

# Town of Auburn, Massachusetts

Julie A. Jacobson  
Town Manager



## Board of Selectmen

Doreen M. Goodrich, Chairman  
Kenneth A. Holstrom Vice Chairman  
Daniel S. Carpenter  
Lionel R. Berthiaume  
Tristan J. Laliberte

April 4, 2019

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 on the board included some level of written comment whether on the evaluation form or a separate written summary.

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 ranged from **3.94** to a **perfect 5.0** and ranged from a **4** to a **perfect 5** for the three goals. Individual Selectmen's scores ranged from a low of **3.97** to a **high of a perfect 5.0**

Julie, I am pleased to share with you an overall performance review score of **4.77**. The public evaluation has been scheduled for the April 8, 2019 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, Chairman

**Town Manager  
Performance Evaluation  
2018**

**OVERALL**

Categories	Cumulative Performance Evaluation	Goals	Score
Selectman			
Goodrich	5	5	5
Selectmen			
Holstrom	5	5	5
Selectman			
Berthiaume	5	5	5
Selectmen			
Carpenter	3.94	4	3.97
Selectmen			
Laliberte	4.75	5	4.88

OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES): 4.77

**CUMULATIVE**  
**Town Manager**  
**Performance Evaluation**  
**2018**

**THREE GOALS**

GOALS	I	II	III	
<b>SELECTMAN</b>				
Goodrich	5	5	5	5
<b>SELECTMAN</b>				
Holstrom	5	5	5	5
<b>SELECTMAN</b>				
Berthiaume	5	5	5	5
<b>SELECTMAN</b>				
Carpenter	4	4	4	4
<b>SELECTMAN</b>				
Laliberte	5	5	5	5

**OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES):**      4.8

**CUMULATIVE**  
**Town Manager**  
**Performance Evaluation Form**  
**2018**

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
Selectmen					
Holstrom	5	5	5	5	5
Selectman					
Berthiaume	5	5	5	5	5
Selectmen					
Carpenter	3.5	4	4.25	4	3.94
Selectmen					
Laliberte	5	5	5	4	4.75

OVERALL PERFORMANCE REVIEW SCORE (ALL CATEGORIES): 4.74

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:

Joreen Goodrich

**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:

Evaluator: Doreen Goodrich

**2018 Town Manager Goals**

	5	4	3	2	1
1. Five Year Facility Improvement Plan Update (originally done January 2015)	X				
2. Swimming Pool Feasibility Study	X				
3. Initiate the Public Safety Facilities Feasibility Study	X				

Optional Comments (Additional pages may be attached):

After careful consideration of each component of our formal evaluation, I have decided to rate the Town Manager's performance over the past year as "Distinguished" in all applicable categories. It is my feeling that the Manager has continued her exemplary performance, going above and beyond in all areas of evaluation. Auburn residents are well-served by top-quality municipal management, in a way that optimizes the quality of services residents receive, while carefully and responsibly managing town dollars. As I have in the past, I strongly encourage all residents, business owners and even town employees, to review the self-evaluation provided by Mrs. Jacobson. It tells a detailed and fact based story on just how much is going on and how fortunate we are to have Mrs. Jacobson as our manager.

Moving on, in the order that the categories appear through our evaluation:

### **Relationships with the Board of Selectmen**

Ms. Jacobson's communications with the Board are above reproach. Though the charter does not require Selectman approval or involvement on most of her day-to-day tasks, she recognizes the Board's important supervisory and policy-making roles, and as such keeps us up to date on important occurrences and happenings.

She is responsive and professional in her dealings with this Board, and also with members of the public. She provides appropriate recommendations that have been thoroughly researched, backed up with evidence, when matters come before the Board.

### **Town Administration:**

The Manager's administration of town government continues to demonstrate strong leadership and produce results for residents. Two achievements in particular I'd like to highlight:

1. The Manager continues to review the town's Zoning Bylaws; we have adopted a bylaw for Medium and Large Scale Ground Mounted Solar Energy Systems, also, per the will of the Auburn voters, adopted a bylaw which prohibits operations of all types of marijuana establishments as defined in G.L. c94G.
2. The Manager, as part of the reorganization plan formed a Facilities Management Unit, which has completed a number of facility



improvements in municipal buildings, resulting in a savings of approximately \$850,000 to the town. This 5 year plan provides a multi-year strategy improvements, major maintenance and repairs to all town facilities.

### **Budget and Finance:**

The Manager's steady hand and careful stewardship has been a part of maintaining our bond rating, with the addition of a positive outlook.

She has undertaken careful analysis of personnel and operations, which provides her with the tools and data to make budget decisions, and ensure sound fiscal planning.

