



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.