



Town of Auburn



Citizens Leadership Academy

**Association of Town Finance Committees
Annual Meeting
November 3
Devens Common Center**

**Presented by Julie A. Jacobson
Auburn Town Manager**



Citizens Leadership Academy

- **Goal:** To infuse an interest in and deeper understand of local government and to 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.
- **Overview:** Ten-week series of informative, educational and interactive sessions to inform participants of the intricacies of Auburn's municipal government.
- **Format:** Sessions cover each town department and the school department, their roles and responsibilities and how it impacts residents and taxpayers. Participants tour town-owned buildings and participate in various interactive activities. Each class includes presentations, documents, tours, demonstrations and activities to help develop an understanding of various town departments, operations, programs and services.
- **Presenters:** Town Manager, Assistant Town Manager, School Superintendent, Department and Division Heads.



Who Can Participate?

Interested applicants must meet the following qualifications:

- 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

Due to limited space on bus, originally limited to 12 participants but expanded to 16.

Application

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager



Board of Selectmen
Kenneth A. Holstrom, Chairman
Doreen M. Goodrich, Vice Chairman
Lionel R. Berthiaume
Tristan LaLiberte
Daniel S. Carpenter

TOWN OF AUBURN CITIZENS LEADERSHIP ACADEMY- SPRING 2018

Application for Participation

The Town of Auburn newly established Citizens Leadership Academy is a series of interactive sessions designed to provide insight into Town government and to develop future leaders through well informed and civically engaged residents. To be considered for the Spring 2018 session, please fill in the information requested below and return it by **12:00 Noon on Friday, February 23, 2018**. For more information about the academy, contact the Town Manager's Office at 508-832-7720.

Class size generally limited to 12 participants. Program may be cancelled if registration is low.

Requirements for Participation:

- Must be a current resident of Auburn for at least one year.
- Must be 18 years of age by July 1, 2018.
- Must be a registered voter
- Consideration will be given to applicants who work in Auburn but do not live in Auburn.
- Must be able to pass a background check and willing to sign a liability waiver

Name: _____ Email Address: _____

Mailing Address: _____

Length of Time Living in Auburn: _____

Occupation: _____ Employer: _____

Community/Civic Group Affiliations (if any): _____

Home Phone: _____ Alt. Phone: _____

Please tell us why you are interested in the Citizens Leadership Academy:

How did you hear about the Citizens Leadership Academy?

Class Dates: (All classes on Thursdays)

March 22nd – 6:00 pm. to 8:30 PM | Town Government and Finance Overview

March 29th – 6:00 pm. to 8:30 PM | Fire Rescue Department

April 5th – 6:00 pm. to 8:30 PM | Police Department

April 12th – 6:00 pm. to 8:30 PM | School Department

April 19th – 6:00 pm. to 8:30 PM | Information Technology, Communications, Emergency Management and Town Clerk

April 26th – 6:00 pm. to 8:30 PM | Department of Inspectional Services: Planning, Energy Management, Economic Development, Building/Code and Board of Health

May 3rd – 6:00 pm. to 8:30 PM | Department of Inspectional Services: Animal Control and Trash/Recycling

Department of Public Works: Engineering, Sewer Department, Fleet Maintenance, Facility Management and Highway Department

May 10th – 6:00 pm. to 8:30 PM | Department of Public Works: Parks & Cemetery, Golf Course and Recreation and Culture

May 17th – 6:00 pm. to 8:30 PM | Public Services: Library and Cable Television

May 24th – 6:00 pm. to 7:30 PM | Senior Center, Veterans Services and Graduation

Classes will take place at various Town buildings throughout the Citizens Leadership Academy program. Check the schedule for locations of each session. Classes may be rescheduled at the request of departments or due to emergencies with advance notice provided to applicants. There will be site tours during some of the sessions. Please note that while all class locations are handicapped accessible, not all building tours are completely handicapped accessible as tours may include areas not open to the public. Town

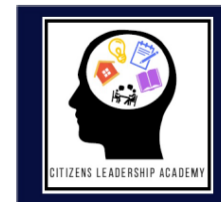
Administration will notify applicants of handicap access and any other requirements prior to the site tour.

Attendance at the majority of sessions is highly expected.* Are there any dates that you will not be attending? If so, please list those dates.

* We understand that family or emergency circumstances may require an absence however missing excessive classes may result in dismissal.

Return this form by February 23, 2018 to: Julie A. Jacobson, Town Manager, 102 Central Street, Auburn, MA 01501. Electronic submittals welcome; please email to townmgr@town.auburn.ma.us. All selected participants will be notified no later than March 2nd.

**Applications are being accepted
for the Spring Session until
February 23, 2018.**





Advertisement/Promotion

- Official Town social network platforms
- Town's website at www.auburnguide.com
- Auburn Cable Television
- Electronic Message Boards
- Town's Municipal Quarterly Newsletter ***The Auburn Account***
- Letters to previous Police Academy and Fire Citizen Academy participants
- Agenda items at Board of Selectmen meetings
- Town Hall, Library and Senior Center Flyers
- Applications available online and in the Town Manager's Office.

CLASS SCHEDULE



Session	Class Dates (Thursdays)	Time	Topic	Description	Location	Interactive	Transportation
1	3/22/2018	6:00 p.m. to 8:30 p.m.	Town Government Overview; Finance and Budgeting (Accounting, Assessing, Treasurer/Collector)	Overview of Town organization, departments and divisions, management team, Policies and procedures, facilities, Board of Selectmen overview. Finance and budgeting process and administration.	Town Hall	Town Management Team introduction, Tour of Town Hall and Merriam Building	Self
2	3/29/2018	6:00 p.m. to 8:30 p.m.	Fire Rescue Dept.	Overview of Fire Rescue Department, operations and administration.	Fire Station HQ	Facility and equipment tour	Self
3	4/5/2018	6:00 p.m. to 8:30 p.m.	Police Department	Overview of Police Department, operations and administration.	Police Station	Facility and equipment tour	Self
4	4/12/2018	6:00 p.m. to 8:30 p.m.	School Department	Overview of school department operations and administration; school facilities; programs.	Middle School, High School	Presentation and Facility tour at each school	Bus Provided
5	4/19/2018	6:00 p.m. to 8:30 p.m.	Information Technology, Communications, Emergency Management, Town Clerk, Boards and Commissions	Overview of IT department and systems, emergency management planning and operations, Town Clerk's Office, and Boards, Committees and Commissions.	Town Hall - Planning Board Room	On-line applications and tools, CodeRED demonstration, tour of Mobile Emergency Operations Trailer and Portable Heaters Trailer.	Self
6	4/26/2018	6:00 p.m. to 8:30 p.m.	Department of Development and Inspectional Services (DDIS)(Planning, Energy, Economic Development, Building/Code, Health, Animal Control)	Overview of DDIS operations and divisions, projects and initiatives.	Town Hall	View health shed, Board of Health trailer and inspectional cars. Tutorial on new on-line permitting for building permits and pet registration.	Self
7	5/3/2018	6:00 p.m. to 8:30 p.m.	DDIS and DPW Shared		Department of Public Works Animal Shelter DPW Garage		Self
			DDIS Animal Control and Recycling/Trash	Animal shelter operations; recycling and trash operations.		Tour Animal Shelter; tour DPW building including fleet repair, Facilities Trailer, DPW equipment and systems; presentation on salt system software and computers in trucks.	Self
			DPW (Engineering, Yard Pick-Up, Sewer, Fleet Maintenance, Facility Management, Stormwater, Highway)	Overview of DPW operations and divisions, processes and facilities.			Self
8	5/10/2018	6:00 p.m. to 8:30 p.m.	DPW (Parks & Cemetery, Golf Course, Recreation/Culture events)	Overview of Parks and Cemetery operations; golf course facility and operations, recreation and culture programs and events.	Pappas Complex, Golf Course	Tour Pappas complex, tour sewer pump station and visit golf course. Drone demonstration at golf course.	Bus Provided
9	5/17/2018	6:00 p.m. to 8:30 p.m.	Public Services (Library, Cable)	Overview of library operation, programs and facility. Overview of cable services division and operations; visit cable studio.	Library, bus to Cable Television Studio	Tour of Library; tour of cable studio; mock show taping in television studio	Bus Provided
10	5/24/2018	6:00 p.m. to 7:30 p.m.	Public Services (Senior Center, Veterans Services), Graduation	Overview of Senior Center/Elder Services operations, programs and events; Veteran's programs and services. Graduation.	Senior Center	Tour Senior Center; Graduation and present certificates. Participants can fill out evaluation sheets.	Self
			Wheelabrator/Casella Tour				
			Upper Blackstone Treatment Plant Tour				
			Boards and Commission Meetings				
			Board of Selectmen Meetings				
			Town Meeting May 1st				

Optional Activities
- To be arranged
on other days
based on level of
participation



CITIZENS LEADERSHIP ACADEMY

Town Administration invites you to participate in the first- ever Citizens Leadership Academy! This academy will allow the citizens of Auburn to learn more about their Town Government through a variety of classes and interactive activities.

