

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager



February 21, 2018

Mr. Chairman and Members of the Town of Auburn Board of Selectmen:

I am pleased to present this evaluation report to the Board of Selectmen which provides a summary of activities and progress on goals during my seventh year as Auburn's Town Manager. This report covers the period from January 31, 2017 through January 30, 2018.

The past year was extremely busy as I, in collaboration with the entire town administration, undertook a number of new projects as well as continuing multi-year initiatives designed to benefit the Auburn's residents and businesses. Several exciting new initiatives were launched in 2017 while progress continued on several fronts, from economic development to housing, planning to public safety, technology to facilities, and financial management to public works. Town administration remained focused on maximizing our resources and providing effective and professional services to the community at all levels.

Town administration remained committed to implementing its financial policies, building reserves and addressing pension and healthcare liabilities which continues to result in the stability of the Town's fiscal condition. Free cash increased, excess levy capacity increased, and reserve levels increased while the FY'18 Budget remained well below available Proposition 2 ½ limits. Town administration proposed another financial policy - a Free Cash Policy - which was approved by the Finance Committee, as amended, and by the Board of Selectmen. The Free Cash Policy enables the Town to keep its reserve levels consistent at the level recommended by the bond rating agencies while providing a mechanism for funding one-time expenditures such as capital, the OPEB Fund and the Stabilization Fund. The Free Cash Policy is one of several written policies developed by town administration and approved by the Finance Committee and the Board of Selectmen to establish a framework for investment, budgeting, and reserves. As a result of these policies, Town administration, as approved by Annual Town Meeting, allocated its annual contribution of \$500,000 into the OPEB fund to address future liabilities. At the Special Town Meeting in the Fall, in accordance with the new policy, Town Meeting voted to appropriate from Free Cash \$350,000 to the Stabilization Fund, an additional \$175,000 to the OPEB Trust Fund, and \$150,000 to fund a Public Safety Facility Feasibility Study. These financial policies and strategies have enabled the Town to continue to purchase smaller capital items rather than borrow funds in order to manage debt service levels. Standard & Poor's reaffirmed the Town's AA+ rating, which is one step from the highest rating that a municipality can receive, which enables the Town to borrow at much reduced interest rates. The rating from Standard & Poor's, as well as the Aa2 rating from Moody's Investor Services, reflects the Town's strong management practices, increased reserves, and adoption and implementation of these key financial policies, Five Year Budget Forecasts and Multi-Year Capital Projections, as well as implementation of reforms with an emphasis on fiscal discipline.

The Town of Auburn received designation as a Compact Community in February of 2016. The Community Compact is a voluntary, mutual agreement entered into between the Baker-Polito Administration and individual cities and towns of the Commonwealth. As a participant in a Community Compact, a community agrees to implement up to three best practices that they select from across a variety of areas developed by the State Administration. The Commonwealth provides incentives to communities for entering into a Community Compact, including prioritizing Commonwealth technical

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assistance resources to help reach chosen and approved best practices. Since that time, the Town has applied for and received three grants to fund three so-called “Best Practices” for which the Town applied: housing, job creation and retention, and early education. In 2017, Town administration completed two of those best practices with the creation of an Economic Development Strategy Plan, funded with a \$25,000 grant from the State, and a comprehensive Housing Plan, also funded with a \$25,000 grant from the State. In September, Town Administration submitted the finalized Housing Plan to The Department of Housing and Community Development (DHCD) for their review. In October, DHCD approved the Housing Production Plan. The Economic Development Strategy Plan was completed in April and we continued to work with the consultant to develop marketing and collateral materials for use in business attraction and retention activities.

Both the Housing Plan and the Economic Development plan will be incorporated into the Town’s Updated Master Plan, a comprehensive, multi-year process that began in 2016. The Master Plan Committee meets regularly to tackle the multiple sections of this important strategic plan. Since its inception, the Committee has updated various chapters, met with department heads and conducted site visits of town facilities.

The third best practice, an early education initiative, is underway through the Auburn School Department. Town administration worked with the School Department to successfully apply for a \$14,500 Preschool Collaboration Grant to fund a three-pronged program aimed at preparing pre-school children to enter kindergarten. This includes a six-part training series on early literacy to teachers and providers of public and private pre-school programs; two cultural programs during the year for the parents and children of all 3 and 4 year olds in Auburn, including those in private programs, day cares and Auburn preschoolers, to bring them together with school administration, kindergarten teachers and/or elementary school principals to get to know one another; and a special 2-week kindergarten transition program to help prepare children to enter school. This program will run from 2017 to the fall of 2018.

Our green energy initiatives continued throughout the year. The second year of the Town’s Community Choice Power Supply Program successfully concluded in December. Constellation NewEnergy, Inc. (“Constellation”) was chosen as the supplier and through a contract with the Town provided Auburn residents with a 100% renewable, fixed electricity supply rate of \$0.09522 per Kilowatt Hour for 12 months starting in December 2016. In September of 2017, working with the Town’s municipal aggregation consultant, the Town secured bids and once again selected Constellation as the supplier for a 6-month contract period beginning in December 2017 and ending June 2018. Participants in the municipal aggregation program during this period will pay \$0.11450 per kWh, less than the basic NGRid rate of \$0.12673 per kWh, and thus save on their monthly electricity costs. In the Spring, the Town will solicit bids for another contract to begin in July 2018.

The Town of Auburn is one of 210 green communities across the state and one of 72 which was awarded a 2017 Green Communities Competitive Grant. Auburn was awarded a grant in the amount of \$213,804 to fund an energy conservation measures at Auburn High School, Bryn Mawr School, and the Auburn Public Library. Auburn was designated a Green Community in 2012, and has now been the recipient of four associated grants used to fund energy efficiency and renewable energy projects that further Auburn’s clean energy goals. The Town administration was very excited to receive this major grant award as it enabled us to continue our energy saving initiatives, reduce our energy consumption, and decrease our energy costs.

Auburn partnered with National Grid and HomeWorks Energy Inc., a Medford-based home performance contractor participating in the Mass Save program, to help households in the community save energy and money, and make their home more comfortable. HomeWorks Energy Inc. has certified energy specialists who assess a home’s use of energy and provide a no-cost estimate of the energy-saving fixes needed to make the home warm and comfortable. Residents can sign up for a no-cost Home Energy Assessment through Mass Save®. During a Home Energy Assessment, an energy specialist will do a complete checkup of the home and not only recommend ways that residents can use less energy, but install some measures on the spot at no cost that will immediately help them start saving.

During calendar year 2017, town administration applied for 46 grants totaling \$617,697.43. Of those applications, 44 were received totaling \$556,857.43, and 2 are pending. The grants received provided emergency equipment, programs for seniors, planning assistance, green energy programs, police training and equipment, Library programs, CodeRED, tabletop exercises, recycling education, public safety programs and more. Since 2011, town administration has applied

for 208 grants totaling \$11,180,908.70 in requests. A total of 182 grants have been received totaling \$3,489,019.55 since 2011.

The Dr. Arthur and Dr. Martha R. Pappas Foundation provided the Town of Auburn with a \$30,000 grant to fund a feasibility study for a town swimming pool. The feasibility study will include a needs assessment, market analysis, site analysis, public outreach, concept options and a financial analysis to assist the Town to determine whether to pursue the construction and operation of a town-owned swimming pool. The financial analysis will encompass the construction and project implementation as well as estimated annual maintenance, repair and operating costs of a public swimming pool facility. The Town issued a Request for Quotes to solicit competitive quotes for a professional firm with experience in similar projects to work with Town Administration, appropriate boards and commissions as well as residents to develop a comprehensive feasibility study for a public town swimming pool. Two bids were received and, after careful evaluation of each proposal, the BSC Group was selected in late January as the firm to undertake the study. A contract will be developed and awarded in February and the study will commence. It is anticipated that the study will take six months to complete.

In February, the Town issued a Request for Proposals (RFP) for the sale or long-term lease of two former elementary school properties, Mary D. Stone and Julia Bancroft, which were closed in the fall of 2015 when the new Middle School opened. The Town was seeking qualified proposals that are consistent with the Elementary School Re-Use/Disposition Advisory Group's recommendations which prioritized redevelopment proposals for senior housing, over 55 housing or other housing opportunities. Proposals were due on May 8, 2017. The Elementary School Re-Use/Disposition Advisory Group voted to recommend to town administration the award of both properties to Pennrose Properties. Town administration subsequently recommended the same to the Board of Selectmen, who voted in June to award the bid for both school properties to Pennrose Properties. Pennrose plans to redevelop each school property into housing for seniors aged 55 and older, provide community spaces, and contribute towards improving the abutting playgrounds at each site to be retained by the Town. Mary D. Stone will be redeveloped into 56 rental units for seniors, 47 of which will be affordable, and 61 rental units for seniors at Julia Bancroft, 47 of which will be affordable. The estimated project cost for Mary D. Stone is \$18.6 million while the estimated cost for Julia Bancroft is \$21.5 million. The developer has applied for various State tax credits to offset the development costs. It is anticipated that it will take a couple of years to secure all of the funding needed to facilitate these proposals. In the interim, the developer continues to work with the Town and the community to shape the design plans for each project. A Design Charrette was held in September to solicit input and feedback from various community leaders, seniors and the Council on Aging. The developer received approval from the Zoning Board of Appeals for a Comprehensive Permit for each project in the fall. The Planning Board, Board of Selectmen and Town Manager also submitted letters of support for the projects to the State.

The Town administration continued to implement its comprehensive 5-Year Facility Improvement Plan that provides a multi-year plan for improvements, major maintenance and repairs to all Town of Auburn municipal facilities. This multi-year plan was developed in 2015 to outline a strategy to invest in facility improvements and repairs that will retain municipal buildings in proper condition in order to maximize their useful life expectancy. The Facilities Management Unit of the DPW completed a number of facility improvements in municipal buildings during the year including renovations at Town Hall, the Police Station, Fire Headquarters, the Animal Compound, the DPW, and the Senior Center. The projects that the Facility Management Unit has completed have resulted in savings of approximately \$800,000 since the inception of the Unit in 2012. The Fleet Maintenance Unit within DPW continued to repair our vehicle fleet including police, fire and DPW equipment. The estimated savings realized by bringing these vehicle repairs and maintenance in-house exceeds \$70,000 annually.

The Department of Public Works continued implementation of its multi-year, multi-million dollar Roadway Improvement Program. Funded through a blend of State Chapter 90 funds and local funding, the 20-year roadway resurfacing and reconstruction program is a statewide model. The Department of Public Works continued implementation of its multi-year, multi-million dollar Roadway Improvement Program. Funded through a blend of State Chapter 90 funds and local funding, the 20-year roadway resurfacing and reconstruction program is a statewide model. In Fiscal Year 2017, the Town finished construction on a \$580,000 project to reconstruct approximately 1.5 miles of roads. The Town also awarded a \$1.7 million project to reconstruct/resurface 3.3 roadway miles. In addition to the Roadway Improvement Program, the Town of Auburn continues to make significant investments in its sewer and dam infrastructure. DPW also

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continued to maintain and improve the Town's parks and cemeteries, while maintaining and repairing critical infrastructure including stormwater and sewers.

In January 2016, the Town assumed all operations, management and maintenance of the Pakachoag Golf Course. The functions of the golf course were placed under the Department of Public Works. A golf superintendent and assistant superintendent were hired to oversee the daily operations and course maintenance and report directly to the DPW Director. The DPW is responsible for all facility improvements. The Town's Director of Recreation and Culture has an office at the golf course and oversees all part-time seasonal employees. She also works on developing and scheduling tournaments, leagues and programs. An Enterprise Account was established to fund the operations of the facility. During 2017, the Town continued to invest in capital improvements and maintenance to enhance the facility and to preserve the golf course as a valuable town asset. Golf course improvements include the installation of approximately 600 feet of sub-drain to alleviate flooding and drainage issues and made significant improvements to the irrigation system. Town administration continues to actively market and promote the golf course through its web site, social media, and promotional offerings. Merchandise sold in the pro shop with the golf course logo includes shirts, hats and other items as well as gift cards.

The Pakachoag Golf Course Advisory Committee, established to make recommendations to town administration on policies, fees, events, and promotions, continued to meet and provide the Town with guidance. A Holiday Special Season Pass was offered for advanced purchases which provided the opportunity for early purchasers to capture reduced price season passes for regular and senior season passes. At the end of calendar year 2017, the second year under the Town's management, revenues were \$400,113 with expenditures and indirect costs budgeted at approximately \$350,000 for a net profit of \$50,000. We look forward to our third season in 2018.

