



**Program Description**

The Finance Committee comprises 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to “consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting.” The Committee also makes general suggestions, criticisms, and recommendations as it may deem expedient, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee’s members play active roles in Town finance, officially representing the Finance Committee on many of the Town’s other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

**Budget Statement**

The Finance Committee has requested budgets for FY2017, showing increases consistent with those provided in the latest long term plan.

PROGRAM COSTS				
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Reserve Fund</b>				
Personnel Services				
Expenses	-	1,200,000	1,465,000	
<b>Total</b>	-	1,200,000	1,465,000	

**FY2017 Objectives**

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board, and the Budget and Revenue Task Force.

**Major Accomplishments for 2015**

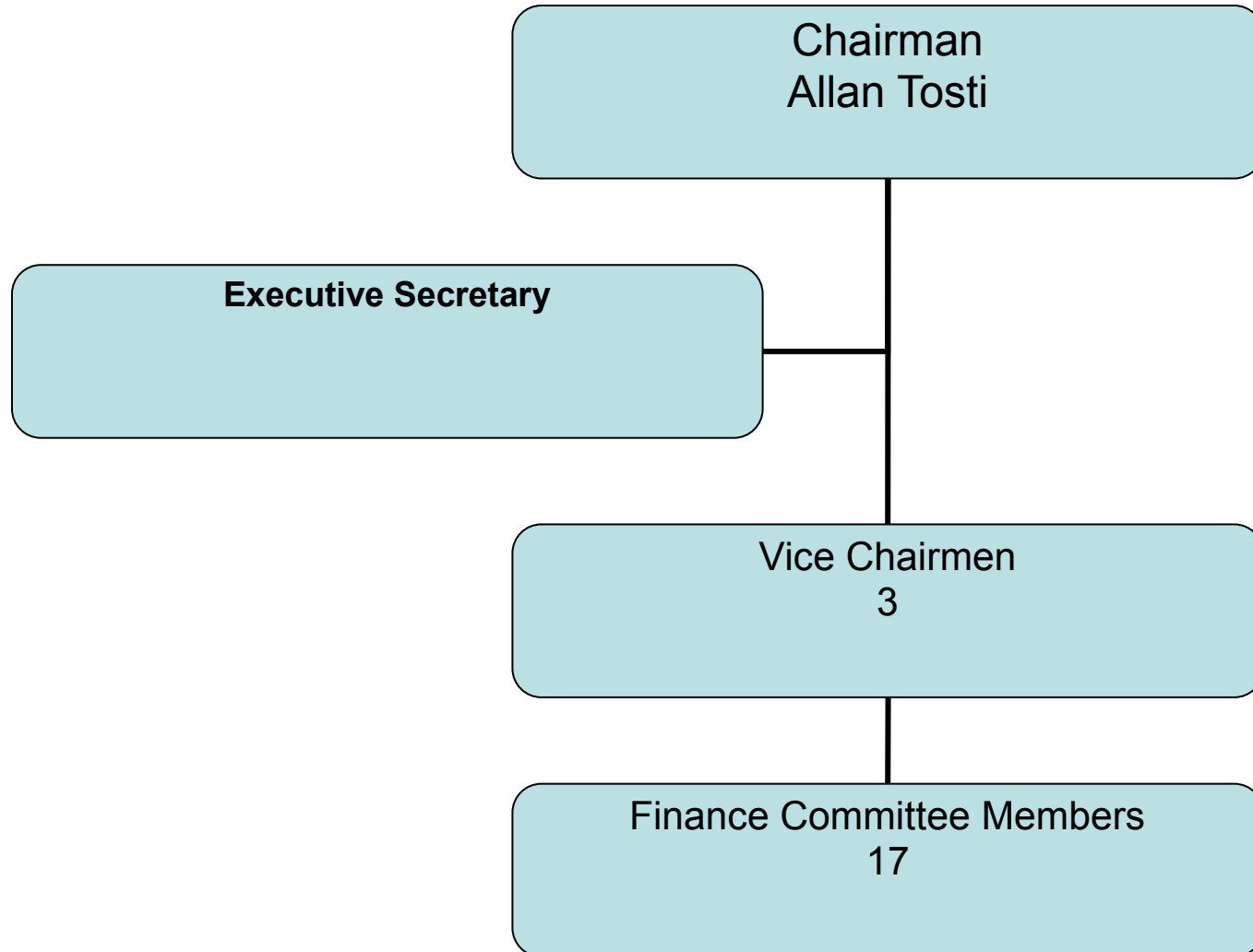
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Finance Committee</b>				
Personnel Services	9,050	9,861	9,997	
Expenses	1,667	2,345	2,500	
<b>Total</b>	10,717	12,206	12,497	-

**STAFFING**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Finance Committee</b>				
Managerial				
Clerical	1PT	1PT	1PT	
Professional/Technical				
<b>Total</b>	1PT	1PT	1PT	





**Program Description**

To perform the duties of Administrative Office of the Board of the Selectmen in an efficient, organized and professional manner.