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HOW DO I APPLY?

Residents are welcome to apply for the academy by filling out an application online or in-person at the Town Manager's Office.

Anyone interested in attending the Citizens Leadership Academy may call 508-832-7720 and request an application or go to Auburnguide.com under "Town Manager- Citizens Leadership Academy".

Applications due by February 23rd

10 WEEKS

Thursdays from 6:00-8:30pm
March 22nd-May 24th

LEARN ABOUT ALL TOWN DEPARTMENTS

Town Manager Finance Police
Fire Inspectional Services DPW
Public Services and more!

INTERACTIVE TOURS

REQUIREMENTS

- Resident of Auburn for at least one year.
- Consideration will be given to applicants who work in Auburn but do not live in Auburn.
- Must be 18 years of age by July 1, 2017.
- Registered Voter
- Must be able to pass a background check and willing to sign a waiver



The Auburn Account

New Citizens Leadership Academy to be Launched in March

Volume 8, Issue 1, January 2018

A new Citizens Leadership Academy will be launched in March. The purpose of the Citizens Leadership Academy is to increase citizens' knowledge, interest, and ability to participate in town government; to provide an increased understanding of key municipal processes and operations; and to assist in developing future participation in town boards, commissions and committees.



Auburn Town Hall
104 Central Street
Auburn, MA 01501
www.auburnguide.com

Important Contact Information (508) 832-

Town Manager	7720
Board of Selectmen	7720
Building Inspector	7719
Clerk	7701
Fire	7800
Health	7703
Library	7790
Planning	7704
Police	7777
Public Works	7814
Senior Center	7799
Treasurer/Collector	7705
Veterans	7706

Hours of Operation

Town Hall:
Monday 8:00AM-7:00PM
T, W, Th 8:00AM-4:00PM
Friday 8:00AM-1:00PM

Senior Center:
Mon & Fri 8:00AM-3:00PM
T, W, Th 8:00AM-4:00PM

Library:
Mon—Thurs 9:30AM-8:30PM
Fri 9:30AM-5:30PM
Sat 9:00AM-1:00PM

The schedule of classes is below. Please note that the schedule is subject to change should unforeseen issues arise. *Continued on next page:*

Sign up today to receive electronic communications and updates on a variety of issues, including *The Auburn Account*, emergency and road work updates from the Town of Auburn. Visit our web site at www.auburnguide.com or [click here](#) to sign up now!

In this issue Santa Tour, First Senior Resource Fair, Tree Lighting, Auburn's Housing Production Plan, Public Swimming Pool Feasibility Grant, along with Winter Safety Tips, and much more...

Session	Class Dates	Time	Topic/Department	Location
1	3/22/2018	6:00 p.m. to 8:30 p.m.	Town Government Overview; Finance and Budgeting (Accounting, Assessing, Treasurer/Collector)	Town Hall
2	3/29/2018	6:00 p.m. to 8:30 p.m.	Fire Rescue Department	Fire Station Headquarters
3	4/5/2018	6:00 p.m. to 8:30 p.m.	Police Department	Police Station
4	4/12/2018	6:00 p.m. to 8:30 p.m.	School Department	Auburn Middle School, High School* *Bus available
5	4/19/2018	6:00 p.m. to 8:30 p.m.	Information Technology, Communications, Emergency Management, Town Clerk, Boards and Commissions	Town Hall
6	4/26/2018	6:00 p.m. to 8:30 p.m.	Department of Development and Inspectional Services (Planning, Energy, Economic Development, Building/Code, Health, Animal Control)	Town Hall
7	5/3/2018	6:00 p.m. to 8:30 p.m.	DDIS Animal Control, Recycling/Trash) DPW (Engineering, Sewer, Fleet Maintenance, Facility Management, Highway)	Animal Shelter, DPW Garage
8	5/10/2018	6:00 p.m. to 8:30 p.m.	DPW (Parks & Cemetery, Golf Course, Recreation/Culture)	Pappas Complex, Pakachoag Golf Course* *Bus available
9	5/17/2018	6:00 p.m. to 8:30 p.m.	Public Services (Library, Cable)	Library, Cable Television Studio (High School)* * Bus available
10	5/24/2018	6:00 p.m. to 7:30 p.m.	Public Services (Senior Center, Veterans Services), Graduation	Senior Center

Class size will be limited to 12 participants. Applications are available on the Town's website

Participant Packets



4" Binders provided at the 1st session with tabs for each department/session.

Documents included:

- Most recent Annual Report
- Official Statement (used for bond rating and issuance)
- 5 Year CIP
- 5 Year Budget Forecast
- Organizational charts for town departments
- Town Charter
- Town General Bylaws
- Board of Selectmen Policies
- Most recent Annual Town Meeting Warrant
- Five Year Facility Improvement Plan
- Personnel Manual
- Open Meeting Law, Conflict of Interest Law
- Chart of all grants applied for and received from 2011 - 2018
- ***The Auburn Account***, our quarterly municipal newsletter
- Recently completed plans (Economic Development Plan, Housing Plan, Drury Square Vision initiative)
- Zoning map
- List of all boards, commissions and committees and application form
- Energy materials (MASS Saves, municipal aggregation information)
- Applications for various permits and licenses
- Flyers of Recreation and Culture programs held throughout the year
- Flyers on Health Programs and Recycling Programs and Events
- Community event flyers and registrations
- Integrated calendar of events
- Summer Concerts Series schedule

Any information provided by each department the night of their respective class was hole-punched so the participants could add it to their binders.

Participants could take binders home with them and bring to each class or we would hold them and transport them.

Interactive Activities



- Tours of Municipal and School Buildings
 - Town Hall
 - High School and Middle School
 - DPW
 - Police Station
 - Fire Headquarters
 - Library
 - Senior Center
- Cable Television Studio – created mock newscast with interviews, drone demonstration
- Toured Sewer Sub-Station
- Toured Animal Shelter
- Toured Mobile Emergency Operations Center Trailer
- Toured Portable Heaters Trailer
- Toured Public Health Trailer
- Toured Facility Management Trailer
- Toured DPW Fleet Maintenance and Highway Equipment with salt computer system demonstration
- Toured Pappas Recreation Complex
- Saw “green” inspectional vehicles
- Rode golf carts at Pakachoag Golf Course, held class there on golf course operations and programs offered through Recreation and Culture Division



First Night Class Agenda

1. Welcome and Introductions
2. Overview of Class Schedule for Leadership Academy
3. Role and Responsibilities/Auburn Town Charter/Bylaws
 - a) Board of Selectmen
 - b) Town Meeting/Town Moderator/Town Clerk
 - c) Town Manager
4. Town Administration Overview
 - a) Organizational Charts
 - b) Focus Areas
 - c) Highlights
5. Tour of Town Hall
6. Break
7. Finance Department Overview
 - a) Assessors Office
 - b) Treasurer/Collector Office
 - c) Town Accountant Office



Last Night Agenda

1. Pizza
2. Show short film made at Cable Television Class
3. Informal discussion on Leadership Academy:
 - a) What is the one thing that *surprised* you the most that you didn't know before you participated in this program?
 - b) What was your favorite interactive activity or tour?
 - c) Has your understanding and perception of your local government changed since you began this program? How?
 - d) Would you consider applying to be on a town board, commission or committee in the future?
4. Presentation from Senior Center Director
5. Tour of Senior Center
6. Presentation on Veterans Services
7. Presentation of Certificates of Completion for Citizens Leadership Academy
8. Participants Fill out Evaluation Form
9. Thank you

Evaluation Form



Town of Auburn
Citizens Leadership Academy
Course Evaluation

Please check the answer that best reflects your feelings on the courses presented. This feedback will be helpful to Town Administration in developing future Citizen Leadership Academy programs. Thank you.