Throughout the year, town administration continued to work with the Economic Development Committee, the Business Roundtable, and regulatory boards and commissions to facilitate development in Auburn. These efforts have led to the redevelopment of vacant and underutilized properties and new business activity. The Development Coordinating Group (DCG), which consists of department heads from DIS, Police, Fire, and DPW, as well as from the Auburn Water District, met monthly during the year to review various plans, projects and license renewals submitted by entrepreneurs, developers and businesses. In 2017, the DCG held 14 meetings and reviewed 45 projects, 25 of which were license applications. The remaining 20 projects consisted of concept plans or Board & Commission applications that required technical review prior to opening each respective public hearing. These projects include new licenses, expanded operations and facility expansions. In addition to reviewing license applications, the DCG has made a significant effort to provide more opportunities to business owners, entrepreneurs, and commercial real estate brokers to present concept plans to the DCG for a preliminary review. The DCG reviews projects in advance of regulatory board approval (Planning, Zoning, and Conservation) to streamline the process and to help applicants potentially shorten public hearing durations.

The Drury Square Vision Plan Initiative was completed in the Spring of 2017. This project was funded through a grant from the Massachusetts Downtown Initiative, a program of the Department of Housing and Community Development (DHCD). The Town of Auburn conducted this planning initiative to create a stronger design identity and a sense of place in Drury Square, a commercial district located at the intersection of Auburn and Southbridge Streets and surrounded by residential neighborhoods. A desire emerged within the community to transform Drury Square into a walkable district, building upon its commercial, institutional and recreational character to become a civic center within the town. Both the Town government and the community expressed their hopes to see Drury Square become a mixed use village center and see current uses and activities as opportunities to create a walkable district.

During the summer, Amazon embarked upon a competitive site selection process to identify metro regions in North America for its second corporate headquarters. The Project will be Amazon's second corporate headquarters (HQ2), at which Amazon will hire as many as fifty thousand (50,000) new full-time employees over the next ten to fifteen years, following commencement of operations. The Project is expected to have over \$5 billion in capital expenditures. As many as several hundred metropolitan areas across the country were planning to submit proposals under the Request for Proposals (RFP) issued by Amazon. In Massachusetts, several municipalities submitted proposals. Given the criteria that Amazon has for this new second corporate headquarters, Auburn alone does not qualify although we do have several parcels for sale throughout Town that might be attractive for satellite development or should Amazon decide to split up its campus into several sites. Thus, town administration reached out to the City of Worcester to ask if they would consider

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including Auburn in their bid. Worcester officials agreed that including Auburn would be beneficial to their application as it provides additional sites/acreage for consideration in close proximity to the 100+ acre area the City identified as their preferred site. We submitted three sites in Auburn that are currently on the market to be included in the City's bid package as additional nearby sites for consideration. Although Amazon did not select Worcester's bid as a finalist, Auburn nevertheless was able to promote the Town and these sites and can utilize the marketing materials for future business development efforts.

Working with the consultant on the Economic Development Strategy Plan, the Town is creating collateral materials to market and promote Auburn to potential businesses and entrepreneurs. Through a collaborative effort with the Auburn High School, students are designing and will create folders for the collateral materials that can be provided to developers, brokers and businesses interested in locating to or expanding in Auburn. Town administration hired a new Economic Development Coordinator who began in February 2018 to focus on implementing the Economic Development Strategic Plan, coordination of development initiatives, business recruitment, commercial and industrial development and revitalization efforts. The Economic Development Coordinator will also manage housing and economic development projects, initiatives and programs, and related grant administration.

Community events were organized and held throughout the year which provided recreational, cultural and entertainment programs for residents of all ages. The Summer in the Park Concert Series kicked off a twelve week program in June, providing free concerts every week at the beautiful Riley-Pappas Performance Pavilion. Families, friends and neighbors came to listen to and watch wonderful performances while enjoying the beautiful weather in this special outdoor venue under the stars. The annual Independence Day celebration once again drew thousands from across the region to the signature event held at the Dr. Arthur and Dr. Martha Pappas Recreation Complex to listen to music, enjoy food from a variety of vendors, and participate in games and activities for all ages, followed by a spectacular fireworks display. Working collaboratively with the Pakachoag Church and the Auburn Cultural Council, we launched the first Farmer's Market at the Pappas Complex held monthly in the summer. The annual Summer Recreation Program provided camp activities for Auburn children all summer, while the annual Fall Festival and Homecoming events highlighted the fall. The 5th Annual Holiday Craft Fair, which boasted its largest number of vendors yet at nearly 190, and the Annual Tree Lighting event marked the beginning of the December holiday season. We thank the sponsors of these events including Bank Hometown, Republic Services, Auburn Industrial Development Corporation, Polar Corporation, the Auburn Mall, Masterman's, the WRTA, and Stearns Electric.

The Auburn Public Library offered a number of new programs for adults and children while patrons visiting the library appreciated the completed renovations which brightened and refreshed the entire facility. We continue to improve the design, aesthetics, and functionality of the Merriam Room. The room has now been carpeted and painted; new lighting and lighting panels have been installed; ceiling grids have been painted and new ceiling tiles and coat hooks installed; speakers have been installed in the ceiling; a new wireless access port has been wall mounted; the heating elements and AC have been fixed; the stage has been refinished, a state-of-the-art media center with cable access is in the process of being connected and two large screen televisions are in the process of being mounted and connected. The new configuration and improvements are more efficient and supports the ongoing technological upgrades at the Library.

The Lorraine Nordgren Senior Center offered a variety of programs and activities throughout the year including health and wellness programs, educational programs, social gatherings and holiday parties. The first Senior Resource Fair was held in December at the Senior Center. The purpose of the fair was to inform the seniors of Auburn about the many local, regional and state services available to them. Over 30 local businesses and Town departments participated. Over 125 seniors braved the chilly weather and participated in the Fair obtaining valuable information. Some of the seniors were not aware of the cost saving services that the vendors could provide to them. Town administration plans to hold this event annually.

The Veterans Services Division provided assistance and access to local, state and federal services for qualified Auburn veterans and distributed updated information on state and federal programs through the quarterly newsletter. The Cable Television Division provides coverage of numerous government, community and educational meetings and events throughout the year, fostering transparency in local government and enhancing residents' access to information and programming.

The Information Technology Department kept all technology and communication equipment operational and up-to-date in support of town-wide operations, including maintenance of all telecommunication systems to provide interdepartmental communications and outreach to the community. The Town was awarded a \$28,000 IT Grant from the State's Department of Administration and Finance through the Community Compact Program to increase operational efficiency, create a user-friendly system, and enhance transparency by offering online permitting for building permits as well as online dog licensing. Offering online permitting and licensing will enable residents, contractors, and vendors to apply for and track progress of their permits and licenses. This project will enable the Town of Auburn to collect permit and license fees through an online payment system. This project will also equip the Town's inspectors with mobile tablets, which would allow them to conduct and complete inspections on-site, without requiring them to return to the office to complete the documentation and paperwork process. The on-line permitting system will create better access by the public to the services of local government as it will allow residents, contractors, and vendors to apply and complete applications online, at any time of day, through any internet connection. They can also track the progress of these permits and licenses, on demand, simply by checking the site. The on-line permitting also provides a mechanism for multi-departmental review and for the development, maintenance and production of records. The ability to create and produce timely custom reports in response to public records requests, homeowners, realtors, attorneys and developers will benefit the public as well as local government operations. This new system will allow quicker response times, increased efficiency, elimination of certain hard copy storage, data collection and analysis, greater transparency, and better communication with our residents, contractors, and vendors. The IT Department worked with the Department of Development and Inspectional Services and the Town Clerk's Office throughout 2017 to design and implement this new permitting system.

The Department of Development and Inspectional Services conducted health, code and building inspections, issued another record number of permits, and addressed various code violations. The Department was also involved in several major planning initiatives including the ongoing Master Plan, the Economic Development Plan, the Housing Plan, the Open Space and Recreation Plan, and the Zoning By Law Review process. The Department provided staff support to the Town's regulatory boards and commissions including the Planning Board, Zoning Board of Appeals, Conservation Commission, and the Board of Health as well as serving as a liaison to and the Open Space and Recreation Committee, the Master Plan Committee, the Zoning ByLaw Review Committee, the Energy Committee and the Economic Development Committee. The Department coordinated and participated in the Development Coordinating Group (DCG) which met with numerous applicants during the year to facilitate development projects ranging from start-up companies to business expansions and housing developments. Several planning projects were undertaken by the Planning Division in conjunction with the Central Massachusetts Regional Planning Commission, while numerous green energy projects were implemented to save both energy and costs.

The Department of Public Works and the Department of Inspectional Services worked with the Auburn Chamber of Commerce to hold the bi-annual Town-Wide Clean-up event, a one day event in May. Several local businesses sponsored the event which included a free community shredder day and a metal recycling component for residents to drop off their metal items to recycle.

Local officials, residents, members of the media, and representatives of the Blackstone Heritage Corridor gathered at the Dr. Arthur and Dr. Martha Pappas Recreation Complex on September 29th to recognize the official opening of the new Pakachoag Hiking Trail. This is a 7/8 mile trail that connects the Pappas Recreation Complex with the 50 acres of land on Southold Rd. purchased by the Town of Auburn in 2015. The Town received a \$15,000 grant from the Blackstone Heritage Corridor, Inc. to design the trail while the DPW constructed the trail which includes a beautiful foot bridge. This project is the result of true collaboration between many of the Town's various departments including grant application and grant administration by the Planning Division of the Development and Inspectional Services, plan preparation and permitting by the Engineering Division of the DPW, site work by the Highway Division of the DPW, and construction of a pedestrian deck and signage by Facilities Maintenance Division. The trail is accessed next to the Pappas Recreation Complex concession stand, where visitors will find an information board as well as trail maps.

The Animal Control Division, under the Department of Development and Inspectional Services, continued to serve and educate the community through public service announcements on pet and animal safety and tips, outreach on missing or found pets, and the provision of programs such as the Vaccine and Microchip Clinic held in September in conjunction with the second Chance Animal Shelter. Through the diligent efforts of the Animal Control Officer, dog license revenues

significantly increased. In February, Animal Control and DPW introduced their Pilot Program for dog waste bag dispenser stations at the Pappas Recreation Complex and Lemansky Park. While we encourage owners and dog walkers to bring their own bags, these stations are helpful for anyone who ran out of or forgot their own. This pilot initiative will assist in keeping our parks clean and enjoyable for everyone's use.

The Division of Public Health provided critical educational and prevention programs to residents of all ages, ranging from Senior Flu Clinics to West Nile Virus bulletins to public service announcements health risks and the Asian Long-Horned Beetle. The Division also collaborated with other town departments and the School Department to hold a candlelight vigil called Auburn's Vigil of Hope to recognize overdose awareness and to kick off a new initiative in the Auburn Middle School to educate and prevent opioid addiction and overdose awareness. This initiative was funded by a grant from the State.

The Auburn Police Department continued to provide an exceptional level of service to the community. The Department invests in ongoing training activities, community safety initiatives applications for grants for equipment and special initiatives such as traffic enforcement, child passenger safety, and pedestrian safety enforcement. The Department also ran the 12th Citizen's Police Academy in the fall to allow the citizens of Auburn to learn about and experience the workings of their police department. The graduates were taught constitutional law, criminal law, patrol tactics, investigative methods, use of force procedures, K9 operations, and much more.

The Fire Rescue Department also had a busy year, responding to a record number of calls. The Department provided educational programs through the Bureau of Community Risk Reduction including CPR training, smoke detector guidance, and programs for children on fire safety. Through the use of social media, public service announcements, and media the Department kept the community apprised of safety tips, hazards and fire and rescue events. The Department provided extensive training at all levels to its members to maintain their skills and techniques in firefighting, emergency services and community response. Another successful Citizen's Fire Academy was held where participants spent eight weeks learning of the operations and administration of the Department.

In October, Town Meeting voted to appropriate \$150,000.00 from Free Cash to hire a consultant to study and evaluate the existing public safety buildings including Police and Fire and to make recommendations on the feasibility of renovation, expansion or the construction of separate Fire and Police station buildings or a joint public safety complex. Town administration will issue the RFP in early 2018 to solicit bids for the Public Safety Feasibility Study.

Year 7 Goals

The specific goals that the Board established for me to address in Year 7 were:

1. Complete the Housing Plan under the Community Compact
2. Develop a Leadership Academy to inform and educate residents on the operations of Town government in order to provide a greater understanding of their local government and to stimulate future interest in serving on boards and commissions
3. Develop a Chapter 61A/B Procedure Policy
4. Continue the Master Plan Process
5. Continue the Zoning By Law Review Process

The categories of the Board-approved Town Manager's Evaluation Form consist of the following:

- A. Relationship with the Board of Selectmen
- B. Town Administration
- C. Budget and Finance
- D. Community Relations

The following report details the accomplishments that I have made towards achieving those goals as outlined in the Town Manager Evaluation Form.