- Provide administrative support to the Board of Selectmen.
- Serve as initial contact for the Selectmen to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue licenses and permits granted by BOS.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Board Information.
- Preparation and follow up for Selectmen Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Board of Selectmen.
- Provide planning and follow up for all Selectmen Special Events.
- Provide support and resources to the Transportation Advisory Committee and other BOS committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and agendas for Selectmen Committees.

**Budget Statement**

The Board of Selectmen’s Office will continue to work with the Town Manager and all other Town Departments and Officials to maintain the budget. For the foreseeable future, the budget will fluctuate subject to the number of elections, and Special Town Meetings in any given year, pay increases, and items that are subject to inflation.

**STAFFING**

Board of Selectmen	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
<b>Total</b>	3.5	3.5	3.5	

**PROGRAM COSTS**

Board of Selectmen	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	216,155	217,924	228,888	
Expenses	16,957	20,850	20,850	
Audit	49,425	57,000	63,000	
Annual Report	3,404	3,500	3,500	
<b>Total</b>	285,941	299,274	316,238	-

**FY2017 Objectives**

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans.
- Work with Legislators and other communities for a more equitable distribution of state resources.
- Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities.
- Work with the Finance Committee, Budget and Revenue Task Force, Capital Planning Committee, School Committee, the Long Range Planning Committee, and the Town Manager to identify potential financial impacts of future building projects at the Ottoson, Stratton, Arlington High School, and Minuteman Regional High School.



**FY2017 Objectives (cont.)**

- Work with Town Manager and Director of Planning & Community Development on the Master Plan and continue to promote participation throughout the process.
- Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center.
- Work with Town Manager and Public Information Officer to investigate traditional and alternative means to enhance public communication.
- Work to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Planner.

Performance / Workload Indicators				
<i>Board of Selectmen</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Meetings:</b>				
Town Meeting Preparations	6	5	8	8
Special Town Meeting Preparations	1	1	2	1
Selectmen Meeting Preparations	28	28	28	28
Audit Advisory Meeting Preparations	1	2	2	2
Budget & Revenue Task Force	1	2	2	2
Joint BOS/Arlington Housing Authority Meetings	1	0	0	0
BOS Goal Setting	1	1	1	1

**SUB PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Elections</b>				
Personnel Services	38,567	28,220	22,037	
Expenses	66,408	59,540	98,220	
<b>Total</b>	104,975	87,760	120,257	-

**Major Accomplishments for 2015**

- The Board continued to develop a Selectmen’s Policy Handbook, available April 2016.
- The Board voted to review, monitor and evaluate hackney licensing processes on an annual basis.
- The Board held another successful Town Day in September. Resident and vendor participation was at an all-time high. It was also the first year with electronic applications.
- Supported the efforts of the Planning Department on the Master Plan (Vision and Goals) to be developed in Arlington to serve as the Town’s primary policy statement on future physical development in Arlington.
- Established Selectmen goals in coordination with Town Manager goals.
- The Board of Selectmen appointed several new members to the Arlington Commission on Arts and Culture and will support promotional opportunities for arts and culture.
- The Board continues to implement electronic packets for all Board meetings.
- Worked with ABAC and TAC to promote and encourage multimodal transportation in Arlington.
- The Board approved a new outside Café Seating Policy.
- The Board voted approval of the Community Preservation Recruitment Process.
- The Board voted to endorse the Bike Facility Design Guide.
- The Board voted approval of a Veterans Council of seven members with the majority being a veteran or a family member of a veteran to help with various projects throughout town.
- The Board appointed the Town’s first Poet Laureate, Miriam Levine.
- The Board voted to implement new signage along the Battle Road Scenic Byway.
- Hired a new Comptroller and had a successful transition.



**Board of Selectmen**

Kevin Greeley, Chairman  
Diane Mahon, Vice-Chairman  
Steven M. Byrne  
Joseph A. Curro, Jr.  
Daniel Dunn

**Board Administrator**

Marie Krepelka

**Principal Clerk**

2FT, 1 PT



**Program Description**

The Town Manager’s Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Town Clerk, Assessors, Board of Selectmen, and Comptroller Departments.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers’ Compensation, Human Resources, Information Technology and Recreation. In addition, the Town Manager’s office is responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Board of Selectmen, and purchasing.

The Department provides centralized procurement of all Town equipment, supplies, construction, etc. in compliance with State law. It is responsible for purchase order processing; bid management (bid processing, contract administration per applicable State statutes); assistance in the review and approval of all Requests for Proposals (RFP), Request for Quotations (RFQ), and Bids and encouraging a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

**Budget Statement**

The budget will increase by \$145,513 due to adjustments to the pay and classification plan, contractual obligations, and the addition of an Assistant Town Manager position.

