



To: Town Council
Fr: Paul Bockelman
Town Manager
Dt: October 5, 2022
Re: 2022 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 and the progress we have made in meeting the Town Council's goals.

As we begin to emerge from the pandemic, we must recognize the incredible work the Town staff did during an unprecedented time. Not only were we able to manage a once-in-a-century pandemic, but we continued to make significant progress on Town goals. In addition, we have funded, created, and launched two new departments in the Town – the Diversity, Equity, and Inclusion Department and the Community Responders Department (CRESS).

These accomplishments are a tribute to the quality and commitment of the Town's staff. The past few years have been very challenging for Town staff. I want to recognize their professionalism and accomplishments.

We are a 24/7, 365 day a year operation. Police, Fire/EMS, Dispatch are on duty at all times. We provide services around the clock with Public Works ensuring our water is clean and available, our wastewater is treated and removed, our roads are clear and navigable, and our parks are clean and available. I.T., Inspections, and Public Works staff are on-call at all times to address any needs that may arise be it a deer struck by a car or the Town's website or communications systems experiencing problems. Town staff work every day for the community providing needed services.

I am enormously proud and honored to work with my colleagues.

General Background and Comments

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.”

The Town Council adopted goals for the Town Manager on December 13, 2021 for the period January 1, 2022 – December 31, 2022. These ambitious goals reflected the priorities and direction of the Town Council. This report summarizes my progress on those goals. I note that the Town Council's performance

review schedule accounts for an assessment at nine months into the calendar year and much additional work will be accomplished in the final three months of the calendar year.

I 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. While this is a challenging job, it is a job that aligns with my values and skillset, and I appreciate the progressive intelligent leadership provided by the Town Council.

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.

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) making substantial progress on implementing Community Choice Aggregation, (2) implementing the portions of the Climate Action, Adaptation, and Resilience Plan that have been prioritized to start in FY2022 and FY2023, (3) ensuring that budgeting, purchasing, construction, repair, hiring, and other decisions involve considerations of energy, climate action, and resilience in order to determine greenhouse gas emissions impacts of energy use and move Amherst towards meeting the Climate Action Goals, (4) educating Town multiple-member bodies and staff on how to apply a climate lens in decisions-making in order to advance the Climate Action emission reduction goals, (5) including in the Capital Inventory (Charter Sec. 5.7(a)) a timeline for the transition of municipal buildings, vehicles, and equipment from the use of fossil fuels, and (6) reporting on the progress made towards meeting the 2025 interim Climate Action Goals.*

➔ We have taken significant steps to move to a carbon neutral world. The goal is reflected in the Town's budget and in its maintenance decisions. We have installed and activated a major solar project and are working to encourage the development of solar in other parts of the community. And we have shown success in seeking grants to advance our goal of carbon neutrality.

Specific goals:

(1) *making substantial progress on implementing Community Choice Aggregation (CCA):*

- The Town, and our partners - the City of Northampton and Town of Pelham - have hired Mass Power Choice (MPC) to develop and implement the CCA. To be known as Valley Green Energy (VGE) staff have been working closely with MPC on next steps which will begin with public education and outreach as required by the Department of Public Utilities (DPU). The Town has worked with our community partners and our respective legal counsels to finalize the Joint Powers Agreement (JPA) language that will create a Joint Powers Entity (JPE). The JPE must be in place when the aggregation plan is submitted to the DPU. We hired a special attorney to conduct the legal review of the Joint Powers Authority to establish an inter-municipal Community Choice Aggregation. We are now seeking approval of the final JPA language from the attorneys for the three communities.

(2) *implementing the portions of the Climate Action, Adaptation, and Resilience Plan that have been prioritized to start in FY2022 and FY2023:*

- The Town has dedicated \$500,000 in ARPA Funding for Sustainability initiatives. <https://www.amherstma.gov/DocumentCenter/View/61985/Revenue-Loss---Sustainability-Programming-Project-Snapshot> We have prioritized actions identified in the CARP “2025 Road Map” such as:
 - Building sector funds (\$385,000) which will be used to develop, administer, and provide financial incentives for a residential heat pump program. Implementation targeted to begin in 2023.
 - Fleet Inventory (\$20,000) funds which will support the development of a Municipal Fleet Green House Gas Inventory and Fleet Replacement Program Strategy. Specifically, this funding is supporting a baseline vehicle greenhouse gas emissions inventory and development of a replacement and electric vehicle transition strategy. Implementation is targeted to begin in late 2022-early 2023.
 - Community Dashboard (\$25,000) develop and introduce a web-based platform on their Town’s website to educate residents about our progress, as well as to provide easy access to helpful information. Implementation is targeted for 2023.

(3) *ensuring that budgeting, purchasing, construction, repair, hiring, and other decisions involve considerations of energy, climate action, and resilience in order to determine greenhouse gas emissions impacts of energy use and move Amherst towards meeting the Climate Action Goals:*

- We now apply a ‘climate lens’ when we review all capital purchases. For instance, the Finance Department has introduced a question on capital purchase applications asking whether, and how, a proposed purchase advances the goals of the town’s CAARP and whether or not the option provided in the request is the most sustainable option. If the answer is ‘no’, an explanation and the differential between the chosen and more sustainable option must be provided.
- I emphasized the importance of the Town’s climate work by elevating the Sustainability Coordinator position to be Director of Sustainability.

(4) *educating Town multiple-member bodies and staff on how to apply a climate lens in decisions-making in order to advance the Climate Action emission reduction goals:*

- Department Heads have been engaged and involved in the Development of the CAARP and are included in the Solar Assessment and development of the solar bylaw. A link to the CAARP is included in the Capital Request form which requires purchases be in support of CAARP goals/objectives to the extent possible. The challenge has been one of supply, especially with the goal of purchasing only electric vehicles.

(5) *including in the Capital Inventory (Charter Sec. 5.7(a)) a timeline for the transition of municipal buildings, vehicles, and equipment from the use of fossil fuels:*

- A Sustainability Fellow is being recruited through the University of New Hampshire Sustainability Institute Fellows Program to conduct a building inventory and timeline for transitioning buildings/equipment from fossil fuels (summer 2023).
- As stated above, ARPA funds are being dedicated for CAARP Transportation Sector purposes including \$5,000 for baseline vehicle greenhouse gas emissions inventory and

\$15,000 for development of a replacement and electric vehicle transition strategy. Implementation is targeted to begin in late 2022-early 2023.

(6) *reporting on the progress made towards meeting the 2025 interim Climate Action Goals:*

- A University of New Hampshire Sustainability Institute Fellow is being secured to update the Town's 2017 Greenhouse Gas Emissions Inventory which is projected to occur in the summer of 2023.