A. Relationship with the Board of Selectmen

1. Keeps Board members informed on the issues, needs, and significant issues of the Town departments.

I continued to keep the Board of Selectmen informed of major issues throughout the year, such as the proposed dog park initiative, the elementary schools disposition and redevelopment process, important legislative updates, grant activity, emergency weather situations, staffing and resource needs, new initiatives and any significant issues that arose within the administration. I continuously reached out to Board members to request meetings when necessary and encouraged Board members to contact me at any time to discuss issues or answer questions. In addition to meeting with Board members and having detailed telephone conversations, my methods of communicating with the Board include electronic email communications to inform the Board of various issues or concerns of which they should be aware and informed so that they can respond to constituent inquiries or media requests. During the course of the year, those multi-tiered communications included information and updates on community events, development projects, weather-related updates, roadway projects, planning projects and initiatives, legal issues, budget issues, public safety issues, and issues of concern that residents or businesses have brought to my attention. I also kept Board members informed of important meetings or significant projects that the administration was working on during the year.

In addition to these communications, I have also provided numerous reports, information and updates to the Board at the Selectmen's meetings throughout the year. I reached out to and informed the Board of various legislative matters, policy issues, licensing matters, financial challenges, and any significant issues that may impact the Town. Throughout the year, I provided timely responses to members' questions regarding plans, projects, programs, operations, budgets and policies to name a few. To protect the rights of employees under the law and to protect the town from liability, I have kept the Board apprised of personnel matters to the extent possible within the law.

I meet regularly with the Chair of the Board of Selectmen to review Board of Selectmen agendas, discuss policy issues, and keep her apprised of situations, issues and needs within Town government, the community and town departments. I communicate with the chair regularly and have always responded to her requests for information, research or follow-up action in a thorough and timely manner.

Over the course of the one-year period of this report, I sent almost 1500 emails to the members of the Select Board with information and updates on a wide variety of issues.

I strive to be responsive to the Board at all times and to provide information that will help guide and inform their decision-making and policy-making and to enable Board members to be responsive to questions from residents on issues of concern.

2. Offers professional advice on the issues requiring BOS action with appropriate recommendations.

In order to provide professional advice to the Board of Selectmen, I conducted thorough and extensive research on a variety of issues throughout the year and provided the results of that research to the Board for their deliberation and/or information. This included research and information on tax classification; disposition and re-use of the vacant elementary schools; dog park and funding; proposed revisions to the permit/inspection fees; Board issued licenses and applications; LED streetlight retrofit initiative; assistance with the Board's first volunteer recognition event; information and best practices on the use of E-Packets by Boards of Selectmen; information on plastic bag bans in the State; updates on the Upland sewer main/manhole collapse situation; potential housing developments; and a multitude of grant opportunities, applications and awards.

Other areas in which I conducted research and analysis, collected data, and provided information to the Board includes the comprehensive updated Official Statement and associated bond rating report; laws and recommendations on the Board of Library Trustees vacancy process; local and state budget issues and challenges; housing and economic development legislation; Recreational Marijuana laws and proposed regulations; Registered Marijuana Dispensaries proposed in Town;

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electronic billboards at Auburn Mall; land donation from a local resident; participation in the City of Worcester's Amazon bid; swimming pool feasibility study grant; Vigil of Hope and opioid overdose prevention efforts; training session for all board and committee members on the Open Meeting Law and Conflict of Interest Law; elementary school redevelopment proposals; various Massachusetts General Laws and other regulations; and information on projects, parcels, applications and policies that I believe the Board should be aware of or in response to their inquiries.

I also prepared an extensive presentation and information packet for the newest member of the Board following his election to the seat in May. This included details of each department staffing, priorities and challenges; financial information and trends; town administration goals and strategies; and presentations from each department head.

Throughout the year, I followed up on numerous requests for information or action from various members of the Board who sought my assistance on specific constituent concerns and questions, providing data and information that will assist the member and the Board in responding to citizens and understanding issues. I have proactively provided the Board with information and I have been responsive and timely in responding to requests for information from the Board.

3. Open to direction and suggestions by the Board members.

Since becoming Town Manager, I have been committed to working collaboratively with and for the Board of Selectmen. I strive to be responsive to direction and suggestions by the Board of Selectmen. I remain open to new ideas and strategies and am always willing to discuss alternative options and methods to achieve common goals. In addition to proactively meeting with Board members, when requested I have met individually with Board members to discuss specific issues and concerns.

While I am responsible for the oversight and management of the operations and administration of town government, I have never hesitated to seek input and guidance from the Board when appropriate. I also provide feedback to the Board on their suggestions and keep the Board apprised of any challenges or issues that may arise and discuss the handling of those issues. I work diligently to provide professional feedback to Board suggestions and implement their suggestions whenever possible.

When the Board makes a recommendation or requests information from various departments within town administration, I coordinate with the appropriate employees and department heads to provide information and feedback in a timely manner.

4. Provides liaison to Town Counsel and Labor Counsel to protect the town and drive efficient use of legal funding appropriations.

Since becoming Town Manager, I pledged to keep legal fees for both Labor Counsel and Town Counsel at a minimum whenever possible, recognizing that when there are serious issues or complicated legal issues that require either Labor Counsel or Town Counsel participation in order to protect the Town, I will seek their legal guidance, opinion or advice. I am proud that my efforts to reduce and control legal costs have been so effective resulting in significant savings to the Town.

It has been my practice to engage the services of both Town Counsel and Labor Counsel only when it is deemed necessary to do so and whenever the interests of the Town must be protected. I have been effective at working directly with the unions to resolve grievances without Labor Counsel wherever possible. Likewise, all department heads only contact Town Counsel or Labor Counsel after consultation with the Town Manager and when deemed necessary.

The Town's legal costs have declined since 2009. Over the nine year period from FY09 to FY17, total legal expenditures (General Counsel and Labor Counsel) decreased by 65.33%. There was a 54.26% decrease in legal expenditures over the seven year period from FY11 to FY17. An analysis of the legal expenditures for Town (General) Counsel shows expenditures in FY17 of \$80,875.85, a 7.89% decrease over FY16. Of that total, over 27% is due to outside litigation an enforcement issues. This represents a nine year decrease in general counsel costs of 36.81% since FY09. Labor Counsel

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expenditures in FY17 totaled \$31,055.13, an increase of 211% over 2016. Of that amount, 80% (\$24,374.65) of which is attributable to personnel issues, primarily with three former employees, one case of which is still ongoing. Over the seven year period from FY11 to FY17, Labor Counsel expenditures decreased 77.60%, primarily due to the fact that the Town Manager has assumed all negotiations and collective bargaining activities.

Town Counsel and Labor Counsel have and continue to provide excellent legal services to the Town. They are available whenever needed and extremely responsive to the Town's requests for assistance.

B. Town Administration

1. Executes efficiently all the provisions of the General Laws, of the Town Charter, votes of Town Meeting and votes of the BOS that are in her purview.

Throughout the year, on a regular basis, I reference and review the Town Charter, various Massachusetts General Laws, Town of Auburn By-Laws and Board of Selectmen votes as these laws, regulations, policies and votes pertain to a specific issue, policy, or procedure. In order to track Board of Selectman votes, I created a document that lists all votes by date or subject matter that have occurred since I became town manager in order to make it easier to research and find Board votes.

In 2015, the three and a half year By Law Review Process concluded with the approval of the omnibus new General By Laws by Special Town Meeting in March and approval by the State Attorney General in October. Following the overhaul of the General and Administrative By Laws, per one of the goals established by the Board of Selectmen in 2016, I researched and undertook the establishment of a Zoning Bylaw Review Committee to tackle the Town's Zoning By Laws in a manner similar to the General and Administrative By Law Review process. This Committee continued to meet throughout 2017 to review the Town's Zoning Bylaws and recommend new Bylaws for consideration of Town Meeting based on input from Town departments and the Committee. (See Goals below for details.)

Often I speak to certain boards or commissions or provide them with information regarding certain aspects of the By Laws, Charter or Massachusetts General Laws. This information assists those boards and commissions in their roles and provides the resources they need to be effective. On an annual basis, I hold a Board, Committee and Commission Training with Town Counsel and the Assistant Town Manager/CFO to provide board, committee and commission members with the tools needed to perform their roles and to clarify local and state laws and regulations that impact their respective entities including the Open Meeting Law, the Town's Bylaws, and various Massachusetts General Laws.

When necessary, I seek Town Counsel advice to provide a legal opinion on matters involving the Town Charter, a Town By-Law or Massachusetts General Law in order to ensure compliance with the laws governing the Town and municipalities in the Commonwealth. I also reach out to our legislative delegation and state and federal agencies to seek their assistance in identifying or implementing various state or federal laws or regulations. When there is a question on the interpretation of various state laws or regulations that can be answered by the Attorney General's Office or the Inspector General's Office, I request opinions from their respective legal staff. I have also encouraged the management team to do so as well when appropriate. While all department heads and employees must seek and receive permission from the Town Manager to contact Labor Counsel or Town Counsel on matters requiring legal counsel, I have supported those requests when deemed appropriate.

2. Monitors the condition and maintains town facilities as financial conditions allow.

Prior to 2011, many of the Town's buildings and facilities had not been maintained regularly for years which resulted in the need for major repairs or total replacement, such as doors, windows, roofs or flooring. In order to facilitate those repairs and building projects that could be done without having to go out to bid and incur debt service costs, it was necessary to develop the capacity in-house. Thus, as part of the Reorganization Plan, I established a Facility Management

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Unit within the Department of Public Works to enable the Town to provide for the general maintenance and upkeep of our Town facilities, including the Town Hall, Senior Center, Library, Police Station and Fire Stations. While maintenance of School properties is handled by school department staff, certain building and rehabilitation projects in the schools have been undertaken by Facility Management staff in conjunction with school department staff. Likewise, School Department facility staff works on and repairs Town facilities as well. This Town-School partnership has enabled both the Town and the School Department to repair and improve various buildings utilizing Town and School employees rather than having to contract the work to outside vendors.

In January of 2015, in collaboration with the DPW Director and CFO, I created a Five-Year Facility Improvement Plan. Since then, town administration has undertaken the implementation of this comprehensive Plan which provides a multi-year strategy for improvements, major maintenance and repairs to all Town of Auburn municipal facilities. Funding sources are identified, such as CIP Trust Fund, tax levy, capital improvement fund, or grants for each item. In 2017, this plan was fully reviewed line item by line item, building by building, in conjunction with DPW to update progress and identify any new facility needs or issues and to incorporate those new needs into the Facility Improvement Plan. This Plan will be updated on a regular basis to determine whether any projects should be expedited based on emerging needs or available funding, or whether any projects should be reprogrammed for a later date based on newly identified and urgent priorities.

The Facilities Management Unit of the DPW completed a number of facility improvements in municipal buildings during the year including renovations at Town Hall, the Police Station, Fire Headquarters, the Animal Compound, the DPW, the Senior Center and at various parks. They completed major upgrades to the Fire Station Headquarters including bunk rooms, lockers and equipment rooms. Upgrades to the Kathy Sabina Animal Compound included new floor drains, kennels, ceiling tiles, cabinets, and a fresh coat of paint. The division also completed the painting of the Board of Selectmen's room and the second floor hall area in Town Hall and renovations to the Town Clerk's office. The projects that the Facility Management Unit has completed have resulted in savings of approximately \$800,000 since the inception of the Unit in 2012.

Through the annual CIP process, each department is asked to evaluate their respective facilities and make recommendations on maintenance, repair and upgrades that are needed now or anticipated to be needed in the near future. Those items that can be handled by the Facility Management Division are addressed, or scheduled to be addressed, in order to reduce the need to outsource the work. Those smaller projects that can be funded through capital as opposed to incurring debt and interest payments are handled through the capital account. Larger capital projects are planned as part of the annual CIP process. Town administration developed a financial policy in 2012 that was approved by the Board of Selectmen and Finance Committee to annually commit a portion of the tax levy growth under Proposition 2 ½ to be used as an offset to the capital budget. The annual value shall be 0.10% of an allowed 2.5 percent levy increase. This financial policy enables us to fund smaller capital projects in order to address our facility needs, maintain a healthy debt ratio, and reduce our dependence on bond proceeds. The current annual contribution based on this policy for capital projects is over \$100,000.

Under the new Free Cash Policy, town administration was able to recommend funding for continued one-time expenditures such as facility improvements and capital projects to maintain our buildings and parks. We sought and received approval for a warrant article at the Annual Town Meeting in May of 2017 to provide \$100,000 to fund various improvement projects on the Facility Improvement Plan.

It is critical to continue to evaluate the condition of all town properties and to plan for the necessary resources to maintain and repair those facilities as needed.

3. Supervises procurement/central purchasing for greatest savings.

Under Section 3.06 of the Town Charter, the Town Manager is the Chief Procurement Officer. In this capacity, I oversee the procurement of goods and services on behalf of town administration and delegate to various department heads certain procurement authority. At all times, the Town seeks to procure materials, supplies and equipment through the most cost effective means under state procurement laws. This includes utilizing firms, supplies and products on the State bid list or

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Federal bid list when available, seeking quotes for purchases under best practices, working with other communities or organizations to participate in joint purchasing, and seeking quotes as prescribed under Massachusetts General Laws.