1. Do you feel that the presenters were well organized and professional?
Yes ___ No ___ Some were not _____ (specific if possible)
2. Do you feel that the presenters were knowledgeable in the subject areas?
Yes ___ No ___ Some were not _____ (specific if possible)
3. Do you feel that the sessions covered the material you expected?
Yes ___ No ___ Some did not _____ (specific if possible)
4. The presenters motivated the class to listen and to respond to the information being delivered.
() Strongly Agree () Agree () Disagree () Strongly Disagree () Unsure
5. Did you feel that the presentations covered too much information?
Yes ___ No ___ Some did _____ (specific if possible)
6. Do you feel that there should have been more classroom presentation and less interactive activities?
Yes ___ No ___ Suggestions: _____
7. Did you feel that the interactive tours and activities were beneficial?
Yes ___ No ___

8. Do you feel that there should have been more interactive activities?
Yes ___ No ___ Suggestions: _____
9. In terms of expectations, did the Leadership Academy;
() Exceed your expectations () Meet your expectations () Not live up to your expectations
10. Did you gain a better understanding of Town Government?
Yes ___ No ___
11. Is there something that you would have liked to have learned about but did not in this program?

12. Is there something that you could recommend that would improve the program?

13. What did you like the best about the program?

14. What is something that surprised you most about Town Government?

15. Did the time of the classes in the evenings work well?
Yes ___ No ___ Suggestion _____
16. Would you recommend this program to a friend?
Yes ___ No ___ Maybe ___

Follow Up to Participants



Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager



May 29, 2018

Members of the Citizens Leadership Academy:

Town Administration would like to sincerely thank you for participating in the inaugural Citizens Leadership Academy. We understand how much of a commitment these ten weeks have been and we truly appreciate your time and dedication. Our hope was to create a group of informed and passionate citizens to represent Auburn and hopefully serve on Boards and Committees in the future. Your participation and thoughtful comments and questions helped guide discussion and made this academy a success.

As you know, this is the First Leadership Academy so we are eager to review all the evaluations and implement your suggestions for the next academy. Thank you for filling out the evaluation forms at graduation; if you still need to submit an evaluation you can email, mail or drop off the forms to the Town Manager's Office.

Town Administration could not have asked for a more engaged class. Thank you for playing an active role to learn more about your local government; we hope that the Leadership Academy exceeded your expectations. You all made the first Citizen Leadership Academy a pleasure for everyone involved. Please do not hesitate to reach out to Town Administration for any questions or concerns you have moving forward.

Again, thank you for your time and thoughtful participation.

Warm Regards,

A handwritten signature in cursive script that reads "Julie A. Jacobson".

Julie A. Jacobson
Town Manager

102 Central Street
Auburn, MA 01501
Telephone (508) 832-7720 Fax (508) 832-6145
Web site: www.auburnguide.com

Media Coverage of Graduation



Residents Graduate from First Citizens Leadership Academy



The Citizens Leadership Academy was created to inform and educate Auburn residents on the operations of Town government in order to provide a greater understanding of - and to stimulate future interest in - participation in municipal government. The Board of Selectmen had voted as one of the Town Manager's goals for her to develop a Leadership Academy to begin in the Spring of 2018.

Auburn's first Citizens Leadership Academy was launched in March 2018 as a ten-week series of informative, educational, and interactive sessions covering each municipal department as well as the school department. Weekly classes included presentations, tours, demonstrations and activities designed to help develop an understanding of various town operations, programs, initiatives and services.

The goal of the Citizens Leadership Academy is to infuse an interest in and deeper understanding of local government and to foster the development of a future pool of informed residents who are willing to serve on boards, committees and commissions within the Auburn community.

We are excited that the first Citizens Leadership Academy was successful and we look forward to holding the Academy annually.

Congratulations to the 2018 Citizens Leadership Academy graduates!

Rambod Adelinia
Steve Consilvio
Kimberley Moran
Sharlene Ryan

Kenneth Austin
Doreen Goodrich
Linda Moulin
David Saltz

Heather Baker
David Legg
Joseph Richards
Joseph Shenette

Mark Binnall
Chris McCoy
Laura Richards

Promotional Video



- Presentation at Board of Selectmen Meeting
- Posted to Town's Social Media Sites
- Sent to Local Media
- Runs on Auburn Cable Television

Will be used to promote 2019 Citizens Leadership Academy

<https://www.youtube.com/watch?v=Nz1BEgaLHII>



Post Academy Results

- All participants have a deeper understanding of the operations and function of their town government.
- Participants were able to meet and interact with department and division heads – commented on team work, enthusiasm, professionalism and positive culture
- Participants gained understanding of where their tax dollars are allocated.
- Participants were able to dispel rumors or misperceptions.
- Participants feel a greater connection with their town officials.
- Participants feel they receive excellent benefits for their tax dollars.
- One participant volunteered to answer phones at the Senior Center one day/week. She also learned about the Senior Tax Write Off Program, applied and was qualified.
- One participant volunteered for and was appointed to the Economic Development Committee.
- One participant, already on a committee, has volunteered his time and expertise to helping the Town with radio and tower plans.

Tips and Lessons Learned

TIPS

- Interactive activities are needed at every session
- Plan sessions with weather in mind (scheduled DPW well after potential for snow; scheduled golf course session after season opened; scheduled outdoor tours of trailers and facilities in warmer weather)
- Schedule classes when Police and Fire Academies are not in session
- If Town does not have a Police and/or Fire Academy, consider offering optional ride alongs with police on shifts; fire demonstrations
- Don't tape or televise sessions – participants uncomfortable and won't ask questions or engage in dialogue; no incentive for residents to participate in person in the future; cannot capture tours of facilities and equipment adequately
- Encourage current board and commission members to become academy participants
- Participants liked having sessions in different locations each week
- Encourage employees to attend, especially if new

LESSONS LEARNED

- Not all departments are created equal! Some departments need less time, some need more
- Hold presenters to allocated time!
- While all information is important, too much detail loses participants' attention
- Incorporate more interactive activities each session
- Test equipment before session (drone)
- Snacks were appreciated (but needed gluten-free option)
- Participants wanted more time to see highway equipment
- If preparing video, have camera operator move to get better shots/audio of those speaking
- Consider including sessions on non-municipal departments/entities (Water District, Historical Society)
- Encourage optional activities: Board of Selectmen meeting; Town Meeting

Slides Shown at First Class



Town of Auburn Charter (Amended May 2009)

The Charter serves as the Town's "Constitution".

Definition of "Charter"

"Charter, when used in connection with the operation of city and town government shall include a written instrument adopted, amended or revised pursuant to the provisions of chapter forty-three B which establishes and defines the structure of city and town government for a particular community and which may create local offices, and distribute powers, duties and responsibilities among local offices and which may establish and define certain procedures to be followed by the city or town government. Special laws enacted by the general court applicable only to one city or town shall be deemed to have the force of a charter and may be amended, repealed and revised in accordance with the provisions of chapter forty-three B unless any such special law contains a specific prohibition against such action." ([MGL, Chapter 4, Section 7](#))

Auburn's Home Rule Charter adopted 1969; Amended May 2009

Charter Amendment in 2009 eliminated many elected positions; created Town Manager position.

