TOWN OF AUBURN, MASSACHUSETTS

This form must be filed at least 48 hours in advance, not including Sat, Sun, or holidays and must include an agenda of items the chair reasonably expects to discuss

					Date	September 16	5, 2022
Board/Co	ommittee: Auburn	School Comm	nittee Me	eeting			
Building &	& address: Schoo	l Committee R	loom, 5	West Street Aubur	n, MA 01501		
Month:	September	Date _	21	Day of Week	Wednesday	Time	6:00 p.m.
Agenda I	1 Meeting2 Special3 Studen4 Spotligl5 School	Safety -19 Update	ves Rep		al Dot Day		
	9 Strateg 10 Green 11 AHS G 12 AHS Fi 13 The Re	idated Human ic Plan Update Dome Update raduation Date eld Trip to Que serve at Ashw ng and Learnir	e ebec vorth Hill				

Jessie Havrington
Committee Chair

**TV COVERAGE WILL TAKE PRIORITY ON ROOM ASSIGNMENTS.

Join Zoom Meeting: https://auburn-k12-ma-us.zoom.us/j/85712823082 Please email Mandy Williams if you plan on joining the meeting via Zoom. mwilliams@auburn.k12.ma.us

Auburn School Committee Meeting Agenda 5 West Street, Auburn, Massachusetts 01501

September 21, 2022 - 6:00 p.m.

Join Zoom Meeting https://auburn-k12-ma-us.zoom.us/j/85712823082

Meeting ID: 857 1282 3082 Television: Charter Channel 194

YouTube: ACTVAUBURN

Call to Order:

This meeting of the Town of Auburn School Committee is being conducted both in person and remotely, consistent with Governor Baker's Executive Order of March 12, 2020, and extended through March 31, 2023.

For the public to join the meeting remotely through Zoom, please use the link posted on the agenda on the Town's Website.

The Governor's Order, along with all supporting materials that have been provided to members of this body, is available on the Town's website. The public is encouraged to follow along using the posted agenda.

Please note that this meeting is being recorded by Auburn Cable Television.

Accordingly, all members of this meeting who will participate: please be aware that other people may be able to see you, and please take care not to "screen share" your computer.

Anything that you broadcast may be captured by the recording. Thank you.

Pledge:

<u>Our Vision:</u> The Vision of the Auburn Public Schools is to educate and prepare students for the opportunities and challenges of a changing world.

<u>Our Commitment:</u> We will create, maintain, and support an environment that fosters a sense of belonging for all students in our schools without regard to race, color, sex, religion, national origin, sexual orientation, gender identity, homelessness, poverty, spoken language and ability.

CITIZENS' COMMENTS:

SPECIAL RECOGNITIONS:

MINUTES: 9/7/22

STUDENT REPRESENTATIVES REPORT:

SUPERINTENDENT'S REPORT:

<u>Spotlight on Students</u> <u>Information</u>

Students from Bryn Mawr Elementary School along with Art teacher Jenna Bailey will share their experience with International Dot Day. *The Dot* is the story of a caring teacher who dares a doubting student to trust in her own abilities by being brave enough to "make her mark". What begins with a small dot on a piece of paper becomes a breakthrough in confidence and courage, igniting a journey of self-discovery and sharing, which has gone on to inspire countless children and adults around the globe.

UNFINISHED BUSINESS:

<u>School Safety</u> <u>Information</u>

The District Safety Team met on Thursday, September 15th to review the protocols for the October 7th Active Shooter Drills that will take place at each school building. The goal was to make this experience meaningful while also maintaining a sense of security and calm for all involved. Details of the drill will be shared with all staff prior to that day to ensure everyone feels supported and confident in the process with the goal being to minimize any fear or anxiety on the part of staff. There will be a debrief session at each school following the drill with the Safety Team so that all questions are answered. The District Safety Team also discussed the protocol for the drills that will take place with students at Auburn Middle School and Auburn High School. Parents and students will be notified in advance of what to expect during these drills. Again, the drills are being crafted to ensure everyone feels supported and confident in the process with the goal being to minimize any fear or anxiety on the part of students and staff. All schools have conducted their first fire drill under the supervision of the Auburn Fire Department and all went well.

COVID 19 Update Information

COVID 19 remains a factor in our schools, although much less so than in the past two years. I continue to report COVID 19 positive cases twice each week. Nurses track COVID 19 positive cases and families of any classroom in which there are 3 or more cases within a short time frame, are notified to monitor their child for symptoms and to keep their child home if they do not feel well. We did have a trend of positive cases at Bryn Mawr School last week but that seemingly has gone back to being in line with the other schools. Regular cleanings continue to take place in all buildings, students are encouraged to wash hands and use sanitizer and we are adjusting to the 'new normal' in relation to COVID 19. I continue to be thankful for the efforts of our nursing team. They are conducting in-school testing of symptomatic staff and students, another tool in our efforts to keep everyone healthy.

<u>Busing</u> <u>Information</u>

Busing has gone well thus far this school year. The Administrative Assistants in our main office, Mandy Williams, Caitlin O'Neill and Kelley Ackley did a remarkable job creating bus lists, distributing bus passes and monitoring bus ridership. AA Transportation has collaborated with us on revising routes and also monitoring ridership. As of September 15th, we had 41 students on a waiting list. This was done to allow bus drivers to complete actual counts of riders. All students have now been assigned to a bus and families have been notified of such. We will continue to monitor ridership throughout the school year.

Consolidated Human Resource Review

Information

Early last school year, we began a collaboration with the leadership of the Town of Auburn related to Human Resources. The Town, using a grant, was able to facilitate the completion of a study on the Human Resource roles and practices by The Edward J. Collins Center for Public Management

at UMASS Boston for both the Town and The School Department. This study required the gathering of a great deal of information along with a number of interviews with leadership and staff of both the Town and the School Department. This information was shared with the School Committee last school year and the Committee was in support of this process. On Monday, September 12, 2022, the final report, now in your packet, was shared with the Town Selectboard. This report recommends that the Assistant Town Manager, to be hired in January upon the retirement of Julie Jacobson and the assumption of Ed Kazanovicz as the Town Manager, have experience in Human Resources along with the appropriate Human Resource certifications. Also recommended is the addition of a Human Resource Generalist to assist in the day to day work of Human Resources. These changes would help to improve efficiencies, ensure that all legal requirements related to Human Resources were met, concentrate many Human Resource activities into one office and provide overall streamlined Human Resource functions to the Town.

Strategic Plan Update

<u>Information</u>

Two Superintendent Listening sessions have been scheduled for families to discuss updates to the Strategic Plan. The sessions will be held at Auburn Middle School on Monday, October 3, 2022 at 6:30PM for families of students at Auburn High School and Auburn Middle Schools and at Pakachoag School on Tuesday, October 11, 2022 at 6:30PM for elementary and preschool families. I will be sharing the form with families on a regular basis leading up to the sessions to encourage families to attend. In your packet you will also find the survey questions that will be asked of students at SWIS, AMS and AHS as part of my 'listening tour'. Compiled results will be shared when student and staff listening sessions are complete.

Green Dome Update Information

Mr. Fahey and Dr. Chamberland met with 3 representatives of the Green Dome Committee, on September 13, 2022. We are pleased to inform the Committee that they have obtained a local, licensed contractor, Murphy's Home Repair, to remove the lead paint and repair the Green Dome located on Auburn Street outside of the baseball field. Repairs will commence mid-October and should take 7-10 days. A second phase may follow at a later date for the installation of a fence around the Green Dome area. All necessary approvals have been obtained from the Town as well. All of this work is being funded by donations received by the Green Dome Committee.

NEW BUSINESS: Auburn High School Graduation Date

Action

The Leadership at Auburn High School is asking the Committee to change the 2023 Graduation Date from June 9, 2023 to June 2, 2023 at 7:00pm on Memorial Field. This is being done to create a less hectic and more enjoyable experience for our graduating seniors and for staff. In addition to the change in the date of graduation, a number of changes to senior events will also happen to spread out the graduation events in a more manageable manner.

Recommended Motion.....to approve the date change for the Auburn High School graduation from June 9, 2023 to June 2, 2023.

Auburn High School Field Trip to Quebec

Action

In your packet you will find a request from Elizabeth Dumais at Auburn High School to take up to 50 Auburn High School students to Quebec City, Quebec Canada. This is a trip that took place for many years prior to COVID 19. The goal of this trip is to immerse students in French-Canadian culture. More details are in your packet.

Recommended Motion....to approve the Auburn High School Field Trip to Quebec, January 26-29, 2023.

The Reserve at Ashworth Hill

Information

In your packet you will find information related to The Reserve at Ashworth Hill. This is a housing development proposed by Eastland Partners to construct 324 units of housing off Blaker Street. The Select Board voted to support this initiative on October 28, 2019. The pandemic and supply chain issues delayed the project and they have now come forward with an updated timeline for completion. At the time of this proposal, it was estimated that the public schools could potentially be impacted by the enrollment of 67 school aged children. I have also included a historical overview of enrollment by grade.

TEACHING AND LEARNING REPORT:

Information

In addition to the Active Shooter Drills on October 7, the staff at each of our schools will participate in the first of two sessions on Anti-Bias training, the goal of which is ensuring a safe and supportive environment for all students and staff. This training session has been designed for us and will be facilitated by the Anti Defamation League (ADL) based on feedback from the Equity Audit, goal areas in our Strategic Plan, and feedback from our administrative team. The sessions will establish a shared understanding of the different forms of bias (e.g., explicit, implicit, racism, anti-semitism, sexism, etc), develop effective bias incident intervention and prevention strategies and identify actionable steps to facilitate more inclusive and equitable classrooms and school communities.

BUSINESS/FINANCIAL REPORT:

Adjournment Roll Call Vote:

MINUTES

SCHOOL COMMITTEE MEETING

Location: 5 West Street, School Committee Room

September 7, 2022 6:00 p.m.

In Attendance:

<u>Absent</u>

Zoom

Jessie Harrington

Dan Delongchamp

Gail Holloway

Lisa Petkie

Meghan McCrillis

Lynne Mascia

Brooke Wrenn

Teresa Terlato & Kaley Corriveau

Samantha Raphael

Cassie Moriarty

Beth Chamberland, Superintendent

Alan Keller, Assistant Superintendent

Cecelia Wirzbicki, Business Manager

Melissa LaBeume, HS Assistant Principal

Gregg Desto, MS Principal

Susan Lopez, SWIS Principal

Jennifer Stanick, PAK Principal

Brooke Beverly, Bryn Mawr Principal

Gregory Walton, Director of Pupil Services

Karen Ballway

CALL TO ORDER:

Jessie Harrington called the meeting to order at 6:00 p.m.

CITIZENS' COMMENTS: None

SPECIAL RECOGNITIONS:

Dr. Chamberland recognized the passing of 3 retired Auburn Public School Teachers. Each made a significant contribution to the Auburn Public Schools during their time as educators.

Mary-Ellen C. Boyle passed away on August 25, 2022, she was a Reading teacher in the elementary school.

Theresa Heroux passed away on July 27, 2022, she was a music teacher at the middle school.

Muriel J. Funka passed away on May 29, 2022, she was the home economics teacher at the high school, then the middle school.

Moment of silence was held.

Minutes: 6/14/22

Jessie Harrington entertained a motion to accept the minutes from 6/14/22.

Gail Holloway a motion to accept the minutes from 6/14/22. Samantha Raphael seconded the motion, it was unanimously approved.

STUDENT REPRESENTATIVES REPORT: None

SUPERINTENDENT'S REPORT:

Spotlight on Students

Dr. Chamberland stated as we had done last year, we will resume our Spotlight on Students at our next meeting. This evening provides us with a 'Spotlight on Staff'.

New Auburn Administrators

Dr. Chamberland said she was pleased to welcome four new administrators to our Leadership Team. They have already demonstrated commitment and hard work in their new roles and they will help us reach new heights in Auburn.