Since becoming Town Manager, I have continuously evaluated both contracted and out-sourced labor, services and goods to determine cost effectiveness and to consider whether alternative mechanisms could be used to accomplish the same or better service at a reduced rate. As a result of this analysis, many services previously outsourced or contracted services were brought in-house while other services remain contracted as the cost to provide those services in-house would exceed the contracted amount. Those services brought in house include custodial services, facility maintenance, vehicle repair services, and the majority of snow removal operations. Those contracted services for which we have identified alternate mechanisms to generate savings include the purchase of fuel and oil, electric generation, and road salt.

In May, we provided comprehensive training on the use of the State's CommBuys Program for those town employees involved in the purchasing process for goods and services. Working with the State's Operational Services Division, we developed an individual automated system unique to Auburn's operations and structure that enables employees to seek more favorable purchasing prices and to process those orders in a more efficient and timely manner. COMMBUYS is an online procurement platform that offers free internet-based access to all public procurement information in order to promote transparency, increase competition, and achieves the best value for Massachusetts taxpayers. Employees learned how to navigate the COMMBUYS platform, prepare a purchase order through the site and lookup and research contract user guides.

Town administration continued to develop and implement various green initiatives designed to promote energy efficiencies and conservation, reduce energy costs, and support the use of alternative energy both as a municipality and as a community. The Town has realized savings on its utility costs due to the implementation of several green initiatives: the Net Metering Credit Agreement, the municipal electricity contract, and the conversion of Town Hall to gas. Through a fourth competitive Green Community Grant from the Department of Energy Resources received in 2017, Auburn was awarded a grant in the amount of \$213,804 to fund an energy conservation measures at Auburn High School, Bryn Mawr School, and the Auburn Public Library. These projects include the second of two LED conversion projects at the High School; a complete retro-commissioning study of the heating/cooling systems at the High School, the repair and replacement of steam traps at Bryn Mawr School; and building automation system and rooftop unit CO2 controls at the Auburn Public Library. The projects that were funded were selected by the State based on their estimated energy savings, energy efficiency quotients, and estimated payback period. Together the projects are estimated to offer a combined annual reduction of 83,440 kWh of electricity, 3,149 therms of natural gas, and 1,969 gallons of oil. These reductions equal 83.2 metric tons of greenhouse gases, which the equivalent of 8.8 homes' electricity use for one year, or 17.6 cars driven for one year.

At Special Town Meeting on October 24, 2017, Town Meeting members voted to support the appropriation of \$100,000 to fund the audit, design, and buy-back of the Town's streetlights for the purpose of LED conversion. Town Administration has been working alongside the Metropolitan Area Planning Council and 4 other cities and towns within the Commonwealth to award a blanket LED Streetlight Conversion project to RealTerm Energy, Inc. after a fully-vetted RFP process in December. The consultant will begin the audit and design process in February 2018 with a project deadline of December 31, 2018 to convert all of the Town-owned streetlights to LED lighting. Town administration plans to seek the remainder of the funding required at the Annual Town Meeting in May 2018.

Over the past twelve months, we have been working on developing a procurement page and bid system for the Town's web site under which we can provide information to the public on open bids, contracts and awards. This web site will enhance the Town's transparency with regard to bidding and procurement. The system is user friendly for employees, vendors and residents. We have also developed a checklist and guide for departments to use in the procurement process. The page can be found at http://auburnguide.com/pages/AuburnMA_Bids/S02561EA4-025CD160.

4. Oversees the preparation and presentation of the Town Warrant.

During 2017, I oversaw the preparation and presentation of the Town Warrant for the Annual Town Meeting in May and the Special Town Meeting in October. The preparation of the warrants include internal review by the related department heads, the CFO/Assistant Town Manager, Town Counsel review, and coordination of the Town Warrant with the Town Clerk, Town Moderator and Town Counsel. Certain warrant articles also require review by our financial advisors at Unibank and bond counsel. The final Town Warrants were then distributed to Town Meeting members. This was accomplished within the time frame established and specified under the Town's By-Laws. Per discussion of the Board of Selectmen to make efforts when possible to send the Warrant out earlier than required under the By Laws, the Annual Town Meeting warrant and the Fall Town Meeting warrant were mailed earlier than required and the Warrant was opened earlier and kept open longer to provide additional time for Boards and Commissions to submit articles. Town administration conducted outreach to boards and committees to inform them of the warrant timeframe and ensure their awareness of the warrant deadlines.

I also oversaw the development of the Annual Town Report which is assembled each year and distributed to the Town Meeting Members in April. This is a comprehensive document that includes annual reports from each town and school department, board and commission.

I developed and provided a presentation at the Annual Town Meeting in May 2017 that contained an overview of the fiscal year with highlights of projects, initiatives and plans since the last Annual Town Meeting in May 2016. This presentation is designed to provide Town Meeting members with information and relevant data needed to make informed decisions on the warrant articles and on the budget. I also provided remarks at the Fall Town Meeting to explain certain warrant articles so that Town Meeting members would understand the articles prior to voting on them. In the fall, I held a special informational meeting for Town Meeting members to present information on the then-proposed amendment to the Regional Mall Overlay District which would allow for electronic billboards to be installed on the Auburn Mall property facing the Massachusetts Turnpike. This meeting was held in order to answer questions that Town Meeting members brought up at the Annual Town Meeting in May with regard to the billboards, their impacts and their regulation. The proposed amendment was not approved at the May Town Meeting but, following much outreach and dissemination of factual information to Town Meeting Members, the amendment did receive approval at the Fall Special Town Meeting. The amended bylaw was approved by the Attorney General in January of 2018.

The Assistant Town Manager/CFO also provides a detailed presentation at both the Annual and Fall Town Meetings on the budget and any revisions that may be proposed through warrant articles. Department heads are also present at each Town Meeting to respond to any specific questions that Town Meeting members may have on warrant articles. I am always available, as is my entire team, to respond to any questions that Town Meeting members may have related to the warrant or any other issues.

My office is responsible for making all arrangements to hold each Town Meeting including coordinating the availability of the room at the High School and ensuring the availability of the Town Clerk, the Town Moderator, Town Counsel and the School Superintendent in addition to ensuring a quorum of the Board of Selectmen, the Finance Committee and the School Committee.

5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level.

Throughout the year, I continued to communicate regularly with Auburn's state and federal legislative delegation to keep them apprised of key initiatives and projects in Auburn. This communication includes contacting either the federal or state legislators' offices when the Town submits a grant in order to keep them apprised of the grant application and to request their support for the grant at the state or federal level. Copies of *The Auburn Account*, the town's quarterly newsletter, are distributed to our state and federal legislative delegation each quarter to keep them apprised of the activities in Town. I also inform the members of the legislative delegation of significant events in Town and invite them or their designee to attend and participate on their behalf.

I have submitted written testimony to our legislative delegation and joint committee chairs to advocate for, or oppose, certain legislation that will impact Auburn, including advocating for legislative changes to the new Recreational Marijuana Law that would reduce negative impacts on cities and towns. I was appointed to serve as the only municipal representative on the new statewide Cannabis Advisory Board in the fall, providing an opportunity to make recommendations and shape regulations that will impact municipalities for this new industry. I also reach out to our legislative delegation whenever legislation is filed that could have either a positive or negative impact on Auburn and seek their support. I served on a legislative panel sponsored by the Auburn Chamber of Commerce in the fall with Senator Michael Moore and Representative Paul Frost to discuss various legislative initiatives that could impact the business community and the community in general.

As a member of the MMA and the Massachusetts Municipal Managers Association (MMMA), I attend regular meetings throughout the year in order to stay apprised of pertinent legislative initiatives and to work with the MMA to lobby for or against legislation that impacts the Town of Auburn. I was re-elected to the Massachusetts Municipal Managers Association (MMMA) Executive Committee as the District 2 Representative in January 2017. As such, I am also on the Board of Directors of the MMA. This participation enables me to advocate for municipalities on various issues and to work on a statewide level to address some of the challenges facing cities and towns. As a member of the MMA's Policy Committee on Municipal and Regional Administration, I participate in monthly meetings to discuss and review pending legislation and laws of critical importance to cities and towns including regionalization issues, local planning and zoning issues, and local and state policies. This provides the opportunity to meet with legislators who have sponsored bills as well as with state officials who are developing policy that affects cities and towns.

As a member of the Local Government Advisory Commission, I am fortunate to have the opportunity to advocate to the Governor and Lieutenant Governor on behalf of local government in support of or in opposition to various legislation or initiatives. I was honored to be asked by the Massachusetts Municipal Association (MMA) to make a presentation to the Lieutenant Governor on four major issues in 2017 that have a direct impact on municipalities: the Recreational Marijuana Law, Chapter 90 funds for local roadway improvements, tax-exempt bonds and their importance to municipal facility projects, and the importance of federal tax policy to cities and towns for municipal finance and economic development reasons and the impacts of possible changes to federal tax law on municipalities.

As a member of the Lieutenant Governor's Community Compact Cabinet, I have a unique opportunity to provide input on local needs and issues that help shape policy on the State's Community Compact Program and hopefully result in continued funding for municipal priorities.

Through the maintenance of a strong working relationship with Congressman James McGovern and his staff, I keep apprised of federal legislation and initiatives that may have an effect on the Town of Auburn.

In September, Auburn hosted one of the Massachusetts Municipal Association's (MMA) annual Fall Legislative Breakfast series meetings. This was a tremendous opportunity for local officials to network with area legislators and MMA staff to discuss legislative priorities, municipal challenges and budgetary issues. Approximately 50 local officials from Central Massachusetts attended the event including town managers and administrators, selectmen and councilors. Both myself and various members of the town administration attended the Central Massachusetts Regional Planning Commission (CMRPC) annual Legislative Breakfast meeting and regional managers meetings in order to hear updates on critical legislative issues that our state and federal legislative delegation in the Central Massachusetts region provide and to have the opportunity to ask questions or provide feedback to the delegation. These meetings provide a tremendous opportunity for local officials to network with legislators from the Central Massachusetts region to discuss legislative priorities, municipal challenges, and budgetary issues.

As a participant in CMRPC's Municipalities Organized for Regional Effectiveness (M.O.R.E.), I meet quarterly with other town managers and administrators to identify opportunities for regional collaborations and to advocate for programs and services to help municipalities address local challenges and issues.

I continue to serve as the municipal representative to the Central Massachusetts Regional Homeland Security Council which provides the opportunity to discuss emergency management and security issues with representatives from law

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enforcement agencies, fire officials, and local and state officials and to keep apprised on legislation affecting security and emergency management funding.

I continue to serve on the Board of Directors of Discover Central Massachusetts, a regional organization established to market Central Massachusetts as a competitive destination for travel and tourism as well as conventions, meetings, and events. Given the number of hotels, restaurants, and retail establishments in Auburn, it is critically important to bolster the region's travel and tourism as such activity will increase sales in Auburn and generate direct and indirect benefits to the Town. We advocate for funding for various tourism and economic development activities in Central Massachusetts.

C. Budget and Finance

1. Prepares and presents the Annual Budget and capital outlay program.

In accordance with the Town Charter and applicable By-Laws, I work with the Chief Financial Officer to prepare and present the annual budget to the Board of Selectmen, Finance Committee, and Town Meeting. Work on the FY19 budget began in the fall and has continued since then in order to develop a balanced budget proposal to submit for FY19. Preparation of the budget takes several months and involves meetings with each department head and division heads to identify operating needs and develop a plan to meet those needs, often times over a multi-year approach. It also involves meetings with the school department and a collaborative effort to address the needs of the schools and the Town government.

I work with the CFO and Department Heads to annually update and amend the Five Year Capital Improvement Program, as well as developing and maintaining a 20 year capital plan for Department of Public Works and Public Safety. This involves numerous meetings over a several month period with each department head to review current CIP items, project future needs, and develop financial strategies to fund those priority items. Our focus is to identify alternate sources of funding that reduce the need to borrow to meet our capital needs.

The Annual Budget is presented to the Board of Selectmen and transmitted to the Finance Committee which then meets weekly from February to April to review the entire budget and make a recommendation to the Annual Town Meeting.

The fiscal condition of the Town remains very strong and stable due to conservative budgeting and the implementation of continued reforms which result in savings and efficiencies. The Town's strong reserves, adherence to our written financial policies, continued annual investment of \$500,000 into the OPEB Fund, addressing the pension liabilities, and continued annual contributions to the Stabilization Fund enabled the Town to retain its strong Aa2 bond rating from Moody's Investor Services and its strong AA+ rating from Standard & Poor's.

In FY18, we made an additional contribution of \$175,000 above the annual \$500,000 OPEB contribution, a \$350,000 contribution to the Stabilization Fund, appropriated \$100,000 for municipal facility improvements and returned approximately \$500,000 to the taxpayers of this community, all while keeping the budget under Proposition 2 ½ limits by utilizing only 1.25% of allowable increases. Since 2011, we have saved the taxpayers of this community over \$23 Million by not taxing to the limits allowed under Proposition 2 ½.