Auburn's Form of Government: Representative Town Meeting-Selectboard-Town Manager



Town of Auburn Bylaws

General/Administrative

- Bylaw Review Committee appointed 2012
- Special Town Meeting approved omnibus General Bylaws March 2015
- Attorney General Approved October 2015
- Effective October 23, 2015
- Bylaws parallel the Amended Town Charter and the Reorganization Plan adopted in 2011 and revised in 2012, comply with Massachusetts General law, and organize bylaws by department and function.
- Table of Contents in Binder.
- Complete document on the Town's website at auburnguide.com.

Zoning

- Zoning Bylaw Review Committee appointed 2015
- Ongoing review of each Zoning Bylaw with recommendations to abolish, revise or develop new
- Planning Board hearing needed for each
- Town Meeting approval needed for each amended, new or abolished Zoning Bylaw
- Attorney General approval needed to become effective.
- Multi-year process
- Zoning Bylaws on the Town's website at auburnguide.com.

Board of Selectmen - Elected



Doreen M. Goodrich	Chair	May 2018
Kenneth A. Holstrom	Vice Chair	May 2018
Daniel S. Carpenter	Member	May 2020
Lionel R. Berthiaume	Member	May 2019
Tristan J. LaLiberte	Member	May 2020

Selectmen meetings 2nd and 4th Mondays; 5th when needed.
Meetings held Tuesdays when Monday is a holiday.

Three members of the board of selectmen constitute a quorum, but no resolution or vote, except a vote to adjourn or to fix the time and place of the next meeting, shall be adopted by less than 3 affirmative votes.

Selectmen may serve on not more than 1 appointive committee and shall hold no other elective office or compensated employment under the government of the town of Auburn during the term for which s/he is elected, nor any compensated appointive town office or employment for 1 year thereafter.

Key Responsibilities:

- Appoint Town Manager
- Appoint Town Accountant (as recommended by Town Manager)
- Appoint Town Counsel (as recommended by Town Manager)
- Appoint Finance Committee
- Appoint Zoning Board of Appeals
- Appoint Board of Registrars
- Confirm Department Head appointments made by Town Manager
- Licensing Authority (licenses, permits)
- Establish Schedule of Fees and Fines
- Authorizes acceptance of grant funds; donations
- Sets Special Town Meetings
- Tax Classification
- Approves Town Meeting Warrant
- Authorizes transfer of deeds with Town Meeting approval
- Signs payroll warrants



Other Elected Town Officials

Town Meeting

- Representative Town Meeting
- 120 Town Meeting Members
- Elected for 3-year terms

Library Board of Trustees

- 6 Trustees
- Elected for 3 Year Terms

Auburn Housing Authority

- 5 Members
- 5 year terms
- 1 of the 5 appointed by the Governor

Town Moderator

- Elected annually for 1 year term
- Conducts Town Meetings and Special Town Meetings

School Committee

- 5 Members
- Elected for 3 Year Terms

Southern Worcester County Regional Vocational School Committee

- 2 Members from Auburn
- Elected for 3 Year Terms
- 20 Member Committee

Town Clerk

- 3 year term
 - Elected at Annual Town Election
- Details at Class Session #5

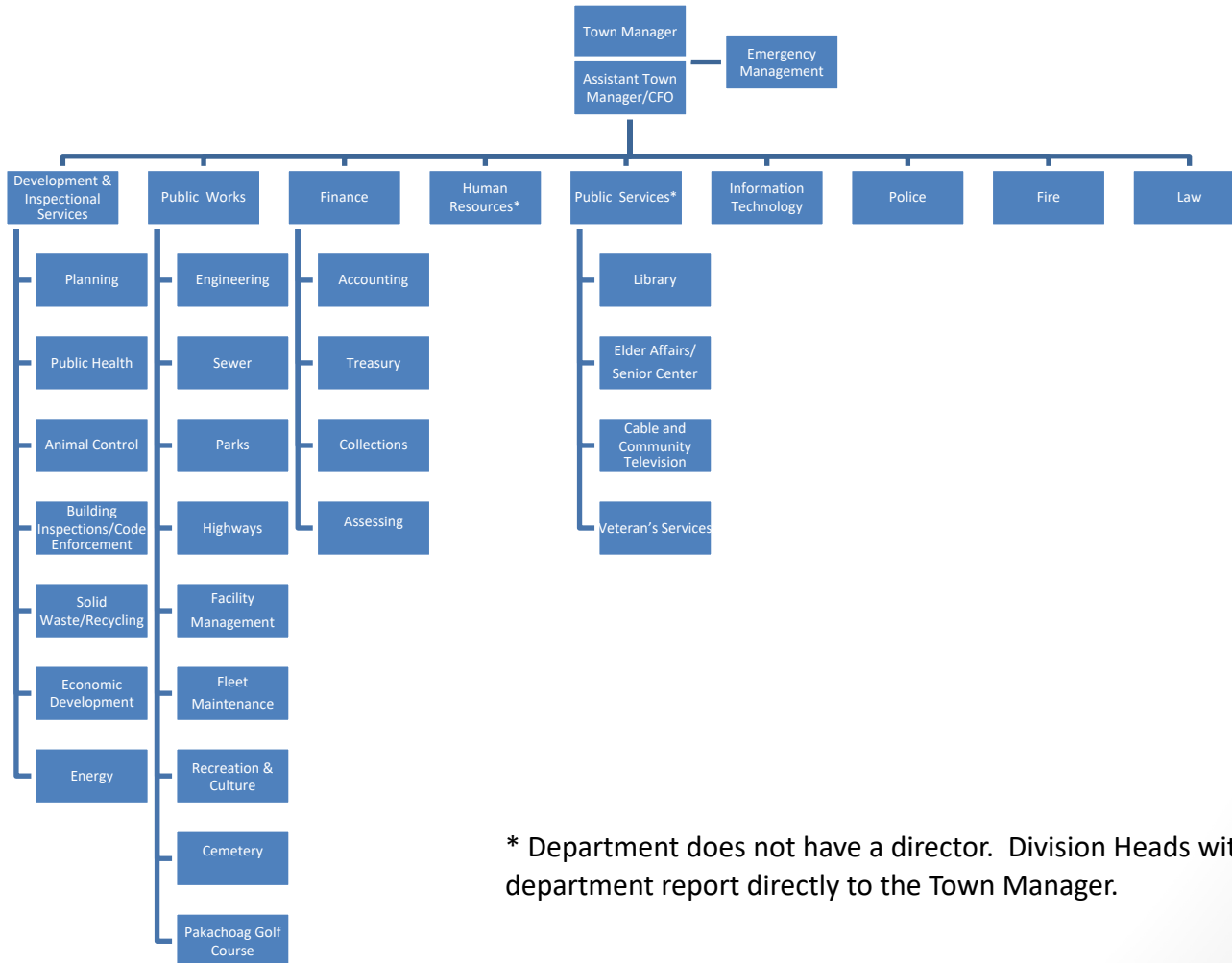


Town Manager

- Chief Executive Officer
- Chief Procurement Officer: purchases all supplies, materials and equipment and awards all contracts for all departments and activities of the town (except school department)
- Appointing authority for all employees other than school department, police and fire department (“strong chief” under MGL Chapter 31)
- Supervises and directs all departments, boards, and offices of the Town except those under the Board of Selectmen, Town Moderator or school department
- Oversees all daily operations and administration of the Town
- May reorganize, consolidate or abolish any department, commission, board or office under his/her direction and supervision with Board of Selectmen approval
- May transfer the duties, powers and appropriation of one department, commission, board or office to another
- Jurisdiction over and responsible for planning, construction, reconstruction, alteration, repair, improvement, use and rental of all town property except the property under the jurisdiction of the school committee
- Has authority to prosecute, defend and compromise any claim or litigation to which the town is a party, and to employ special counsel whenever necessary with the approval of the board of selectmen
- Prepares and recommends annual budget
- Prepares and recommends Town Meeting Warrant to Board of Selectmen
- Prepares and distributes Annual Report
- Collective Bargaining for all town bargaining units (10)
- Develops and implements all personnel policies, compensation and salary schedules



