

Town of Auburn, Massachusetts

2)

Julie A. Jacobson
Town Manager



Board of Selectmen

Doreen M. Goodrich, Chair
Tristan J. Laliberte, Vice Chair
Daniel S. Carpenter
Lionel R. Berthiaume
Scott C. Wrenn

April 5, 2021

Julie Jacobson, Town Manager
Town of Auburn
102 Central Street
Auburn, MA 01501

Dear Julie,

I am pleased to provide you with a summary of your evaluation by the Board of Selectmen. As you know, board members were to submit their completed evaluations with any written comments to me so that I could prepare a summary, cumulative scores and a final overall score. All members will provide comments at the public meeting.

Again, I would like to acknowledge and thank you for the level of depth and detail in your self-evaluation. The additional information was especially useful and will become part of the record. This certainly was of assistance to me, and I would assume all board members, in completing the evaluation. The evaluation was based on the approved Evaluation Form and three additional Town Manager Goals. The average Board of Selectmen score for the Evaluation Form was 4.73 and ranged from 3.0 to a perfect 5.0 and the average score for the three goals was 4.73 and ranged from 3 to a perfect 5.0. Individual Selectmen's scores were: Chair Goodrich – 5; Vice Chair Laliberte – 5; Mr. Carpenter – 3.61, Mr. Berthiaume – 5 and Mr. Wrenn – 5, for a range of 3.61 to a high of a perfect 5.0.

Julie, I am pleased to share with you an overall performance review score of 4.73. The public evaluation has been scheduled for the April 12, 2021 meeting. I am sure I speak for the entire board when saying I look forward to this meeting so all members can publicly acknowledge your hard work and dedication. Congratulations on your excellent review and thank you for your dedication to the Town of Auburn. I look forward to working with you as we continue moving in a positive direction for the entire town.

Best Regards,

Doreen M. Goodrich, Chair

Town Manager
Performance Evaluation

bm
TL

OVERALL

Categories	Cumulative Performance Evaluation	Goals	Score
Selectman			
Goodrich	5	5	5
Selectman			
LaLiberte	5	5	5
Selectman			
Carpenter	3.88	3.33	3.61
Selectman			
Bertiaume	5	5	5
Selectman			
Wrenn	5	5	5

4.78 4.67 4.73

OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES): 4.73

**CUMULATIVE
Town Manager
Performance Evaluation Form**

DML
TL

Categories	A-Relationship with Board of Selectmen	B- Town Administration	C - Budget and Finance	D - Community Relations	Score
Selectman					
Goodrich	5	5	5	5	5
Selectman					
LaLiberte	5	5	5	5	5
Selectman					
Carpenter	3.75	4	4.25	3.5	3.88
Selectman					
Berthiaume	5	5	5	5	5
Selectman					
Wrenn	5	5	5	5	5

OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES):

4.73

DMV
TL

**CUMULATIVE
Town Manager
Performance Evaluation**

THREE GOALS

GOALS	I	II	III
SELECTMAN	5	5	5
Goodrich			(5)
SELECTMAN	5	5	5
Laliberte			(5)
SELECTMAN	5	5	5
Berthiaume			(5)
SELECTMAN	4	3	3
Carpenter			(3.33)
SELECTMAN			
Wrenn	5	5	5 (5)

OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES): 4.67

Doreen Goodrich

Town of Auburn

Town Manager Evaluation

Please rate the Manager in each of the items in his/her responsibility categories on a scale ranging from 1 to 5, with 1 indicating Unsatisfactory; 2 as Needs Improvement; 3 as Satisfactory; 4 as Excellent and 5 as Distinguished.