Other initiatives:

- Solar:
 - Solar on the Landfill: We have finally brought this project to conclusion. Staff surmounted numerous regulatory and permitting hurdles so that, as of August 23, 2022, the solar on the landfill project was certified as complete and generating 2,500 kW of electricity. A celebratory ribbon-cutting event is being planned. Electricity credits from this project will be assigned to Town electrical accounts.
 - Solar Bylaw Working Group: With the support of the Town Council, I created and appointed the Solar Bylaw Working Group (SBWG) to develop a solar zoning bylaw and establish a clear process and guidelines to support the permitting, siting, and construction of solar projects, including battery storage, in a way that protects the health, safety and welfare of community members, the environment, and natural resources. Town officials and boards, such as the Water Supply Protection Committee, are engaged in providing advice and guidance to the Working Group.
 - Solar Assessment: We developed a Request for Proposals and funded a Town-wide solar assessment. This work will be completed in the near future.
- Community Garden: Working with community partners, we planned, funded, and opened new community gardens in East Amherst Village Center. The community gardens are well situated, easily accessible to many low and moderate income individuals and families and will promote a greater sense of community, improve food security, and improve mental health.
- Fearing Brook: We obtained grant funds to develop, bid, and complete the Fearing Brook restoration project. The goal is to improve water quality in the Fort River.
- PACE: We researched and presented the Property Assessed Clean Energy (PACE) program and presented to the Town Council for adoption. PACE program was approved by the Town Council. The Energy and Climate Action Committee (ECAC) is now working on an outreach plan to engage and educate business owners about these financing opportunities.
- Budget:
 - Built annual funding of \$100,000 into the FY22 capital plan to support sustainability initiatives in capital projects. This funding was doubled in the FY23 budget to \$200,000.
 - Allocated an additional \$10,000 for sustainability staff support.
 - Budgeted the purchase of hybrid police vehicles.
 - Purchased an ambulance with anti-idling technology (paid for by Green Communities Competitive Grant) which has been received and is now in service.
 - Funded an electric vehicle for the Community Responders. Supply chain issues have created a backlog. Responders are using the existing Town electric vehicle in the interim.

- **Bikeshare:** Completed installation of two additional bikeshare locations at South East Street and West Street.
- **Electric Vehicle (EV) Charging Stations:** Activated three additional EV charging stations at no cost to the Town at Pray Street Lot, Boltwood Garage (upper and lower levels), and Ann Whalen parking lot.
- **Incentives:** Engaged in ongoing conversations with Eversource about energy efficiency incentives for various projects – including a significant (>\$1m) rebate for the new elementary school and Jones Library.
- **Culture:** Included the following statement on every job post:
 - *The Town of Amherst seeks a workforce that reflects the diversity of its community, and strives toward racial equity and environmental sustainability. All are encouraged to apply. AA/EEO.*

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 December 13, 2021, implementing the Community Responders for Equity, Safety, and Service Department to provide services to respond to issues of homelessness, mental health, and other non-criminal calls for assistance.*

➔ The Town’s Health Department has been steady in its delivery of tests, vaccines, and public health leadership for the Town. The Town set up the Community Responders program in record time.

Ensure Health of Community During COVID-19:

- **Wastewater Monitoring:**
 - The Health Department and Department of Public Works worked with the University of Massachusetts to monitor wastewater for COVID-19.
 - We convinced the Massachusetts Department of Public Health to select Amherst has one of their sites for continued wastewater monitoring with a commitment to fund the monitoring through June of 2023.
- **Testing:**
 - The Town has distributed thousands of rapid antigen tests to the general public and also to targeted population including the regional and elementary school districts, Craig’s Doors shelter, the Survival Center, and local businesses.
 - We continued our partnership with the University of Massachusetts for community PCR testing provided at the Bangs Community Center and on campus.
- **Contact Tracing:**
 - We have maintained a full-time Contact Tracer to provide case management and case investigation.
- **Vaccination:**
 - The Town continued an aggressive program of weekly vaccine clinics at the Bangs Community Center and at the Amherst public schools for students and staff, as vaccines became available to different age groups.
 - The Health Director offered pop-up clinics at various apartment complexes, community events such as Juneteenth, and at the Mobile Markets.

- Other Services:
 - Established a Residents Aid Program that is being managed through Family Outreach of Amherst funded by ARPA.
 - Allocated ARPA funds to temporarily increase health department staffing (increased public health nurse FTE, contact tracer, and admin support for vaccine clinics and testing)
 - Organized community support of residents in isolation with reduced resources by notifying first responders, working with the Amherst Survival Center, and Family Outreach of Amherst.
 - Provided approximately \$4 million in services in response to COVID, utilizing local funds, FEMA, and CARES Act,
 - Added four additional Fire/EMS staff members during the duration of the pandemic and those four positions will continue for the next several years as we move through the recovery phase.
 - Continued to maintain an ample supply of Personal Protective Equipment for first responders and cleaning supplies for the facilities department as supply chain issues have remained.
 - Maintained the well-organized multi-generational Covid Ambassadors program to help the public create healthy social norms around social distancing and mask wearing in public spaces. This program will terminate at the end of the year.
 - Continued regular all-staff meetings with the Health Director to provide updates on the status of the Covid-19 virus, reviewed Town policies that changed in response to the status of the pandemic, and educated and offered testing and vaccination opportunities to Town staff.
 - Utilized the advice of the “Back to Work” committee of Town employees to work through the protocols and expectations of returning to in-person work safely for those who had been working remotely. Maintained flexibility for employees who demonstrated the need for remote work options.

Explore Alternative Options for Providing Services:

- Created a new Town Department of Community Responders, an alternate to police response team. What took other communities two or more years to set up, we were able to have Community Responders on the streets in six months. This is due to the strong commitment from leadership in police and fire and remarkable cooperation developed through the Implementation Team. The City of Durham, North Carolina – a community whose program we are following closely – reported it took them two years to develop their program. The City of Northampton has yet to deploy community responders.
- The Community Responders Department was established based on the work of the Implementation Team that included the former Director of Senior Services, leadership of the Community Safety Working Group, Police Chief, Fire Chief, Assistant Director of Diversity, Equity, and Inclusion, and other staff and members as needed such as the Police Operations Captain and Dispatch Supervisor.
- The Town continues to participate in the Harvard University Kennedy School of Government Performance Lab Alternative 911 Emergency Response Community of Practice.