Alan Keller, Assistant Superintendent Greg Walton, Director of Pupil Services Brooke Beverly, Principal, Bryn Mawr School Melissa LaBeaume, Assistant Principal, Auburn High School

New Teaching Staff:

Dr. Chamberland said this year we are excited to welcome twenty new professional teaching and counseling staff to the Auburn Public Schools. We are excited about the talent and expertise this group of individuals will bring to the Auburn Public Schools. Principals will each introduce their new staff and there is also a complete listing in the packet. The school committee members wished them all a good year.

Auburn High School	Chris	Maxim	Social Studies
Auburn High School	Alisen	Laferriere	Social Studies
Auburn High School	Jake	Landry	Social Studies
Auburn High School	Lisa	Petkie	Special Education
Auburn High School	Stephen	Scott	TV Productions
Auburn High School	Nick	Bartlett	Physical Education
Auburn High/Auburn Middle	Tim	Harrold	Athletic Trainer
Auburn Middle School	Lindsay	Ryan	Guidance
Auburn Middle School	Jonathan	Schmidt	Band
Auburn Middle School	Seth	Ebbeling	Grade 7 Social Studies
Bryn Mawr School	Erin	Harackiewicz	Special Education
Bryn Mawr School	Deidre	Levesque	Special Education
Bryn Mawr School	Cassie	Moriarty	Guidance
Pakachoag	Kathy	King Guerra	Special Education
Pakachoag	Alison	Simoneau	Special Education
Pakachoag & Bryn Mawr	Ashlyn	Derosier	Physical Education
Swanson Road Intermediate	Megan	Kuszewski	Special Education
Swanson Road Intermediate	Lynne	Mascia	Special Education
Swanson Road Intermediate	Teresa	Terlato	Music
Swanson Road Intermediate	Kaley	Corriveau	Music

Staff Achieving Professional Teaching Status(PTS):

Dr. Chamberland: Achieving Professional Teaching Status is a milestone in every teacher's career. This status means you have completed your three year probationary period within the district and have demonstrated the qualities of effective teaching. The staff receiving this status for the 2022-2023 school year are:

Bryn Mawr	Jillien	Anderson	Grade 1 Teacher
Pakachoag	Kerri	Astrella	School Nurse
Pakachoag	Alexa	Kennedy	Kindergarten Teacher
PreK/Bryn Mawr/Pakachoag	Shilo	Vosburg	Team Chair
Swanson Road	Terri	O'Donnell	School Counselor
Swanson Road	Samantha	Englehart	School Counselor
Swanson Road	Jennifer	Bricher	School Social Worker
Swanson Road	Gina	Benvenuti	Grade 3 Teacher
Swanson Road	Michelle	Caplette	Grade 3 Teacher
Swanson Road	Deirdre	D'Agostino	Grade 3 Teacher
Swanson Road	Rhonda	Murray	Grade 3 Teacher
Swanson Road	Brady	Dyer	Grade 4 Teacher
Swanson Road	Stephanie	Fontaine	Grade 5 Teacher
Auburn Middle School	Danielle	Leboeuf	Science Teacher
Auburn Middle School	Joseph	Green	Middle School Math Teacher
Auburn High School	Kyla	Burch	Intensive Special Needs Teacher

Donation

Dr. Chamberland: The following donations have graciously been given to the Auburn Public Schools.

Mr. & Mrs. Gerard Delongchamp donated \$50 Mr. & Mrs. Raymond Beaudoin donated \$25

In memory of Stephen Dooley, retired graphic arts teacher at Auburn HIgh School. The money is to be used for the purchase of STEM supplies. The money will be deposited into the Auburn High School Gift Account and used as directed.

Jackson and Leigh Lobo have donated \$550 to the Auburn Integrated Preschool program. This will be a tremendous benefit to the program.

Recommended Motion....to accept with gratitude, the donation of \$50 from Mr. & Mrs. Gerard Delongchamp and the \$25 donation from Mr. & Mrs. Raymond Beaudoin in memory of Stepehn Dooley, as well as the \$550 donation to the Auburn Integrated Preschool program from Jackson & Leigh Lobo.

Jessie Harrington entertained a motion to accept with gratitude, the donation of \$50 from Mr. & Mrs. Gerard Delongchamp and the \$25 donation from Mr. & Mrs. Raymond Beaudoin in memory of Stepehn Dooley, as well as the \$550 donation to the Auburn Integrated Preschool program from Jackson & Leigh Lobo.

Megan McCrillis made a motion to accept with gratitude, the donation of \$50 from Mr. & Mrs. Gerard Delongchamp and the \$25 donation from Mr. & Mrs. Raymond Beaudoin in memory of Stepehn Dooley, as well as the \$550 donation to the Auburn Integrated Preschool program from Jackson & Leigh Lobo. Brooke Wrenn seconded the motion, it was unanimously approved.

The school committee members thanked the donors for their generosity.

UNFINISHED BUSINESS:

School Safety

Dr. Chamberland: School safety has been a priority throughout the summer as we prepared for the new school year. The District Safety team, with guidance from the Department of Homeland Security and the Massachusetts State Police Commonwealth Fusion Center, conducted safety audits of each school building. No emergent issues were identified although there were some suggestions to further the current initiatives and practices already in place. The most notable change, that was completed prior to the safety audits can be seen at AHS, SWIS, Pakachoag and Bryn Mawr. Visitors will no longer be able to enter the school vestibule without being buzzed in by school staff. This precaution is already in place at Auburn Middle School. The District Safety Team provided all staff with an ALICE overview on August 29th, all School Safety teams were established and also met on August 29th and we will continue to ensure that the safety of students and staff remains a top priority. The District Safety Team will conduct random, unannounced safety checks in school buildings throughout the school year.

Gail Holloway asked if teachers were still allowed to go outside through side doors and if the door locked behind them. Dr. Chamberland replied, yes they are allowed to go outside after informing the main office and taking a radio with them. They exit through any door but must re enter through the main doors.

Jessie Harrington asked if parents will know ahead of time regarding A.L.I.C.E. training for students. Dr. Chamberland replied that yes, parents will be given ample notice and she was working with the safety team to ensure the training is effective, not traumatic.

COVID 19 Update

Dr. Chamberland informed the school committee they would find in their packet the most recent COVID 19 advisory from DESE. Protocols have not changed since the end of last school year. With permission from the parent/guardian, school nurses may conduct a COVID 19 rapid test on students who are symptomatic at school. If negative,

the student is allowed to stay at school with a mask while symptoms are present. Dr. Chamberland will send updates on Tuesdays & Fridays. And will utilize the Data Dashboard on the website.

NEW BUSINESS:

Food Service Collaborative Agreement Letter for FY23

Dr. Chamberland: Auburn Food Services participates in the Massachusetts School Buying Group (MSBG) for collaborative bidding of our district purchases of foods and beverages. All bids have been accepted and awarded by MSBG for FY23. A letter is presented to the School Committee to acknowledge the award recipient companies and request their vote of approval and acceptance. Bids were awarded according to MGL. Chapter 30B and meet additional USDA School Nutrition Program requirements for procurement.

Recommended Motion....to approve the MSBG bid for district purchases of food and beverage for the 2022-2023 school year.

Jessie Harrington entertained a motion to approve the MSBG bid for district purchases of food and beverage for the 2022-2023 school year.

Samantha Raphael made a motion to approve the MSBG bid for district purchases of food and beverage for the 2022-2023 school year. Brooke Wrenn seconded the motion, it was unanimously approved.

School Department Warrant Articles for Fall Special Town Meeting

Dr.Chamberland: This fall's special town meeting is scheduled for October 18th, at 6:00 p.m. at Auburn High School. There are several warrant articles in the packet for approval and due to the Town on September 9th.

Recommended Motion....to approve the Auburn Public Schools warrant articles for the Special Town Meeting being held on October 18, 2022.

Jessie Harrington entertained a motion to approve the Auburn Public Schools warrant articles for the Special Town Meeting being held on October 18, 2022.

Samantha Raphael made a motion to approve the Auburn Public Schools warrant articles for the Special Town Meeting being held on October 18, 2022. Brooke Wrenn seconded the motion, it was unanimously approved.

Out of State Field Trip

Dr. Chamberland: In your packet is a request for (18) Auburn High School students to attend the Model UN Conference at Brown University on November 11-13, 2022. This

trip has been approved by the Committee previously, however since it is an out-of-state event, it is before you tonight for approval.

Recommended Motion....to approve the AHS field trip to the Model UN Conference at Brown University on November 11-13, 2022.

Jessie Harrington entertained a motion to approve the AHS field trip to the Model UN Conference at Brown University on November 11-13, 2022.

Brooke Wrenn made a motion to approve the AHS field trip to the Model UN Conference at Brown University on November 11-13, 2022. Megan McCrillis seconded the motion, it was unanimously approved.

Busing

Dr. Chamberland: We have seen a range of increases in the number of students riding our buses from a decrease by 5 students to an increase of 28 students. We have been monitoring this situation closely for weeks in collaboration with AA Transportation. We have reassigned higher capacity buses designed to hold 83 passengers, to our larger routes. We know historically that we have families who sign up for the bus, yet the students never or rarely use it. During the weeks of September 12th and 19th, we will be counting actual ridership to ensure we have the appropriate space for all students. We are collaborating with AA Transportation on a daily basis as we monitor this situation.

Strategic Plan Update

Dr. Chamberland: This summer, a group of over 40 stakeholders(parents/guardians, teachers, support staff and administrators) gathered remotely for five meetings. This process included a review of the recommendations received from the Equity Audit conducted last spring and a review of the most recent version of the Strategic Plan created back in 2018. We then worked to merge these two documents to create a new Strategic Plan that will carry the District forward through the next 3 years. In the packet, you will find a complete set of the DRAFT Strategic Plan as it stands today. The next phase of development includes listening sessions with students, staff and families.

Superintendent's Entry Plan

Dr. Chamberlain: In the first year of a Superintendent's tenure in a school district, it is customary for them to create an entry plan to be approved by the School Committee. The entry plan presented to you this evening is a little different than most since I have been in this role since January, and in the district for the past 12 year. I welcome your feedback and I look forward to my continued work with staff, students, families, the School Committee and Town of Auburn Leadership.

Recommended Motion....to approve the Superintendent's Entry Plan for the 2022-2023 school year.

Jessie Harrington entertained a motion to approve the Superintendent's Entry Plan for the 2022-2023 school year.

Megan McCrillis made a motion to approve the Superintendent's Entry Plan for the 2022-2023 school year. Gail Holloway seconded the motion, it was unanimously approved.

Superintendent's Evaluation

Jessie Harrington: The Superintendent's current employment contract calls for her performance evaluation to be completed in October of 2022 to evaluate her performance from January of 2022 when she assumed the role as Acting Superintendent to the present. In your packet, you will find the pertinent pages of the DESE Superintendent Evaluation form along with the DESE rubric that defines the performance rating for each indicator. Each School Committee member should respond to each of the indicators noted under each of the Performance Standards to the best of their ability as exemplary, proficient, needs improvement or unsatisfactory. If a member does not have knowledge of a particular indicator, they should leave it blank. Members may also provide comments related to their selections for each overall standard but comments are not required. The forms should be completed and sent to the School Committee Chair Harrington by September 30th. She will compile the results to be shared at the October 19, 2022 School Committee meeting. These results will be used by the Superintendent to set goals for the 2022-2023 school year, to be shared with the committee at a later date. Also included in your packet is a survey conducted by the Superintendent with all staff who directly report to her. The responses were submitted anonymously. A set of email correspondences received from stakeholders is also included for your review. Both of these items can be considered as evidence of her performance.

Upon completion of this evaluation cycle in October of 2022, the Superintendent will present her goals for the 2022-2023 school year and this process will be completed again in the Spring of 2023.

Jessie Harrington added, the school committee's role is governance, rather than management. A school committee thereby focuses on the what and the why of the superintendent, rather than the how. The focus is primarily the outcome of a superintendent's work, rather than the details of implementation.

Recommended Motion....to approve the process outlined above for the performance evaluation of the Superintendent for October of 2022, per her employment contract.