2. Works closely with department heads to prepare annual budgets.

In order to prepare the annual budget and the Five Year CIP, I work with the CFO and individual department heads to identify departmental priorities, evaluate those priorities within the context of overall Town goals and priorities, and develop the final departmental budget that is submitted to the Board of Selectmen and Finance Committee, and ultimately submitted to Town Meeting. When appropriate, meetings are also held with the relevant board, commission or committee to discuss and determine their budgets. Budgets are prepared to reflect departmental needs, Town goals and priorities, balanced with fiscal responsibility. This process takes several months, beginning in the fall, in order to have the Budget ready to submit to the Board of Selectmen and Finance Committee in accordance with Town By-Laws.

Throughout the year, with the CFO, I meet with department heads to develop budget priorities for the coming year as well as future years which are then incorporated in annual operating and capital budgets.

I also meet with the CFO, School Superintendent and School Business Manager regularly throughout the year to discuss various financial issues that may impact the budget or the Capital Improvement Program. A significant amount of time was spent on formulating a borrowing plan to meet our short term and long term financial obligations to meet the construction, equipment and furnishing costs for the new Auburn Middle School project. Through collaborative efforts, we strategize to develop financial plans and funding mechanisms to achieve our collective town-school goals.

3. Works with department heads throughout the year to evaluate and prioritize departmental needs and financial requests.

In addition to working with department heads during the annual budget preparation process and CIP process, the CFO and I evaluate and prioritize the capital and operational needs of each department through ongoing dialogue with each department head throughout the year. Recognizing the need to be flexible and adapt to changing situations, collectively working with department heads we identify their needs, evaluate the options for addressing those needs, and determine the best mechanism to proceed. This happens on a formal basis as well as through additional meetings held throughout the year.

As certain challenges arise, such as broken equipment, employee injuries or illnesses, new regulations or requirements, or unpredicted weather-related problems, each department head keeps me apprised as to the issues. Then, we meet to develop strategies to address those needs in the short-term and long-term. As appropriate, budgets are amended, transfers are requested, and staff is re-allocated to address any deficiencies or gaps to allow for continued operations.

4. Aggressively pursues available state and federal grant monies in support of the capital and operational needs of the town.

During calendar year 2017, town administration applied for 46 grants totaling \$617,697.43. Of those applications, 44 were received totaling \$556,857.43, and 2 are pending. The grants received provided emergency equipment, programs for seniors, planning assistance, green energy programs, police training and equipment, Library programs, CodeRED, tabletop exercises, recycling education, public safety programs and more. Since 2011, town administration has applied for 208 grants totaling \$11,180,908.70 in requests. A total of 182 grants have been received totaling \$3,489,019.55 since 2011.

All department and division heads are encouraged to continually seek alternate funding sources to augment their programs and services, a goal which is incorporated into each evaluation form. We will continue to seek and secure grant and foundation funds to support the priority needs and goals of the Town.

D. Community Relations

1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner.

Throughout the year, I meet or speak with many residents, property owners and business owners to listen to and address matters that they are concerned with and to address any problems or issues they may have. I strive to respond to phone calls, emails, visits and letters in a timely fashion and to resolve issues whenever possible. When necessary, I bring in the appropriate department head to meet with the resident or business to resolve the situation.

Over the past year, I received and responded to 3,833 emails to the Town Manager account, which generally come from residents seeking assistance or identifying an area of concern, answered myriad phone calls and met with residents, businesses, developers and visitors. I will continue to be accessible to the residents and businesses in the community and will strive to be responsive to inquiries in a timely manner.

Communication with the public continues to be a priority for me and this administration. I strongly believe that effective communications with the public enhances transparency in government, provides taxpayers with information on where their tax dollars are spent, keeps residents and businesses apprised of priorities and initiatives, programs and services, and encourages public input and comment. Our communication strategy includes various forms of communication and technology to outreach to the public, keep residents and business informed, and provide the public with easy access to important information regarding town government.

Through the Town's social media sites – Facebook and Twitter, developed in 2013 we continue to regularly communicate information, updates, news and events to residents, businesses, visitors and the general public. Through the ongoing use of social media, we have increased our outreach and communication efforts to a broader section of the population. The Town of Auburn's official Facebook and Twitter pages, as well as our official Town web site and Auburn Cable Television, are used to provide updates and information regarding Town sponsored events, activities and initiatives, and to feature economic and community development initiatives such as events, activities, new business openings, expansions and projects. The Fire Department, Emergency Management Department and Police Department actively use their Facebook and Twitter pages to communicate critical information to the public including public safety updates, initiatives, emergencies and public service announcements. These departments' social media sites provide real-time updates to the public, reach a demographic of the population that other media does not reach, and engage the residents and businesses in dialogue.

Electronic distribution of *The Auburn Account* continued, a quarterly municipal newsletter created during my first year as town manager to keep residents, businesses and property owners informed about town projects, programs and services. The newsletter is also available in hard copy at Town offices and is sent to over 3,400 parents and families of school children through the School Department. The Auburn Account is also posted on the Auburn Chamber of Commerce's web site.

CodeRED, a web-based emergency communication system implemented in December 2011, was used throughout the year to keep residents and businesses informed of critical emergency related information. The CodeRED community messaging function, which is optional, was used to communicate information on community events to those who signed up to receive this optional service.

We also continue to develop and air Public Service Announcements on Auburn Community Television to keep the public informed of critical issues such as public health and public safety. Auburn Community Television continued to televise as many board and commission meetings as possible to inform the public and provide access to meetings for those who cannot attend in person.

I meet with local boards commissions and committees as requested to provide information to them that may impact their activities. I also meet individually as requested with residents and business to address specific issues or concerns they may have. I continued to provide reports and updates to the Board of Selectmen at their meetings to inform the public of pertinent issues and activities that the administration is undertaking.

2. Works with local business owners and appropriate town departments to promote industrial and commercial growth.

Business development, which includes business retention, expansion and the attraction of new businesses, continued on several levels throughout the year. These efforts have helped to facilitate the redevelopment of vacant and underutilized properties and provide support to those businesses that are expanding their operations in Auburn.

Throughout the year, town administration continued to work with the Economic Development Committee, the Business Roundtable, and regulatory boards and commissions as well as with business owners, entrepreneurs, and developers to facilitate development in Auburn. Quarterly Business Roundtable meetings, which consist of Auburn business and commercial/industrial property owners, presidents and general managers, enable town administration to solicit valuable

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input and feedback on the strengths and challenges of doing business in Auburn, identify issues that impact business, and identify programs and/or services that would assist or enhance their operations. We utilize the input of the Business Roundtable to formulate strategies to meet the needs of the business community and to stimulate economic development.

Through a grant from the State as part of our designation as a Compact Community, the Town hired a consultant, Hodge Economic Consulting, to work with us to create an Economic Development Strategy Plan. The project began in September of 2016 and the Plan was completed in April 2017. The process to create the comprehensive Economic Development Plan included interviews with a dozen local and regional economic development leaders to gather a range of informed perspectives on Auburn's economic development assets, strengths, challenges and opportunities. Those interviewed included various members of the Town administration, the Auburn Chamber of Commerce, the Economic Development Committee, private developers, the Worcester Regional Chamber of Commerce, several local employers, and the Central Massachusetts Workforce Investment Board. The consultant completed the data collection and analysis on the Town's economic base and on January 26, 2017 a Public Meeting was held on at Auburn High School to present the data analysis engage residents and business owners in a discussion to solicit input on economic development strategies and visions for the Town. The input received at this meeting was incorporated into a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis which include Auburn's key industries and economic growth opportunities; Auburn's physical assets such as transportation, sites and buildings, other infrastructure (water, sewer, telecommunications, energy); and Auburn's educational and workforce development. The SWOT Analysis was then used to inform and guide the development of the final Economic Development Strategic Plan. The Plan was incorporated into the Master Plan in the fall as part of the Master Plan update process.

A key recommendation of the Economic Development Strategic Plan was to create and hire a full-time economic development position to help implement the Plan, provide a focused presence for business retention and growth, and help the town expand its ability to market and promote Auburn as a good place to locate new businesses. As a result of the recommendations in the Economic Development Plan, town administration developed a job description and sought and received approval from Special Town Meeting in the fall to create a new Economic Development Coordinator position. The new Economic Development Coordinator began February 1st. Key duties will include facilitating the retention/expansion of existing business and recruitment of new businesses as well as managing economic and housing development projects and initiatives. The Economic Development Coordinator will work closely with the Town Manager and Planner on zoning and other initiatives related to development, and proactively and creatively work to redevelop underutilized parcels and land targeted for business development uses. The Economic Development Coordinator will be the liaison to the Economic Development Committee and other development related boards, committees or commissions. In addition, the Coordinator will build relationships with the local business community to help Auburn businesses thrive and grow.

The Town is in the process of creating collateral materials to market and promote Auburn to potential businesses and entrepreneurs. The data was compiled in conjunction with the economic development consultant and town administration has designed the materials. Through a collaborative effort with the Auburn High School, students are designing and will create folders for the collateral materials that can be provided to developers, brokers and businesses interested in locating to or expanding in Auburn.

The Drury Square Vision Plan Initiative, begun in 2016, was completed in the Spring of 2017. This project was funded through a grant from the Massachusetts Downtown Initiative, a program of the Department of Housing and Community Development (DHCD). The Town of Auburn conducted this planning initiative to create a stronger design identity and a sense of place in Drury Square, a commercial district located at the intersection of Auburn and Southbridge Streets and surrounded by residential neighborhoods. A desire emerged within the community to transform Drury Square into a walkable district, building upon its commercial, institutional and recreational character to become a civic center within the town. Both the Town government and the community expressed their hopes to see Drury Square become a mixed use village center and see current uses and activities as opportunities to create a walkable district.

The Economic Development Committee continued to work with Town administration on the development of a promotional video to market Auburn to business and industry in order to attract new commercial and industrial activity to

Town. The new Economic Development Coordinator will be working with the Committee to implement various strategies in the Economic Development plan and the Drury Square Plan.

My relationship with the Auburn Chamber of Commerce as well as the Worcester Regional Chamber of Commerce and its leaders remains strong. We collaborate on a number of initiatives to address Town priorities and to strengthen the business environment. The Worcester Regional Chamber of Commerce collaborated with us to post detailed information on several properties in Auburn on their web site under “Featured Properties” and “Development Opportunities”. We worked with and received approval from the brokers of each property to share this information and post it on the Regional Chamber’s website in an effort to promote the properties to potential developers and businesses.

These multi-tiered efforts have led to the redevelopment of vacant and underutilized properties and new business activity. The Development Coordinating Group (DCG), which consists of department heads from DIS, Police, Fire, and DPW, as well as from the Auburn Water District, met monthly during the year to review various plans, projects and license renewals submitted by entrepreneurs, developers and businesses. In 2017, the DCG held 14 meetings and reviewed 45 projects, 25 of which were license applications. The remaining 20 projects consisted of concept plans or Board & Commission applications that required technical review prior to opening each respective public hearing. These projects include new licenses, expanded operations and facility expansions. In addition to reviewing license applications, the DCG has made a significant effort to provide more opportunities to business owners, entrepreneurs, and commercial real estate brokers to present concept plans to the DCG for a preliminary review. The DCG reviews projects in advance of regulatory board approval (Planning, Zoning, and Conservation) to streamline the process and to help applicants potentially shorten public hearing durations.

In 2017, several projects were proposed, underway or completed, including those listed below. These projects will create new jobs and generate tax revenue for the Town.

Completed:

51 Faith Avenue - Diamond Auto Group:

New construction is complete at the Diamond Auto Group, Chevrolet, GMC, Buick and Cadillac dealership located at 768 Washington Street/51 Faith Avenue. Diamond has constructed a 16,650 square foot facility with 4,000 square feet of office space and 12,650 square feet of repair bays to expand its service center. 374 new parking spaces for inventory storage, customer and employee parking have been provided. Diamond Auto Group estimates that an additional 25 to 30 jobs have been created as a result of the expansion project. The parking lot and structure are complete, which completes phase 2 of 3 of the overall project. Phase 3 includes adjusting the street layout of Faith Avenue to change frontage and parking for the entire business campus; phase 3 is listed as a separate project under proposed development.

Central One Federal Credit Union – 59 & 63 Southbridge Street:

Central One Federal Credit Union received approvals from the Planning and Zoning Boards to construct a 1,559 square foot addition to the existing 2,666 square foot facility. The parking lot was expanded to accommodate a stand-alone 24 hour ATM machine and includes a detailed landscape plan. The project was approved in March 2016 and construction was completed in April 2017.

Edward Jones Investments – 5 Albert Street:

Edward Jones Investments opened a new branch in Auburn in June 2017 off Route 12/20 in West Auburn. The award-winning North American financial advisement firm was established in 1922 and has over 15,000 locations throughout the US and Canada. 1,500 s.f. of new office space occupies a formerly vacant converted dwelling that has highly visibility within the Highway Business (HB) zoning district. The business also benefits from a signalized intersection that was added at Albert Street & Route 12/20 in 2016.