**STAFFING**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Town Manager</b>				
Managerial	2	2	3	
Clerical	1	1	1	
Professional/Technical	2.7	2.7	2.7	
<b>Total</b>	<b>5.7</b>	<b>5.7</b>	<b>6.7</b>	

**FY2017 Objectives**

- Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.
- Continue to work with Legislators and other communities for a more equitable distribution of state resources.
- Continue to pursue grant funding and other revenue enhancing opportunities including the newly offered Community Compact program initiated by the Baker Administration.
- Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
- Analyze the newly offered ICMA Insights program as a potential performance measurement tool for the organization.
- Continue to work with the Budget and Revenue Taskforce to identify financial impacts of future building projects at Arlington High School and Minuteman Regional High School.
- Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency.
- Manage and complete Community Safety Building Repairs.
- Assist Board in review of inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries.
- Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan.
- Work with the Board to consider long term strategy of selling the property at 1207 Massachusetts Ave as authorized by Town Meeting.

**PROGRAM COSTS**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Town Manager</b>				
Personnel Services	457,036	476,789	622,302	
Expenses	93,111	33,500	33,500	
<b>Total</b>	<b>550,147</b>	<b>510,289</b>	<b>655,802</b>	<b>-</b>



**FY2017 Objectives (cont.)**

- Continue working with the ARB and the Central School Feasibility Committee to consider upgrades to the Central School space focused on improving the space used as a Senior Center.
- Continue working with the Board of Selectman, Redevelopment Board, the Planning and Community Development Department, and the Master Plan Implementation Committee to begin the implementation of the key strategies and recommendations contained within the Master Plan.
- Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism.
- Continue working with the Parking and Implementation/Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board.
- Continue working with the Board to oppose the current proposal for the Mugar site, protect the wetlands within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington and the development of a cultural district proposal.
- Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities.
- Work with the Director of Information Technology to implement the 3 year IT Strategic Plan.
- Work with departments to implement online bill payments.
- Work to integrate newly established GIS data and mapping tools into departmental operations.
- Continue working with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town's Request/Answer Center with the GIS system if appropriate.
- Work with Public Information Officer to continue to maintain and expand the integration of social media into daily as well as emergency communications.
- Work with Public Information Officer to further develop uses of traditional media to communicate with public.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.

**FY2017 Objectives (cont.)**

- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization
- Work to integrate the Director of Assessments into the financial team overseen by the Town Manager and work to implement further improvements and efficiencies regarding the Town's financial management structure.

**Major Accomplishments for 2015**

- Successfully launched a new Town website.
- Completed the renovation of the Central Fire Station.
- Worked with the IT Department to finalize the IT Strategic Plan.
- Continued to work with Legislators and other communities for a more equitable distribution of state resources.
- Continued to work with the Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan.
- Completed collective bargaining negotiations with Town employee unions relative to successor agreements.
- Continued Street Improvement Program and Water & Sewer Improvement Program.
- Worked with the Stratton School Building Committee to complete a feasibility study that identified what capital investments were necessary to achieve "parity" with the Town's other elementary schools.
- Worked with the Building Maintenance Committee to identify improvements to maintain Town facilities, including developing recommendations for the creation of a consolidated Facilities Department.
- Implemented new water and sewer rate structure along with changes to billing frequency.
- Was awarded Government Finance Officers Association Distinguished Budget Presentation Award for the third consecutive year.
- Participated in the hiring process for the Town Comptroller and assisted Board of Selectmen in hiring decisions.
- Worked with MassDOT and other interested parties to complete improvements to Mass. Ave. corridor.
- Hired new Library Director, Deputy Town Manager, and Director of Planning and Community Development.





**Program Description**

An ongoing goal of the Board of Selectmen is to enhance public communication and customer service in day-to-day Town operations and in the event of an emergency. The Public Information Officer (PIO) works with all departments to achieve this goal as well as leverages existing communication channels and technology to improve efficiencies and productivity for staff. The PIO promotes the interests of the Town in concert with its goals, encourages participation in Town government, and provides ongoing education aimed at increasing understanding of how the Town operates.

The main communication channels utilized to meet these objectives are: the Town’s website, Town of Arlington Notices (email alerts), the Arlington Alert System, as well as local media. The Town’s website supports the online information and outreach activities of 15 departments, multiple divisions, and over 65 committees. It hosts the Request/Answer Center, the Town’s online customer service center, where residents can Find Answers, Ask a Question, Make a Service Request, and conveniently track them online. Town of Arlington Notices are email alerts sent by the Town that deliver information on activities including: public health and public works alerts, election information, trash and recycling reminders, and special Town related events. The Arlington Alert System allows the Town to send urgent alerts to residents by phone, text, and email.