A. Relationship with the Board of Selectmen

- | | | | | | |
|--|---|---|---|---|---|
| 1. Keeps Board members informed on the issues, needs, and significant incidents of the Town departments. | 1 | 2 | 3 | 4 | 5 |
| 2. Offers professional advice on the issues requiring BOS action with appropriate recommendations. | 1 | 2 | 3 | 4 | 5 |
| 3. Open to direction and suggestions by the Board members. | 1 | 2 | 3 | 4 | 5 |
| 4. Provides liaison to Town Counsel and Labor Counsel to protect the town and drive efficient use of legal funding appropriations. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

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. | 1 | 2 | 3 | 4 | 5 |
| 2. Monitors the condition and maintains town facilities as financial conditions allow. | 1 | 2 | 3 | 4 | 5 |
| 3. Supervises procurement/central purchasing for greatest savings. | 1 | 2 | 3 | 4 | 5 |
| 4. Oversees the preparation and presentation of the Town Warrant. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

Doreen Goodnick

C. Budget and Finance

- | | | | | | |
|---|---|---|---|---|---|
| 1. Prepares and presents the Annual Budget and capital outlay program. | 1 | 2 | 3 | 4 | 5 |
| 2. Works closely with the department heads to prepare annual budgets. | 1 | 2 | 3 | 4 | 5 |
| 3. Works with department heads throughout the year to evaluate and prioritize departmental needs and financial requests. | 1 | 2 | 3 | 4 | 5 |
| 4. Aggressively pursues available state and federal grant monies in support of the capital and operational needs of the town. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

D. Community Relations

- | | | | | | |
|---|---|---|---|---|---|
| 1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner. | 1 | 2 | 3 | 4 | 5 |
| 2. Works with local business owners and appropriate town departments to promote industrial and commercial growth. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

After careful reflection on this past year and after thoughtful consideration of each component of our formal evaluation, I have decided to rate the Town Manager's performance as "Distinguished" in all categories. This is not something I approach lightly: I have the highest standards and expectations for those given the opportunity to hold leadership or managerial roles within our community. While facing a Global Pandemic we have heard new terms like "unchartered territory", the new normal, quarantine, essential worker, hybrid model and more. Mrs. Jacobson, while ensuring she followed each and every Executive Order issued by the Governor, led our town through one of the most challenging years a municipal leader could face. She did this with care and compassion but also strength and professionalism while dealing with a wide range of issues. Mrs. Jacobson guided each and every Board and Commission through the challenges of remote meetings while still meeting the needs of every resident concern, applicant and hearing requirements. She faced HIPPA, personnel, union challenges, resident frustration and of course Public Health concerns and safety, head on and worked to address each stumbling block she faced. I truly believe the extensive work and long hours that went on behind the scenes by the Town Manager and her team to keep everyone safe and the town operational will never be known by all. As we have learned over the last 10 years Mrs. Jacobson never takes the credit for herself and is the first to recognize her leadership team and their staff.

As Mrs. Jacobson knows, I have provided an evaluation for the 9 years she has been evaluated since being hired as the town's first town manager 10 years ago. Rather than going through each item on the evaluation form for this past year I have decided to highlight some of the key comments in each category I have made over the past nine years.

Relationship with Board:

*I have found Ms. Jacobson to be professional, polite, responsive, inclusive, helpful, and engaging as Town Manager in her dealings with me and with this board.

bmsy

*Throughout the year I have brought resident concerns to the Town Manager, which she has taken the time to investigate, address, and respond to in a courteous and professional manner

* Her reports are regular and thorough, and as a Selectman, I have not found us wanting for information from the Manager. Her manner in doing so remains respectful and friendly.

Town Administration

* Ms. Jacobson has a clear understanding of the town's charter, the town's by-laws, regulations and policies, Massachusetts General Law, Open Meeting Law and the State Ethics regulations

* The extremely positive reputation the Town of Auburn has earned because of Ms. Jacobson's professionalism is extraordinary. Our Town Manager is highly respected around the Commonwealth, and widely sought after for her advice and guidance by other municipal leaders.

* In her role as Chief Procurement Officer, Ms. Jacobson seeks to procure materials, supplies and equipment through the most cost effective means under the state procurement laws. She also continues to develop and implement various green initiatives

Budget and Finance

* Of course the highlight of the Manager's performance in this category, in addition to a source of pride for our town that will have a real impact in terms of reduced borrowing costs in the future, is the town's bond rating upgrade to Aa2 received from Moody's Investor Services.