- Included \$170,000 in funding (plus pensions and benefits estimated at \$40-50,000) for a community responder (CRESS) program in the FY22 Town budget. Expanded that commitment to fully fund the department in FY23.
- Allocated \$250,000 in ARPA funds for implementation costs for the Community Responder Department.
- Implemented and managed \$449,949 in funding from the Massachusetts Department of Public Health's (DPH) Bureau of Community Health and Prevention under the Equitable Approaches to Public Safety (EAPS) grant program. Worked with Town staff to write a lengthy grant application that was selected as part of a highly competitive grant process, one of five communities in the State to be awarded this major grant to develop equitable approaches to public safety with the possibility of additional years of funding.
- Established the BIPOC-majority Community Safety and Social Justice Committee to serve as a successor group to the CSWG.

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 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, (3) creating a leadership structure to oversee parking policy, planning, and implementation, and (4) implementing high visibility and consistent signage in key locations and updating the Town's parking webpage to be more user-friendly.*

→ The Town of Amherst's business districts have survived and, in many ways, are emerging from the pandemic in a very strong position. Town staff worked closely with the Business Improvement District and the Chamber on numerous initiatives including funds for new and existing businesses, physical improvements business districts, securing funding for various initiatives, offering grant support for struggling businesses, and dedicating significant high-level staff and legal time to developing and reviewing zoning bylaws.

Provide support and assistance to the local business community...:

- Developed and implemented several ARPA small business programs, economic empowerment, Drake funding partnerships with the Business Improvement District, Chamber of Commerce, and Downtown Amherst Foundation. All focused on strengthening the local economy.
- Town supported the BID's Summer Music Series, Annual Block Party, Juneteenth and other cultural celebrations, and the Amherst Center Cultural District, which all drive economic activity to our downtown business district.
- Supported – through advice and ARPA funds - the development and opening of The Drake, the first cultural facility built in Town since the Amherst Cinema opened. The Drake has offered performance opportunities to high school students, college students as well as seasoned performers.

- After being awarded a \$1.5 million MassWorks grant for the Pomeroy Village Roundabout, Town staff secured Town Council approval, developed final designs, moved through the regulatory process, worked with neighboring property owners, and bid and contracted with a company to carry out the project. Utility work has begun. Preliminary work will begin this Fall with full construction anticipated in the Spring of 2023.
- Awarded three rounds of Complete Street grants to revitalize the downtown with expanded outdoor dining, additional amenities, and accessible crosswalks.
- Implemented back-in parking to allow for outdoor dining and expand the number of prime parking spaces in the downtown area.
- Purchased \$129,472 worth of grant-funded outdoor dining equipment, streetscape improvements downtown, and new bus shelters.
- Used a \$192,600 Shared Streets grant to construct a new ramp from the Boltwood Parking Lot to the Musante Health Center, Clark House, and Ann Whalen along with new outdoor furniture for the Boltwood Plaza.
- Used a \$184,728 Shared Streets grant for crosswalk improvements on North Pleasant Street and pedestrian safety improvements along Boltwood Walk.
- Continued to manage the Temporary Zoning that supported outdoor dining.
- Supported the work of the Amherst Business Improvement District (BID) by serving on its Board of Directors.
- Supported the work of the BID and the Amherst Area Chamber of Commerce by meeting regularly with both executive directors along with the Assistant Town Manager and Town Council President.
- Moved forward on the Town’s “Destination: Amherst” including:
 - Managing the Kendrick Park playground with the support of a \$400,000 PARC grant and Community Preservation funds;
 - Secured approval of the improvements to the North Common with capital funding approved by the Town Council and the project expected to break ground in the Spring of 2023.
 - Secured \$827,000 Land and Water Conservation Fund (LWCF) grant to rehabilitate Town Common between Spring Street and Main Street to provide gathering spaces for events, tables and chairs for year-round dining and enjoyment, and fully accessible amenities.
 - Completed construction of new crosswalks, walkways, and roadway improvements in the downtown area utilizing grants whenever possible.
- Negotiated and purchased the Hickory Ridge Golf Course with Town Council approval.

Facilitate the review and revision of the Zoning bylaws...:

- Town staff worked with Town Councilors and the Planning Board on a priority list of Zoning amendments and provided background and analysis to the decision-making boards including some, but not all, of the following:
 - Adding B-L District to footnote b;
 - Adding footnote a to maximum lot coverage and maximum building coverage;
 - Proposed a revised SDU bylaw, similar to the 2018 Town Meeting proposal;
 - Demolition Delay bylaw revisions;
 - Move apartments to SPR in more zoning districts;
 - Remove Footnote m;
 - Revise the Apartments definition;

- Regulations in the R-G and R-VC;
- Lowering barriers to development of duplexes and triplexes;
- Frontage regulations for Residential zones;
- Look at appropriateness of Use Table for V-C: What kinds of businesses are allowed or encouraged in V-C districts - food, entertainment, services;
- Parking overlay district;
- Extension of Article 14.

Create a leadership structure to oversee parking policy, planning, and implementation ...:

- Formed a Parking Leadership Group led by the Finance Director that meets regularly to review parking in the downtown area.
- Finalized parking permit program recommendations and changes for the Council’s consideration.

Implement high visibility and consistent signage in key locations and update the Town’s parking webpage...

- Finalized development of wayfinding signage system and incorporated parking signs into the system. Project was bid in September 2022 with an installation slated for the spring of 2023.
- Updated parking webpage. <https://www.amherstma.gov/732/Parking-in-Amherst>

IV. Four Major Capital Investments

Objective: To continue progress on Four Major Capital Investments consistent with the October 21, 2019 Council vote by (1) meeting Town and MSBA milestones and deadlines, (2) supporting the Library Building Committee in its work to realize the renovation/expansion of the Jones Library consistent with the Town Council’s April 5, 2021 vote and the election results on November 2, 2021 affirming that vote, (3) funding and beginning the schematic design phase for the replacement of the Central Fire Station, and (4) securing a new location or locations for the Department of Public Works headquarters.

➔Progress is being made on the major capital projects. I have appointed and serve on both the Elementary School Building Committee and the Jones Library Building Committee. An updated financing plan – taking into consideration increased construction costs and higher interest rates - has been developed will be reviewed by the Town Council. In addition, staff have developed and bid an addition to the North Amherst Library, which is being funded by a generous anonymous donor.