**FY2017 Objectives**

Over the past few years the Town has built an extremely valuable relationship with its constituents by providing content and services they seek online. The deployment of the new website (CMS) will substantially assist the Town’s efforts in delivering these services and building on this relationship by:

- Supporting staff in their public communication and online customer support initiatives.
- Providing timely and accurate information to residents.
- Maintaining loyalty/usage of all communication channels.
- Preserving and increasing productivity through communication channels.
- Continuing to develop uses of traditional media to communicate with the public.
- Looking for opportunities to integrate GIS capabilities to the Town’s Request/Answer Center.
- Implementing new features in new website as adoption of CMS is realized.
- Identifying and implement collaborative social media tools to improve Town communications.
- Identifying and implement improved reporting mechanisms for all Town communication channels to better utilize these channels, Town resources, and to ensure quality customer service.

**Budget Statement**

This is the first full fiscal year utilizing the new content management system (CMS). The focus has been the adoption of the CMS across the organization and educating the public. The Town continues to build staff capacity by decentralizing tasks, providing education on content best practices, and enhancing content dissemination were major initiatives. Social media channels were added to Arlington’s growing list of content channels. The Town has had success, and new learning, in these areas. We continue to work across the organization to ensure ongoing quality and efficiency, and seek tools and process to support these efforts.

**Performance / Workload Indicators**

<i>Town Manager</i>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY2017 Estimated</b>
Purchase Orders Processed	5,648	5,610	5,500	5,000
Bids Processed	44	58	50	50