* Ms. Jacobson's leadership has resulted in the town increasing its reserves, as well as addressing pension and healthcare liabilities

* There is no denying the Town of Auburn is in strong fiscal condition. Working with CFO Ed Kazanozich, the Town Manager is able to look at the "Big Picture" and long range financial stability.

bms

Community Relations:

*Ms Jacobson is responsive to resident inquiries. She makes herself available for appointments with residents to address their concerns. The quarterly newsletter, Code Red and Public Service announcements are all used to inform the public when needed.

*Residents appreciate Ms Jacobson's attendance at town sponsored events such as summer concerts, Independence Day celebrations, Annual tree lighting and other events. This gives residents an opportunity to interact with Ms. Jacobson in a less formal setting.

* It is rare in municipal government that positive feedback even outweighs negative feedback, which is a simple reflection of our human tendency to comment mostly on what needs to be fixed. But the opinions expressed to me of our Manager this year have been universally positive.

GOALS:

*We can mark "completed." These goals were an enormous undertaking and done while still meeting the ongoing operations and administration of town government.

*Ms. Jacobson met these goals, complex as they may be, head on. I encourage all to review the detailed process and attachments in the report provided to see just what an undertaking these were.

*Ms. Jacobson is constantly setting new goals, pushing herself to achieve them; never someone to rest on her laurels, she is skillfully and adeptly anticipating the next challenges that Auburn will have to tackle, and getting right down to work, inspiring our whole team of municipal employees right behind her.

BM8

In closing:

It has been my honor and pleasure to serve on the Select Board for the past 12 years. I'm often asked about votes I have taken over these years. Tonight, I can say unequivocally that the vote I am most proud of was on January 10, 2011 when I voted yes to appoint Mrs. Jacobson as the towns first Town Manager. I remember former Chairman Hicks announcing at our January 31, 2011 meeting that Mrs. Jacobson had been sworn in that morning. There was no honeymoon period as Mrs. Jacobson was off and running with her vision for the Town of Auburn under our new Town Charter. On April 4, 2011 she presented her Reorganization Plan to the BOS and received unanimous support. On May 19 the plan became effective and implementation of the plan began. She has never looked back, never slowed down since that January meeting. Every action, decision, contact and contract has been made with the best interest of the Town of Auburn in mind.

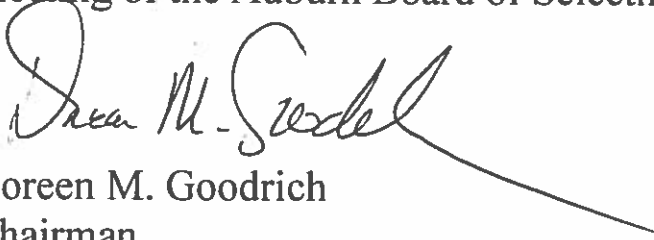
I want to thank my fellow board members who I have worked with over the years, who have recognized Mrs. Jacobson's distinguished work and made positive contributions to her growth and development. In their praise of Mrs. Jacobson's work can be heard pride in our community, and recognition of how far we've come.

I am pleased to have had the opportunity to grow into my role as a Selectman almost along with Mrs. Jacobson. I have had a unique perspective in writing her evaluation this year, as I have been contemplating my time in municipal government, and reflecting on all the positive change we have seen. As this is my final evaluation of Mrs. Jacobson, I will indulge in one previous comment I'd made in a prior year as my final word on our Town Manager:

dmS

It is clear to me that what is emanating from the Manager is more than just hard work; it's a positive, can-do attitude that is permeating throughout the town. In Ms. Jacobson, we have more than a Manager; we have a leader. Only a true leader can inspire a community in quite the way that she has.

Respectfully submitted at the April 12, 2021
Meeting of the Auburn Board of Selectmen,

A handwritten signature in cursive script that reads "Doreen M. Goodrich". The signature is written in black ink and extends to the right with a long, thin horizontal stroke.