Jessie Harrington entertained a motion to approve the process outlined above for the performance evaluation of the Superintendent for October of 2022, per her employment contract

Samantha Raphael made a motion to approve the process outlined above for the performance evaluation of the Superintendent for October of 2022, per her employment contract. Brooke Wrenn seconded the motion, it was unanimously approved.

Assabet Valley Collaborative-Board of Directors

Dr. Chamberland: The Superintendent serves on the Board of Directors for the Assabet Valley Collaborative as the representative of the APS School Committee. This participation requires that you vote to appoint the Superintendent as this representative. Included in your packet is information from the Assabet Valley Collaborative on the roles and responsibilities associated with this appointment.

Recommended Motion...to appoint the Superintendent as the APS representative to the Assabet Valley Collaborative Board of Directors.

Jessie Harrington entertained a motion to appoint the Superintendent as the APS representative to the Assabet Valley Collaborative Board of Directors.

Megan McCrillis made a motion to appoint the Superintendent as the APS representative to the Assabet Valley Collaborative Board of Directors. Gail Holloway seconded the motion, it was unanimously approved.

TEACHING AND LEARNING REPORT:

Alan Keller: Educators at all buildings worked on curriculum development and revision during summer months. With the school year close in the rearview mirror, along with the opportunity to collaborate for extended, uninterrupted pockets of time, the summer is a wonderful time for this important work. This year, 23 curricular projects were approved for summer development. Some of the teaching projects were: Develop or refine scope and sequence for science, technology and engineering as well as health; Deepening our Tier 2 and Tier 3 interventions in reading and writing; Revise procedures for BRYT program; Expand implementation of Universal Design for Learning; Create curriculum for new Literacy class at AMS; Align report card standards, and build uniformity around writing practices and routines throughout the grade levels. The teachers appreciated this time and all of this work will benefit our students in the coming school year.

BUSINESS/FINANCIAL REPORT:

Omnibus Transfers #1 through #5

Mrs. Wirzbicki: As agreed last May, I am including copies of Omnibus Transfers #1 through #5 for your information.

FY22 Closeout Documents:

Mrs. Wirzbicki enclosed three separate memos for information in the packet, which she had sent to CFO Kazanovcz and Thomas Zidellis regarding the closing out of the FY22 budget and Articles needing to be carried over for use in the new fiscal year.

FY23 Year to Date Budget Report:

Mrs. Wirzbicki: Will table the report until the next meeting.

Jessie Harrington entertained a motion to adjourn the meeting.

Gail Holloway made the motion to adjourn for the evening. Megan McCrillis seconded the motion, it was unanimously approved.

Meeting adjourned at 7:04pm.

Adjournment Roll Call Vote

Respectfully submitted,

Mandy Williams

Recording Secretary

Referenced Documents:

Meeting Minutes for 6/14/22

COVI-19 Guidance

Food Service Collaborative Agreement Letter for FY23

Auburn Public Schools Warrant Articles

APS Strategic Plan Overview

ENtry Plan 2022-2023

Superintendent Summative Evaluation Report

Assabet Valley Collaborative - Amended Articles of AgreementFY22 Budget Transfers Omnibus Transfers #1 - #5

SChool Department Article Memos

AUBURN PUBLIC SCHOOLS - FIELD TRIP REQUEST FORM

School: Auburn High School	Principal: Dan Delingonam p
Teacher: Flizaboth Dumais	Date of Request: 9/7/2022
RE: FIELD TRIP PROPOSAL	
Title of Field Trip: Quebec Field Trip	
Class or Grade Participating: <u>au</u> (9-12)	Number of Students: 35 [†]
Date(s): 1/26/23 - 1/29/23 Times: Leave a	t: <u>6am</u> Return at : <u>5 pm</u>
of the Outland Canada	
If this day field trip is out-of-state, has it ever been approved by This field trip will accomplish curriculum enhancement in the followed	the School Committee: (YES) NO in previous years owing areas (please check all that apply):
☐ Mathematics ☐ Science	☐ English Language Arts
History/Social Studies Physical Educ	
Technology Please list the specific standards this trip will address:	explain on the reverse side) Forcign (anguage
Curriculum Area/Standard:	
Curriculum Area/Standard: See attache	d doccimentation
Curriculum Area/Standard:	
Please note both pre and post trip activities that will be conduct	ed to ensure curriculum integration:
Pre-trin Activities: Informational Meetings to i	actual proper packing lists for
physical activities history guiz on various	us sites to be visited during tourns
days on agenda, common phrase remma Post-trip Activities: google form survey to b	lers in target language.
Post-trip Activities: applied form survey to b	orn students + families of
trip organization and experiences	to enhance for future years
Signature of the building principal signifies his/her approval o	the trip and its integration into the curriculum. This form must be
completed in its entirety.	WINI II O
Varia Samuela P	Det Charles
Principal's Signature	Superintendent's Signature
	nd is coordinating nursing coverage and/or providing training for the
administration of medication to those individuals responsible.	
2.1 1.2	Date:
School Committee Chairperson for overnight and out-of-state of Cost of Trip: about \$900 Funding Source:	TUCUN
Transportation by: TBA by Jump Street	Name of Carrier: level): LO-1 ratio per tour company
Adults participating (min. 10-1 ratio required; 6-1at Elementary	level): 10-1 racilo per 1000 company
f state tring approval must be sought from t	LEAST SIX weeks prior to the event. For overnight and the School Committee at least three months in advance. In slip and any other pertinent accompanying documentation.
I loudo detaon a depj e	

Cancellation Policy: The Superintendent reserves the right to cancel an approved field trip up until the time of departure. In the event of a cancellation, the school system is not responsible for any expenses incurred. The individuals coordinating the trip need to ensure that all parties are aware of this policy.

Auburn Public Schools IJOA-1 February 20152017

To: Dr. Elizabeth Chamberland, Superintendent of Schools

From: Elizabeth Dumais, trip coordinator

Re: Preliminary Approval- trip to Quebec City, January 2023

1. Educational Objectives of the Proposed Trip:

- a. To enrich the students' knowledge of the cultural history and geography of French-speaking Canada through real-life experiences
- b. To immerse students in an environment where French is spoken fluently and is the essential means of communication
- c. To promote students' discovery of the way of life in France and to recognize and clarify regional differences and customs
- d. To encourage students to distinguish similarities and differences between Americans and French Canadians
- e. To assist students to adapt their lifestyles to the French Canadian culture during their stay in the area
- f. To help students become more self-reliant in their decision making while on the trip.

2. Proposed Budget- Cost to Students:

- a. The cost of the 4-day trip to Quebec City through Jump Street is approximately \$959. The tour itinerary is attached to this and provides a list of all included activities.
- b. Funding for the trip will be the responsibility of the student and his/her family. Fundraising for the trip will not be an option.

3. Estimated Number of Students and Chaperones Participating:

- a. Trip will be limited to one bus, at approximately 50 students
- b. Student supervision will be a ratio of one adult per 10 students. Mrs. Elizabeth Dumais will be the trip coordinator and chaperone; names of other chaperones will be provided at a later date and will hold an approved CORI with the district.

4. Emergency Procedures/Students Separated from Group:

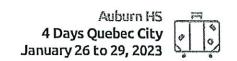
- a. In case of an emergency during the trip, every effort will be made to contact the Superintendent of Schools, the Principal, and the family of the student immediately.
- b. While in Canada, students will be instructed to travel in small groups during limited free time. No student will be allowed to wander by him/herself. If, however, a student is separated from the group, we will expect the student to return to the hotel immediately. Each student will be given a card with a name, address, and phone number of the hotel we will be staying and where the trip coordinator can be reached. This card should be kept in his/her possession at all times for the duration of the trip.

Signed, Elizabeth Dumais

Cc: Dan Delongchamp, Auburn High Principal

Cc: Melissa LaBeaume, Auburn High Assistant Principal

SAMPLE ITINERARY:



Thursday, January 26, 2023

07:30 AM	The day has arrived! The trip you've been waiting for is finally here!! Hop aboard your locally chartered luxury
	motorcoach, get comfortable and get ready for your adventure!

Stops and lunch en route (at individual expense).

03:30 PM Hooray, you've arrived in Quebec City! Your tour leader will greet you and get the show underway. The fun begins now:)

04:00 PM Walking tour of Quebec City! As you hike up and down around town with a local guide, you'll see the Plains of Abraham, Parliament, Grande Allée, Quartier Petit Champlain, Place Royale and Château Frontenac, a.k.a. the most photographed

hotel in the world!

05:30 PM For tonight's dinner, let's discover a lovely "bistro français" on Rue St-Jean, le Bistro Les Trois Garçons! À table!

07:30 PM Let's go tobogganing by the Château Frontenac on the world famous Terrasse Dufferin wooden toboggan run, and then

warm up with a cup of hot chocolate.

08:30 PM Departure for the hotel.

09:00 PM Arrive at the hotel and unload the motorcoach. Hang in there a few more minutes as your tour leader gives you instructions for proper hotel conduct and for the next day full of exciting activities!

Spend the night at the Hotel Palace Royal 775 avenue Honoré-Mercier, Québec, QC, G1R 6A5

PH: (418) 380-2575

(Or equivalent pending availability upon receipt of deposit.)

Friday, January 27, 2023

08:00 AM E	verybody ready? Time to	ead out for your activities!	Your tour leader will fill	you in on all the fun that's in store.
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08:30 AM Located in the heart of Wendake just north of Quebec City, Village Huron is a portrait of First Nations life past, present and future. You'll explore the site with a guide, tuck in to an amazing authentic meal, and listen to some traditional Huron legends. Onhoúa Chetek8e!

10:30 AM All aboard! Next stop: Valcartier!

11:00 AM Are you ready to visit one of the world's coolest hotels? See how guests stay warm in the themed suites of the Hotel de Glace de Québec during your self-guided visit of this hotel made out of snow and ice!

12:00 PM Some say it's worth learning French grammar in exchange for an inner tubing ride, so today, we're going to try out all of the fun slides at the Village Vacances Valcartier! The Himalaya, the Everest, the Avalanche, and so many more. Let's goooooooo! (Inner tube rental is included.)

Have lunch on site (at individual expense).

03:30 PM Depart for the hotel to relax and unwind before dinner.

05:00 PM Bust out the berets! Dinner is at Café Du Monde tonight, a Parisian-inspired bistro that's right on the water.

07:00 PM Participate in a French-Canadian legends' theatre workshop. All will become actors... one will become a werewolf!

08:30 PM Departure for the hotel.

Saturday, January 28, 2023

07:30 AM Everybody ready? Time to head out for your activities! Your tour leader will fill you in on all the fun that's in store.

08:00 AM Enjoy croissants and a bowl of chocolat chaud at le Cochon Dingue, a quaint café in the historic Quartier Petit Champlain.

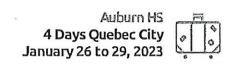
Auburn HS 99 Auburn Street Auburn Massachusetts 01501

1-800-663-4956

4 Days Quebec City (23-72221/4)

> Aug 24, 2022 Page 1 of 2





09:00 AM	The Côte-de-Beaupré, also referred to as Québec's breadbasket, has deep agricultural roots running back to the First Nations and New France's earliest settlers. Time to discover another part of Quebec and head out there for your next activity!
09:30 AM	The Montmorency Falls is a true Quebec icon. They're the tallest waterfalls in the Province, the site of historic battles and legends, and John Keats even references them in his poetry. Keats! Plus, there's also a sweet suspended bridge that spans the top and you're about to walk across it. Acrophobics: prepare to conquer your fear!
10:45 AM	Observe beautiful mosaics and a replica of Michelangelo's Pieta during your self-guided visit of the Ste-Anne de Beaupré shrine.
12:00 PM	Poutine - what's that? Try it for lunch at Chez Bolduc, a local casse-croûte (at individual expense).
01:30 PM	Discover the copper trade in Quebec and the art of "repoussé" metal before making your own medallion at the Albert Gilles Copper Museum.
02:30 PM	All aboard! Next stop: the SUGAR SHACK! Discover how the people of Quebec managed to brave the difficult winters through the tradition of maple syrup production as your tour leader shares their Sugar Shack story.
03:00 PM	Dogsledding is an important part of our French Canadian culture and industry. In the depths of winter it can be a principal means of transportation in the more remote parts of the Province. Today you're getting a shot at driving your own dogsledding team as you and your friends go cruising through the maple groves at Chenil La Poursuite.
05:00 PM	Get ready to party like it's 1699! At Érablière du Cap, an authentic French-Canadian cabane à sucre, you're going to feast on a 17th Century meal and get down to traditional songs and dances. You'll even break a sweat attempting to make your own maple butter. Don't forget to add some syrup to your pea soup (we're not kidding).
08:00 PM	Departure for the hotel.