11 Midstate Drive – Multiple Office Uses:

A private entity purchased this 23,400 square foot single structure office-park property from the Worcester City Campus Corporation in May 2015 and has been renovating the interior and exterior of the property for 2 years. The new owners, whose purchase converted this property from tax-exempt status, having secured tenants in 2015 to occupy approximately 25% of the available space. Renovations were completed in late 2016 for owner-occupation of 50% of the building, and final tenants were secured in early 2017 for the remaining 25%. The building is now 100% occupied with a total of six tenants.

T&M Autobody & Repair – 844-848 Southbridge Street:

102 Central Street
Auburn, MA 01501
Telephone: (508) 832-7720 Fax: (508) 832-6145
Email: jjacobson@town.auburn.ma.us
Web site: www.auburnguide.com

In May 2017, T&M Autobody & Repair completed site improvements to a previously vacant motor vehicle repair shop within a multiple use structure conveniently located on Route 12/20 in Auburn. The 20+ year business successfully relocated from its long-term location in Worcester. The business is a welcome addition to Auburn's labor force which adds up to 5 full and part time employees.

New England Hydroponics – 6 Johnson Street:

The indoor gardening supply retailer opened its doors in late December 2016. The 6,800 s.f. retail warehouse formerly known as Bunk Beds & Beyond, had been vacant for nearly 3 years. The new business is the second location of an independently owned company which hopes to serve an untapped centralized customer base here in Auburn. The property has great visibility off I-290 and one of the exits leads virtually straight towards the businesses on Johnson Street.

Tiny Tims Café – 500 Washington Street:

Tiny Tim's Café completed its transition from Rochdale, MA to Auburn in late October 2016. The breakfast & lunch café on Route 20 occupies 2,000 s.f. of the previously vacant restaurant site, formerly known as Frank and Nancy's in 2015. The café adds another "non-chain restaurant" to Auburn's inventory, which is highly preferred by Auburn's community. Business is off to a great start as tables and chairs are seldom empty during regular business hours.

Dippin' Donuts – 913 Southbridge Street:

The former site of Honey Dew Donuts is now the home of Dippin Donuts as of May 2017. The family-owned franchise location based in Worcester on Park Ave. filled Honey Dew's vacancy in short order by keeping the site layout and interior dimension intact along with some equipment improvements. This is the 3rd location for the family-owned franchise who stated during the licensing process that the visibility provided by the Auburn property is a great asset.

Tacos Mexicos – 385 Southbridge Street:

The family owned business originally located at the Greendale Mall in Worcester, opened its new second location at the Auburn Mall in November 2016. Located in the food court at the former site of Pizzeria Regina, Tacos Mexicos offers a unique flavor to the mall's consumers with reasonable prices for authentic Mexican cuisine. The business renovated the entire space by adding all new cooking equipment, countertops, and signs to complete its fresh new appearance.

Grafton Street Convenience – 860 Southbridge Street:

The former BP gas station site at the intersection of Southbridge and Albert Street is no longer vacant as of May 2017. The business includes a 1,700 s.f. convenience store with 6 fuel pumps on a highly visible corner lot along a major thoroughfare. A significant interior remodel, coupled with the 2015 addition of a signalized intersection as part of a state highway improvement project, the new business is anticipating a higher volume of customer inflow than ever before.

Ongoing Development:

Auburn Mall Medical Center Use – 385 Southbridge Street:

Simon Properties held a preliminary concept meeting with Town officials in February of 2015 to introduce a large expansion project that includes a movie theater and a detached restaurant. The proposed 55,000 s.f. 12-screen cinema would have replaced the 87,000s.f. Macy's Home Store located at the eastern end of the mall. The stand-alone restaurant would be located close to the intersection of Auburn Street and Brotherton Way. Simon Properties Management had received approvals from the ZBA, Conservation Commission and Planning Board as of January 2016 and was in the process of filing applications for building permits. However, revised plans were approved by the Planning Board in January 2017 and June 2017 to redevelop the former Macy's Home Store footprint to include 90,000+/- s.f of medical office space to be occupied by Reliant Medical, a new restaurant, and multitenant retail space which will fully occupy the existing building. The plans for the freestanding restaurant in the original proposal for the theater development are expected to move forward as planned. Construction is ongoing with an anticipated opening in late 2018.

Windmill Estates Open Space Residential Subdivision – 46 Prospect Street:

Windmill Estates is a 12-lot subdivision for two family homes within a condominium association for ages 55+ located at 50-94 Prospect Street. A definitive subdivision application was approved by the Planning Board in January 2016. The private neighborhood also received a Special Permit from the Board for an open space residential development which requires 30% of the property to remain open space to keep in character with the surrounding neighborhood. Construction began in February 2016 and is progressing forward commendably. Condos are expected to be within the ranges of \$300,000 to \$400,000.

Whitetail Run Residential Subdivision – 23 Brook Street:

102 Central Street
Auburn, MA 01501
Telephone: (508) 832-7720 Fax: (508) 832-6145
Email: jjacobson@town.auburn.ma.us
Web site: www.auburnguide.com

Whitetail Run is a 9-lot subdivision with 8 new homes proposed. This development is an Open Space Residential Development. The potential builder for this development is the same as the Deer Run Estates subdivision nearing completion on Barnes Street. It is expected that the houses will be similar and valued in the \$400,000 to \$600,000 range customized to the potential buyer's preferences. Construction began in the summer of 2015 and is estimate to be completed in 2-4 years. The project is moving along smoothly as the residential market continues to improve.

O'Reilly's Auto Parts – 700 Southbridge Street:

O'Reilly Auto Parts received approvals from The Planning Board, Zoning Board, and Conservation Commission in May 2017 to demolish an existing 6,925 s.f. vacant structure at 700 Southbridge Street (former dry cleaners) and construct a 7,228 s.f. state-of-the-art facility to add its company's national presence to Auburn. The new business would create 16 full and part-time jobs and is expected to begin construction during the summer of 2017 to open its doors by the spring of 2018.

Impact Fitness – 314 Washington Street:

Impact Fitness received approvals from the Planning Board to rehabilitate an existing 18,754 s.f. vacant industrial building (formerly MassWeb Printing Co) located at 314 Washington Street to construct a brand new fitness center. The new business will add approximately 30-40 full and part-time jobs to Auburn workforce and is expected to open in 2018.

Sparhawk Contracting Inc. – 3 Jerome Avenue:

Sparhawk Contracting of 5 Southbridge Street is expanding its business to include a 4,400 s.f. storage warehouse on abutting business-zoned vacant land for the purpose of storing heavy machinery within a secure facility. The Planning Board approved the project in April 2017 and construction began in July 2017. The Auburn based, family owned company has been doing business in Auburn for over 17 years.

The Reserve at Ashworth Hill Residential Subdivision – 18 Blaker Street:

In June 2017, the Planning Board endorsed a 4-lot residential subdivision plan with a dead-end cul-de-sac and public utilities on over 60 acres of wooded land located off 18 Blaker Street. It was modified again in December 2017 to add 1 additional lot and to line up the new roadway to make a 4-way intersection. The plans include the demolition of an existing residential structure, but also include roadway improvements to Albert Street & Blaker Street that includes road widening and adding a sidewalk connecting to route 12/20. Albert Street road improvements began in June 2017 and the project is expected to complete all road improvements prior to developing housing. The developers, Eastland Partners, LLC, have publicly disclosed their intent to modify the project in the future for a potential Chapter 40B application for up to 300 units of affordable housing, but no formal application has been made to the State or Town at this time.

Herb Chambers Toyota - 809 Washington Street:

Herb Chambers Toyota is adding a small employee parking area on Appleton Road and has received approval for a 2-phased project at the corner of Route 20 and Prospect St. The initial phase will consist of major site work including retaining walls, drainage work and landscaping resulting in a vehicle storage lot that will host 480 first line inventory vehicles. Phase 1 was completed in 2014. Phase 2 was supposed to include the addition of a service facility for the adjacent Toyota dealership. However, the dealership has applied for and received approvals from all regulatory boards as of December 2015 to expand its main facility at 809 Washington Street by an additional 16,779 square feet to make room for an onsite maintenance and repair operation. It is understood that this expansion will eliminate the need to erect a service facility at 20 Prospect Street; the main facility expansion construction began in April 2017 and is expected to be completed in 2018.

Prime Motor Group - 780 Washington Street:

Prime Motor group has been granted Planning Board approval to expand its business by constructing a new 37,000 square foot dealership building with increased parking areas. The existing dealership building will be demolished following the construction of the new building. A small service building has already been removed, as site work & construction began in early 2017. New parking areas with landscaping and lighting are also included, along with major improvements to the property's stormwater management system. The overall site construction is expected to carry into the Spring of 2018. Prime Motor Group has been operating its business in Auburn for nearly 4 years, having assumed occupancy following closure of the former Langway Ford auto dealership.

Charcharone Properties - 813 Southbridge Street:

This property is a former McDonald's restaurant on Route 12/20. An application was received by both the Zoning and Planning Boards on October 2016 to propose a single tenant professional office use to occupy the entire 6,587 square foot building. New striping of the parking lot is included to aid traffic circulation throughout the property. No other exterior modifications are proposed, and the project was approved in January 2017. The applicant has secured a tenant is expected to begin site work in 2018.

Hamlet Estates Residential Subdivision – 127/129 West Street:

102 Central Street
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Hamlet Estates is a 5-lot subdivision for 5 new homes located at 127 & 129 West Street. The owner of the property received preliminary and definitive subdivision approval from the Planning Board between October 2014 and July 2015. The owner has begun site prep work in the summer of 2016 and continues to advertise the project for sale to prospective developers with homes expected to be in the range of \$400,000 – \$600,000.

Auburn Industrial Park – Sword Street:

The Auburn Industrial Park (AIP) is home to 24 businesses with over 390 employees in 365,000 square feet of industrial space. This area is one of Auburn’s most active industrial areas with a diverse collection of businesses from distributors to manufacturers. The AIP operates three other commercial/industrial properties in addition to the Auburn Industrial Park off of Southbridge Street: 101 Millbury Street, 103 Millbury Street and 97 Bancroft Street.

Proposed Development:

Casella Waste Management Expansion Project – 15 Hardscrabble Road:

A concept expansion plan was introduced to the Planning Department in April 2017 for a proposed 53,500 s.f. building addition at its processing facility on Hardscrabble road. The purpose of the expansion is contingent upon current negotiations with the CSX railway to add more frequency to existing freight rail pickups. It is also contingent upon Casella’s discussions with the Town of Southbridge to increase the size of their active landfill in an effort by Casella to decrease tonnage being trucked out-of-state. A lot alignment plan was approved by the Planning Board in June 2017 as an initial step in the process, but no formal applications for the Auburn facility expansion have been submitted for regulatory board approval at this time.

SWEB Development USA LLC Solar Array - 430 Rochdale Street:

A 6.0 Mega-Watt (DC) ground mounted photovoltaic solar project was presented to the Town in September 2017 on former farm land owned by SDC Realty LLC off Rochdale Street. It requires approvals from Planning, Zoning and Conservation prior to beginning construction. The solar array will consist of approximately 16,200 individual panels each connected to a post-driven racking system. If approved, SWEB LLC intends to discuss its tax options with the Town, possibly even a PILOT agreement. Construction could start as early as Spring of 2018 and would be completed within 6 months from its start date.

Seaboard Solar Holdings LLC – 476-500 Leicester Street:

The 5.0 Mega-Watt (DC) ground mounted photovoltaic solar project was introduced to the Town in October 2017 on several contiguous undeveloped parcels located off Leicester Street known as the former Wright Mansion property. This will consist of 5 separate 1.0 MW arrays on 5 separate parcels, each containing approximately 140+/- Terrafarm panel racks each containing 30 solar panels, totaling over 20,000 solar panels. If approved, Seaboard Solar intends to discuss its tax options with the Town, possibly even a PILOT agreement. Construction could start as early as Spring of 2018 but stormwater management and accessibility options are still being discussed, which clouds the estimated completion timeline.

Pridez LLC - 781 Southbridge St/4 Appleton Rd:

A beauty shop/salon received regulatory board approvals in December 2017 to renovate an existing vacant building and add a new parking area. It is a family-owned small business company looking to relocate from a rental situation into an ownership scenario. The business would become a welcome addition to the Highway Business district in that area, and is conveniently located near the near Auburn middle School. Construction is expected to begin in 2018 with a potential for a grand opening later in the year.

Gemini Spa - 518 Washington Street:

A beauty shop/salon received regulatory Board approvals in January 2018 to renovate the building formerly known as Route 20 Auto Sales. This minority-owned small business company would replace a previously troublesome business and add a better value to the property and neighborhood. Interior renovations are expected to begin in the spring of 2018 with a targeted opening by the fall of 2018.