- Overview:
 - The Finance Director has revised the capital investment plan to fund all four major capital building projects and updated assumptions that incorporates increased construction costs and rising inflation rates. This plan will be reviewed by the Town Council in the coming weeks.
 - Worked with Eversource to identify funding opportunities for energy efficiency initiatives in each of the buildings, a process that is important to begin prior to the design of any buildings;

- Increased reserves as we work to ensure the Town is in the strongest financial position to take on multiple major investments of four major capital expenditures, and help offset impact on taxpayers with reserves increasing from \$10,030,686 in FY16 to \$23,132,159 in FY22 which equates to a percentage of the budget of 13.9% in FY16 to 27% in FY22.
- School:
 - Established and appointed the Elementary School Building Committee.
 - Serve as a member of the Elementary School Building Committee.
 - Met major deadlines to continue through the Massachusetts School Building Authority (MSBA) process.
 - Hired an Owner’s Project Manager and Project Design Team with approval obtained from the MSBA.
 - Selected the existing Fort River Elementary School has the preferred site.
- Jones Library:
 - Established and appointed the Jones Library Building Committee.
 - Serve as a member of the Jones Library Building Committee.
 - Negotiated a Memorandum of Agreement between the Town and the Library Trustees and nearing completion on an addendum to that Memorandum. The Memorandums are designed to protect the Town’s interests and minimize the financial exposure of the Town.
- Public Works Headquarters:
 - Explored numerous locations for a suitable a site for the new facility, negotiating on a site that failed to come to a satisfactory conclusion.
 - Continue to evaluate sites to locate the facility which will be updated with the Town Council in the coming weeks.
- Fire Department Headquarters:
 - Progress dependent on successful identification of a location for the Public Works Headquarters.
- North Amherst Library:
 - Cultivated and secured a significant private donation from an anonymous donor to make needed additions to the North Amherst Library including a new community room, rest rooms, and making the library accessible <https://engageamherst.org/north-amherst-library-project> ;
 - Worked with an architect to design the addition which received wide praise.
 - Bid and selected a contractor for the project.
 - Construction is ongoing with a completion date of 2023.

V. **Housing Affordability**

Objective: *To provide access to safe, affordable housing for low- and moderate-income residents by (1) working with the Community Resources Committee and the Amherst Municipal Affordable Housing Trust to implement the Comprehensive Housing Policy adopted by the Town Council on September 27, 2021, (2) ensuring the continued operation of a seasonal shelter, and (3) ensuring the operation of a permanent seasonal or year-round shelter.*

Implement the Comprehensive Housing Policy…:

- Staff supported the Councilors in the development of the Comprehensive Housing Policy;
- The Town Council passed the Comprehensive Housing Policy on September 27, 2021.

- Issued a Request for Proposals and selected a developer for development of both the Belchertown Road and the East Street School sites.
- Funded a rental assistance program utilizing ARPA funds.
- Received Community Preservation Act funds to create an Affordable Housing Coordinator position.
- Continued to support the construction of supportive studio apartments at 132 Northampton Road which includes \$500,000 of Town Community Preservation Act funds.
- Explored a differentiated tax rate structure to provide a residential discount for owner-occupants as requested by the Town Council with information to be presented to the Town Council in the coming weeks.
- Conducted site feasibility assessments on town-owned properties, including Strong Street and Old Farm Road, for the development of affordable homeownership units.
- Awarded and expended the Housing Choice grant of \$174,300 to construct the Mill Lane multi-use path connecting the East Hadley Road neighborhood with Groff Park.
- Coordinated with the Amherst Municipal Affordable Housing Trust to conduct site feasibility and due diligence efforts to identify sites for the development of affordable housing.
- Assisted the Senior Center and Housing Trust with the Age and Dementia Friendly Project through outreach and forums on topics such as Housing needs for Older Adults.
- Allocated CDBG and CPA funds for the rehabilitation of existing affordable units at the Amherst Housing Authority.
- Allocated over \$2 million of ARPA funds to support affordable housing and sheltering.

Ensure the operation of a seasonal shelter:

- Assisted Craig's Doors with the permitting, reopening, and operations of the congregate shelter at the Immanuel Lutheran Church.
- Coordinated a meeting with representatives from Inspection Services, police, fire, and Town management and representatives of Craig's Doors to prepare for the upcoming shelter season.
- Provided medical support with special vaccination outreach to Shelter staff and guests throughout the Covid-19 pandemic.
- Supported the operation and management of Craig's Doors during its management transition and worked with the new Executive Director to maintain operations and prepare for the new shelter season.
- Assisted Craig's Doors with the operation of the shelter at the University Motor Lodge.

Ensuring the operation of a permanent seasonal or year-round shelter:

- Worked with a coalition of Western Massachusetts municipal leaders and advocates to secure State funding to address the broad range of needs for the homeless communities in Western Massachusetts.
- Town staff actively searched for properties to acquire for a permanent shelter. Staff conducted site assessments, outreach with owners, and coordinated activities with the Massachusetts Department of Housing and Community Development (DHCD).
- Assisted Craig's Doors with their two-year funding request to DHCD. The State changed their process for funding shelters and required all shelter operators to apply competitively for funding.

- Supported the Homelessness and Rehousing Working Group as they reviewed services and resources in the community as part of their expected recommendations for sheltering in Amherst.
- Allocated \$1,000,000 in ARPA funds for a more stable solution to sheltering and support services such as the acquisition of a permanent shelter site in the Town.
- Staff completed due diligence of a permanent site with positive outcomes. Staff negotiated with lot owners to move forward with purchase with a goal of closing on the site in 2022 or early 2023.

VI. Racial Equity and Social Justice

Objective: *To ensure all community members are protected, listened to, and served by their public servants, to foster a community free of fear, intimidation, and violence, and to incorporate significant involvement of BIPOC residents in shaping policies and procedures by (1) implementing the Diversity, Equity, and Inclusion Department, (2) supporting the work of the African Heritage Reparations Assembly in making recommendations for repairing the damage of structural racism in Amherst, (3) supporting the work of the Community Safety and Social Justice Committee, and (4) making recommendations to the Town Council regarding the actions recommended in the Community Safety Working Group Reports.*

➔ The Town has dedicated significant resources and implemented an infrastructure to support the work toward racial equity and social justice.