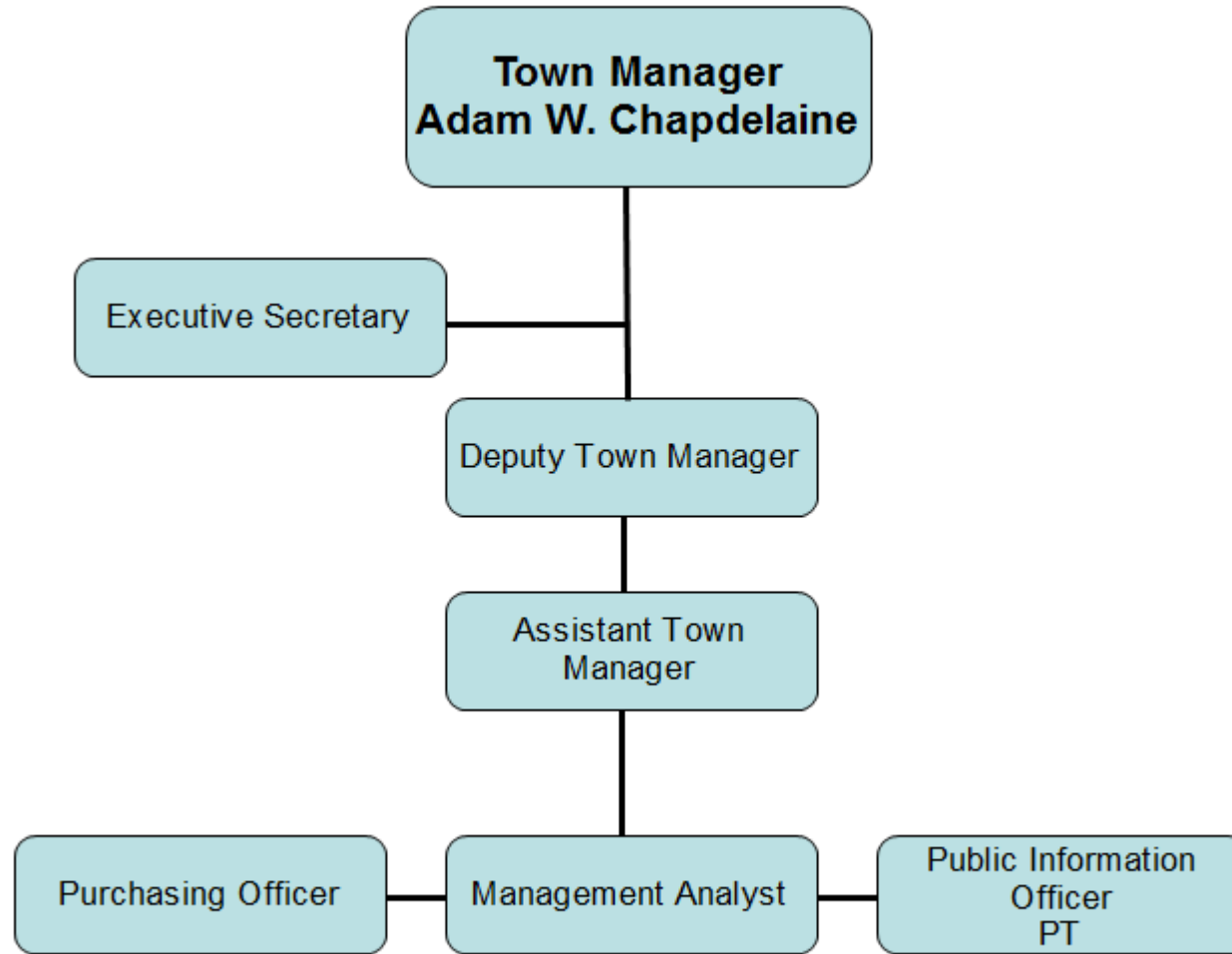
**Major Accomplishments for 2015**

- Successful adoption of CMS across the organization, 60+ users, with engagement continuing to rise.
- Successful adoption of the new website by visitors. 82% of respondents who took the public survey reported they were satisfied to very satisfied with the new website.
- Launched Town Facebook and Twitter Accounts. By early 2016 there were over 800 FB likes, and 1K Twitter followers.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2015, \$252,488 in savings realized by residents.
- Updated Request/Answer Center to responsive web design (RWD), making it compatible with mobile devices. Initiated login bypass for existing customers for improved convenience.
- Major campaigns and events supported in FY2016 include: Multiple Snow Storms/Parking Bans, Master Plan, Mass Ave Rebuild, Town Meeting and Annual Town Elections. Publications Produced: 2014 Annual Report (received 3rd place by Massachusetts Municipal Association). DPW: 2015-2016 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Public Communications</b>				
Subscribers to Town of Arlington Notices	4,262	4,808	5,000	5,150
% of Growth from previous year	-3%	11%	4%	3%
% Compared with # of households (19,000)	22%	25%	26%	27%
<b>Social Media</b>				
Facebook Likes	N/A	641	1,000	1,500
Twitter Followers	N/A	587	1,100	1,500
<b>Website Traffic (arlingtonma.gov)</b>				
Page Views	1,321,310	1,482,761	1,371,235	1,371,235
Visits	551,414	520,205	533,981	533,981
Unique Visitors	311,538	264,376	278,724	278,724
Visitor Loyalty- # of Uniques Visited Over 200 Times	17,323	17,754	22,172	22,172
<b>Request/Answer Center: System Stats</b>				
Answers Viewed on Portal	225,944	299,288	179,783	220,809
Productivity Preserved in Hours/Answers Viewed	18,829	24,941	20,036	18,401
^New Customer Registrations	2,280	2,226	2,409	2,470
Questions/Requests Created	3,398	3,512	3,577	3,599
Questions/Requests Closed	3,210	3,102	3,299	3,364
% Questions/Requests Remain Open System	25%	20%	14%	14%
<b>Request/Answer Center: PIO Requests</b>				
Questions/Requests Created	290	325	300	300
% Questions/Requests Remain Open System	21%	9%	8%	7%

*calls not answered by staff. Avg length of call = 5 minutes*

*^Duplicate customers ID'd - same customer using multiple emails estimated adjustment is 5-10%*





**Program Description**

The Human Resources Department is a four person team consisting of a Director, Human Resources Assistant, Benefits Administrator, and part-time Administrative Assistant. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the Town's classification, compensation, and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of Town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits for all active Town and School employees as well as retirees. The Department advertises position openings, screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan; and ensures compliance with Civil Service Laws, as well as State and Federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

**Budget Statement**

In FY2016 Human Resource functions are very stable. The Town and School Human Resources staff are committed to a collaborative effort in providing quality service to employees and retirees. We also invest in developing a culture of trust with our labor unions and employees which in turn helps indemnify the Town from costly employment litigation.

**Performance / Workload Indicators**

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Human Resources</b>				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,924
Opt Outs	61	70	76	75
Life Insurance Contracts Managed	987	977	982	990
Life Insurance Claims Processed	40	40	28	20
Vacancy Postings	24	31	45	30
New Hires	24	27	45	30
Promotions	2	6	3	6
Retirements	7	13	9	10
Resignations/Separations	18	5	12	15

**STAFFING**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Human Resources</b>				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
<b>Total</b>	3.5	3.5	3.5	-

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Human Resources</b>				
Personnel Services	241,523	250,067	255,780	
Expenses	39,211	56,450	56,450	
<b>Total</b>	280,734	306,517	312,230	-