Registered Marijuana Dispensaries

Following a temporary moratorium, in October 2016 the Fall Town Meeting approved a new Registered Marijuana Dispensary (RMD) bylaw to regulate the siting of RMD facilities for medical marijuana in Auburn. As of December 2017, the Town has received several inquiries from various RMDs seeking to locate either dispensaries or cultivation facilities in Auburn. Two companies petitioned the Select Board and received a letter of support in the fall of 2017 but no formal applications with the Planning Board have been filed at this point.

Mary D. Stone School Redevelopment and Julia Bancroft School Redevelopment

In February, the Town issued a Request for Proposals (RFP) for the sale or long-term lease of two former elementary school properties, Mary D. Stone and Julia Bancroft, which were closed in the fall of 2015 when the new Middle School opened. The Town

sought qualified proposals that were consistent with the Elementary School Re-Use/Disposition Advisory Group's recommendations which prioritized redevelopment proposals for senior housing, over 55 housing or other housing opportunities. The RFPs were conducted in conformance with Chapter 30B requirements. Proposals were due on May 8, 2017. Following a thorough review and evaluation of proposals received by town administration and the Elementary School Re-Use/Disposition Advisory Group, the Advisory Group unanimously voted 7-0 to recommend to town administration that the Mary D. Stone and Julia Bancroft properties both be awarded to Pennrose Properties. Town administration subsequently recommended to the Board of Selectmen to award the bid for both school properties to Pennrose Properties. The Board voted to award the bid to Pennrose Properties in June. Pennrose plans to redevelop each school property into housing for seniors aged 55 and older, provide community spaces, and contribute towards improving the abutting playgrounds at each site to be retained by the Town. Mary D. Stone will be redeveloped into 56 rental units for seniors, 47 of which will be affordable, and 61 rental units for seniors at Julia Bancroft, 47 of which will be affordable. The estimated project cost for the Mary D. Stone School is \$18.6 million while the estimated cost for the Julia Bancroft School is \$21.5 million. The developer has applied for various State tax credits to offset the development costs. It is anticipated that it will take a couple of years to secure all of the funding needed to facilitate these proposals. In the interim, the developer continues to work with the Town and the community to shape the design plans for each project. A full-day Design Charrette was held in September to solicit input and feedback from various community leaders, seniors and the Council on Aging. The developer received approval from the Zoning Board of Appeals for a Comprehensive Permit for each project in the fall. The Planning Board, Board of Selectmen and Town Manager also submitted letters of support for the projects to the State.

The administration will continue to work with developers and business owners to facilitate their permitting, financing or expansion projects.

Report on the Four Specific Goals for Year 7

I am pleased to report on the five goals established by the Board of Selectmen in April 2016 upon which my efforts and those of my administration, in particular the Town Planner, were focused throughout the year to augment the daily ongoing operations and administration of town government. Each of those goals has been met and all four of those goals will continue into the coming year with two continuing over several years. Those goals are:

1. Complete the Housing Plan under the Community Compact (COMPLETE)

In February 2016 the Town of Auburn received designation as a Compact Community from the Commonwealth of Massachusetts. We applied for and received approval for three best practice areas, one of which was housing. Specifically, per the approved Community Compact, the best practice for housing is defined as:

Best Practice: There is a documented community-supported housing plan that accounts for changing demographics, including young families, workforce dynamics, and an aging population.

We proposed and received approval from the State to initiate and develop a community-based housing plan that identifies and inventories current housing stock, assesses and analyzes the need for additional housing units, and creates a strategy to address those needs. Following the Community Compact designation, the Town worked with state officials at numerous departments to identify potential grant opportunities that could be used to fund the development of the Town's Housing Plan as one of the three best practice areas approved under the Community Compact. After months of discussion and meetings with the State in which we received excellent guidance, the Town was advised to apply for a housing grant through the State's Department of Housing and Community Development (DHCD) to fund a consultant to assist with the creation of the Housing Plan.

Thus, in June 2016, the Town formally applied for funding assistance through the Planning Assistance Toward Housing (PATH) Grant Program in the amount of \$25,000. On September 21, 2016 the Town was awarded the grant and the contract was provided to be executed. Due to the enormous volume of applications at the State level, the fully executed

contract was provided to the Town in January 2017. We issued a Request for Quotes (RFP) and sent it out on December 30, 2016 in anticipation of receiving the executed grant contract and the ability to proceed to secure a consultant. Quotes were due on January 23, 2017. One bid was received from the Central Massachusetts Regional Planning Commission (CMRPC) in partnership with housing consultant Karen Sunnarborg. Upon review of the proposal and determination that the criteria had been met, the Town gave notice on February 3rd that the contract would be awarded to CMRPC in partnership with Karen Sunnarborg as the lowest responsible bidder offering the services being sought. A contract was developed and executed and became effective on February 15, 2017. The contract end date was September 30, 2017.

In March of 2017, I appointed a Housing Steering Committee and over the ensuing 7 month period, town administration worked with the Housing Steering Committee to develop the strategies and goals of the Plan. Working with the consultants and the Housing Steering Committee, we held a public forum to solicit input from the residents. The Town, working with the consultants, finalized the Housing Plan in September. We presented the draft Housing Plan to the Planning Board, the Board of Selectmen and the Housing Steering Committee for feedback. Following a vote of support from the Planning Board and the Board of Selectmen, Town Administration submitted the finalized plan to the Department of Housing and Community Development (DHCD) for their review. In October, DHCD approved the Housing Production Plan as submitted.

The Housing Production Plan has a five year term and will expire on September 28, 2022. The Department of Housing and Community Development will grant certification of Municipal Compliance when approximately 34 affordable housing units have been produced during one calendar year. All units must be produced in accordance with the approved Housing Production Plan and DHCD guidelines. I want to thank the consultants, the Housing Steering Committee and all the residents who participated during the two community forums for their dedication and valuable input. The final Housing Production Plan can be viewed online at www.auburnguide.com, under planning initiatives.

2. Develop a Leadership Academy to inform and educate residents on the operations of Town government in order to provide a greater understanding of their local government and to stimulate future interest in serving on boards and commissions (COMPLETE)

Over the past several months, we researched similar leadership academies throughout Massachusetts as well as in other states to develop an overall concept for Auburn's Citizens Leadership Academy ("Academy"). I met with each department and division head who will be involved in the Academy to design their respective session and to develop a ten-week series of informative, educational, interesting and interactive sessions to inform participants of the intricacies of Auburn's municipal government. We have selected topics that we believe will be of interest to participants and will provide associated presentations, documents, tours, demonstrations and activities to help develop an understanding of various town operations, programs and services. Our goal is to infuse an interest in and deeper understand of local government and to hopefully aid in the development of a future pool of informed residents who are willing to serve as local leaders on boards, committees and commissions within the Auburn community.

We developed the following documents (Attachment D):

- A schedule of classes which identifies the topic to be covered, the location of the class, and interactive activity as well as likely materials that will be provided;
- A flyer to be distributed through the mechanisms described herein;
- An application for participation in the Citizens Leadership Academy.

The first Citizens Leadership Academy is scheduled to run for ten weeks on Thursdays beginning March 22, 2018 to May 24, 2018 from 6:00-8:30 PM. This program will cover a variety of topics and allow each department to present information about their roles and responsibilities and how it impacts residents and taxpayers. Each participant will have the opportunity to tour town-owned buildings and participate in various interactive activities. Light snacks and refreshments will be provided during each session and a graduation ceremony will take place at the Senior Center on May 24th, which will include the distribution of certificates to participants.

Interested applicants must meet the following qualifications:

102 Central Street
Auburn, MA 01501
Telephone: (508) 832-7720 Fax: (508) 832-6145
Email: jjacobson@town.auburn.ma.us
Web site: www.auburnguide.com

- Must be a resident of Auburn for at least the preceding 12 months (1 year)
- Must be a Registered Voter in Auburn
- Must be 18 years of age by July 1, 2018
- Willing to go through a background check and sign a liability waiver
- Space permitting, consideration will be given to applicants who work in Auburn but do not live in Auburn

The Citizens Leadership Academy has been promoted through a variety of methods such as official Town social network platforms, the Town's website at www.auburnguide.com, ACTV, electronic message boards, and newsletters as well as outreach to previous Police Academy and Fire Citizen Academy participants. Applications will be made available online and in the Town Manager's office. The class will be capped at 12 participants due to transportation requirements for some of the sessions. The School Department has graciously agreed to allow us to use their small bus for transportation.

3. Develop a Chapter 61A/B Procedure Policy (COMPLETE)

In January, I presented a proposed Chapter 61 Procedure and Policy to the Board of Selectmen which they voted to adopt (Attachment II).

In preparation of this proposed policy and procedure, we researched various Chapter 61 procedures from several municipalities in Massachusetts and reviewed Massachusetts General Laws Chapter 61, 61A and 61B. The resulting policy was designed to provide clear direction on the process that all municipalities must follow under Massachusetts General Laws, while not reiterating the actual laws verbatim, and to include recommended procedures for the Town of Auburn to implement when landowners notify the Town of their intent to convert or sell their Chapter 61, 61A or 61B land. We also developed a Check List which can be used in tandem with the Policy and Procedure to facilitate the process.

This proposed process should make it easier for the Town to manage this complex process while enhancing outreach and transparency to boards, commissions and committees as well as residents and property owners.

As you know, the Town of Auburn went through the Chapter 61A process in 2014/2015 with the Town's purchase of approximately fifty acres on Southold Road. Following that experience, in which we were acutely aware of and challenged by the timelines established in Massachusetts General Laws for the conversion or sale of Chapter 61A, we reached out to our State legislative delegation to seek support to amend the law to extend the timelines and to clarify language in the law. Senator Michael Moore subsequently filed legislation to amend Chapter 61A and since that time I, along with Representative Paul Frost, have testified at public hearings and meetings on behalf of the proposed legislation to amend the law. This legislation would amend the timelines in Chapter 61A§14 of Massachusetts General Laws which pertains to the notification process in which a city or town has the option to exercise, waive or assign its right of first refusal of agricultural land which the property owner seeks to sell or use for non-agricultural purposes. This legislation would provide for a reasonable period of time for a municipality to conduct its due diligence prior to making a critical decision on whether to expend taxpayer dollars or to partner with a not-for-profit to acquire land for preservation or open space. The legislation addresses four problematic areas within the current law with the following proposed amendments:

1. Extends the 120 day period to 180 days in which municipalities would have to complete their due diligence and for the Board of Selectmen to vote to exercise, waive or assign its right of first refusal.
2. Extends the timeline for closing on the purchase and sale contract from 90 days to 120 days.
3. Clarifies the existing law by clearly stating in the law that communities are not required nor authorized to purchase land that is not classified under Chapter 61A even if the non-61A property is included within the Purchase and Sale agreement provided to the municipality by the landowner.
4. Establishes a 30-day timeline in which the seller may accept and execute the purchase and sale agreement.

Currently under Chapter 61A §14, municipalities have very tight timeframes within which they must conduct due diligence on the project that would be developed on Chapter 61 land if the city of town were to waive its right of first

refusal to purchase the property. Simultaneously, the municipality must conduct due diligence on the property itself before making a decision as to whether taxpayer dollars should be expended to purchase the land and to determine the source of and secure those funds. In towns, Chapter 61A requires a vote of the Board of Selectmen as to whether to exercise, assign or waive its right of first refusal. The current 120 day period usually does not provide enough time to properly evaluate the development proposal, pursue potential not-for profit partners, identify and secure grant funds, and vet all options available to it under the law. Prior to voting on the option to purchase, the Board of Selectmen need to have funds authorized or appropriated in order to legally commit to a purchase. This requires a vote of Town Meeting. Depending upon the time of year that the Notice of Intent is provided to the Town, there could be a need to hold a Special Town Meeting to have the funding approved. There is very little time to conduct all due diligence and to potentially bring the issue to the voters with a ballot question. Then, if the Board of Selectmen decides to exercise their right to purchase, the current 90 day period to close essentially eliminates the opportunity to seek state, federal or foundation grant funds to offset taxpayer dollars.

The proposed amendments in the legislation provide a reasonable extension of time for municipalities to analyze options, conduct public outreach, identify financing strategies, and engage local boards and commissions in the process. I will continue to advocate for this legislation as it will provide additional time for municipalities to make proper decision, seek grant or other funding necessary for land acquisitions, and preserve the ability of the landowner to convert or sell the Chapter land. This legislation would ease the burden on municipalities throughout the Commonwealth and lead to better local decision-making regarding public land acquisition.

Should such legislation be passed in the future and Chapter 61 is amended, the Town of Auburn's Chapter 61 Policy and Procedure and accompanying check list would be updated to reflect any amendments or changes in the law.

4. Continue the Master Plan Process (COMPLETE)

After seeking and receiving the approval and support of the Planning Board, in December of 2015, I appointed a Master Plan Committee to undertake the Master Plan update. The Committee continued to schedule monthly meetings throughout the past year. We anticipate that the process to update the Master Plan could take three years or more for full completion given the volume of work to be accomplished.