Doreen M. Goodrich
Chairman

DMS

Evaluator: Doreen Goodrich

2020 Town Manager Goals

	5	4	3	2	1
1. ADA Transition Plan	X				
2. Mary D. Stone Property Transfer	X				
3. Auburn Street Reconstruction Project	X				

Optional Comments (Additional pages may be attached):

As per my past practice
I will be providing
verbal comments on the
night of evaluation. I will
provide a printed copy of
my comments for the record.

Board of Selectmen Member Tristan LaLiberte

Town of Auburn

Town Manager Evaluation

Please rate the Manager in each of the items in his/her responsibility categories on a scale ranging from 1 to 5, with 1 indicating Unsatisfactory; 2 as Needs Improvement; 3 as Satisfactory; 4 as Excellent and 5 as Distinguished.

A. Relationship with the Board of Selectmen

- | | | | | | |
|--|---|---|---|---|---|
| 1. Keeps Board members informed on the issues, needs, and significant incidents of the Town departments. | 1 | 2 | 3 | 4 | 5 |
| 2. Offers professional advice on the issues requiring BOS action with appropriate recommendations. | 1 | 2 | 3 | 4 | 5 |
| 3. Open to direction and suggestions by the Board members. | 1 | 2 | 3 | 4 | 5 |
| 4. Provides liaison to Town Counsel and Labor Counsel to protect the town and drive efficient use of legal funding appropriations. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

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. | 1 | 2 | 3 | 4 | 5 |
| 2. Monitors the condition and maintains town facilities as financial conditions allow. | 1 | 2 | 3 | 4 | 5 |
| 3. Supervises procurement/central purchasing for greatest savings. | 1 | 2 | 3 | 4 | 5 |
| 4. Oversees the preparation and presentation of the Town Warrant. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

We don't really see much of the Town Managers involvement with our legislators. I know our Town Manger has a great relationship with them but if we didn't talk outside of official meetings /correspondence I think this might be harder to tell this year outside of our covid response.

C. Budget and Finance

- | | | | | | |
|---|---|---|---|---|---|
| 1. Prepares and presents the Annual Budget and capital outlay program. | 1 | 2 | 3 | 4 | 5 |
| 2. Works closely with the department heads to prepare annual budgets. | 1 | 2 | 3 | 4 | 5 |
| 3. Works with department heads throughout the year to evaluate and prioritize departmental needs and financial requests. | 1 | 2 | 3 | 4 | 5 |
| 4. Aggressively pursues available state and federal grant monies in support of the capital and operational needs of the town. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

I am in one at hand after we receive grant funds.

D. Community Relations

- | | | | | | |
|---|---|---|---|---|---|
| 1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner. | 1 | 2 | 3 | 4 | 5 |
| 2. Works with local business owners and appropriate town departments to promote industrial and commercial growth. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

These have both been particularly difficult this year. The Town Managers handling of both have been exemplary despite the challenges presented by the pandemic. ~~PAH/CR~~

Evaluator: Tristan LaLiberte

2020 Town Manager Goals

	5	4	3	2	1
1. ADA Transition Plan	✓				
2. Mary D. Stone Property Transfer	✓				
3. Auburn Street Reconstruction Project	✓				

Optional Comments (Additional pages may be attached):

Board of Selectmen Member Carpenter

Town of Auburn

Town Manager Evaluation

Please rate the Manager in each of the items in his/her responsibility categories on a scale ranging from 1 to 5, with 1 indicating Unsatisfactory; 2 as Needs Improvement; 3 as Satisfactory; 4 as Excellent and 5 as Distinguished.

A. Relationship with the Board of Selectmen

- | | | | | | |
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COMMENTS:

B. Town Administration

- | | | | | | |
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| 4. Oversees the preparation and presentation of the Town Warrant. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

(9/23) Score is based on limited information and feedback

C. Budget and Finance

- | | | | | | |
|---|---|---|---|---|---|
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COMMENTS:

D. Community Relations

- | | | | | | |
|---|---|---|---|---|---|
| 1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner. | 1 | 2 | 3 | 4 | 5 |
| 2. Works with local business owners and appropriate town departments to promote industrial and commercial growth. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

(ques 1) Based on limited feedback. Julie most often resolves issues brought to her.