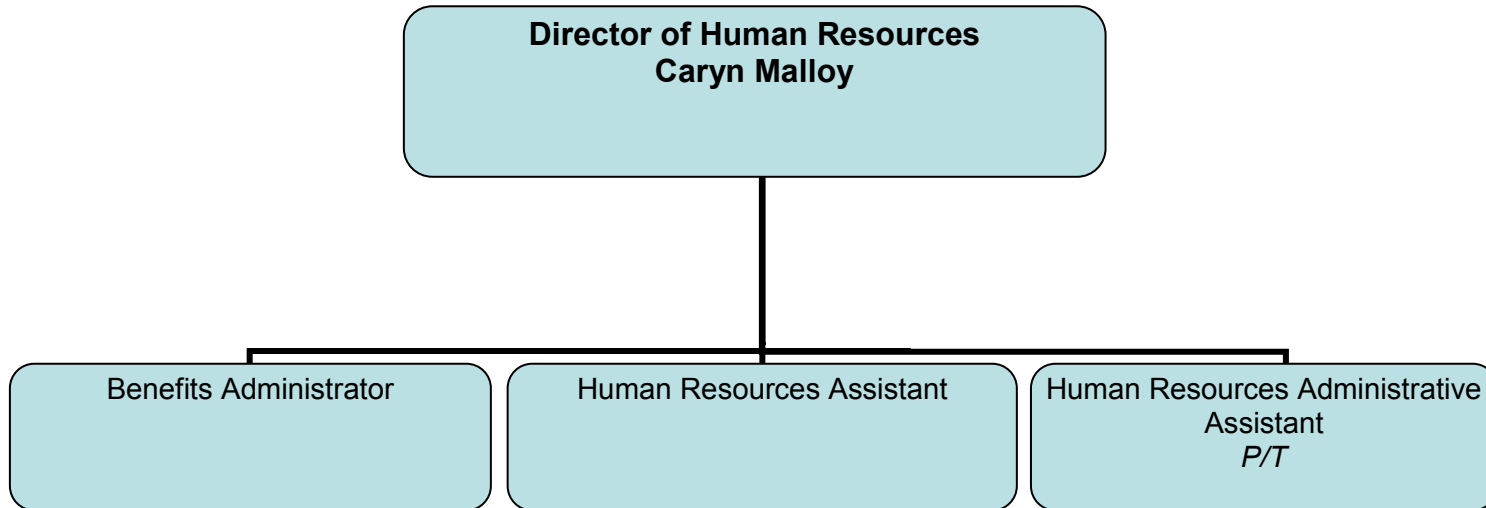


**FY2017 Objectives**

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Successfully facilitate another comprehensive Town and School Salary Survey. In FY14 the Town conducted a salary study of 100 Town and 100 School positions in relation to our comparable communities. The list of comparable communities (Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester) was developed in partnership with Town, School, and Union elected and appointed officials.
- Continue effectively to administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Fully implement a web based online application and hiring system. The software for this program was developed in partnership with the Town's website vendor and without additional cost to the Town.
- Fully integrate Collective Bargaining Agreements for all six Town Unions.
- Continue to partner with and support the Arlington Public Schools Human Resource Department.
- Implement and monitor changes to the myriad local, state, and federal employment laws. Look for ways to better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions.

**Major Accomplishments for 2015**

- In early 2015 the Director, as a part of the Town's collective bargaining team, engaged in intensive successor bargaining with all six labor unions under the purview of the Town Manager. The Town came to agreement with all six collective bargaining units prior to the conclusion of the Annual Town Meeting. The AFSCME Local 680 union rejected its initial agreement with the Town but by the fall of 2015 a new agreement was successfully reached and ratified by its membership.
- In late summer the Department went out to bid for its Flexible Spending and Dental Plans. As a result, the Dental program, fully funded by the employees, enjoyed rate stability while offering enhanced benefits. The Flexible Spending program, funded by the Town, saw a savings almost \$20,000 while offering enhanced online and mobile tools to employees.
- Among the searches the Director facilitated over the course of the year were recruitments for Facilities Director, Deputy Town Manager, and Director of Planning and Community Development. These searches utilized assessment center style evaluations and talented professionals from across town departments and from within the community. The result is the recruitment of three highly talented and well qualified individuals to these positions.
- Throughout 2015 the Department worked closely with other departments in preparing to meet the new employer reporting requirements under the Affordable Care Act.
- The Department also worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.





**Program Description**

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State government agencies. The Comptroller is also responsible for the direct management and supervision of the Town-wide telephone system and telephone operators. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and is also responsible for providing quarterly revenue and expenditure reports to the Board of Selectmen, Town Manager, Town Treasurer, and Chairman of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

**Budget Statement**

The FY2017 Budget will decrease by \$1,856 overall. The Comptroller's office continues to perform all duties timely and in a professional manner. The Comptroller will continue to explore ways to keep the budget level funded through operational efficiencies and technological advances.