Under the Manager's leadership, we applied for 41 grants during the prior year, totaling to \$3.5 million. Those received number 24 with a value of \$763,000 .with 12 still pending.

It is worth noting we have received more than 4 million dollars in grant money since 2011. Ms. Jacobson, working with her team, is the driving force behind these applications.

### **Community Relations:**

The Manager has led and launched the development of the Town's new Financial Transparency Center in partnership with ClearGov, allowing taxpayers an easy-to-understand, interactive window into how their tax dollars are spent, while providing a better understanding of the fiscal operation of the town.

The use of the town's social media continues to expand and improve, connecting ever more residents with information of use and interest about their community.

### **Goals:**

Each member of the Board of Selectmen is also tasked with evaluating the Town Manager on specific goals established mutually by the BOS and the Town Manager. The goals for this evaluation period were all completed to the Board's satisfaction: the Five Year Facility Improvement Plan Update, the Swimming Pool Feasibility Study, and the beginning of the Public Safety Facilities Feasibility Study.

The 5 year Facility Improvement Plan is critical to our town assets and facilities. Although the goal is marked complete, this is a priority to the manager and requires ongoing attention.

The Swimming Pool Feasibility Study came about through a very generous offer of a donation by Dr. Martha Pappas. Working with the BSC Group, public meetings with months of data collection and community input were analyzed. While the final decision was made not to move forward at this time, I feel the board was provided with excellent information to make an informed vote on the issue.

Public Safety Facilities Feasibility Study: I feel whatever decisions are made on this will have a domino effect on all other financial decisions. I appreciate the work , under the guidance of the manager, has been done to date.

## **CLOSING:**

In closing, as I have observed in the past, in Ms. Jacobson, we do not merely have a competent Manager; we have a consummate professional whose advice and input is sought by municipal officials statewide. We have a leader whose talents and abilities are not only serving our residents in an exemplary fashion, but who is also an example and a model being emulated by other communities. With Ms. Jacobson's skilled management, Auburn is setting a standard that area communities are striving for.

DOREEN GOODRICH, CHAIRMAN

Board of Selectmen Member KMT

**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:

KMA

**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:

Evaluator: Kenneth Holstrom

**2018 Town Manager Goals**

	5	4	3	2	1
1. Five Year Facility Improvement Plan Update (originally done January 2015)	X				
2. Swimming Pool Feasibility Study	X				
3. Initiate the Public Safety Facilities Feasibility Study	X				

Optional Comments (Additional pages may be attached):

Auburn Town Manager Evaluation 2019

Submitted by Kenneth Holstrom



### Relationship with the B.O.S.

Julie continues to provide us comprehensive and detailed information regarding important issues facing the town, benefits that the town may be eligible for or significant events within the town or its employees. She is forthcoming with information that assists the BOS in making informed decisions. She will research and evaluate an issue that comes before the town prior to her approaching counsel and presents the information of a subject if it is within the purview of BOS responsibility.

### Town Administration

Julie has had extensive exposure to the General Laws, Bylaws, and the Town Charter. She regularly consults these and other documents to assist her in making definitive decisions that are in the best interest of the town. Programs such as long- term facility studies that assists in facilities improvements, repairs or replacements, provides needed information to maintain Auburn's assets or expand as needed. On the state level Julie maintains regular contact with our state and federal legislators. She actively participates in many committees on the state level. Information she receives through her participation has allowed Auburn to progress by taking part in those programs that benefit Auburn. She pays attention to detail and implements these programs for Auburn to receive the most benefit.

### Budget and Finance

With Julie's leadership and the assistance of her administrative team, Auburn exceeds the standard for budget and finance in Worcester County and beyond. The BOS and Finance Committee receives up to date reports regarding audits and information to bonds and expenditures. In addition, the BOS receives and supports financial policies drafted by her administration. These policies have allowed Auburn the financial stability and reduced taxation to our residents.

The policies have allowed Auburn to step up and improve our bond rating and to provide the needed financial resources for Auburn's responsibilities to our retirees and to reduce interest rates which is a direct benefit to our tax payers.

KMT

Grants are being applied for in all aspects of government. Those grants that are received assist in relieving the operating budget and can apply those savings to other needed requirements that Auburn may not be able to finance otherwise.

### Community Relations

Julie makes it a practice to provide requested information expediently to town residents and in turn will relay that information to the BOS as needed. Several residents have confirmed that Julie had returned calls with the needed information that they had requested and were impressed by her quick response.