, January 29, 2023
Begin your day with a lovely breakfast and orientation session at the hotel with your tour leader.
You won't believe it, but the time has comefor your last day of this fantastic journey! Time to leave the hotel with your luggage and take advantage of today to say goodbye to these foreign lands.
Ready to learn some more? Partake in our Grocery Scavenger Hunt in a local grocery store. (Complete with prizes for the winning team!)
Experience the daily military life of a British soldier in Quebec City as you become a soldat de la tour at the Martello Tower.
Time for lunch and to explore in Old Quebec! Hang out with your friends, grab some food (at individual expense) and practice your conversational French. Your tour leader will give you a meeting place and time.
Already time to leave! Wave goodbye to your tour leader and head back home.
Stops and dinner en route (at individual expense).
This is when you're expected to arrive back at your school, where your family and friends will be eager to hear all about your adventure!

First interest meeting: 9/12 during activity Second meeting: AFTER school committee approval! ***make sure your name gets on the email list for updates

Email/ask Mrs. Dumais any questions (parents or students)come see me in 2011 anytime, or email edumais@auburn.k12.ma.us

/Evan Baviello /Sullivan o Brian

NAME	GRADE	EMAIL
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Chloe Cheng	10	ccheng 200 auburn Klama us
Brayden Borus	JV	borus 250 auburh. Kla. ma. us
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Town of Auburn, Massachusetts

Julie A. Jacobson Town Manager



September 12, 2022

Mr. Chairman and Members of the Board of Selectmen:

On October 28, 2019 the Select Board voted to support the Local Initiative Program (LIP) for the Reserves at Ashworth Hill, a housing development by Eastland Partners to create 324 units of housing off of Blaker Street. The Board voted to support the application after nearly a year of town administration working with the developer, Eastland Partners, to define the project and its impacts. After several meetings with the Select Board, the Board approved of the filing of the LIP application to the State on October 28, 2019.

The project is a three (2) phased project with 81 affordable units and 243 market rate units. All 324 units, while only 25% are affordable and 75% market rate, will be counted towards the Town's Subsidized Housing Inventory (SHI). See below for a chart that details the number of units, size of the units, and whether market rate or affordable.

Project Detail

		Unit Mix	
	Other Income 80% AMI	Market Rate	Total Units
1 Bedroom	31	91	122
2 Bedroom	43	127	170
3 Bedroom	8	24	32
	82	242	324

The Town's current SHI is 5.8%. This includes the recent addition of the Mary D. Stone School units and the soon to be completed Julia Bancroft units. This does not include the 324 units at the Reserves at Ashworth Hill as no building permits have been issued and construction has not begun. These units will be added to the Town's SHI upon issuance of a Certificate of Occupancy. If the current SHI and population were to remain status quo using today's data (which is 2010 Census data), the addition of 324 units would bring our SHI to 10.16%. If we use the 2020 Census data then the 324 units, once permitted, would bring our SHI to 9.88. It is important to note that the SHI has not been updated to reflect 2020 Census figures. The 2020 Census Redistricting Data (Public Law 94-171) Summary File that has been released by the U.S.

Census Bureau does not include data on vacant "seasonal, occasional, or recreational use" units used by DHCD to determine Census "year-round housing units" for the SHI. The SHI will therefore continue to reflect the 2010 Census Year-Round Housing unit figures until such data is released. As of April 27, 2022, the Census Bureau has provided a release schedule for future data sets that will include this data in May of 2023. Thus, with Auburn's population increase from 2010 to 2020, as well as an increase in housing units, it is anticipated that our SHI percentage, if no new units are added, would be less than the current SHI.

The developer had provided an estimated timeline for the project back in 2019 but due to a number of factors, including the pandemic and supply chain issues, the project is behind schedule. A new project timeline (attached) has been provided by eastland Partners which identifies the estimates for building permits, to which monthly donation payments would be attached. The LIP pro forma identified a donation to the Town for Local Impact Offset Expenses of \$500,000. The developer plans to provide ten (10) monthly payments of \$50,000 each to the Town beginning in February 2023 through November 2023.

Under the revised schedule, construction of the units would start in February 2023 with completion of all phases and full occupancy anticipated in September 2024. Site work is underway with land clearing and stump removal. Over the next 6 to 9 months, earthwork, grading and installation of infrastructure will be underway. The new Southbridge Street water main – through the Auburn Water District – will be installed in the summer of 2023.

Town administration held several meetings with the developer in 2019 to discuss the potential uses of the \$500,000 donation. From those discussions, a list was developed of projects that town administration determined would benefit the residents of the new development, the residents of the neighborhood, and all residents in Auburn. That so-called "Wish List" was presented to the Board of Selectmen at its meeting on September 30, 2019. During that meeting, the Board voted to include a couple of additional items as suggested by one of the Selectmen with the intention of having further discussion on the Wish List with the Town Manager and/or the Select Board. Following that meeting, I met with each individual member of the Select Board to understand what their priorities were in regard to the items on the Wish List. Before finalizing the Wish List, and given the delay in the project, Town administration wanted to wait until the project was closer to starting as we recognized that some of the town's priorities would likely change over the next few years.

Now that we have a new project construction schedule from the developer, I would like to revisit the discussion on the donation Wish List with the Select Board. Town administration has reviewed its preliminary list and updated it, removing some items that have already been funded and updated costs of other items. Some items have been removed because they have already been accomplished while other items were removed because there are other funding sources, such as ARPA, to fund those items. We have also revised cost estimates to adjust to current market conditions. These estimates may change depending on when the projects begin. Our recommended expenditures are primarily road improvements in the project area as needed once the project is complete. If at that time the cost of the road projects is less than \$500,000, then we recommend utilizing the remaining funds for various community-wide projects that will benefit residents of the new apartments as well as all citizens of Auburn.

Please note that the Public Safety Communications System/Tower that was proposed in 2019 as a priority remains a priority. Town administration intends to seek approval from the Select Board to use ARPA funds for the Communication System/Tower. Once cost estimates are complete, that item will be brought to the Select Board for consideration.

Attached is the list we are recommending that the Board discuss and consider.

Thank you.

Warm Regards. Julie a. Jacobson

Julie A. Jacobson Town Manager

September 2022 Wish List for Eastland Partners

Impact Mitigation Items

Roadway Improvements

Roadway reclamation/paving – Tinker Hill, Blaker, Maple

\$300,000

Sidewalks

Walking/bike trails connecting development to Middle School

There is an area behind Auburn Middle School that also runs behind the Life Care Center and would connect to this housing development. The School Department had plans originally to create a cross country trail in that area but were not able to do so. With a walking trail installed by the Reserve at Ashworth Hill, this would be a great walking/running/hiking area for their tenants and our students/staff alike.

If there are funds remaining after the roadway improvements and trails project, we recommend funding the following community events that benefit all residents, including the new residents of the Reserves at Ashworth Hills.

Goddard Park improvements

\$100,000

Summer Concert Series

\$10,000 annually

Independence Day event

\$12,000 annually

Memorial Day events

\$4,000 annually

Please note that the Public Safety Communications System/Tower that was proposed in 2019 as a priority remains a priority. Town administration intends to seek approval from the Select Board to use ARPA funds for the Communication System/Tower. Once cost estimates are complete, that item will be brought to the Select Board for consideration.

The below staffing and school costs would come from tax revenues and permit fees:

<u>Preliminary Estimate of Staffing/Personnel potentially needed (expected to come from tax revenues and permit fees)</u>

Fire Safety & Training Captain

Clerk of the Works for (during construction)

Building Inspector (during construction)

Public Safety Personnel (2 Patrol, 2 to 4 firefighter/EMTs)

School Staff and Equipment (to be determined depending on actual SAC numbers)

We anticipate that if the number of students projected to enroll actually do, additional school staff will be required, certainly to include additional teachers, but likely additional support staff and related service providers, too. Additionally, more buses may need to be added to the fleet that transports students to and from school daily.





Reserve Apartment Community Construction Schedule

Currently: Finished Land Clearing and Stump Removal Next 6-9 months- Heavy Earthwork to Achieve Final Grades and Install Infrastructure.

Anticipated Building Permit Donation Schedule:

First Building Permit February 2023, the following building permits will be pulled monthly. Full donation of \$500,000 in November 2023 (\$50K donation at each permit)

Phase 1 Building 1 Start Construction: February 2023 (28 units, 7 affordable) \$50,000 donation

• Phase 1 Building 1 Occupancy: September 2023

Phase 1 Building 2 Start Construction: March 2023 (28 Units, 7 Affordable) \$50,000 donation

• Phase 1 Building 2 Occupancy: October 2023

Phase 1 Building 3 Start Construction: April 2023 (28 Units, 7 Affordable) \$50,000 donation

• Phase 1 Building 3 Occupancy: November 2023

Phase 1 Building 4 Start Construction: May 2023 (24 Units, 6 Affordable) \$50,000 donation

Phase 1 Building 4 Occupancy: December 2023

Phase 2 Building 8 Construction: June 2023 (24 Units, 6 Affordable) \$50,000 donation

Phase 2 Building 8 Occupancy: January 2024

Phase 2 Building 5 Construction: July 2023 (28 Units, 7 Affordable) \$50,000 donation

Phase 2 Building 5 Occupancy: February 2024

Phase 2 Building 6 Construction: August 2023 (28 Units, 7 Affordable) \$50,000 donation

Phase 2 Building 6 Occupancy: March 2024

Phase 2 Building 7 Construction: September 2023 (28 Units, 7 Affordable) \$50,000 donation

Phase 2 Building 7 Occupancy: April 2024

Phase 3 Building 12 Construction: October 2023 (28 Units, 7 Affordable) \$50,000 donation

• Phase 3 Building 12 Occupancy: May 2024

Phase 3 Building 11 Construction: November 2023 (28 Units, 7 Affordable) \$50,000 donation

• Phase 3 Building 11 Occupancy: June 2024

Phase 3 Building 9 Construction: December 2023 (24 Units, 6 Affordable)

• Phase 3 Building 9 Occupancy: July 2024

Phase 3 Building 10 Construction: January 2024 (28 Units, 7 Affordable)

• Phase 3 Building 10 Occupancy: August 2024

Full Occupancy: September 2024

Marketing starts 120 days before each occupancy permit, including lottery for affordable units.

Southbridge Street Water Main: Auburn Water District Early Summer/"Schools Out" 2023 Installation

Date

Mon, 12 Sep 2022 16:30:53 +0000

From

Julie Jacobson <jjacobson@town.auburn.ma.us>

To

"Chamberland, Elizabeth" <echamberland@auburn.k12.ma.us>

Cc

Edward Kazanovicz <ekazanovicz@town.auburn.ma.us>

Subject

Attachments

RE: Selectboard tonight

image001.png (3KB)
16 Perry Place -- Municipal Impact Analysis 9-9-22 (002).pdf (2MB)
image002.png (7KB)
image005.png (1KB)
09-12-22 Eastland Partners update.pdf (354KB)

image004.png (1KB) image003.png (3KB) 08-09-22 Reserve Construction Schedule Update.pdf (183KB)

Good afternoon, Beth: I don't believe you would be asked a question on enrollment at this point as the item (attached update I provided that you can share with the School Committee) tonight is really an update on the proposed project construction schedule and donation schedule. Although I can't guarantee that a BOS member won't ask you about capacity, I think if you are asked that you can respond that you will be working with the School Committee to address both space needs and staffing needs once the Blaker Street project - The Reserves at Ashworth Hill - gets underway. Then, if you are asked during the discussion on the Perry Place project, you can respond similarly — that you will be working with the School Committee to address school needs if the project goes forward. Of course, if you want to respond differently that is fine — I just don't want you to feel that you need to provide specifics at this point because we really do not know the enrollment yet or the grades that the new students will go into.