**Major Accomplishments for 2015**

- Closed books and had Town audit completed on a timely basis.
- Worked with the Department of Revenue to have Free Cash certified at over \$9 million as well as Retained Earnings of all five Enterprise Funds certified on a timely basis.
- Successful transition from long time Comptroller Ruth Lewis, who had over 25 years of dedicated service to the Town of Arlington.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Comptroller				
Personnel Services	372,506	323,423	325,970	
Expenses	62,915	107,375	102,972	
<b>Total</b>	<b>435,421</b>	<b>430,798</b>	<b>428,942</b>	<b>-</b>

**STAFFING**

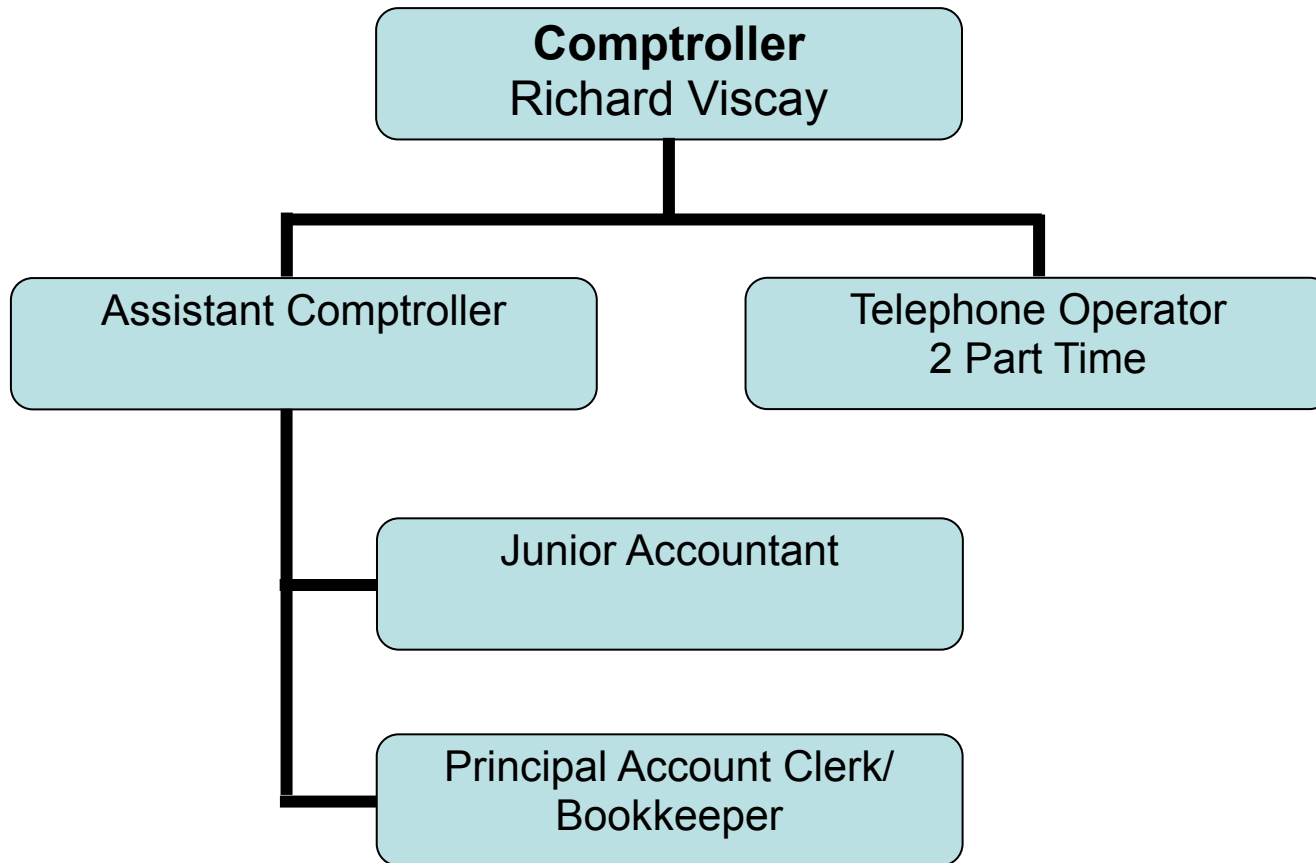
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Comptroller				
Managerial	1	1	1	
Clerical	3.5	3.5	3.3	
Professional/Technical	1	1	1	
<b>Total</b>	<b>5.5</b>	<b>5.5</b>	<b>5.3</b>	

**FY2017 Objectives**

- Upgrade the Town's financial software to the latest version of MUNIS and utilize the financial software to its fullest capacity.
- Enhance the Town's audited financial statements to achieve the Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town will go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure.
- Upgrade the current PBX telephone and voicemail system to VoIP.
- Promote training and continuing education for all staff members.

