

## **Town Manager's Performance Goals FY2020 as of 1/22/2020**

The Town Council voted unanimously to approve the Town Manager's performance goals for FY2020 at our meeting on January 27, 2020. The Town Manager's FY2020 Goals, expanding on duties of the Town Manager as specified in the Amherst Home Rule Charter, Section 3.2 and other relevant sections.

As required by the Amherst Home Rule Charter, Section 3.9: requires that "The Town Council ... conduct an annual review for the purpose of assessing the Town Manager's performance. The Town Council revised and compressed previous years' goals to reflect current community priorities; and rearranged and added to the categories.

### **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 (See III.C) 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 development with an emphasis on economic and environmental sustainability.
    - c. Report the quarterly and annual revenues from medical and adult use Marijuana and Airbnb/short term rentals (if able to be differentiate) and the recommended application of those funds to costs and to short term or long term goals.
    - d. Seek grants to support Town goals and report grant conditions.
    - e. Maximize effective use of CDBG, CPA, and other funds to meet Town needs and offset allowed Town legal and administrative costs.
    - f. Evaluate service fees to assure they are in line with costs
  - 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 three towns accept, and supports grade 7-12 education.
- B. Determine financially sustainable strategies to meet core service needs in all departments:
  - 1. Assess need, develop a plan, and take steps to address Fire/EMS staffing, as needed.
  - 2. Conduct strategic departmental review(s), focused on staffing and systems.
  - 3. Negotiate contracts, including collective bargaining contracts, that take into account the overall fiscal health of the town.
- C. Prepare and Administer 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. Gather Climate Action plans from three higher education institutions to inform future areas for possible cooperation.
- E. Start to implement projects or initiatives that the Town Council identifies 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 a 5-Year Capital Improvement Program
  - 1. Develop plans for major Capital investments in Town Buildings.
    - a. Develop multi-year plan to Construct, Renovate and/or Repair 4 Major Buildings.
    - b. Update the 07-16-16 Facilities Profiles (known as "Building Assessment Report").
    - c. Include requirements of Zero Energy Building Bylaw where applicable
  - 2. Develop a Plan that balances competing needs for Investments – Roads, Sidewalks, Building Maintenance, Technology, Equipment, Vehicles, Municipal Facilities (e.g., parks, athletic fields, etc.) etc.
  - 3. Begin to develop a plan to improve Downtown public infrastructure, parks, and public spaces.
- C. Develop a plan and report on 6- month progress for the use of Hickory Ridge land.
- D. Identify short and longer-term actions to make it easier and safer to walk, bike, or travel around in Amherst, especially sustainable modes of transportation.
- E. 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.
6. Continue to take steps to encourage and increase housing affordability

#### **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 and plans about roads and sidewalks.
- C. Provide opportunities for professional development.
- D. Encourage communication and create cross-departmental teams to improve cooperation and coordination of services.
- E. Report a plan to address the role of permanent Finance Director.

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

- A. Continue to improve and report on communication and outreach efforts to engage residents regarding Town activities (e.g., town activities, CPOs, Census, etc.).
- B. Continue to Develop Relationships with Higher Education Institutions.
  1. Maintain an awareness of developments at UMass, Amherst, and Hampshire College and report on activities that affect the Town.
  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. Secure Amherst College and Hampshire College agreement that they will negotiate strategic partnership agreements and assess their impact on the Town's resources.
- C. Maximize Contributions of Town Committees.
  1. Ensure that staff responds to committees, boards, and commissions that offer recommendations by reporting on follow-up with actions or reasons why a recommendation may not be feasible.

2. Identify areas for potential cross-committee collaboration, including Town Council Committees.
3. Report on improved diversity in committee membership.
4. Provide annual report from all Town Manager appointed committees.

## **VI. Economic Development: Identify opportunities to improve the cultural and economic vitality of Amherst**

- A. Explore strategies that build on the Pioneer Valley Planning Commission's Economic Development 2018 report, including opportunities to collaborate with higher education institutions.
- B. Explore the need for an Economic Development Committee.
- C. Begin to develop a vision of Amherst assets and unique attributes that could guide branding and a marketing plans.
- D. Explore with UMass and other stakeholders potential barriers and opportunities for encouraging spin-offs and start-ups in Amherst.
- E. Propose a plan to implement the three actions proposed by the Downtown Parking Work Group as modified by CRC, as adopted by the Town Council: dedicated (designated?) staff person regarding all transportation policy, (including sustainability?); improved and consistent signage, including update of the parking webpage to be more user friendly; and earmark a percentage of the Transportation Enterprise Fund revenues for downtown parking.
- F. Work with BID and others on efforts to enliven Downtown and village centers.

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

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