Functional Organizational Chart

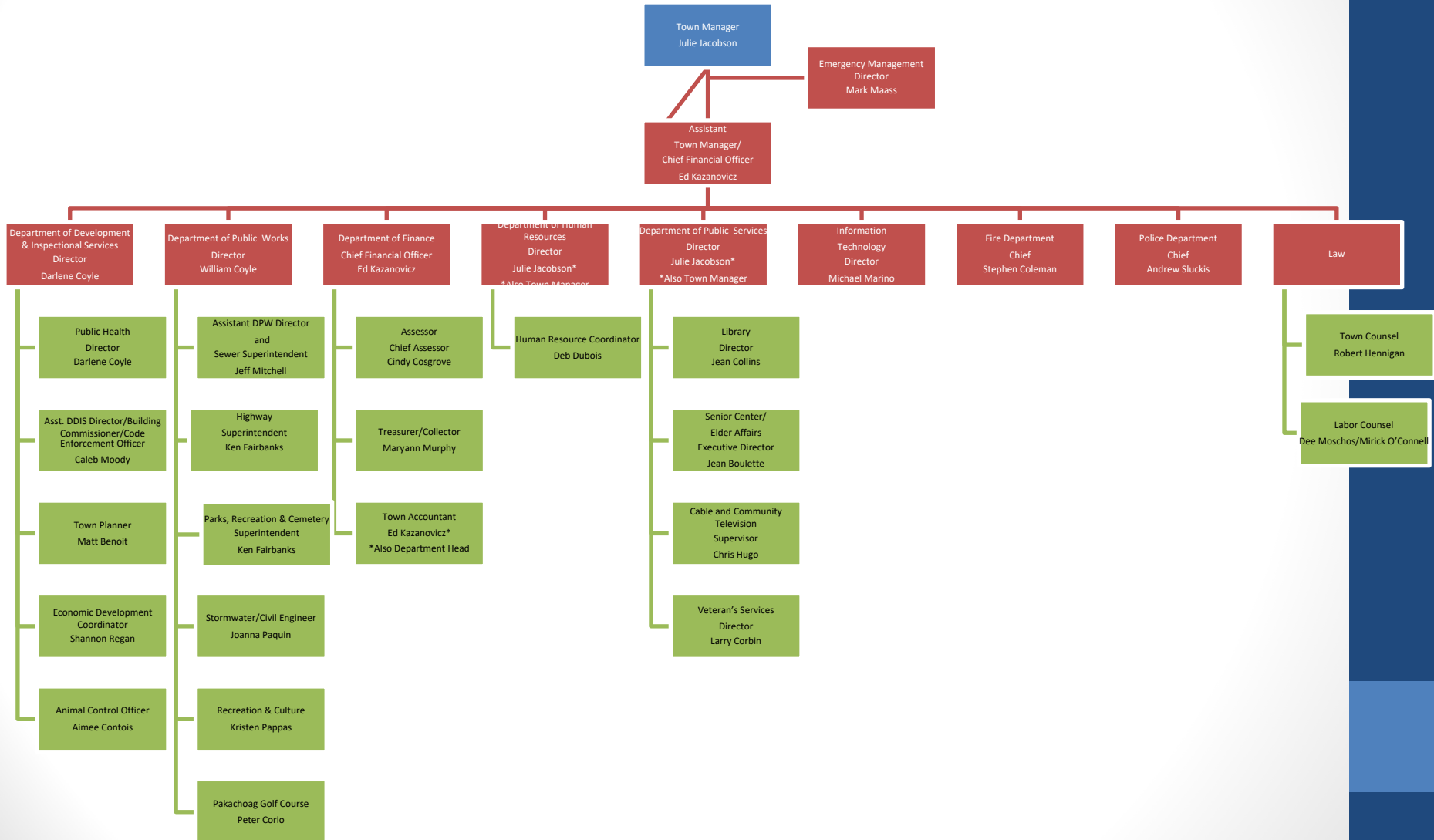


* Department does not have a director. Division Heads within the department report directly to the Town Manager.



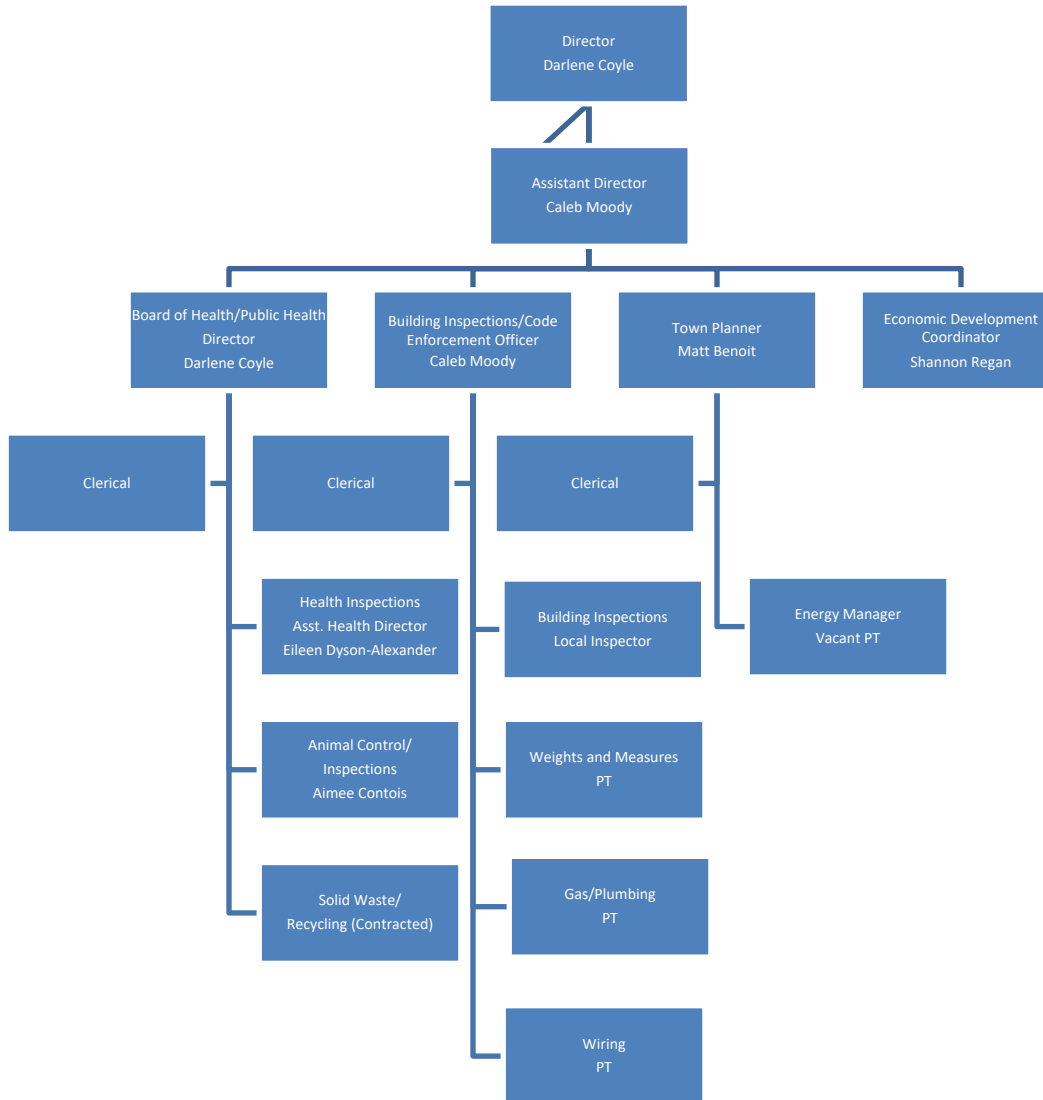
Organization Chart

by Department and Division Heads (As of March 2018)