I have attached the Municipal Impact Analysis that the developer of Perry Place provide to use on Friday . We have not yet reviewed it for accuracy as the data was just submitted.

Please let me know if you need any further info on these projects, whether for tonight or for the SC.

The HR Study is also being presented tonight. I am waiting for a copy of the final report from the consultants as I sent some revisions on Friday that have not been incorporated yet. The BOS may ask you if you support the recommendations for a unified HR Department with the Town and School.

See you tonight and thank you for coming!

Warm Regards,

Julie H. Jacobson

Julie A. Jacobson Town Manager

Town of Auburn 102 Central Street Auburn, MA 01501

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Follow us on Twitter!

twitter

From: Chamberland, Elizabeth <echamberland@auburn.k12.ma.us>

Sent: Monday, September 12, 2022 9:49 AM

To: Julie Jacobson <jjacobson@town.auburn.ma.us>; Edward Kazanovicz <ekazanovicz@town.auburn.ma.us>

Subject: Selectboard tonight

ATTENTION: This email came from an external source. Do not open attachments or click on links from unknown senders or unexpected emails.

Good Morning,

I hope you both had a great weekend. I am writing to inquire about the meeting this evening. Is there a chance I will be asked questions regarding the increases in enrollment in regards to the housing increases?

As you know, I have not discussed this with the School Committee yet and I would be hesitant to speak to the Selectboard prior to reviewing with the committee.

Seemingly, the input Maryellen gave last year sticks. If this comes to pass that we need to receive close to 100 additional students between the two housing projects, we will need staffing increases in grades 3-12. With some creative busing, we may be able to absorb students at the k-2 level as long as they aren't ALL primary students. I have great concern for space at our middle school. I completed a historical look by grade level to gauge our averages, the middle school is at capacity space wise and SWIS is not far behind. We may be able to be creative at the high school as the students are more adaptable.

Transportation will also be an issue and we would certainly have to add one bus if not two based on how this rolls out.

I look forward to tonight and any information you can share with me.

Thanks so much.

508-832-7755

Beth

Beth Chamberland, Ed.D. (she,her/s)

Superintendent of Schools

Auburn Public Schools

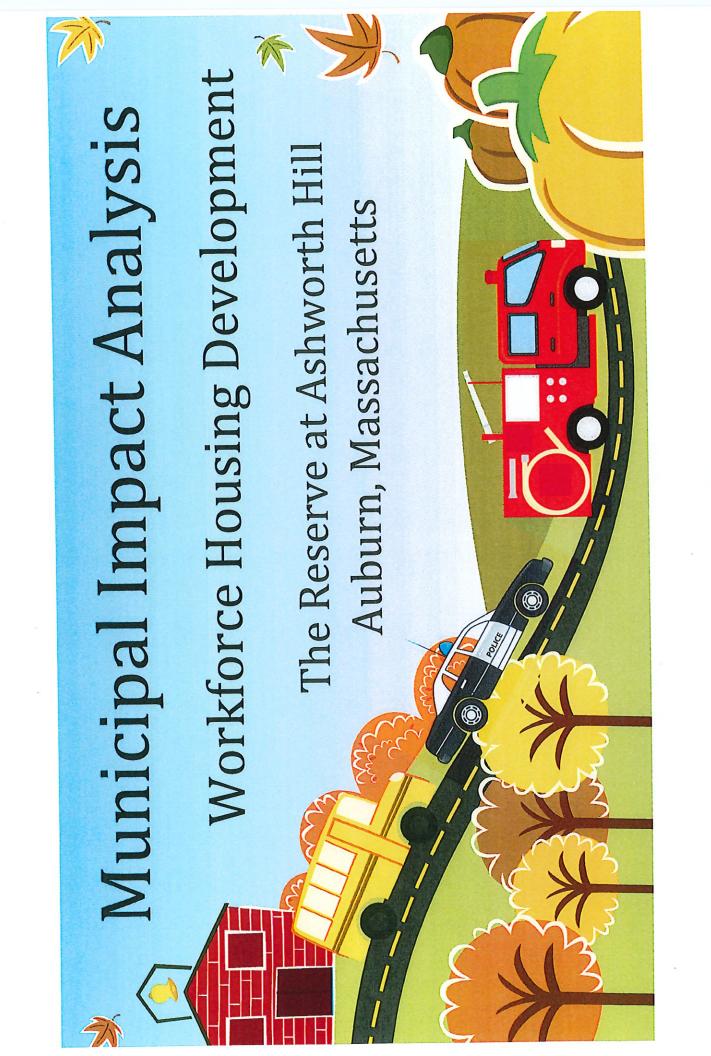
echamberland@auburn.k12.ma.us

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How are these measured?

- understand/measure than others Objective Data, some easier to
- Often, only negatively and in \$\$\$
- Increases in School Children
- Increased Congestion and Accidents
- Strain on Municipal Services





Workforce Housing Development

households at 80% of Median Income ~ \$60k •25% of units offered at Reduced Rate to

•320 rental homes total

•32, 3-Bedroom

•160, 2-Bedroom

•128, 1-Bedroom



TOWN OF AUBURN ZON

Site Plan Differences





Will Will

LOT COVERAGE TABLE	TABLE	
The car	AREA (ACPES) COVERAGE	CONCINACIO
TOTAL SITE AREA	EN.B ACRES	
TOTAL ANEA OF PROJECT	18:35 ACRES	29.6%
BUILDINGS AREA	2.91 ACHES	4.08
DRIVEWAY, PATKING & SDEMALKS 6.73 ACRES	6.73 ACRES	10.43
TOTAL IMPURNOUS ANDA	DAG ACTICS	14 9X
OPEN SPACES	40.25 ACIES	71.4%
WETLAND AREA	12 38 ACRES	1E.4X

LOT COVERACE TABLE
TOWN STE AREA
TOWN STE AR

320



250

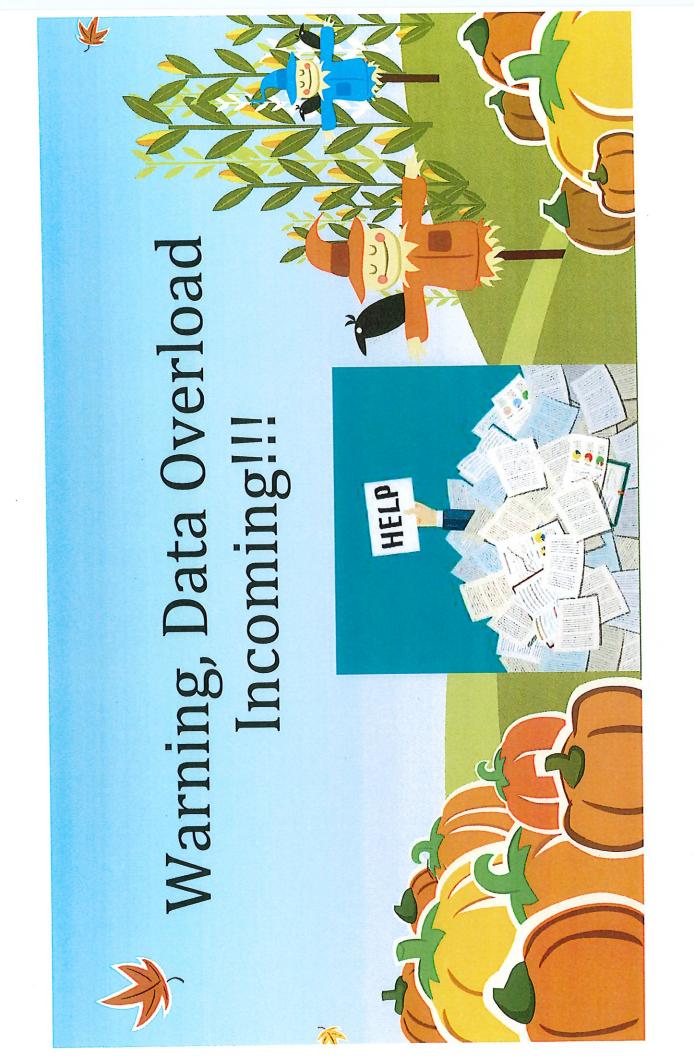






- More Revenue for Auburn
- Increase in revenue is greater than increase in units by percentage
- Taking advantage of existing infrastructure improvements and investments
- Albert Street stop light in place for 350 units for previous developer
- Minor change to impervious surfaces and no change to wetland/conservation areas
 - Massachusetts 40B Law
- · Mandated Minimum SHI
- Positive Precedent in the Region
- Economic feasibility of water connection and other projects in town as part of the LIP







SAC Multiplier

Estimates # of SAC per unit of housing

Econsult Solutions, Inc. Data company, not a Developer

				SECTION OF STREET, SPECIAL PROPERTY AND ADDRESS.			THE RESIDENCE OF THE PERSON.
	Scho	School-Age Children	ren		Total Persons		
Housing Configurations	Per	90 Percent Confidence Interval	Confidence	Per Household	90 Percent Confidence Interval	Confidence	Housing Con
	Estimates	Lower	Upper	Estimates	Lower	Upper	
Single-Family Units							All Housing T
All Single-Family, Own or Rent							Own or Rei
All Sizes	0,560	0.546	0.574	2.876	2.855	2.898	All Sizes
3 Bedroom	0.522	0.500	0.544	2.856	2.820	2.891	1 Bedroc
4 Bedroom	0.858	0.830	988'0	3.538	3.495	3.581	2 Bedroc
Detached, Own or Rent				0	000	7 077	3 Bedroo
All Sizes	0.588	0.572	0.605	2.752	7.720	711.7	4 Bedroc
Affached, Own or Rent					0	723.0	Own Only
All Sizes	0.429	0.399	0.460	2.529	2.483	7.3/0	1 Bedroc
Mulli-Family Units						×	2 Bedroc
All Multi-Family, Own or Rent				į		::0	3 Bedroc
All Sizes	0.289	0.282	0.297	2.126	2,110	2.141	Rent Only
2 Bedroom	0.280	0.268	0.291	2.221	2.199	7.743	1 Bedroc
2-4 Unit Structure, Own or Rent		٠		,		ç	2 Bedroc
All Sizes	0.421	0,408	0.434	2.478	7.452	2,503	3 Bedroc
5+ Unit Structure, Own or Rent							
All Sizes	0.175	0.167	0.184	1.820	1.805	.833	

		Scho	School-Age Children	ren		Total Persons	
I	Housing Configurations	Per	90 Percent Confidence Interval	Confidence	Per Household	90 Percent Con Interval	90 Percent Confidence Interval
		Estimates	Lower	Upper	Estimates	Lower	Upper
4	All Housing Types						
	Own or Rent	2000	0.374	0380	2.384	2.372	2.397
	All Sizes	0.035	0.030	0.039	1.369	1,355	1.382
	Begroom of studio	0.220	0.260	0.280	2.202	2.184	2.219
	Z Bedroom	0.419	009'0	0.638	3.017	2.987	3.048
	4 Bedroom	0.904	0.872	0.936	3.646	3.599	3.693
	Own Only	000	950	0.045	1.437	1.393	1.482
	1 Bedroom or Studio	0.032	0.010	0.134	1,950	1.925	1.976
	2 Bedroom	0.435	0.415	0.455	2.768	2.733	2.803
	Rent Only	(9	9	776 1	1 350	1.377
	1 Bedroom or Studio	0.035	0.030	0.039	7226	7267	2.296
	2 Bedroom	0.314	0.302	0.328	2.2.5	3215	3.298
	3 Bedroom	0.795	0.765	0.826	3.230	0.4.0	
Ī							



Bottom Line Fiscal Impact Required Contributions From Auburn Per Pupil Cost



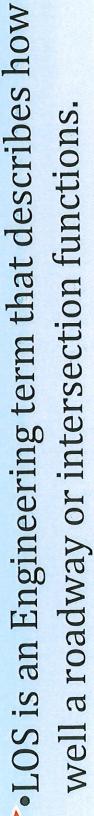
- Total cost per pupil is \$12,429.37
- Other funding sources haven't been realized in Auburn for the past 10 years.
- Awarded over \$600k in 2009

- 67 Kids * \$8,203.38/Pupil = \$549,626.46
- Based on data limitations and modelling assumptions, the number is likely to be lower than 67.
- Rental "Per Bedroom" Multiplier includes <u>all housing types</u>
- Multi-Family specific Multiplier projects
 56 SAC
- Education system as a whole is changing.

