



---

## Town Council Performance Objectives for the Town Manager

July 1, 2020 – June 30, 2021

Charter Section 3.9 requires the Town Council to conduct an annual review to assess the Town Manager's performance. These Performance Objectives are adopted to provide guidance to the Council in fulfilling its Charter obligation and to assist the Town Manager in carrying out his duties.

The core purpose of municipal government is to provide quality services to the Town's residents and ensure the health, welfare, and safety of its residents. Under Charter Section 2.6(a), the Town Council provides the policy leadership for the Town. The Policy Goals set out below reflect the Council's priorities for FY21, a year which will pose serious fiscal and operational challenges and uncertainties. These Policy Goals should guide decision-making at all levels of Town government and its provision of core, municipal services and are meant to be used by the Town Manager to set priorities, direct work activities, and allocate staffing and financial resources.

The Management Goals reflect the requirement to assess the day-to-day performance of the Manager's duties as set forth in the Charter, as well as his ability to supervise a significant work force.

### Policy Goals

#### I. Climate Action

**Objective:** To prioritize and implement regulatory, fiscal, and other actions to meet the Climate Action Goals adopted by the Council on November 18, 2019 by (1) implementing Community Choice Aggregation and the creation of a Climate Action and Resilience Plan, (2) ensuring that budgeting, purchasing, construction, repair, hiring, and other decisions involve considerations of energy, sustainability, and resilience in order to determine impacts of energy use and move Amherst towards meeting the Climate Action Goals, and (3) educating Town multiple-member bodies and staff on the Climate Action Goals.

#### II. Community Health and Safety

**Objective:** To ensure the health and safety of the residents of Amherst by (1) continuing to take all steps necessary to ensure the health of the community in the presence of the COVID-19 pandemic and (2) in accordance with the Council's vote on July 27, 2020, and in consultation with the Council and residents of Amherst, fully exploring alternative options of providing services to respond to issues of homelessness, mental health, and other non-criminal calls to emergency dispatch and present the results to the Council no later than January 31, 2020.

#### III. Economic Vitality

**Objective:** To ensure the present and future economic health and well-being of the Town by (1) working closely with local institutions and business entities, including the BID and Chamber of Commerce, to provide all possible support and assistance to the local business community in the face of the economic challenges encountered as a result of the COVID-19 pandemic, (2) facilitating the review and revision of the Zoning bylaws to promote diverse neighborhoods, affordable housing, and new growth in downtown and village centers, and (3) continuing to



---

develop a plan to implement actions proposed by the Downtown Parking Working Group as modified by CRC and adopted by the Town Council.

#### **IV. Four Major Capital Investments**

**Objective:** To provide the Council with a plan for the funding of the repair or renovation/expansion of the Jones Library, replacement of the Central Fire Station, replacement of the Department of Public Works headquarters, and renovation/expansion or replacement of a school in accordance with Fort River MSBA Grant application, consistent with the October 21, 2019 Council vote that the Council is committed to a plan that will address all four buildings in some fashion.

#### **V. Housing Affordability**

**Objective:** To provide access to safe, affordable housing for low- and moderate-income residents by (1) implementing the Resolution Adopting an Interim Affordable Housing Policy vote by Town Council on April 4, 2020 that called for identifying and aggressively exploring opportunities to preserve and increase affordable housing at all income levels, (2) assisting the Council in developing a Comprehensive Housing Policy, and (3) ensuring the operation of a seasonal shelter.

#### **VI. Racial Equity and Social Justice**

**Objective:** To explore, recommend, and implement policies and procedures that address racial equity and social justice consistent with the Town Council Resolution in the Aftermath of the Death of Mr. George Floyd adopted on June 1, 2020 that (1) ensure all community members feel and are a part of Amherst and feel and are protected, listened to, and served by their public servants, (2) foster a community free of fear, intimidation, and violence, and (3) incorporate significant involvement of BIPOC residents in shaping these policies and procedures.

## **Management Goals**

### **I. Administration, Leadership, and Personnel Management**

**Objective:** To effectively and appropriately administer the operations of Town affairs pursuant to the Home Rule Charter, specifically, but not exclusively, the duties outlined in Section 3.2 (Executive and Administrative Powers and Duties), 3.3 (Powers of Appointment), 5.3 (Public Forum), and 5.4 (Submission of Budget; Budget Message). Further, to provide leadership by (1) anticipating future needs and positioning the Town to meet those needs, (2) devising appropriate courses of action to achieve the policy goals of the Town Council, (3) improving the delivery of services to residents and businesses, and (4) developing and implementing decision making and plans regarding road and sidewalk repairs that are transparent to the residents. Further, to effectively supervise and manage the Town's workforce through (1) retaining, recruiting, and developing a highly qualified, diverse, and effective staff, (2) improving cooperation and coordination of services across departments, and (3) inspiring attitudes of respect, helpfulness, courtesy, and sensitivity toward and among all employees, residents, and visitors in Amherst.



---

## II. Financial Management

**Objective:** To ensure the Town's strong financial and fiscal health by (1) effectively administering the adopted FY21 Budget, (2) preparing and proposing a balanced FY22 Budget in accordance with the Town Council Budget Policy Guidelines and Charter Section 5.4, (3) increasing, utilizing, and maximizing revenue and shared regional resources to meet the Town Council's Policy Goals and Budget Policy Guidelines, (4) implementing Town Financial Management Policies and Objectives and other sound financial management policies and practices, and (5) studying, recommending, and implementing structures for user fees, water fees, sewer fees, and permit fees that reflect the cost of providing services and are in line with other municipalities.

## III. Long-Term Vision Management

**Objective:** To maintain and manage the Town's capital and public assets consistent with the Council's long-term vision by (1) ensuring that the Town's facilities and infrastructure are well-maintained, attractive, and safe, (2) developing a 5-Year Capital Improvement Program in accordance with Charter Sec. 5.7(b) that is logical, transparent, balances competing capital needs, and able to be implemented, and (3) planning for long-term improvements to public infrastructure, parks, conservation land, recreation land, and public ways that ensure public accessibility, safe use, and sustainability.

## IV. Community Engagement

**Objective:** To maintain, develop, and increase positive relationships and communication with residents, institutions of higher education, and local and state governmental entities by (1) facilitating the flow of information to and between the various constituencies, (2) encouraging and supporting new ideas and methods for expanding resident involvement in Town government and awareness of Town matters, (3) developing and implementing strategies and agreements to mitigate the financial and social impacts of the higher education institutions on the Town and neighborhoods, demand for public safety resources, parking and traffic, and other municipal services, and (4) maximizing the contributions of Town multiple-member bodies to the municipality.

## V. Relationship with the Town Council

**Objective:** To maintain, develop, and increase positive relationships and communication with the Town Council to ensure the Council's effectiveness by (1) effectively assisting and supporting the Council in providing policy leadership and establishing and implementing long-range goals, (2) providing support for Council Committees, (3) responding to communications from the Councilors in a timely manner, (4) resolving issues at the administrative level to avoid unnecessary action at the Council level, and (5) providing regular communications to the Council to ensure they receive relevant information in advance of meetings or media coverage.