Department of Development and Inspectional Services

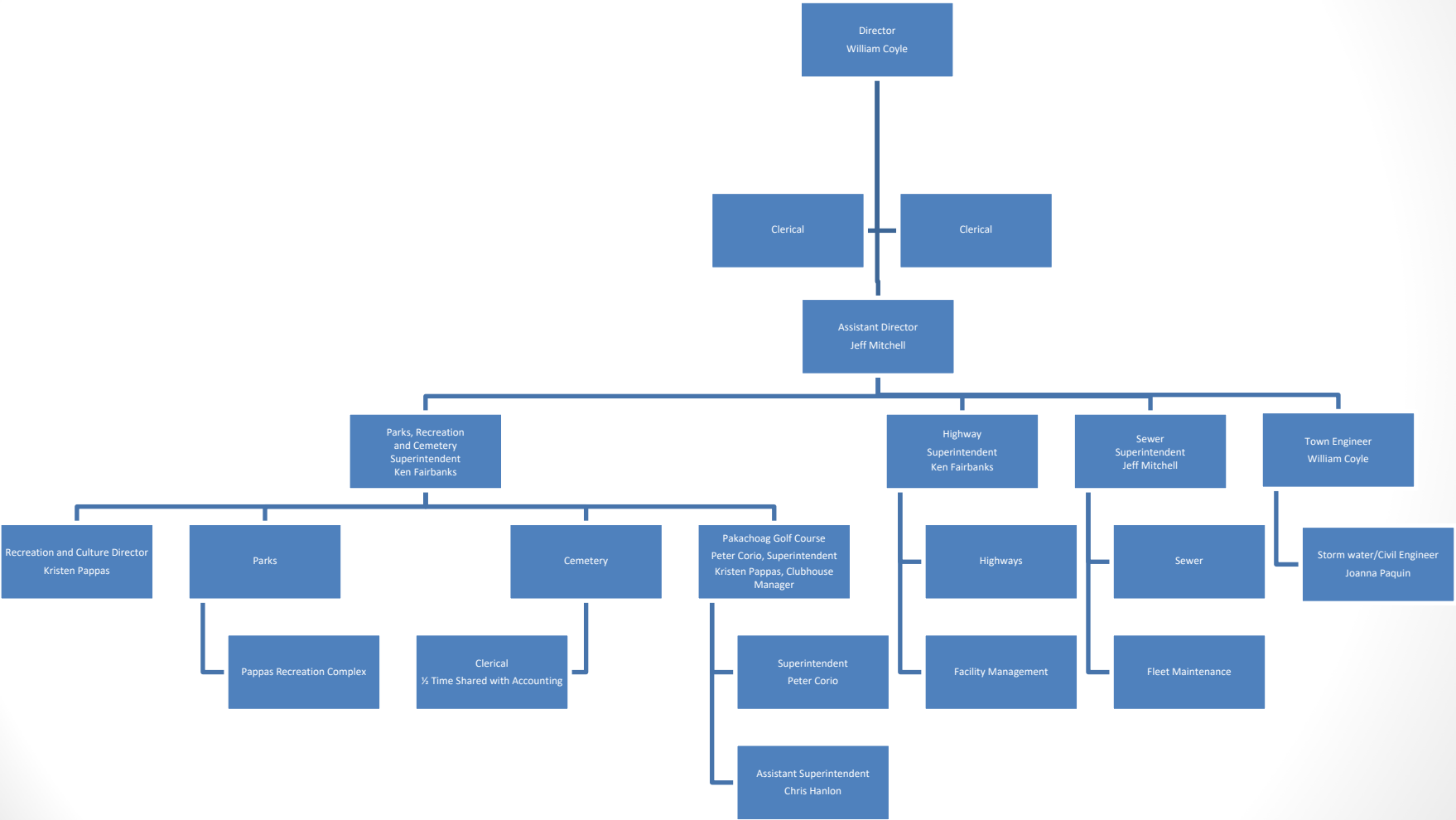
(Department & Division Heads and Function)





Department of Public Works

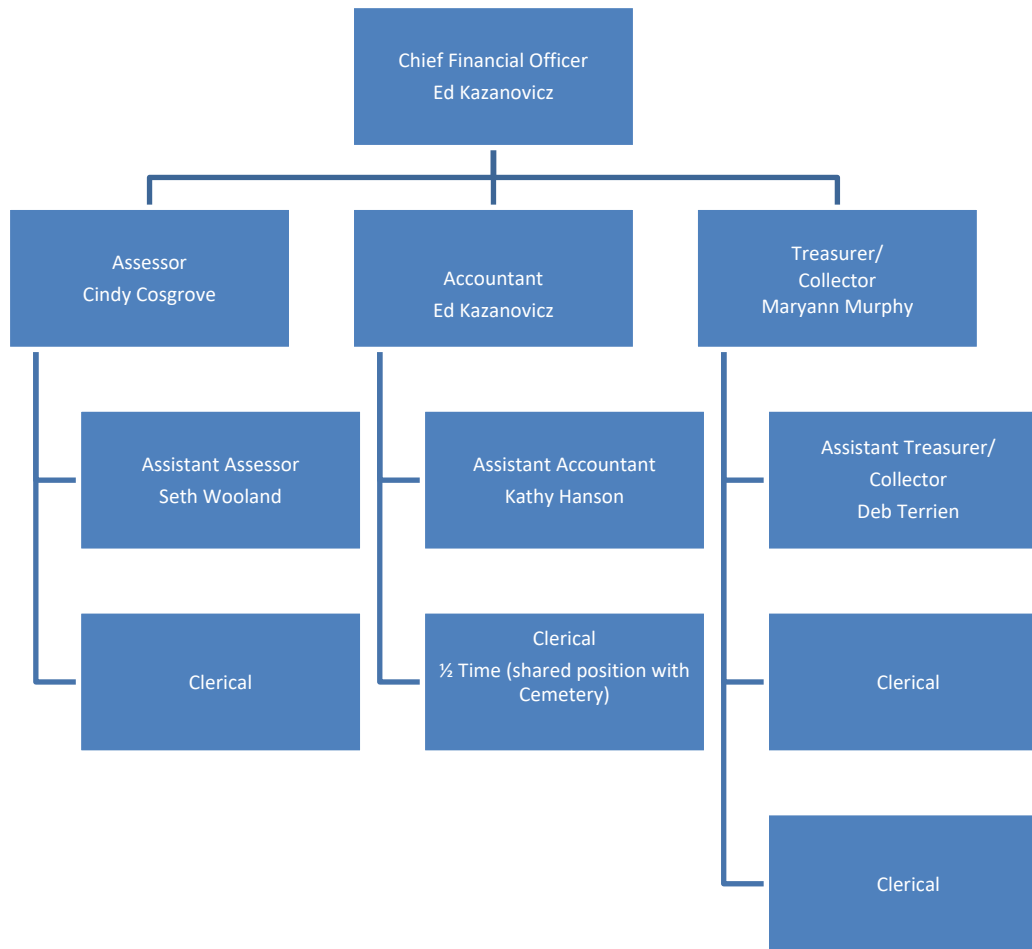
with Department & Division Heads and Function