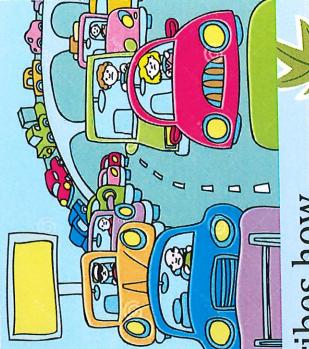


Traffic Impacts

- Measured in Level of Service (LOS)
- Existing Conditions
- Future Build vs No Build Condition



- Scale is A-F
- A being best, F being worst. Just like school!









•All A's, B's, and C's for 300 and 320 units

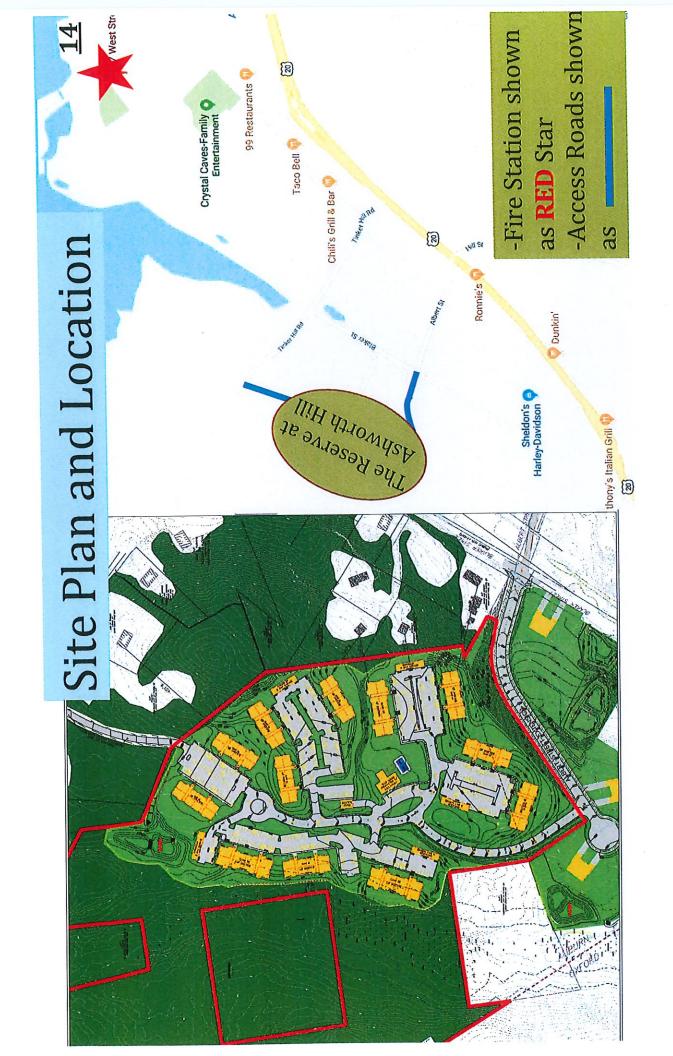
intersections. Same LOS without the Roadways with LOS C are Rt 12/20 Reserve Improvements made for over 350 homes back in 2008 under previous developer



Road Maintenance/DPW Impacts

- All roadways and infrastructure (sewer, water, drainage, ect.) within The Reserve owned and maintained by the Apartment Community
- Town of Auburn doesn't carry any maintenance costs
- Construction Vehicles and residential traffic will have an impact on roadways









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YES, WE DO REAL ESTATE INVESTMENT AND PROPERTY MANAGEMENT ABOVE ALL OTHERS AT WINGATE, BUT WE'RE MORE THAN DOERS. WINGATE IS A TEAM OF THINKERS. STRATEGIC, DETAILED, PROACTIVE THINKERS WHO THOUGHTFULLY MAXIMIZE OPPORTUNITIES, AND VALUES, FOR OUR PARTNER INVESTORS AND PROPERTY OWNERS. WITH A 40-YEAR TRACK RECORD IN KEY NATIONAL MARKETS, WE'RE ALWAYS THINKING AT WINGATE ... THINKING. RESULTS.

INVESTMENTS

finance and development has given us Wingate is a different kind of investor. a unique perspective on each link in Our history in real estate banking, the real estate value chain.

CONSULTING

We think long-term and short-term at property management with targeted complicated balance of day-to-day nvestment returns and valuation. Wingate, fully understanding the

Effective property management does PROPERTY MANAGEMENT

ABOUT US

estate firm differentiated by its team of thinkers who know when to take action. thinkers. Strategic, detailed, proactive Wingate is a multi-disciplined real far more than maintain and preserve

buildings—it maximizes property

Read more -

Read more

Read more -

 Managed by Wingate Properties

- based in Massachusetts Management company National Property
- Large portfolio and strong reputation
- Reduced-rate unit tenants chosen through a lottery background checks process w/ strict

Local Preference at the Reserve

- Local Preference also helps set reduced-rate units aside for people already living in Auburn. Projects allowed up to 70% local preference.
- The current allowable local preference categories under the DHCD guidelines include:
- Current residents: A household in which one or more members is living in the city or town at the time of application.
- Municipal Employees: Auburn municipal employees, such as teachers, maintenance technicians, firefighters, police officers, librarians, or administrative support staff.
- Employees of Local Businesses: Employees of businesses located in the municipality.
- Households with children attending the locality's schools.



- Based on Auburn Police Plotter, calls are more likely to be commercial related
- •~ 10 out of 60 calls directly related to residences
 - Most traffic stops related to Businesses
- development places significant demands on Most studies confirm "non-residential public safety services"





- Total Budget/Total Number of Households = Per Household (HH) Cost
- Assumes no other contribution sources
- Commercial/Industrial/Personal Property Tax (33%)
- State Aid Sources
- Property Tax accounts for 52% of all costs to run Government and Schools in Auburn





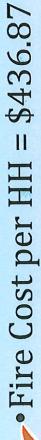
Residential Share of Cost Estimates

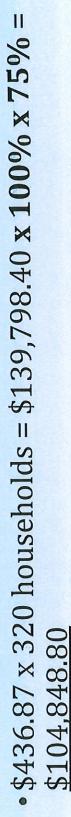
- For every \$100,000 of Tax Revenue spent on DPW, Police and Fire Services
- \$67,000 comes from Residential Property Tax
 - •\$33,000 comes from Commercial/Industrial, Personal Property Tax

DPW Costs with Efficiency Adjustments Residential Share of Police, Fire and



• \$648.17 x 320 households = \$207,414.40 x 67% x 75% = \$104,225.73







• $\$779.37 \times 320 \text{ households} = \$249,398.40 \times 67\% \times 20\% =$ \$33,419.38



Adjustment

Efficiency

Residential



What Are Efficiency Adjustments?

- Different Municipal Services react with new housing in different ways
- Example, celebrations (parades) don't become more expensive just because more people attend.
- Town Clerk is similar, new housing doesn't mean you have to hire another Clerk. Adding an assistant might be necessary but that comes at less cost

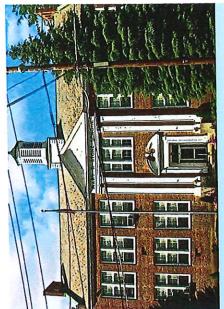




- Auburn is at 3.7% or 251 units as of September 2017*
- School Re-development project add another 116 Units
- Mary D Stone School 56 Units
- Julia Bancroft School 60 Units
- Reserve is Rental Multi-Family housing so all 320 units add to SHI
- In a single-family or condo community only reduced-rate units qualify
- Potential to add 436 units, Total of 677 or 9.9%.
- Need 681 to meet minimum, only 4 more homes!



Mass Dept. Housing & Community Development Subsidized Housing Inventory







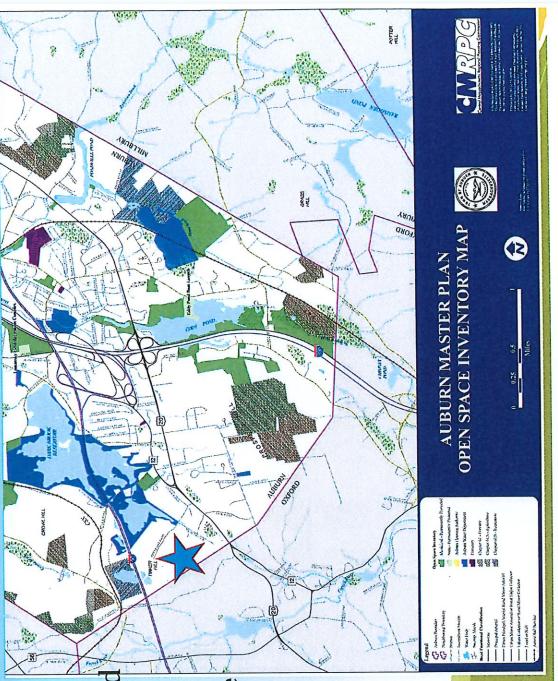
Housing Production Plan (HPP)

- A way for towns to take their future into their own hands
- Auburn Housing Plan is HPP approved
- Requirements and Benefits
- If a yearly affordable housing unit production goal is met. 2 Strong Benefits
- future 40B projects you decide where projects can/cant go 1. A community will become temporarily "appeal-proof" to
 - 2. The town is given priority for certain State Grant Funds
- "Auburn's annual affordable housing unit production goal is 34 affordable housing units per vear."
 - Easily attainable and phasing can extend compliance for multiple periods

Greenspace in Auburn

- Apartments Conserve Land
- Only 9.6 acres of a 64.8 acre site are developed
- Still have 50 acres of the site left undeveloped
- Tinker Hill
- Lack of greenspace in this part of Auburn

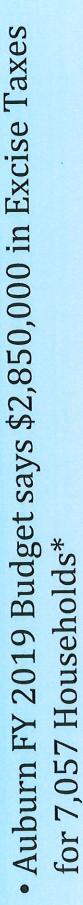








Annual Auto Excise Taxes



Approximately \$403.85 per Household

• \$403.85 x 320 units x 1.5 Cars per unit =

•\$193,848 Yearly Revenue

 Development includes 1.66 parking spaces per unit, per recommendation of Subsidizing Agencies





Annual Real Estate Tax Revenue

Project valued at \$65,000,000 when stabilized

•Residential Tax Rate \$18.44 per \$1,000 in Assessed

Value

\$65m / \$1000 = 65,000

•65,000 x \$18.44 = \$1,198,600 in yearly revenue



Sewer Revenues

Total One-tim e Fees	\$360,240	Yearly Net Surplus	\$14,090 =	1
	II	Cost of Treatment	\$39,424	
Connection Fees (for 544 bedrooms)	\$359,040	Est. Usage Revenue	\$53,514	
Connection Permit Fees	\$1,200	Gallons Per Year	21,841,600	
Gallons/Day	59,840	Gallons/Day	59,840	
# of Bedrooms	544	# of Bedrooms	544	
# of Buildings	12	# of Buildings	12	





