

Town of



AMHERST *Massachusetts*

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To: Larry Shaffer, Town Manager
From: Stephanie O'Keeffe, Select Board Chair
Date: February 3, 2009
Re: FY09 Town Manager Performance Goals

At our Monday, February 2, 2009 meeting, the Select Board voted unanimously to approve these eight performance goals for FY09. Your patience and cooperation as we worked through this process for the first time has been much appreciated, and your input in helping to craft effective goals was invaluable. It is our hope that this foundation we have created together will provide clarity of mutual expectations, and make for a more productive means of goal setting and performance evaluation for the future.

Town Manager Goals for FY09

1. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.
2. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.
3. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.

4. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.
5. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan will serve as a reference and guidance document that informs how the Town moves forward in this area.
6. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.
7. The Town Manager shall research and propose ways to collect “customer satisfaction” feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.
8. The Town Manager shall assess opportunities for creating a centralized system for targeted recruitment, training and retention of volunteers to address needs across Town departments.