Implementing the Diversity, Equity, and Inclusion Department:

- Reallocated funds to establish a Diversity, Equity, and Inclusion (DEI) Department with both a Director and DEI Coordinator with additional funding identified in ARPA.
- Hired a DEI Director and Assistant Director.
- Supported the work of the staff-led Core Equity Team.
- Maintained membership in the Government Alliance on Race and Equity (GARE) www.racialequityalliance.org, a national network of government working to achieve racial equity and advance opportunities for all.
- Offered implicit bias training to Town staff, led by Town staff.
- Continued implicit and other trainings for all members of the Amherst Police Department.
- Attended and participated in various forums, workshops, and events focused on moving toward racial equity.
- Included the following statement on each job post:
 - *The Town of Amherst seeks a workforce that reflects the diversity of its community, and strives toward racial equity and environmental sustainability. All are encouraged to apply. AA/EEO.*

Support the work of the African Heritage Reparation Assembly:

- Supported the African Heritage Reparation Assembly (AHRA) with dedicated staff and legal advice.
- Worked with the Town Attorney to review the goals of the AHRA and investigate the legal aspects of its mission to allocate funds for reparations.
- Provided fund to AHRA for census and have begun implementation of funding plan.

- Recommended to the Town Council the creation of a Reparation Stabilization Fund which was voted by the Town Council.
- Recommended the second year of funding for the Reparation Stabilization Fund to the Town Council.

Support the work of the Community Safety and Social Justice Committee:

- Appointed members of the Community Safety and Social Justice Committee.
- Established staff support for the work of the committee.

Make recommendations based on the Community Safety Working Group’s report:

- Funded, obtained grants, staffed, and obtained Town Council approval to create a new Community Responder Department.
- Funded, staffed, and obtained Town Council approval to create a new Department of Diversity, Equity, and Inclusion.
- Created and appointed the successor group to the Community Safety Working Group, the Community Safety and Social Justice Committee.
- Identified \$500,000 in ARPA funds to investigate and develop a BIPOC-led Youth Center.

Management Goals

I. Administration, Leadership and Personnel

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, and (3) improving the delivery of services to residents and businesses. 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.*

➔ Town leadership has worked relentlessly to (a) align our work with the priorities established by the Town Council and (b) to continue to provide superior service across the organization. Hiring and retaining highly qualified and committed employees has been a particular challenge.

Dog park design, construction, completion, opening signage, policies

- Anticipating Future Needs:
 - The world-wide pandemic has placed new and continuing demands on Town staff and resources.
 - The impact of the pandemic – including inflation, higher construction and energy prices, and rising inflation – have put significant constraints on the Town’s budget and ability to project future needs and the ability to meet them.

- Careful attention to the Town’s budget and bond rating over the past five years has ensured that the Town is in a fiscally sound position but these resources will be stretched due to the economy.
 - New goals established by the Town Council including two new departments and a commitment to add four new staff to the Fire Department has placed severe constraints on new initiatives.
 - I have requested additional funds for operating budgets, roads, and the region track and field to position the Town to meet rising inflation, aging infrastructure.
 - I have requested – and the Town Council supported – the largest investment in roads and sidewalks over the past several years.
- Aligned with Town Council Priorities:
 - Town Council priorities are outlined above and my responses to how Town staff have aligned our work is documented accordingly.
 - We have re-tooled our budget development and internal decision-making to see things through the lenses of climate change and racial equity.
- Service Delivery:
 - Our employees work to improve what we do and how we do it. We continue to provide services to the public through traditional means and offering more robust engagement electronically. We recognize that there is still much work to do, projects to take on, and services to improve.
 - We continue offering more digital services online including:
 - Refreshed the Town website with home page redesign that is more conducive for one-stop shopping of all the most important features;
 - Developing all new online interfaces with a “mobile-first” design;
 - Installed ADA assistive technology and compliance monitoring software (Audio-eye) to automatically monitor all web content for accessibility on all main Town websites (Town, Police, Recreation) which places the Town’s websites at the head of accessible municipal sites;
 - Offered more and enhance online bill payment options for the public;
 - Enhanced the interface of the human resources portal for job applicants;
 - Transitioned from a legacy online permitting system to new, state-of-the-art permitting portal that is currently used by Inspections but will be expanded to nearly all permits;
 - Introduced search engine optimization (SEO) and keywords best practices to allow for better web search experience;
 - Expanded use of social media to highlight Town events and work;
 - Offered short “explainer videos” to share how-to instructions and information on key projects;
 - Branded custom mobile app through our See-Click-Fix tool with buttons and tiles to all the Town’s important services and current Covid-19 information;
 - Increased viewership by 400% from prior year on Town’s YouTube Channel with videos from events and public meetings;
 - Developed and maintained stand-alone Covid-19 website with newly enhanced daily data counts and regular updates;

- Produced new and expanded opportunities for the public to connect online including:
 - EngageAmherst public discourse website dedicated to important topical areas;
 - Developed and offered – and then refined - a Resident Capital Request form that permits residents to submit ideas and proposals for municipal expenditures on capital projects;
 - Introduced an enhance budget presentation utilizing a new, easier to understand budget format, more understandable budget story map, and use of EngageAmherst website for feedback;
 - Maintained the Soofa information kiosks throughout the downtown;
 - Staff supported Zoom meeting platform for all meetings of public bodies;
- Road and Sidewalk Repair:
 - The Town presented an updated Pavement Condition Index to the Town Council.
 - Although significant funds for road and sidewalks work have been appropriated – with more being requested – rising paving costs and supply chain restrictions have constrained the number of roads and sidewalks we can complete each year.
 - Nevertheless, these funds have helped address the backlog of work that was in the queue.
- Human Resources:
 - HR has arranged for numerous internal trainings available to all staff such as customer service training, remote work training, health and workout competitions provided by the Town’s health insurance provider;
 - Recruiting: Change in an organization of this size is normal. Prior to advertising, vacancies are examined to determine need and responsibilities of the position.
 - I have been able to recruit exceptional candidates to many positions. The following department head positions were recruited and filled in the past year.
 - Health Director: Jennifer Brown
 - Senior Services Director: Hayley Bolton
 - Director of Community Responders: Earl Miller
 - Diversity, Equity, and Inclusion Director: Pamela Nolan Young
 - We continue to work 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 also continues to accept paper applications, a key feature for many people who do not have access to computers.
 - Retaining high performing members of the organization requires the supervisor to provide guidance, mentoring, and ample professional development opportunities. I continue to work to cement these values in our supervisors. I have encouraged department heads to review the professional development opportunities available to their staff.
 - I serve as the International City/County Management Association’s UMass Chapter Professional Advisor, encouraging careers in local government to students at the University.
 - Maintaining positive staff morale has been a challenge during the Covid-19 pandemic with fewer in-person interactions and opportunities to work side-by-side. I believe 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, and recognizing the important role our Dispatch team plays in our emergency response system.
- I have worked with our department heads and leadership team to develop more effective relationships with all staff in the Town.
- My monthly meetings with small groups of employees, which was curtailed due to the Covid-19 pandemic, will be restarted.
- I continue to meet with employees virtually in large and small settings such as quarterly all Town staff meetings open to all Town employees which are always very well attended, numerous social settings, and regular day-to-day contact.
- Non-union employees meet directly with the Personnel Board every year.
- I hold regular monthly and quarterly meetings with my leadership team and department heads.