The Committee was reduced from 9 members to 7 members in September 2016 due to some member resignations. The following are the current members:

- Greg Bohling (Chair)
- Mark Imse (Vice Chair, former School Buildings Committee Chairperson)
- Meghan Roche (ZBA representative)
- Carolyn Corriveau (Conservation Commission representative)
- Joseph Spano
- Andrew Coles (Economic Development Committee representative)
- Matthew Benoit, Town Planner

During its first year, the Committee reviewed the high-level purpose and components of the current 2006 Plan and agreed that it will require updating with current information rather than a complete overhaul. The committee developed a process for dividing out portions of the Plan to members for review and updating. cursory reviews of some chapters have been completed and other sections are in various states of review. The Committee has completed the review of Chapter 2, Land Use and Zoning, and will finalize it in concert with the Zoning Bylaw Review Committee actions and recommendations. This past year, the Master Plan Committee began the process of reviewing and updating Chapter 3, Public Facilities and Services. The Committee completed site visits to many municipal facilities as part of the update to Chapter 3. This is a very complicated chapter and has involved several meetings with various departments. Since the update requires feedback for multiple town departments, and runs parallel to the Town's 5-year Facility Improvement Plan established in (2015 and updated in 2017, Town Administration has decided to produce a draft Chapter 3 in early 2018 for the Committee to review once its completed.

The Committee participated in the Economic Development Strategy Plan process which was completed in the Spring of 2017. The Committee had to condense and re-format the document into a uniform style similar to the rest of the Master Plan and completed this task in November 2017.

A Housing Steering Committee was appointed by the Town Manager to work with consultants and with the Master Plan Committee to produce Auburn's first Housing Plan in September 2017. The Master Plan Committee still needs to consolidate this 123-page document into the Master Plan format and expects to have the final draft completed in February 2018.

The Committee has been tracking and participating in a number of grants and activities that will ultimately provide input into the updated Plan, including the Massachusetts Downtown Initiative grant for Drury Square. Members actively participated in the Drury Square visioning project and Public Meeting in June of 2016.

The Master Plan Committee accomplishments during its first year include:

- Developed Committee charter
- Determined stakeholder identification and communication plan
- Election of Chair, Vice Chair and Secretary
- Developed approach and process for review of 2006 Master Plan
- Reviewed Chapters 2, 3, and 6
- Drafted updates to Chapter 2, Land Use goals, objectives and recommendations, identifying items from the 2006 Plan which are either completed or no longer relevant
- Review of Chapter 3, Public Facilities and Services including many facility site visits
- Collected feedback from the following Town departments:
 - Auburn Public Library
 - School Department
 - Auburn Fire Department
 - Information Technology
- Drafted new section for Pakachoag Golf Course

The Master Plan Committee accomplishments during its second year include:

- Completed review of Chapter 3
- Conducted Site visits of the Police Station, both Fire Stations, and the Library
- Incorporated approved Open Space and Recreation Plan into Chapter 6, Open Space and Recreation in December 2017
- Reviewed Chapter 5, Economic Development and incorporate results from the Economic Development Plan into final draft form in November 2017
- Review Chapter 4, Economic Housing and incorporate results from the Housing Plan grant work that is currently in progress

Planned accomplishments in Year 3

- Complete Chapter 3 with assistance from Town Administration
- Finish site visits of all public facilities
- Incorporate results of MDI grant for Drury Square into Chapter 2, Land Use and Zoning
- Complete Chapter 4, Housing and incorporate results from the Housing Plan grant
- Contract with Central Mass Regional Planning Commission to update 2006 Maps (if funding approved)
- Review Chapter 7, Circulation and engage CMRPC for technical consultant services to produce updated traffic data (if funding approved)
- Coordinate, Schedule, and Attend public workshops to gather public feedback on each chapter, including a 2040 vision workshop to update Chapter 1.

The timeline for the Master Plan process is below. It is based on Committee discussions, completion of Chapter 3 with assistance from Town Administration, updating maps, and the potential for consultant services for Traffic Circulation, and setting up public workshops, all of which will be incorporated into the Master Plan.

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The formation of the Master Plan consists of the following tasks to be completed over an estimated 36-42 month process:

Task 1: Research, data collection and analysis, interdepartmental consultations, marketing of Master Plan process, obtain public input and creation of existing conditions statement for each element.

Task 2: Development of preliminary draft goals, policy and use of data to form content of working papers for plan elements, goals and policies sections.

Task 3: Formation of preliminary draft implementation action items and language for consideration of Master Plan Committee for each plan element and implementation section.
Formation of preliminary draft implementation plan.

Task 4: Review of draft working papers of plan elements and formation of draft Master Plan from working papers.

Task 5: Public Hearing and comment period to review draft Master Plan.

Incorporation of comments received from public review process; formalization of Master Plan.

Task 6: Adoption of Master Plan by Planning Board and Board of Selectmen.

Task 7: Implementation Plan.

The Master Plan Timeline:

Date	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Jan 16							
Feb 16							
Mar 16							
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May 16							
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May 19							

It is critical to identify funds to engage the technical services of the Central Massachusetts Regional Planning Commission to complete the mapping and traffic/transportation data sections of the Master Plan. Neither Town administration nor the Committee has the resources to complete these sections on their own. I will be working with the Assistant Town Manager/CFO and the Finance Committee to identify available funding, approximately \$20,000, to complete these sections.

I want to thank the Master Plan Committee and the Town Planner for their hard work and time commitment as they undertake this critical yet daunting task to update the Town's Master Plan. They have made good progress on various sections of the Plan and have been actively involved in other related planning initiatives. I am very appreciative of their dedication and effort on behalf of the Town.

5. Continue the Zoning By Law Review Process (COMPLETE)

In late 2015, I appointed the Zoning ByLaw Review Committee (ZBRC). The current members are:

Michael Marin (Chairperson, ZBA representative)
Eric Chilton (Vice-Chairperson)
Bob Tatro (ZBA Chairperson)
Dennis Natoli (former ZBA Chairperson)
Nicholas Lynch (Town Meeting Member)

The responsibility of the Committee ranges from the development of new zoning bylaws, making amendments to existing zoning bylaws, and updating principle uses. Completion of the omnibus Zoning Bylaws is expected to take 36-48 months to complete, based similarly upon the schedule for the General and Administrative Bylaw review process. The Zoning ByLaw Review Committee met monthly, with additional meetings as needed, throughout the past year and has made excellent progress on several bylaws, including ongoing work for a new solar bylaw as well as updating the Town's Aquifer Protection Bylaw.

Three bylaws were developed or amended and approved at the Fall Town Meeting in October 2016: the Registered Marijuana Dispensaries Bylaw, an Amendment to Multiple Business Uses, and the new Use – Fitness Centers/Gyms. In 2017, four more bylaws were approved at the May Town Meeting: a recreational marijuana moratorium, an amendment to the FEMA map section, an amendment to the Floodplain section, and the new Use – Electric Vehicle Charging Stations. The ZBRC shifted its focus to a new solar bylaw and amending its aquifer bylaw. These two bylaws involve extensive research and are expected to be completed in 2018.

The schedule and workload for the ZBRC is based primarily on recommendations received from the Master Plan Committee in addition to recommendations from town administration. Although a majority of responsibilities for the ZBRC is based on recommendations received from the Master Plan Committee, it has been reviewing and working on the following recommendations from Town Administration:

~~Registered Marijuana Dispensaries Bylaw (completed Oct 16)~~
~~Recreation Marijuana Bylaw Moratorium (completed in Oct 2017)~~
Recreational Marijuana Bylaw (in progress)
Solar Bylaw (in progress)
Amendment - Aquifer Bylaw (in progress)
Amendment - Stormwater Bylaw
Amendment – Multi-family Dwellings
~~Amendment – Multiple Business Uses (completed Oct 16)~~
~~Amendment – FEMA Map Section 2.2 (completed May 17)~~
~~Amendment – FloodPlain District Section 4.1 (completed May 17)~~
Use – Industrial Freight Users
~~Use – Vehiele Charging Stations Section 3.9.4.6 (completed May 17)~~

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~~Use – Fitness Centers/Gyms (completed Oct 16)~~

Use – Utility Add-ons/Boosters

(Items crossed out have been completed.)

The workload and schedule for the Zoning Bylaw Review Committee may vary depending on State legislation changes, recommendations from the Master Committee, and information gathered via data collection, public comment, or administrative feedback. As a result, some new bylaws could be prioritized as well as revisions to existing bylaws while the Committee continues its general workload.

Anticipated Timeline for Zoning ByLaw Review Committee

Task 1: (3-6 months) Research, data collection and analysis;

-Development of preliminary goals, order of review, and method of approach to each section

Task 2: (18-24 months) Formation of preliminary drafts of new bylaws, amendments, and use changes;*

Task 3: (2-3 months) Concurrently hold meetings with town administration to acquire feedback

Task 4: (6-8 months) Preliminary review of draft by laws with Town Counsel Robert Hennigan

-Town Counsel meets with Committee and administration to review any revisions;

Task 5: (2-3 months) Hold Public Meeting(s) to obtain citizen input for draft consideration;

Task 6: (2-3 months) Adoption of Amended Zoning Bylaws Mass General Law – Ch. 40A ,Section 5; -ZBRC to recommend draft bylaw(s) to the Town Manager for Town Meeting Warrant consideration;

-Town Manager to recommend draft bylaws to Board of Selectmen;

-Board of Selectmen must submit draft bylaws to Planning Board for review within 14 days of receipt from Town Manager;

-Planning Board must hold a public hearing within 65 days of receipt of the draft bylaws from the Board of Selectmen, that which must also be held at least 21 days in advance of Town Meeting;

-The Planning Board must submit a written report to the Board of Selectmen following the close of the public hearing for the draft bylaw to be considered for the Town Meeting Warrant;

-Presentation of draft bylaws at Town Meeting by a Committee representative.

Task 7: (1-2 months) Implementation of new Zoning Bylaws

Zoning Bylaw Review Committee Timeline

Date	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Jan 16							
Feb 16							
Mar 16							
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I want to thank each of the members of the Zoning Bylaw Review Committee for their commitment to this initiative and for their hard work over the last two years and moving forward. This is a critical project that has not been undertaken at this comprehensive level before and it requires due diligence, research, analysis and dedication. I also want to acknowledge the work of the Town Planner who has been a great liaison to this Committee and all department heads who have participated in this process.

Conclusion

I would like to extend my gratitude and thanks to the Board of Selectmen for their support and guidance throughout the year as we work together on behalf of the residents, businesses, and taxpayers of Auburn. The goals that the Board established for me in Year 7 of my contract will benefit the Auburn community for years to come.

Although I am very proud of my achievements over the past year, I must acknowledge, thank and commend the entire town administration for working with me to accomplish these goals as well as the many other initiatives that we undertook. I am especially grateful for the professional, skilled and talented management team and employees with whom I have the honor and pleasure of working with every day to bring quality programs, services and initiatives to the residents, businesses and taxpayers of this community. Our progress and success is the result of a tremendous collaboration with all municipal departments, department and division heads, and employees who collectively work with me towards attaining the goals set by the Board of Selectmen and, beyond those goals, strive to provide an exceptional level of service to the Auburn community. The management team continues to set a high standard for their respective departments. Their hard work, dedication and efforts, and those of all town employees, enable the Town – and me - to accomplish our goals, priorities and vision.

I want to thank the School Superintendent and her leadership team, as well as the School Committee, for working with town administration throughout the year on the budget, capital, programs, outreach and facility improvements. This strong town-school partnership benefits the entire community.

In addition, I want to thank the many residents who volunteer to serve on our boards, committees and commissions. The regulatory and advisory boards and commissions are an integral part of town government and their members provide an impressive level of experience and expertise to the critical work that they perform on behalf of the Town. The ongoing work of the Master Plan Committee, Zoning Bylaw Review Committee, Planning Board and Zoning Board of Appeals all

contributed to and facilitated progress on the goals set for me by the Board of Selectmen. I appreciate the time and effort that members of all boards, committees and commissions dedicate to the Town of Auburn. I also want to thank Town Meeting members for their support and the work they did last year to review and act on the warrant articles at the Annual Town Meeting and Fall Town Meeting. Also, I want to extend my gratitude to our state and federal legislative delegation for their support and advocacy on behalf of the Town of Auburn and for working with me and town administration on issues that impact the Town.

It is an honor and a privilege to serve as Town Manager and a pleasure to work with this Board of Selectmen to set priorities and implement strategies to meet our goals, enhance the quality of life for residents, and ensure the delivery of quality services to the taxpayers.

Thank you for the opportunity to serve the Town of Auburn.

Respectfully Submitted,



Julie A. Jacobson
Town Manager

ATTACHMENT I

Citizens Leadership Academy Materials

Schedule of classes
Program Flyer
Application

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ATTACHMENT II

Adopted Chapter 61 Policy and Procedure

Checklist