Finance Department

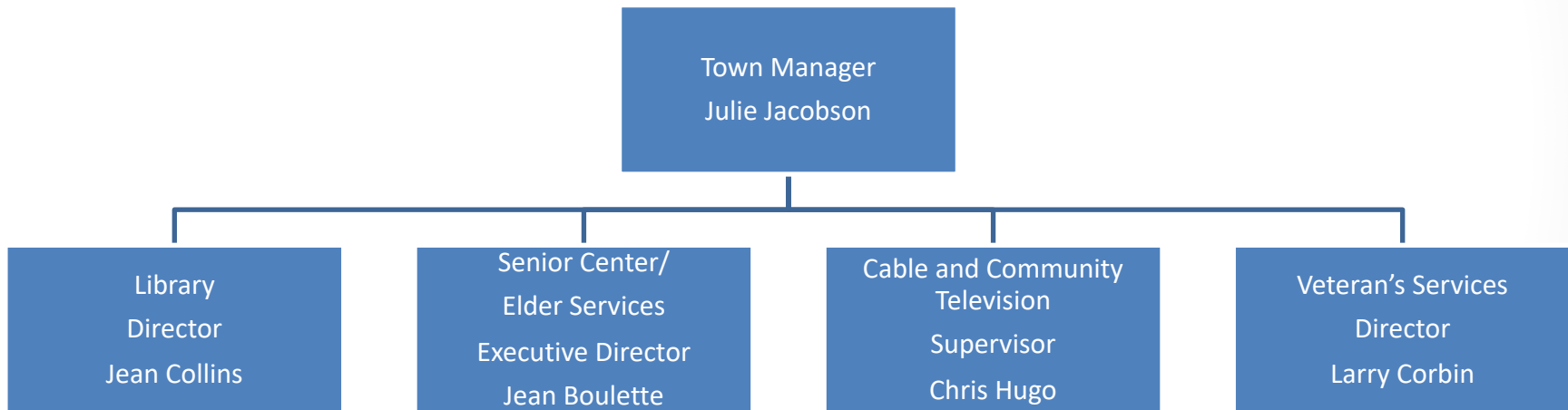
with Department & Division Heads





Department of Public Services

with Department & Division Heads



Town of Auburn Workforce Facts

School Department

- Full-time 378
- Part-time 98
- Temporary part-time 55
- Seasonal part-time 94
- 6 Collective bargaining Units

Town/Municipal

- Full-time 155
- Part-time 51
- Seasonal Part-time 59
- 10 Collective Bargaining Units
- All 3-year contracts expire June 30, 2019



Human Resources

Functions

- Benefits Coordination Town and School Departments
- Insurance Claims (vehicle, property, IOD, WC)
- Employee Assistance (new, retiring, complaints, investigations, EAP, IME)
- Employee Programs and Training

Personnel Policy Manual

- Workplace Violence & Weapons Policy
- Sexual Harassment Policy
- Workplace Bullying Policy
- Exit Interview Policy
- Discipline Policy & Procedures
- Illegal Drug & Alcohol Policy
- Performance Evaluations
- Town Vehicle Policy
- Cellular Phone Policies & Procedures
- Internet Access Policy
- CORI Policy
- Dress Code
- Leave Policies
 - FMLA
 - MA Small Necessities Leave
 - Maternity Leave
 - Military Leave
 - Domestic Violence Leave
 - Sick Leave
 - Vacation Leave
- Standard State and Federal Required Policies

Programs/Training

- Employee Assistance Program (EAP) – TotalCare
 - On-Site Programs
 - Web-based Programs
 - Individual Counseling/Assistance
 - Family Assistance/Counseling
 - Financial Assistance/Planning
 - Grief Counseling
- On-Site Training Programs
 - Customer Service
 - Sexual Harassment
 - Proper Lifting/Carrying
 - ALICE Training
 - Open Meeting Law
 - Public Records Law
 - Dementia Training
- Regional/State Training
 - New Pregnant Workers Fairness Act
 - Medical Marijuana and the Workplace
 - Massachusetts Pay Equity Act
- Health Insurance Audits
- Federal and State Reporting Requirements
- Health Insurance Reform and Negotiations
- Insurance Advisory Committee
- GBS – trend analysis, insurance industry changes, rates
- Benefits
 - Insurance
 - Flexible Spending Account
 - Direct Deposit
 - Deferred Comp Program
 - Health Insurance Opt-Out Program
 - Health Insurance Mitigation Fund
- Wellness Programs
 - Weight Loss Challenge
 - Walking/Step Challenge
 - Nutrition
 - Flu Clinics (through Board of Health)
 - Blood Pressure Clinics
 - PIYO class
 - Discount Fitness Center Memberships



Your Tax Dollars at Work

Prudent allocation of resources to promote efficient operations and the effective delivery of services for the Town of Auburn

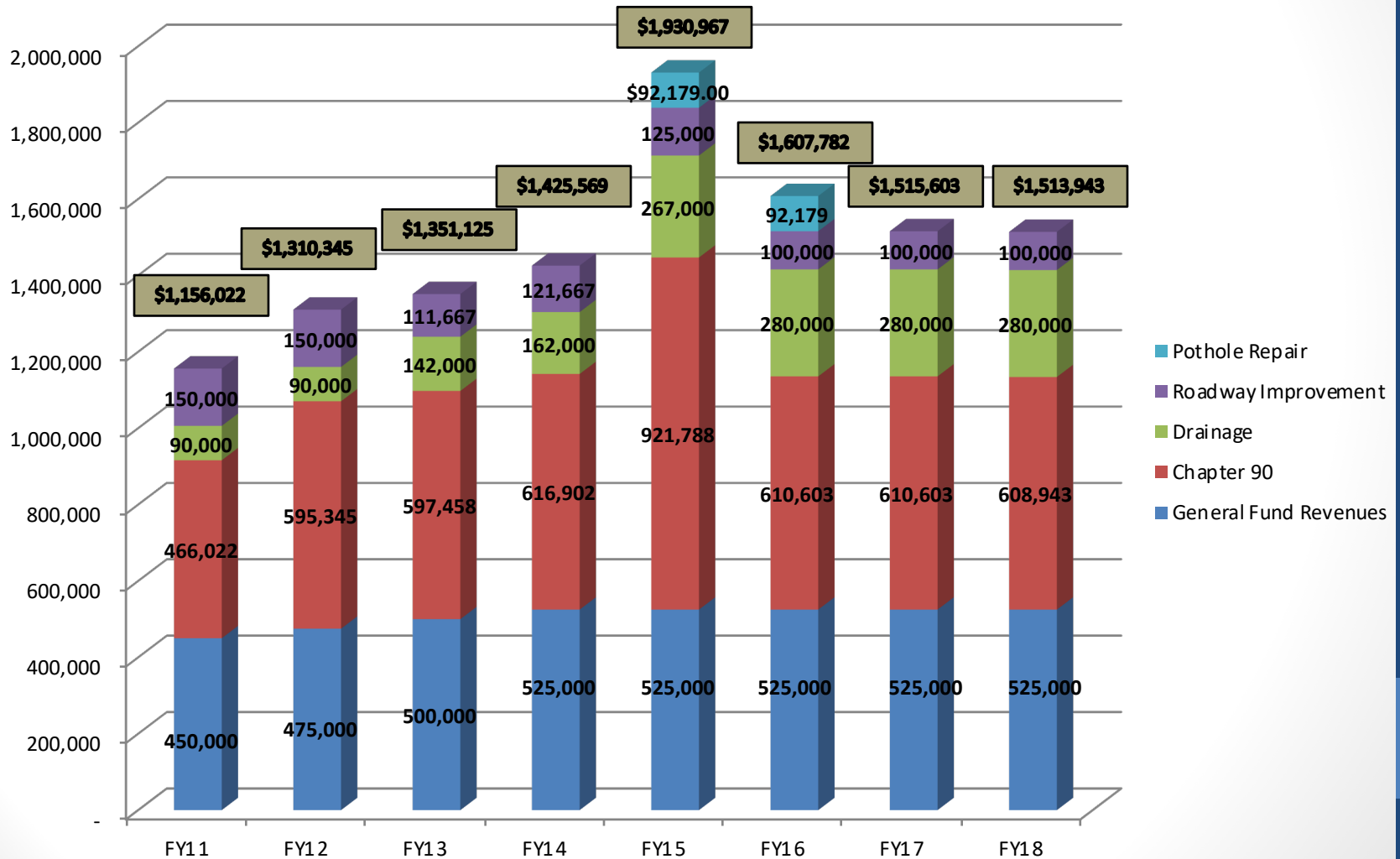
- Animal Control/Inspections
- Auburn Cable Television
- Building Inspections
- Business Development
- Communications and Outreach
- Community Programs and Events
- Economic Development
- Emergency Management
- Facility Management
- Fiscal Management
- Fleet Maintenance
- Grantsmanship
- Green Initiatives
- Information Technology
- Infrastructure Improvements
- Legislative and Policy Advocacy
- Library
- Lorraine Gleick Nordgren Senior Center
- Planning
- Permitting
- Public Health
- Public Safety
- Public Services
- Public Works
- Parks, Recreation and Culture
- Training and Certifications
- Veteran's Services