II. Finance

Objective: *To ensure the Town’s strong financial and fiscal health by (1) effectively administering the adopted FY22 Budget, (2) preparing and proposing a balanced FY23 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, (5) effectively managing and dispersing ARPA funds and reporting to the Council on the impacts and uses of those funds, and (6) recommending and implementing structures for user fees, water fees, sewer fees, solid waste fees, and permit fees that consider the cost of providing services.*

➔The Town of Amherst has excellent finances with strong finance officers. If the Town’s finances are strong, we have the ability to address many of the goals of the Town Council and concerns of the public. Our management focus has been to be wise stewards of the public’s money so that the Town has the ability to address its many needs and the demands of the public.

- Budgets:
 - Effectively managed the FY22 operating budget and closed the year with a significant surplus due to careful budget management, conservative filling of positions, and strategic use of Federal funds for unanticipated costs leaving a positive balance in both expenditures and revenues.
 - The FY23 budget included modest increases with minimal impact on Town services.
 - Returned the commitment to Capital to 10%.
 - For the sixth year in a row as Town Manager, we increased reserves as part of the financial strategy to meet the financial demands of multiple capital projects.

- Prepared and proposed a balance FY23 budget in accordance with the Town Council’s Budget Policy Guidelines.
 - As in the previous five years, the budget did not rely on use of reserves (other than the capital reserve which was used intentionally).
 - Developed and implemented a plan to allocate a significant allocation of American Rescue Plan Act (ARPA) funds.
- Revenue:
 - Revenue increases in parking, water/sewer, ambulance, rental registration.
 - ARPA funds have been deployed, information has been posted on the Town’s ARPA webpage along with quarterly spending reports.
<https://www.amherstma.gov/3656/American-Rescue-Plan-Act>
 - Worked with our State delegation to advocate and win additional resources from the State including Chapter 90, general government support, capital support, and targeted funds designated by our State Senator and State Representative;
 - Reviewed and permitted numerous new development projects that will increase the tax base, providing needed additional funds to address the challenges facing the Town including South East Street, University Drive Extension, Eleven North Pleasant Street, South East Street, and the Amherst Motel site.
 - Secured over two dozen grants which span multiple years including:
 - \$288,000 grant to develop ADA accessible trails at Hickory Ridge;
 - \$499,000 grant to support the development of services associated with the Community Responders program from the Massachusetts Department of Public Health;
 - \$1.5 million MassWorks grant for Pomeroy Village Center roundabout;
 - \$129,472 Shared Streets grant for outdoor dining/streetscape improvement downtown/bus shelters;
 - \$192,600 Shared Streets grant for Bangs Center ramp and Boltwood plaza furniture;
 - \$184,728 Shared Streets grant for crosswalk improvements/pedestrian safety downtown;
 - \$276,549 for Fearing Brook Floodplain Creation project;
 - \$44,100 in ADA grants to replace two existing crosswalks and one sidewalk downtown;
 - \$400,207 grant to the Police Department – with other entities – to provide community-defined solutions to Violence Against Women;
 - For a list, see page 247 of the FY23 Town Manager Budget here: <https://www.amherstma.gov/DocumentCenter/View/61440/FY23-Budget-Final-5222>
 - CDBG funds: The Town continued to be designated a mini-entitlement recipient of Community Development Block Grant (CDBG) funds, a portion of which is allocated to grant administration. This grant of \$825,000 provides crucial funding for projects and activities that serve primarily low- and moderate-income members of the community.
 - Town staff worked with the Community Preservation Act (CPA) Committee to make recommendations to the Town Council for funding 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.

- Policies:
 - Completed an initial study of residential exemption with a presentation to the Town Council and will work with Town Council to investigate further and engage the public;
 - Introduced a new, more accessible budget format that makes more information more readily available to the public online;
 - Working with the Town Council Finance Committee to update financial policies previously adopted in 2012;
 - Continued to implement annual inventory process and streamlined process with sustainability coordinator;
 - Continued to work with regional partners and communities to provide shared services including:
 - Sealer of Weights and Measures with the City of Northampton;
 - Municipal Hearing Officer with the City of Northampton;
 - Veterans' Services with multiple communities;
 - Pioneer Valley Bike Share with multiple communities;
 - Provision of Ambulance Services to the Towns of Leverett, Pelham, and Shutesbury;
 - Agreement for dog kennel services with City of Northampton;
 - DART Case Management Memorandum of Understanding;;
 - Provision of transit services by the University of Massachusetts;
 - Paramedic Intercept Services with the City of Northampton and Towns of Hadley and Turners Falls;
 - Agreement for fire and emergency medical services mutual aid with multiple communities
 - Regional Assessment Method: Participated in multiple meetings of the four communities and discussion of "guardrails" for future increases.
- Fees:
 - Established a staff/Council/Finance Committee working group to explore revisions to water/sewer rate structure;
 - Water and sewer fees are reviewed and updated annually by the Town Council based on staff recommendations;
- Core Service Needs:
 - Fire/EMS staff: The Town hired four additional temporary firefighters to support COVID-19 response in 2020 and will maintain these firefighter/paramedics with the support of ARPA funds;
 - 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. Most collective bargaining agreements will expire on June 30, 2022 except for the firefighters union which expired June 30, 2021.
 - Health Insurance: The transition to a fully funded health insurance plan has stabilized the Town's largest non-salary employment cost and the MIIA Health

Benefits Trust is providing a one-month relief from the Town and employees contributing premiums due to the reduced use of health insurance during the pandemic.

III. Long-Term Vision

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) updating the 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, (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, and (4) facilitating conversations with the Council on the challenges of providing adequate staffing given the level of municipal services desired and existing revenue sources.*

➔The Town has made significant strides on capital planning with the arrival of our Finance Director. The 5-Year Capital Plan has developed into a true planning document with realistic projections and an inventory of needs. Planning for capital needs has been formalized and centered with staff working with the Town Council Finance Committee and Joint Capital Planning Committee.