Fire Impact = \$104,848.80

•Police Impact = \$104,225.73

•DPW Impact = \$33,419.38

• Total = \$792,120.37







Annual Stabilized Revenues to Auburn

- Auto Excise Tax Revenue = \$193,848
- •Real Estate Tax Revenue = \$1,198,600
- Annual Sewer Revenue = \$14,090
- -Total = \$1,406,538

Projected Revenues





One-Time Revenues to Auburn

Sewer Connection Fees = \$360,240

Building Permit Fees = \$296,400

•Total = \$656,640



Projected Revenues

Annual Net Revenue Projection

(Projected Costs) Yearly Revenue

Net Revenue

\$614,417.63 \$1,406,538.00 \$792,120.37)

Construction Completion Revenue

\$614,417.63 + \$656,640= \$1,271,057.63



Economic Impact of 320 New Apartment Homes

tal Impact

ne combined direct and indirect contribution of apartment construction, operations and resident

tal Jobs

ending to the state economy.

e total number of direct and indirect jobs supported by apartment construction, operations and sident spending within the state economy.

anaging Apartments

bartment homes are economic engines, driving dollars and jobs that strengthen local

mmunities.

peration Dollars Spent

Direct On-site Jobs

otal Economic Contribution

19

\$1,285,722

ilding Apartments

otal Jobs Supported

partment construction continues as a bright spot in the economy. helping lead the housing

ving in Apartments

otal Jobs Supported

nting can be a smart choice for a wide range of individuals and families across all income levels.

at's why a diverse array of people call apartments home.

spending Power

Direct Jobs Supported

otal Jobs Supported

Apartment Data Massachusetts

Over \$150 million and 1,100 Jobs supported from The Reserve

Massachusetts

981

residents contribute more than \$58.6m to the state

846.5k

\$5,874,342

189.5k

\$21.4b

Taken from: We Are Apartments

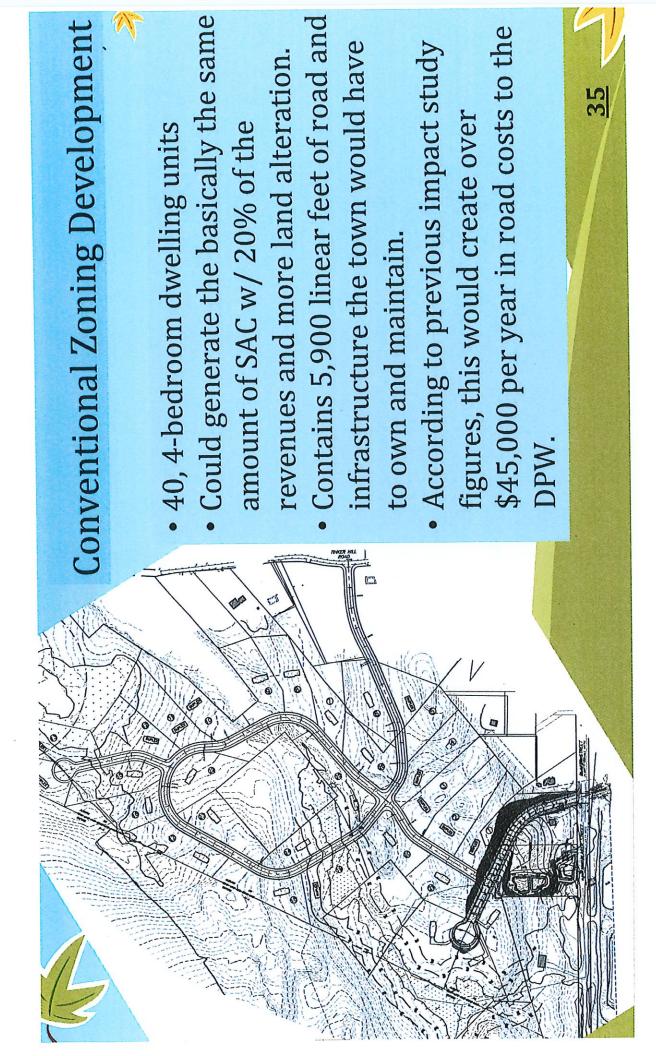




Day to Day in Auburn

- Auburn's Population more than doubles during the day
- Around 16,000 residents with a mid-day population of over 34,000
- outside the town and commute into Auburn (8,770 workers commute out of the town for their jobs, and conversely that 91 percent of jobs in Auburn are filled by people who live "Vast majority of Auburn workers (7,585 residents) commuting to Auburn).'
- Auburn Economic Development Plan







Construction Schedule



- Permits by the end of 1st Quarter 2020
- Begin Construction (Site Work) approx. August 2020
- Phase 1 Building Construction to start approx. January 2021 (106+/- Units)
- Units in Phase 1 will begin to be occupied starting July 2021
- Phase 2 Building Construction starts approx. May 2021 (106 +/- Units)
 - Units in Phase 2 will begin to be occupied starting October 2021
- Phase 3 Building Construction starts approx. September 2021 (106 +/- Units)
 - Units in Phase 3 will begin to be occupied starting March 2022
- Anticipate Full Occupancy (rent-up) Project Closeout 18 months from 1st occupancy
- January 2023

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CENTER FOR PUBLIC MANAGEMENT

MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES

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HUMAN RESOURCES REVIEW CONSOLIDATED HUMAN RESOURCES AUBURN, MASSACHUSETTS

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
SEPTEMBER 2022



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INTRODUCTION

After receiving a Community Compact Best Practices grant from the Commonwealth, the Collins Center for Public Management was engaged by the Town of Auburn to conduct an analysis of, and make recommendations regarding, the possibility of a consolidated Human Resources Department for the General Government and School Department.

KEY RECOMMENDATIONS

After a thorough review of the current state of the human resources (HR) functions for the Town of Auburn. The Center recommends the consolidation of HR functions by creating a centralized HR function within the Town Manager's office. The primary recommendations are as follows with detail discussion contained herein.

- 1. Modify the Assistant Town Manager position to also serve as the HR Director
- 2. Create an HR Generalist Position
- 3. Create a Centralized Human Resources function within the Town Manager's Department
- 4. Adopt recommendations for improvement on key HR functions

METHODOLOGY

The Collins Center conducted interviews with key personnel, including the Town Manager, Chief Financial Officer/Assistant Town Manager, Human Resources Coordinator, Town Accountant, School Superintendent, Assistant Superintendent, Business Manager, and Payroll Business Assistant. In addition to the interviews, a review of documents, policies and procedures was conducted.

DISCUSSION

The term "human resources" is broad and includes a host of functions which can be characterized as transactional or strategic. Human resources as a field has evolved through the years from "personnel" administration to "human resources" management.

Personnel administration is the title formerly assigned to human resources duties. In the 1980s, personnel administration consisted of enrolling employees in benefit plans, processing and distributing paychecks, hiring, and disciplining employees. The personnel department was merely an administrative function of the business. Concepts such as human capital or human resource

management later emerged as Human Resources (HR) began to play a bigger role in the strategic direction of the organization. Personnel administration grew into human resources, which evolved in two separate but connected ways – strategic and transactional or functional human resources.

Transactional human resources are the "traditional" functions of benefits administration, policy development and administration, position descriptions, payroll, worker's compensation, personnel file maintenance, collective bargaining agreement administration, vacancy posting and collecting applications and resumes. According to the Society for Human Resources Management, (SHRM,) these "transactional" functions are a way of "managing the employment relationship from recruitment and processing employees through retirement."

On the other hand, strategic human resource functions deal with the strategic direction of the organization and include long term goals. According to SHRM "HR needs to be approached from a holistic point of view encompassing every function of human capital management" and that organizational leadership, should work towards "creating an effective human resources infrastructure that supports an employee-centric, service-oriented strategic human resources organization." Strategic functions include long term planning, employee relations, training, succession planning, customer service and talent retention and development.

As communities and personnel issues have grown more complex, the responsibilities of town administration have also changed, expanded and placed more federal and state compliance demands on municipalities. As such, many municipalities have encountered difficulties in keeping up with the legal requirements of employment, benefit and labor laws which can be difficult particularly in the fast-changing human resources landscape.

EXISTING STRUCTURE

Under the Town of Auburn's Reorganization Plan effective in 2011, the Town Manager is the Director of Human Resources and thus the head of the Human Resources Department. As such, she created the Human Resource/Benefits Coordinator position which is further defined later in this report. The Town Manager has said throughout her tenure that once other critical personnel

positions were created and filled as part of the Omnibus Reorganization Plan, that it would be a priority to appoint another individual besides the Town Manager to the Human Resources Director position in order to give it the focus and time it requires. Over the past decade, that dual role has put a significant amount of additional burden on the Town Manager's position, as personnel matters, laws and regulations have changed substantially since 2011. Auburn currently has functions of human resources being performed by both General Government and School Department employees, from payroll and benefits work with the HR Coordinator and Payroll/Benefits Assistant, to employee relations work with the Town Manager and the Superintendent of Schools. While it is effective for many tasks to be done by both the General Government and School Departments, it is in the best interest of the town to adopt practices that are uniformly applied, not redundant, and managed in a consistent manner.

The relationship between the General Government and School Department is strong, and communication occurs regularly, but it is largely limited to transactional matters. The overall HR provision of services would benefit from regular strategic conversations and information sharing.

The following Table summarizes the primary HR functions being performed and by which entities.

FUNCTION	GENERAL GOVERNMENT	SCHOOL DEPARTMENT
Recruitment	Χ	X
Employee Orientation	X	X
Personnel Files	Χ	X
Policy Development	. X	X
Job Descriptions	X	X
Classification/Pay	X	X
Training	X	X
Collective Bargaining Negotiations	Χ	X
Collective Bargaining Agreement Administration	X	X
Benefits Administration	X	X
Benefits Open Enrollment	X	
Retiree Benefits	X	
Workers Compensation	X	Х
Unemployment	X	Х
Teacher Certifications		Х
Trade Certifications/Non-Teacher Licenses	X	Х

SUMMARY OF HR RESPONSIBILITY BY POSITION

The following Table summarized the HR functions performed by title.

TITLE	DEPARTMENT	FUNCTIONS
Town Manager	Town Manager	Collective Bargaining, Employee Relations,
	Town Manager	Appointing Authority, grievance processing,
		develop personnel policies
Assistant Town Manager	Town Manager	Benefits and insurance bids, resource,
4		collective bargaining
Clerk	Town Manager	Official personnel record maintenance,
	Torons Torons	CORI/SORI, drug screens and physicals
Administrative Assistant	Town Manager	Preparation of Personnel Action Forms,
4		Integration of Union Contracts, Maintenance
Town Accountant	Accountant	of Personnel Files Oversees financial processes
COMPS - COMPS	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	No.
Assistant Town Accountant	Accountant	Benefit management, payroll processing
Assistant Treasurer Collector	Treasurer/Collector	Cover payroll, send direct deposit file
Clerk	Treasurer/Collector	Print payroll checks
HR/Benefits Coordinator	Human Resources	Benefit tracking and management, benefit
		notification, set up employee training, FMLA,
		employee relations, grievance processing,
		recruitment; onboarding, payroll processing,
Clerk	Human Resources	create policies Workers compensation, injured on duty
Department Heads	Various	Employee performance evaluations,
Department ricaus	Various	grievance processing, interviewing, job offers,
		reference checks
Superintendent of Schools	School Department	Collective bargaining, procedures and policy
	•	administration, employee relations, grievance
*		processing, employee performance
		evaluations, job offers
Assistant Superintendent	School Department	Collective bargaining, interviewing, references
Administrative Assistant to the	School Department	Job postings, tracks certifications, CORI checks
Superintendent of Schools		
Business Manager	School Department	Collective bargaining, payroll and benefits
×		questions, oversight of Payroll/Business
		Assistant, verification of payroll, employment verifications
Payroll/Business Assistant	School Department	Workers compensation, injured on duty,
		payroll processing
Building Principals	Various Schools	Employee relations; hiring
School Committee	School Department	Policy from MASC and voted on by school
	85	committee, vote on job descriptions

PRIMARY HR FUNCTIONS

The following sections describe the current state of primary HR functions performed for the Town of Auburn across the General Government and the School Department.