Highlights



- Developed and implemented Reorganization Plan
- Developed and received approval for omnibus General Bylaws
- Secured upgrade and maintained AA2 Moody's Bond Rating
- Created and received approval for written Financial Policies
- Secured and maintained S&P Bond Rating of AA+
- Health Insurance Reforms
- Created OPEB Trust Fund
- Increased Free Cash, Excess Levy, Stabilization Fund, Reserves
- Reduced legal expenditures
- Applied for and received State Green Community designation
- Applied for and received State Community Compact designation
- Implemented Community Choice Power Supply Program (Municipal Aggregation)
- Created Facility Management and Fleet Maintenance Units in DPW
- Developed 5-Year Facility Improvement Plan
- Sold key foreclosed tax title properties
- As of December 2017 applied for 208 grants totaling \$11,180,908 in requests. Received 182 grants totaling \$3,489,019
- Successful in-house collective bargaining with all units
- Net Metering Credit Agreement
- Created and implemented new community events
- Completed Drury Square Vision Plan
- Completed Economic Development Plan
- Completed Housing Plan
- Completed Open Space and Recreation Plan
- Initiated and continue process to update the Town's Master Plan
- Initiated and continue Zoning Bylaw Review process
- Assumed operations, management and maintenance of Pakachoag Golf Course
- Technology Enhancements
- Provide training on new laws, workplace safety, ALICE, HR issues
- Summer in the Park Concert series
- Multi-year Roadway Reconstruction Program
- Created social media pages
- Created quarterly municipal newsletter
- Developed and implemented Comprehensive Communication Strategy

Investment in Multi-Year Roadway Improvement Program



Communications and Outreach

- ▶ Social Media
 - ▶ Facebook
 - ▶ Twitter
 - ▶ YouTube
- ▶ **The Auburn Account** Quarterly Newsletter
- ▶ Auburn Local Radio 1610 AM
- ▶ CodeRED
 - ▶ Emergency Communication System
 - ▶ Weather Warning
 - ▶ Mobile Alert
 - ▶ Community Notification System

- ▶ AuburnGuide.com
- ▶ Auburn Cable Television
- ▶ Public Service Announcements
- ▶ Electronic Town Updates
- ▶ School Department Email Announcements
- ▶ Electronic Billboards
- ▶ Local Media Outlets
 - ▶ Print
 - ▶ Radio
 - ▶ Television



TOWN OF AUBURN QUARTERLY MUNICIPAL NEWSLETTER

Local Government At Work



The Auburn Account

Public Policy and Advocacy



- Local Government Advisory Commission (LGAC)
- Lt. Governor Polito Municipal Focus Group
- Cannabis Advisory Board
- Massachusetts Municipal Association (MMA)
- Massachusetts Municipal Management Association
- MMA Policy Committee on Municipal and Regional Administration Policy
- Central Massachusetts Regional Planning Commission (CMRPC) Legislative Meetings
- Central Mass Regional Homeland Security Council
- Regional Town Managers/Administrators Group
- Discover Central Massachusetts
- Regular Communication with State and Federal Delegation
- Legislative Research and Advocacy
 - Legislation to Amend Chapter 61A
 - Zoning Reform Bill
 - Recreational Marijuana Law
 - Solar Bills
 - Veterans Bills
 - Housing Bills



Community Events

- Summer in the Park Concert Series
- Independence Day event
- Fall Festival/Homecoming
- Annual Tree Lighting Event
- Annual Holiday Craft Fair
- Holiday Lights in Parks
- Special Olympics
- Summer Camps

- Year-round Recreation and Culture Programs
- Senior Center Programs and Events
- Library Programs & Events



Town of Auburn
June 27-August 19
8 weeks

The price for a full week
8:30-3:00 pm - \$150.00
Or \$35.00 per day
Half Days are \$20.00 per day
8:30-11:45 am or 11:45-3:00 pm
Early morning drop off
7:30-8:30 am is \$25.00 a week
There is extended care from
3:00-5:00 pm for \$50.00 a week
No refunds



Town of Auburn
Department of
Recreation and Culture
For registration forms please go to
Auburnside.com
15 Upland Street
Auburn, MA 01501
Phone: 508-755-3291
Fax: 508-832-9328
Knoppa@town.auburn.ma.us


This camp is in compliance with regulations of the Massachusetts Department of Public Health and has been licensed by the Town of Auburn Board of Health

Auburn
Recreation and
Culture


Summer Camp
2016



Enriching Lives in the
Community Through
Quality Programming.



Celebrating 90th Anniversary
Robert Goddard
First to launch a liquid-propellant rocket, Auburn, MA
March 16, 1926
Celebration on May 6th
12:30 - 1:30pm
Pakchoag Golf Course, 15 Upland Street
A rocket launch from students from Auburn Middle School
Special Guest speakers and light refreshments served
Please Join Us!
For questions please call 508-755-3291




Summer in the Park Concert Series 2017

Riley-Pappas Performance Pavilion at the Dr. Arthur and Dr. Martha Pappas Recreation Complex
Thursdays from 6pm to 8pm, Rain Date the following Tuesday from 6pm to 8pm



- June 8th – G.A.C.C. (Chorus)
- June 15th – Throwback to the 60's
- June 22nd – 4 Ever Fab (The Beatles Tribute)
- July 6th – South Street Band (Classic Rock)
- July 13th – Red Light (Classic Rock)
- July 20th – Robert Black (Elvis Presley Tribute)
- July 27th – Redline (Country)
- August 3rd – Boom Box (70's, 80's, and 90's)
- August 10th – Branded (Country)
- August 17th – The Ed Sullivan's (60's and 70's)
- August 24th – Tequila Bon Fire (Country)
- August 31st – Promise is Hope



Grantsmanship



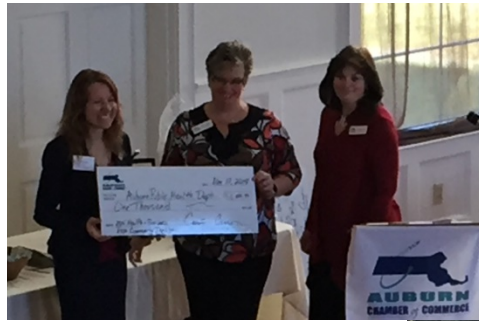
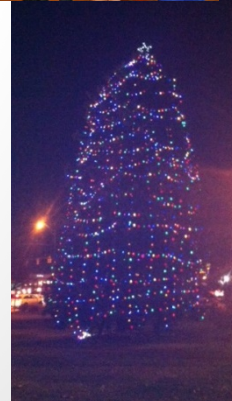
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Strategic Community Partnerships

- Leverage Investment
- Increase Resources
- Provide Programs to Residents
- Enhance Services
- Create Positive Community Impacts
- Strengthen relationships between businesses, residents and government

- Auburn School Department
- Auburn Chamber of Commerce
- Worcester Regional Chamber of Commerce
- Auburn Mall
- Republic Waste
- Masterman's
- Polar Beverages
- Southbridge Credit Union
- WRTA
- Stearns Electric
- Bank Hometown
- Business Roundtable
- RH White's



Strong Financial Management

- Adherence to Written Financial Policies
- Conservative Budgeting
- 5-Year CIP
- 5-Year Facility Improvement Plan
- 5-Year Long-range Budget Forecasting
- Health Insurance Reform
- Strong Health Trust Fund
- Commitment to Building Reserves
- Commitment to address long-term liabilities
- Aggressive Pursuit of Grants
- Bond Rating Aa2 from Moody's
- AA+ Bond Rating from S&P
- Lower borrowing costs
- Increase in Free Cash
- Increase in Reserves
- Increase in Excess Levy Capacity
- Continued Investment into OPEB
- Continued investment into Stabilization Fund
- Strong Independent Audit Results