- Town Facilities and Infrastructure:
 - Moved the Town's commitment to funding its infrastructure needs to 10% with the FY23 budget.
 - See reports above on four major capital projects.
 - Our Facilities Maintenance Manager is working on the facilities profiles in the Building Assessment Report and reviewing energy reduction opportunities in all facilities.
 - Close to completing the installation of a new high-speed, fiber-optic internet to municipal buildings including police, fire, library, schools, and DPW.
- 5-Year Capital Improvement Program:
 - Updated the 5-year capital improvement program.
 - Continued to implement annual inventory process.
 - Incorporated the ADA Transition Plan for Town buildings and properties into the overall Capital Improvement Program and budgeted funds over multiple years to achieve the goals of the Plan.
 - Incorporated sustainability lens for all capital projects.
 - Developing methods to introduce viewing capital projects through a racial equity lens.
- Planning for Long-Term Improvements:
 - Much of this work is happening around the Capital Improvement Plan process/
 - Significant public engagement has happened around the purchase of Hickory Ridge and the decisions about the utilization and disposition of the property.
 - With the selection of the Fort River site for the new elementary school, the Wildwood School site will become available.

- The Central Fire Station will become available once a new fire station is constructed.
- Staffing:
 - The discussions around staffing will begin with the development of the Town Council goals for the FY24 budget.

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 a list of future road and sidewalk repairs that is available to the public and updated regularly, and (4) maximizing the contributions of Town multiple-member bodies to the municipality.

➔ Amherst has high engagement from many members of the public. But the Town is often missing voices from other parts of the population who are less likely to participate in local government. Our mission is to serve those who are already fully engaged and reach out with new tools for connection to those who may not feel able or entitled to participate.

- Flow of Information:
 - Utilized the EngageAmherst website for multiple initiatives including Hickory Ridge and Rental Registration.
 - Issue regular press releases and public notices on topics of interest to the public.
 - Utilized social media to highlight Town events and work.
 - Developed and presented enhance budget presentation utilizing the new, easier to understand budget format, more understandable budget story map, and use of EngageAmherst website and Reddit Ask Me Anything for feedback.
 - Posted all Town Manager Reports and offered a notification subscription by text or email and online archive and ability to subscribe to receive notice of posting.
 - Continued to maintain stand-alone Covid-19 website with wastewater testing results, data counts and regular updates.
 - Refreshed the Town website with home page redesign that is more conducive for one-stop shopping of all the most important features.
 - Installed ADA assistive technology and compliance monitoring to all main Town websites (Town, Police, Recreation) which places the Town's websites at the head of accessible municipal sites.
 - Expanded the content on the Town's YouTube Channel with videos from events and public meetings, expanding viewership by 400% from the prior year.
 - Continued working with the University of Massachusetts on a collaborative research project to expand community engagement and broaden our outreach to those communities less likely to connect with Town government.

- The Communications Manager and Town Manager hold weekly press briefings with members of the media and provide them with information on upcoming issues.
- The Town Council President and I hold regular meetings with our State Senator and State Representative to facilitate communication.
- Continued outreach events like Community Chats and Cuppa Joe with Paul organized around important Town issues and milestones to encourage awareness and participation.
- New Ideas:
 - The EngageAmherst site is an outstanding vehicle for the public to engage directly with Town staff working on specific projects.
 - Posted the Residents Capital Request on the Town’s website prior to the start of the budget process.
 - Developing a method for Town staff to suggest and promote new ideas directly to the Town Manager.
- Roads and Sidewalks:
 - Town staff presented the 2022 Pavement Condition Index PowerPoint and analysis to the TSO Committee of the Town Council.
 - Every road in the Town has been graded which allows the Town Engineer to prioritize the neediest roads when developing the paving bid.
- Multiple-member bodies:
 - Town 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.
 - The Town Council has worked with Planning Board staff and the Planning Board to develop processes to develop, review, and approve Zoning Bylaws.
 - All Town boards and committees have a staff member assigned to serve as their support and liaison.
 - 45 boards and committees with approximately 200 appointed members with multiple applicants interviewed by the Town Manager, a member of the Residents Advisory Committee, and committee chair and/or staff.

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 appropriate 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 the Council receives relevant information, including analysis and supporting documents as appropriate, in advance of meetings or media coverage.*

➔ It is important that the Town Council, the Town’s legislative body and chief elected officials, and the Town Manager work together successfully. The Town Council is very active on numerous fronts and its heavy agendas – at both the Council and Committee levels – places big demands on staff to support its work. We have established strong communication

protocols and the Council President and Committee Chairs have taken on large responsibilities of managing the Council's work. The Council's work is expertly facilitated by the Clerk to the Council who has established – and enforced – high standards and expectations for the Council's operations.

- Assisting and supporting the Council and Council committees:
 - I work with the President and Clerk of the Council to systematize processes and make materials available to the Town Council in a timely manner.
 - Materials are made available to the Town Council and the public in advance of Council meetings in an organized, well-documented manner.
 - The Clerk of the Council, Assistant Town Manager, Executive Assistant and I meet on a regular schedule prior to each Council meeting with the Council President, Vice President, and sometimes a member of the Town Council to set agendas for Council meetings and plan for items on future agendas.
 - The Clerk of the Council and I meet with the Chair of the Town Services and Operations Committee to assist in setting that committee's agendas.
 - Staff initiated material on the Town Council agenda includes a cover memo from the Town Manager with clear recommendations, an analysis of the issue, and areas for the Town Council to consider with appropriate back-up material.
 - I ensure staff are available during meetings for Council discussion & questions.
 - Detailed written Town Manager Reports are provided prior to every Town Council meeting and posted on the Town's website and are supplemented by verbal highlights and updates at the meetings.
 - I provide a detailed memo summarizing all Town Council actions and action or follow-up items to all department heads and staff immediately after the Council's meeting.
- Councilor Communication and Relations:
 - I make myself available to address any concerns of any Town Council member at every Town Council meeting.
 - I continue to respond to communications and inquiries from the Council in a timely manner.
 - Ample discussion is afforded members of the Town Council, both in one-on-one communication with me 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 often have significant public policy implications.
 - I make sure I am available to any member of the Town Council at any time, any day of the week and regularly have conversations with Councilors in the evening and on weekends.
 - I met with individual Town Councilors to listen to any budget concerns they had prior to the development of the FY23 budget and will do the same for the FY24 budget.
 - Working through the Clerk of the Council, we have ensured that minutes of all meetings of the Town Council and Town Council committees are prepared by staff and are submitted to the Council for approval on a timely basis.
 - Every Town Council committee has a Senior staff member assigned to it for guidance and support.

- I continue to provide regular communication with all members of the Town Council via email to inform Councilors of emergencies, legal developments, special events, and other updates such as the status of major public safety events, projects, activities, fires, sudden deaths, and other events.
- I continue to provide information to the Council on emerging events and matters before they appear in the media.
- After every Town Council meeting, I write a detailed memo summarizing all Town Council actions and identify future agenda items (example at the end of this memo).