### 2018 Town Manager Goals

1. It only takes a visit to town facilities to experience the work that has been done by our DPW facilities crew. Stop by any of the town buildings and department heads are ready to show the work that has improved their building are more user friendly and the employees take more pride in their work. This is a direct result of department heads working closely with Julie to identify facilities needs whether it be repairs, maintenance or improvements identified in the Five Year Facility Improvement Plan. The program is continuously being reviewed.
2. The swimming pool feasibility study has been completed in the time allotted. The town is not at a point that we may have this luxury due to cost. The study was completed and Julie had followed through with the research allowing the board to make an informed decision.
3. The third goal was to have a public safety facilities feasibility study put in place to identify the needs of our public safety departments. This study is the culmination of many discussions with the Police and Fire Chiefs and town administration. The study is in process and results are forthcoming. The three goals have been addressed. Julie has reviewed and continues to review the status of her programs. These goals are only a small percentage of the ongoing programs and projects that Julie continues to oversee. She continues to keep the BOS apprised of results, conclusions and status regularly. By her due diligence, Auburn will continue to progress and be a better place for residents and businesses.

KMT

Auburn has benefitted and progressed to an exceeded quality of government and resident services under her professionalism, experience and perseverance to make us the best that we can be and be the envy of southern Worcester County.



Board of Selectmen Member LIONEL BERTHIAUME

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:

# LIONEL BERTHIAUME

## 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:

Evaluator: LIONEL BERTHIAUME

2018 Town Manager Goals

	5	4	3	2	1
1. Five Year Facility Improvement Plan Update (originally done January 2015)	5				
2. Swimming Pool Feasibility Study	5				
3. Initiate the Public Safety Facilities Feasibility Study	5				

Optional Comments (Additional pages may be attached):

JULIE KNOWS HOW I FEEL ABOUT THE WAY SHE HANDLES OUR TOWNS NEEDS! SHE CONTINUES TO DO AN OUSTANDING JOB OF MANAGING, COMMUNICATING AND IMPROVING UPON OUR TOWNS DEPARTMENTS AND FACILITIES! I WILL PROBABLY SPEAK FURTHER ON THE EVENING OF THE SELECTMAN'S MEETING BUT FOR NOW I'LL JUST SAY WE ARE BLESSED TO HAVE JULIE AT THE HELM!!

Lionel

Submitted by: Selectman Lionel Berthiaume

4/8/19

Please read this: I'm sorry for not being available to make the meeting tonight. I would like to say that Julie continues to be an incredible asset to our town. She is a pleasure to work with and is always quickly responsive and supportive with any inquiries. It is impressive how she and her staff continue to juggle so many balls and be up to speed and completely informed on the towns topics. I look forward to continuing to work with Julie and her administrators to keep Auburn a progressive town.

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:

The reason for my rating on questions 1 and 3 is because of the need for me to pursue questions/answers. I feel the board needs to be brought into discussions earlier.

**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:

The reason I scored number 3 as Satisfactory is because I have no objective measure to evaluate on.

(over)

I want to thank you for your hard work throughout this year. I look forward to the year ahead.

Please feel free to contact me with any questions you may have.

**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 based my score on numbers 2 and 3 on receiving no feedback to the contrary.

**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:

Evaluator: Carpenter

**2018 Town Manager Goals**

	5	4	3	2	1
1. Five Year Facility Improvement Plan Update (originally done January 2015)		X			
2. Swimming Pool Feasibility Study		X			
3. Initiate the Public Safety Facilities Feasibility Study		X			

Optional Comments (Additional pages may be attached):

Thanks for the back-up reports about these goals.  
I appreciate it and the time involved in preparation.



**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:

C. Budget and Finance

- |   |   |   |              |              |   |
|---|---|---|--------------|--------------|---|
| 1. Prepares and presents the Annual Budget and capital outlay program.  | 1 | 2 | <del>3</del> | <del>4</del> | 5 |
| 2. Works closely with the department heads to prepare annual budgets.   | 1 | 2 | <del>3</del> | <del>4</del> | 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:

Its hard to evaluate interactions with department heads. There were discrepancies between their requests & the Town Managers' Budget but I believe the Town Manager was correct.

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:

I think the movement on the split rate will encourage growth. I'm also hopeful that the creation of the economic development director position will help ~~help~~ promote growth. I am still incredibly concerned that the town bylaws are too strict for marijuana dispensaries. This is a new industry with great potential & we have not heard updates from two ~~the~~ companies that had previously expressed interest in Auburn. I know our Police Department has not been won to the idea either & I believe these actions are holding the town back.

Evaluator: LaLonde

**2018 Town Manager Goals**

	5	4	3	2	1
1. Five Year Facility Improvement Plan Update (originally done January 2015)	✓				
2. Swimming Pool Feasibility Study	✓				
3. Initiate the Public Safety Facilities Feasibility Study	✓				

Optional Comments (Additional pages may be attached):