Evaluator: Carpenter

2020 Town Manager Goals

	5	4	3	2	1
1. ADA Transition Plan		X			
2. Mary D. Stone Property Transfer			X		
3. Auburn Street Reconstruction Project			X		

Optional Comments (Additional pages may be attached):

I would like to thank all
staff members for their efforts
throughout this year.

Julie has worked under difficult
circumstances and coordinated efforts
to address our ongoing health situation
with poise.

Town of Auburn

Town Manager Evaluation

Please rate the Manager in each of the items in his/her responsibility categories on a scale ranging from 1 to 5, with 1 indicating Unsatisfactory; 2 as Needs Improvement; 3 as Satisfactory; 4 as Excellent and 5 as Distinguished.

A. Relationship with the Board of Selectmen

- | | | | | | |
|--|---|---|---|---|---|
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COMMENTS:

B. Town Administration

- | | | | | | |
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| 3. Supervises procurement/central purchasing for greatest savings. | 1 | 2 | 3 | 4 | 5 |
| 4. Oversees the preparation and presentation of the Town Warrant. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

Leonel

C. Budget and Finance

- | | | | | | |
|---|---|---|---|---|---|
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COMMENTS:

D. Community Relations

- | | | | | | |
|---|---|---|---|---|---|
| 1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner. | 1 | 2 | 3 | 4 | 5 |
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COMMENTS:

Evaluator: Leonel

2020 Town Manager Goals

	5	4	3	2	1
1. ADA Transition Plan	5				
2. Mary D. Stone Property Transfer	5				
3. Auburn Street Reconstruction Project	5				

Optional Comments (Additional pages may be attached):

I WILL BE MAKING A VERBAL STATEMENT AT OUR BOARD MEETING TO BE SUBMITTED AT THAT TIME FOR PERMANENT RECORD.

Leonel Butcher

Board of Selectmen Member Scott C. Wynn, Esq.

Town of Auburn

Town Manager Evaluation

Please rate the Manager in each of the items in his/her responsibility categories on a scale ranging from 1 to 5, with 1 indicating Unsatisfactory; 2 as Needs Improvement; 3 as Satisfactory; 4 as Excellent and 5 as Distinguished.

A. Relationship with the Board of Selectmen

- | | | | | | |
|--|---|---|---|---|---|
| 1. Keeps Board members informed on the issues, needs, and significant incidents of the Town departments. | 1 | 2 | 3 | 4 | 5 |
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| 4. Provides liaison to Town Counsel and Labor Counsel to protect the town and drive efficient use of legal funding appropriations. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

reserved for April 30, 2021 BOS meeting

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. | 1 | 2 | 3 | 4 | 5 |
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| 4. Oversees the preparation and presentation of the Town Warrant. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains strong working relationships with Auburn's Legislative representatives at the state and federal level. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

reserved for Apr. 30, 2021 BOS meeting

Scott C. Wrenn, Esq.

C. Budget and Finance

- | | | | | | |
|---|---|---|---|---|---|
| 1. Prepares and presents the Annual Budget and capital outlay program. | 1 | 2 | 3 | 4 | 5 |
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COMMENTS:

Reserved for Apr. 30, 2021 BOS meeting

D. Community Relations

- | | | | | | |
|---|---|---|---|---|---|
| 1. Interacts positively with the public, responding to questions and requests in a timely, constructive manner. | 1 | 2 | 3 | 4 | 5 |
| 2. Works with local business owners and appropriate town departments to promote industrial and commercial growth. | 1 | 2 | 3 | 4 | 5 |

COMMENTS:

Reserved for Apr. 30, 2021 BOS meeting

Evaluator: Scott C. Wynn For

2020 Town Manager Goals

	5	4	3	2	1
1. ADA Transition Plan	✓				
2. Mary D. Stone Property Transfer	✓				
3. Auburn Street Reconstruction Project	✓				

Optional Comments (Additional pages may be attached):