Recruitment: The recruitment process is handled by both the General Government and School Department. The General Government has recently made a change to have all applications and resumes be submitted directly to the HR Coordinator, rather than the previous practice of being submitted to the department heads. By centralizing the submission of applications, the Town is able to ensure proper tracking, record retention, law compliance and consistency. The School Department vacancies are posted by the Administrative Assistant to the Superintendent, either on School Spring or other advertising outlets, however, the applications are directly received by the Principals or other department heads.

Employee Onboarding: Currently, onboarding for new employees is essentially the collection of new hire paperwork. Standard forms are completed with either the HR Coordinator or Payroll/Business Assistant. The School Department has new employees meet with the HR Coordinator to complete benefits enrollment.

Payroll: Payroll processing is paper heavy, and has a large number of employees involved in its processing. Employees complete their own time card on a three-ply paper form. Forms are sent to the Assistant Town Accountant and Payroll/Business Assistant for coding and data entry. The HR Coordinator confirms deductions. The HR Coordinator informs the parties entering payroll data if deductions change.

Personnel Files: Personnel files are maintained in secure locations at both Town Hall and School Department Central Office and are maintained appropriately with medical, 19 and discipline records maintained in separate folders.

Policy Development: Policies for Town employees are developed by the Town Manager, or when necessary by Labor Counsel, and managed by the HR Coordinator and Superintendent of Schools. The HR Coordinator distributes policies for the General Government. Policies are reviewed on a

regular basis, with new policies added or existing policies amended as needed. The School Committee approves policy recommendations for the School Department, with most policies directed by the Massachusetts Association of School Committees. The Superintendent maintains and administers the policies.

Position Descriptions, Classification and Compensation: The General Government position descriptions are maintained by the HR Coordinator and the Town Manager's Administrative Assistant. A comprehensive review of position classification and compensation for exempt (non-union) department or division head positions is done every three years. A review is not done for other exempt positions unless a position becomes vacant or if it becomes apparent that the salary of a position is not competitive. For union positions, job descriptions may be reviewed when contracts are being negotiated. Most recently, the clerical job descriptions were updated. A study was done by a consultant which resulted in revisions to job descriptions and a reclassification of positions within the bargaining unit. The School Department position descriptions are maintained by the Superintendent's office in cooperation with the Principals and department managers. Changes to job descriptions are approved by the School Committee.

Training: The Town does not have a comprehensive training program. Various department specific trainings for employees are performed at the departmental level. Town-wide trainings such as customer service and active shooter are held every few years. The required sexual harassment prevision review and ethics training are completed as in accordance with state mandates. The HR Coordinator works with the insurance company and Employee Assistance Program (EAP) provider to offer other trainings. There is an opportunity to create a strategic plan to offer supervisory training to managers, and functional training for all employees.

The School Department robust training/professional development program is planned and managed by the Assistant Superintendent and conducted on teacher professional development days scheduled within the school calendar.

Collective Bargaining Negotiations & Collective Bargaining Agreement Administration: Collective bargaining and the administration of collective bargaining agreements is the responsibility of the Town Manager and Assistant Town Manager, and the Superintendent of Schools when school unions are being bargained.

The General Government staff includes nine bargaining units for clerical/administrative, police sergeants, dispatch, patrolmen, library, fire, fire officers, sewer, and highway/parks/cemetery.

The School Department has five bargaining units including teachers, custodians, secretaries, instructional assistants, and ABA assistants. There are also individual contracts for central office staff, school administration, specialized groups and grant funded positions.

Open Enrollment & Benefits Administration: Benefits administration is largely the responsibility of the HR Coordinator for both General Government and School Department employees. All employees meet with the HR Coordinator to select benefits when hired. Changes in status are communicated to the HR Coordinator to implement. Communication is often via email. The open enrollment process and benefit fairs are managed by the HR Coordinator. Benefit related questions primarily handled by the HR Coordinator but may be handled by the School Department's Payroll/Business Assistant for school employees. The Assistant Town Manager participates with discussions with benefit vendors on product and financial impact.

Retiree Benefits: The HR Coordinator manages benefits for retirees and serves as the liaison to the various benefit companies. Employees typically reach out to the HR Coordinator directly prior to retirement to discuss the process and their options. Depending on the questions, the HR Coordinator can either answer the questions, or direct employees to the Worcester Regional Retirement Board or the Massachusetts Teachers Retirement Board. The HR Coordinator confirms retirement via an exit form completed by a department head. Once employees are retired, they work directly with the HR Coordinator on any questions or changes to their plan, such as a change in dependent.

Workers Compensation and Injured on Duty: A nine hour per week Clerk position is responsible for processing Workers Compensation and Injured on Duty documentation. The Payroll/Benefits Assistant collects documentation for the School Department, and forwards it to the Clerk to

process. The Clerk is the liaison between the insurance company and Town. The HR Coordinator works with the Clerk on open cases, as they run concurrently with a leave of absence. The HR Coordinator tracks the leave, and collects any required medical documentation.

Unemployment: The HR Coordinator and the Business Manager and Payroll/Business Assistant are responsible for unemployment documentation. The General Government and School Department teams work independently of each other, with each group maintaining their own documentation. The responsible employees log into the unemployment website to answer questions and update information on a weekly basis.

Teacher Certifications, Trade Certifications, and Non-Teacher Licenses: Certifications and licensure for the School Department is tracked by the Administrative Assistant to the Superintendent. Trade licensure is tracked by individual departments, such as the Department of Public Works.

RECOMMENDATIONS

The Collins Center coalesced all the information gathered through interviews, observations, review of documents and its knowledge of best practices to develop the following recommendations for the Town.

Recommendations on Structure:

1. Modify the Assistant Town Manager position to also serve as the HR Director

Town Hall is preparing for the upcoming retirement of the current Town Manager, and transition of the current Assistant Town Manager into the Town Manager role. It is recommended the Town modify the soon to be vacated Assistant Town Manager to include the role of Human Resources Director. Having the Assistant Town Manager/HR Director as a strategic partner working with the General Government and School Department would create an oversight of human resources practices to ensure consistency, provide higher level strategic initiatives, reduce attorney costs, provide enhanced services to department heads and employees, and limit

liability. The Town is well-served by experienced financial staff and it is wise to shift the necessary resources to make HR a priority.

2. Create a centralized Human Resources function for the Town and School Department within the Town Manager's Department

It is recommended the Assistant Town Manager/HR Director serve as the head of the HR function and that the HR positions of HR Coordinator, HR Generalist and HR Clerk report to the HR Director. The enhanced staffing will allow for the town to have a full-service HR function that will serve the General Government and the School Department well.

3. Create a HR Generalist Position

It is recommended the Town create and add an HR Generalist position to work alongside the HR (Benefits) Coordinator. Adding an HR Generalist position will enhance the services provided. The HR Generalist can assist with leave administration, benefits administration, training initiatives, onboarding, classification and compensation plan administration, and other critical HR functions. Adding a position will provide for cross training and potentially succession planning. The cost of the position is the equivalent of the (Benefits) HR Coordinator position.

The School Department recently filled the role of the Payroll/Business Assistant after a long-term employee vacated the position. The longtime employee handled many HR functions. The Collins Center recommends that the School Department evaluate the workload and priorities of the Payroll/Business Assistant to adjust the duties of the position to be strictly payroll and finance, with human resources duties transferred to the HR Coordinator and HR Generalist positions.

Recommendations on key HR Functions

The Collins Center recommends several areas of initial focus for a newly centralized HR Department. It is imperative that clear understanding of roles, responsibilities and functions is broadly communicated to eradicate confusion for not only those performing HR functions, but for all employees. A systematic review of processes should be conducted, and simple checks and

balances be instituted. The following summarizes the Center's recommendations on HR functions.

Recruitment

The recent changes to recruitment in Town Hall are sufficient. The School Department vacancies are posted by the Superintendent's Administrative Assistant. It is recommended that this be transitioned to HR, and positions be tracked in a similar fashion, and that a review of recruitment files be completed to ensure file compliance, including the proper disposal of records.

Employee Onboarding

The Town does not have a formal onboarding process, and it is recommended that one be developed, and responsibility for, the process be clear. New hire paperwork must be collected and reviewed timely, and filed appropriately. School employees must have clear information and a timeframe on when to elect benefits. New hire paperwork should be converted to electronic files to both be kept electronically and emailed to new employees for their review.

Payroll

Payroll processing is paper heavy which provides adequate backup but creates opportunities for human error while transferring data. The process is also time consuming. It is recommended that a payroll review be performed, and the process decentralized, and entered at the department level before being processed. It is also recommended that additional employees be trained in payroll processing. Currently, employees plan vacation days to ensure payroll can be processed. Cross training will provide backup, alleviating the pressure on employees who typically process payroll.

Personnel Files

Personnel files are properly maintained. It is recommended that an annual reminder be sent to department heads to ensure any files maintained in departments are forwarded to the appropriate contact to be included in the centralized personnel files.

Policy Development

Auburn has a comprehensive and up to date set of policies. It is recommended that regular reviews continue.

Position Descriptions, Classification and Compensation

Position descriptions are typically reviewed when collective bargaining agreements are being negotiated. It is recommended that a comprehensive classification and compensation review be performed. It is also recommended that if the structure recommendations are adopted, updated position descriptions be created for the Assistant Town Manager/HR Director, HR Coordinator, HR Generalist and Payroll/Business Assistant.

Training

The School Department has a robust training program with professional development days planned throughout the school year. It is recommended that a training needs assessment be completed, and a strategic training plan be developed for general government employees. The required trainings are offered, as mandated. Free trainings are available through the insurance and EAP providers. The HR Coordinator currently plans some trainings; however, a strategic plan should be developed based off of the results of the needs assessment.

Collective Bargaining Negotiations & Collective Bargaining Agreement Administration

Collective bargaining negotiations are conducted by the Town Manager, Assistant Town Manager, and Superintendent of Schools. It is recommended HR Generalist be involved in a support role to gain exposure to the process, which would be beneficial in administering collective bargaining agreements and for cross training and succession planning purposes.

Open Enrollment & Benefits Administration

It is recommended that benefits related questions, including leaves of absence, be directed solely to the HR department. Doing so will eliminate confusion and ensure consistent application of policies, procedures, and interpretation of provisions.

Retiree Benefits

It is recommended that the HR Coordinator train the HR Generalist in the administration of retiree benefits.

Workers Compensation and Injured on Duty

The current system of having a nine hour Clerk position is working well, and the position is valued. It is recommended that if the position becomes vacant, there be a discussion about the duties being absorbed by the HR Coordinator and/or HR Generalist or outsourced to a third party administrator if cost effective.

LOGISTICS & CONSIDERATIONS

<u>Leadership Collaboration.</u> Moving forward, the Collins Center recommends the leadership team from the Town Manager's office and the School Superintendent's office meet to establish a timeline for implementation of recommendations. The current employees performing HR work should be part of the discussion in matters of shifting duties and responsibilities. Funding for the Human Resources Generalist position will need to be considered and approved.

Adjustments in Structure and Work Flow. Changes in job assignments for current employees can create stress and uncertainty. Auburn employees seem excited and ready for the opportunity to work together but should receive support as they experience the change in methods and structure.

<u>Physical Location</u>. The physical location of a human resources department may or may not be a challenge, depending on decisions made surrounding location of staff.

CLOSING

Thank you for inviting the Collins Center for Public Management into your community. The Collins Center anticipates that the findings, observations and recommendations contained in this Report will help Auburn on its path of creating a modern, efficient, legally compliant, professional and centralized human resources system.

The Center thanks all those who participated in the Review and would like to acknowledge the assistance received from HR Coordinator Deb Dubois, who was extremely gracious with her time and support. Please do not hesitate to contact us for clarification or discussion of this report.

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