

**I. Strong Fiscal management: Ensure the Town budget allocates resources responsibly and responsively**

**A. Maintain and strengthen strategies for long-term fiscal health**

1. Create multi-year operating and capital budgets projections.
2. Work with the State Legislature to adopt policies to maximize state support for Amherst.
3. Identify additional sources of revenue
  - a. Increase revenue from higher education institutions.
  - b. Facilitate environmentally sustainable development.
  - c. Assess the public impact and revenues from Marijuana and AirBnB.
  - d. Seek grants to support town goals.
4. Explore opportunities for regional shared services (e.g., personnel, energy, etc.) and equipment (e.g., ladder truck, etc.).
5. Participate in the Regional Assessment Method process in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, other towns accept, and supports grade 7-12 education.
6. Continue strategies to maximize bond rating.

**B. Determine financially sustainable strategies to meet core service needs in all departments – public safety, schools, library, and other services:**

1. Develop plan and take steps to address Fire/EMT staffing needs.
2. Conduct strategic departmental review(s), focus on staffing and systems.
3. Negotiate contracts, including collective bargaining contracts, that take into account the overall fiscal health of the town.

**C. Maximize effective use of CDBG, CPA, and other funds to meet Town needs and offset allowed Town legal and administrative costs.**

**D. Annual budget**

1. Prepare proposed annual budget for FY 21 in conformance with the Town Council Budget Policy Guidelines.

2. Effectively administer the adopted FY20 budget.

**II. Climate Action: Using a lens of Climate Action, prioritize and begin to implement regulatory, fiscal and other actions to meet energy, sustainability, and resilience goals**

- A. Educate staff on goals and opportunities within each department.
- B. Assess options for energy efficient buildings, vehicles and other purchases in operating and capital budgets.
- C. Explore internal systems to track energy savings based upon investments (e.g., investments in energy efficient buildings, vehicles, etc.).
- D. Where possible, cooperate with higher education institutions to implement the Town's and each Institution's climate action plan.
- E. Start to implement projects or initiatives that are identified as actionable in the short term, including building regional alliances and securing grants.

**III. Long-term planning: Develop Plans Consistent with Town's Long Term Vision.**

- A. Facilitate the review and revision of the Master Plan and Zoning bylaws, as needed.
- B. Develop plans for Capital investments in Town Buildings
  1. Develop multi-year plan to Construct, Renovate and/or Repair 4 Major Buildings.
  2. Update the 07-16-16 Facilities Profiles (known as "Building Assessment Report").
  3. Implement Zero Energy Building Bylaw where applicable
- C. Develop a 5-year plan that balances competing needs for needed Capital Investments – Roads, Sidewalks, Building Maintenance, Technology, Equipment and Vehicles
- D. Begin to develop a plan to improve Downtown public infrastructure, parks, and spaces
- E. Develop a plan and report on 6- month progress the use of Hickory Ridge land
- F. Identify strategies that build on the Pioneer Valley Planning Commission's Economic Development report, 2018, including opportunities for collaboration with higher education institutions.
- G. Identify short and longer-term actions to make it easier and safer walk, bike, or travel around in Amherst, especially sustainable modes of transportation.

- H. Assess efforts and potential actions to provide access to safe, affordable housing for low and moderate income residents
  - 1. Report on Amherst's status on the State's Subsidized Housing Inventory.
  - 2. Develop a plan to conduct a town-wide inventory of low and moderate income housing.
  - 3. Report on the operation of the seasonal shelter.
  - 4. Study impact of differentiated residential tax rates.
  - 5. Assess rental housing permit pricing and inspection policy to reduce repeat violations. Potentially revise permit pricing for repeat violations

**IV. Personnel Management: Manage staff, emphasizing the responsiveness and effectiveness in delivering services to our community**

- A. Retain and recruit highly qualified diverse staff.
- B. Improve "customer" services to residents and businesses.
  - 1. Develop and implement a clear and manageable process to respond to public inquiries or requests and communicate the disposition and status.
  - 2. Promote efforts to foster respect toward and among all employees, residents, and visitors in Amherst.
  - 3. Continue to streamline permitting and inspection processes.
  - 4. Create transparency regarding decisions about improvement of roads and sidewalks.
  - 5. Respond to health and safety concerns in a timely manner.
- C. Provide professional development opportunities.
- D. Encourage communication and create cross-departmental teams to improve cooperation and coordination of services.

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

- A. Continue to improve communication and outreach efforts to engage residents regarding Town activities, successes and challenges.

## **DRAFT - Town Manager's Goals FY2020 Edits from TM Goals meeting on 11-25-19**

1. Develop outreach plans to inform and engage parts of our community not currently participating in Town government activities.
2. Report annually on Community Participation Officers' activities and recommendations.

### **B. Relationships with Higher Education Institutions**

1. Maintain an awareness of developments at UMass, Amherst College and Hampshire College and report on activities that affect Amherst.
2. Negotiate the next Strategic Partnership agreement with UMass and continue to assess UMass's impact on the town's resources.
3. Develop and implement strategies to mitigate the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services.
4. Negotiate strategic partnership agreements with Amherst College and Hampshire College and assess their impact on the town's resources.

### **C. Maximize Contributions of Town Committees**

1. Communicate with committees, boards, and commissions about their recommendations and follow-up actions.
2. Identify areas for potential cross-committee collaboration, including Town Council subcommittees.
3. Increase diversity among staff, boards, and committees.

## **VI. Relationship to the Town Council**

- A. Continue the transition to a New Form of Government.
- B. Provide regular communications to the Council about matters relevant to their responsibilities, including significant issues before they appear in the media.
- C. Respond to communications from Councilors in a timely manner.
- D. Ensure that the Council and/or Council Committees receive relevant information on new initiatives or information in advance of meetings to inform their decisions.