VI. Relationship with the University of Massachusetts, Amherst College, and Hampshire College

Objective: To develop and implement strategic partnership agreements with the University of Massachusetts, Amherst College, and Hampshire College (1) to mitigate the financial and social impacts of the higher education institutions on the Town especially as it relates to the quality of life in our neighborhoods and to the demand placed on municipal services such as public safety, schools, and public ways, and (2) to seek ways to collaborate on areas of mutual concern, in particular housing, economic development, and the long term financial viability of the Town.

- *Financial and social impacts:*
 - Town staff is working with the new President and new liaison to develop more regular and robust connections with the College. Areas of mutual concern are discussed regularly.
 - A Strategic Partnership Agreement will be discussed once the new President gets situated.
 - Town staff are in discussion with representatives of the University of Massachusetts to finalize a new Strategic Partnership Agreement which I hope to bring to the Town Council for its review this calendar year. The agreement would address many of the topics listed in the Town Council’s goal.
 - Town staff are in discussion with representatives of Hampshire College regarding campus developments and revenue that may be able to be generated to the Town from new development.
 - The Town and University meet regularly to discuss “problem areas”. The University has sponsored “meet-and-greet” sessions at three neighborhoods.
 - Weekly on-call meetings review activities and areas of concerns identified by Town Police, Fire, and Inspections with University officials.
 - Regular Community Campus Coalition meetings share strategies and initiatives around student behavior.
 - Staff continue to work to mitigate the impacts of significant student populations on neighborhoods through Inspection Services, the Police Community Liaison Officer, and ongoing dialogue with neighbors and with students who are renters.
 - The Town Council is reviewing the Rental Registration program with the assistance of Town staff.
- *Collaboration:*

- Town staff worked with Amherst College on its public way requests that were reviewed by the Town Council.
- The Town utilized the services of the design firm from Amherst College to assist in finalizing the Town's wayfinding system.
- Staff are engaged with the University concerning the impacts of major construction projects on campus.
- The Town allocated ARPA economic empowerment funds to promote more economic development in conjunction with higher education institutions.

VIII. Conclusion

I reference the Town Manager Reports that were submitted during the past year to 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.

Town Council Performance Goals for the Town Manager

January 1, 2022 – December 31, 2022

Charter Section 3.9 requires the Town Council to conduct an annual review to assess the Town Manager's performance. These Performance Goals 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 2022, a year which will pose serious fiscal and operational challenges and uncertainties. These Policy Goals are deeply interrelated and overarching and should guide decision-making at all levels of Town government and its provision of 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) making substantial progress on implementing Community Choice Aggregation, (2) implementing the portions of the Climate Action, Adaptation, and Resilience Plan that have been prioritized to start in FY2022 and FY2023, (3) ensuring that budgeting, purchasing, construction, repair, hiring, and other decisions involve considerations of energy, climate action, and resilience in order to determine greenhouse gas emissions impacts of energy use and move Amherst towards meeting the Climate Action Goals, (4) educating Town multiple-member bodies and staff on how to apply a climate lens in decisions-making in order to advance the Climate Action emission reduction goals, (5) including in the Capital Inventory (Charter Sec. 5.7(a)) a timeline for the transition of municipal buildings, vehicles, and equipment from the use of fossil fuels, and (6) reporting on the progress made towards meeting the 2025 interim 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 December 13, 2021, implementing the Community Responders for Equity, Safety, and Service Department to provide services to respond to issues of homelessness, mental health, and other non-criminal calls for assistance.

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 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, (3) creating a leadership structure to oversee parking policy, planning, and implementation, and (4) implementing high visibility and consistent signage in key locations and updating the Town’s parking webpage to be more user-friendly..

IV. Four Major Capital Investments

Objective: To continue progress on Four Major Capital Investments consistent with the October 21, 2019 Council vote by (1) meeting Town and MSBA milestones and deadlines, (2) supporting the Library Building Committee in its work to realize the renovation/expansion of the Jones Library consistent with the Town Council’s April 5, 2021 vote and the election results on November 2, 2021 affirming that vote, (3) funding and beginning the schematic design phase for the replacement of the Central Fire Station, and (4) securing a new location or locations for the Department of Public Works headquarters.

V. Housing Affordability

Objective: To provide access to safe, affordable housing for low- and moderate-income residents by (1) working with the Community Resources Committee and the Amherst Municipal Affordable Housing Trust to implement the Comprehensive Housing Policy adopted by the Town Council on September 27, 2021, (2) ensuring the continued operation of a seasonal shelter, and (3) ensuring the operation of a permanent seasonal or year-round shelter.

VI. Racial Equity and Social Justice

Objective: To ensure all community members are protected, listened to, and served by their public servants, to foster a community free of fear, intimidation, and violence, and to incorporate significant involvement of BIPOC residents in shaping policies and procedures by (1) implementing the Diversity, Equity, and Inclusion Department, (2) supporting the work of the African Heritage Reparations Assembly in making recommendations for repairing the damage of structural racism in Amherst, (3) supporting the work of the Community Safety and Social Justice Committee, and (4) making recommendations to the Town Council regarding the actions recommended in the Community Safety Working Group Reports.

Management Goals

I. Administration, Leadership, and Personnel

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, and (3) improving the delivery of services to residents and businesses. 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. Finance

Objective: To ensure the Town's strong financial and fiscal health by (1) effectively administering the adopted FY22 Budget, (2) preparing and proposing a balanced FY23 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, (5) effectively managing and dispersing ARPA funds and reporting to the Council on the impacts and uses of those funds, and (6) recommending and implementing structures for user fees, water fees, sewer fees, solid waste fees, and permit fees that consider the cost of providing services.

III. Long-Term Vision

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) updating the 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, (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, and (4) facilitating conversations with the Council on the challenges of providing adequate staffing given the level of municipal services desired and existing revenue sources.

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 a list of future road and sidewalk repairs that is available to the public and updated regularly, 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 appropriate 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 the Council receives relevant information, including analysis and supporting documents as appropriate, in advance of meetings or media coverage.

VI. Relationship with the University of Massachusetts, Amherst College, and Hampshire College

Objective: To develop and implement strategic partnership agreements with the University of Massachusetts, Amherst College, and Hampshire College (1) to mitigate the financial and social impacts of the higher education institutions on the Town especially as it relates to the quality of life in our neighborhoods and to the demand placed on municipal services such as public safety, schools, and public ways, and (2) to seek ways to collaborate on areas of mutual concern, in particular housing, economic development, and the long term financial viability of the Town.