**Performance / Workload Indicators**

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Accounting</b>				
General Fund - Free Cash Certified	6,871,692	9,074,598	4,528,206	4,528,206
Water/Sewer Enterprise Fund- Retained Earnings certified	3,718,958	8,546,621	5,000,000	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,474	23,056	30,000	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	132,640	63,211	113,000	113,000
Rink- Retained Earnings certified	74,503	77,154	81,000	81,000
Recreation- Retained Earnings certified	132,023	205,874	153,000	153,000
Purchase Orders	5,651	8,644	6,500	6,500
Accounts Payable batches	645	819	780	780







**Program Description**

The Treasurer and Collector of Taxes is responsible for the management, collecting, and custodianship of all funds and receipts belonging to the Town of Arlington. The Office of the Treasurer and Collector of Taxes consists of three divisions headed by the Treasurer and Collector of Taxes. The three divisions are: Treasury, Collector, and Payroll. The Treasurer manages Town postal operations. The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and the issuance of parking permits.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting, and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water and Sewer utility billing, parking violations; and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer serves as Custodian of Funds for all Town monies. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consultations with financial advisors and investment institutions, and participating in government finance officer's seminars, as well as being an active member of the Massachusetts Collectors & Treasurers Association, and the national Government Finance Officers Association. Treasurer/Collector Stephen Gilligan is a Member of the Board of the New England States Government Finance Officers Association. Mr. Gilligan is certified as a Massachusetts Assessor.

The Treasurer/Collector's office is responsible for the proper handling and management of all monies belonging to the Town. Included in those responsibilities are the following:

- Responsible for the billing and collecting of all Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, Parking fines and Permit fees, Water & Sewer accounts, and collecting all Town and School Departments' receipts. Payments are received directly in the Treasurer's Office, through the mail, via on-line electronic checking transactions, and lock-box.

**Program Description (cont.)**

- Receiving and reconciling all deposits from all departments and authorities that charge fees and/or receive monies. Supports and assists all departments in the collection of delinquent accounts.
- Enables and coordinates School, Recreation, Human Services, Fire/Ambulance, Library, and Inspections departments to make deposits directly into our depository bank: daily, overnight, and weekends.
- Responsible for deposits and investment of all Town funds.
- Determine cash management needs to meet vendor and payroll warrants.
- Provide quality customer service to all Town residents, employees, and vendors in the performance of the above-described duties.
- Supervise and direct all short and long-term borrowings. Strategic goal is to maintain the highest possible Bond Rating, based on the Town's financial reserve and budgetary situation.
- Manage Treasurer's relationships with finance professionals and institutions that provide custodial, investment, and banking services.
- Directing and managing the John J. Bilafer Arlington Citizens Scholarship Foundation/Scholarship America Program.

**Budget Statement**

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect and manage over \$131,459,562 in FY16 revenues, and revenue increases in FY17. Interest income on General Fund monies and Town Stabilization Funds are expected to experience a modest increase in the rate of return as compared to the previous 3 fiscal years.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Treasurer				
Personnel Services	536,263	526,155	514,838	
Expenses	139,095	149,873	154,011	
<b>Total</b>	<b>675,358</b>	<b>676,028</b>	<b>668,849</b>	<b>-</b>



**Major Accomplishments for 2015**

- Converting the Town’s depository banking institution to Century Bank, attaining improved performance, additional services, higher interest yield, and competitive fee structures.
- Retaining the services of an I.T. Consultant to determine requirements & specifications for issuing a Collection System and Cash Management System RFP.
- Implementing and installing an improved office security system.
- Continued to achieve one of the best commitment-to-collection ratios of real estate and personal property taxes of any community in Massachusetts, by developing internal collection procedures with a focus on end-of-fiscal-year results. Real Estate Tax collections = 100%.
- Attaining a top rating of Triple-A (“AAA”) from Standard & Poor’s rating agency for the 12<sup>th</sup> consecutive borrowing. Arlington is a member of a group of 21 communities in Massachusetts attaining this highest rating.
- Town Audit found Treasurer’s operation in full compliance.
- Continuing to manage Town of Arlington’s relationship with Investment Advisor. Trust Funds 5-Year average is 8.13%.
- Managing the successful borrowing of \$4,362,000, attaining a Bond true-interest-cost rate of 1.85% with a “AAA” Credit Rating for our bonds - the highest possible ratings from Standard & Poor’s.
- Managing the successful borrowing of \$9,232,000 Bond Anticipation Note (BAN) attaining a Bond true-interest-cost rate of 0.397% with a “SP1+” Credit Rating for our BANs - the highest possible BAN ratings from Standard & Poor’s.
- Managing an Advanced Refunding of Town prior debt, saving \$313,116 to the Town.
- Directing and administering the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education institutions. Awarded 94 scholarships, awarding a total amount of \$146,000 in 2015.
- Partnering with I.T. to implement major billing changes to Real Estate Tax accounts to incorporate the Community Preservation Act surtax.
- Managing the on-time issuance of all billing and collections for Real Estate Tax, Motor Vehicle Excise Tax, Water & Sewer, and Parking, accurately and on time to avoid short-term borrowing.
- Reorganizing Treasurer’s Office operations to eliminate 0.5 FTE staff position, resulting in a \$45,000 savings in FY2016, and future budgets.

**FY2017 Objectives**

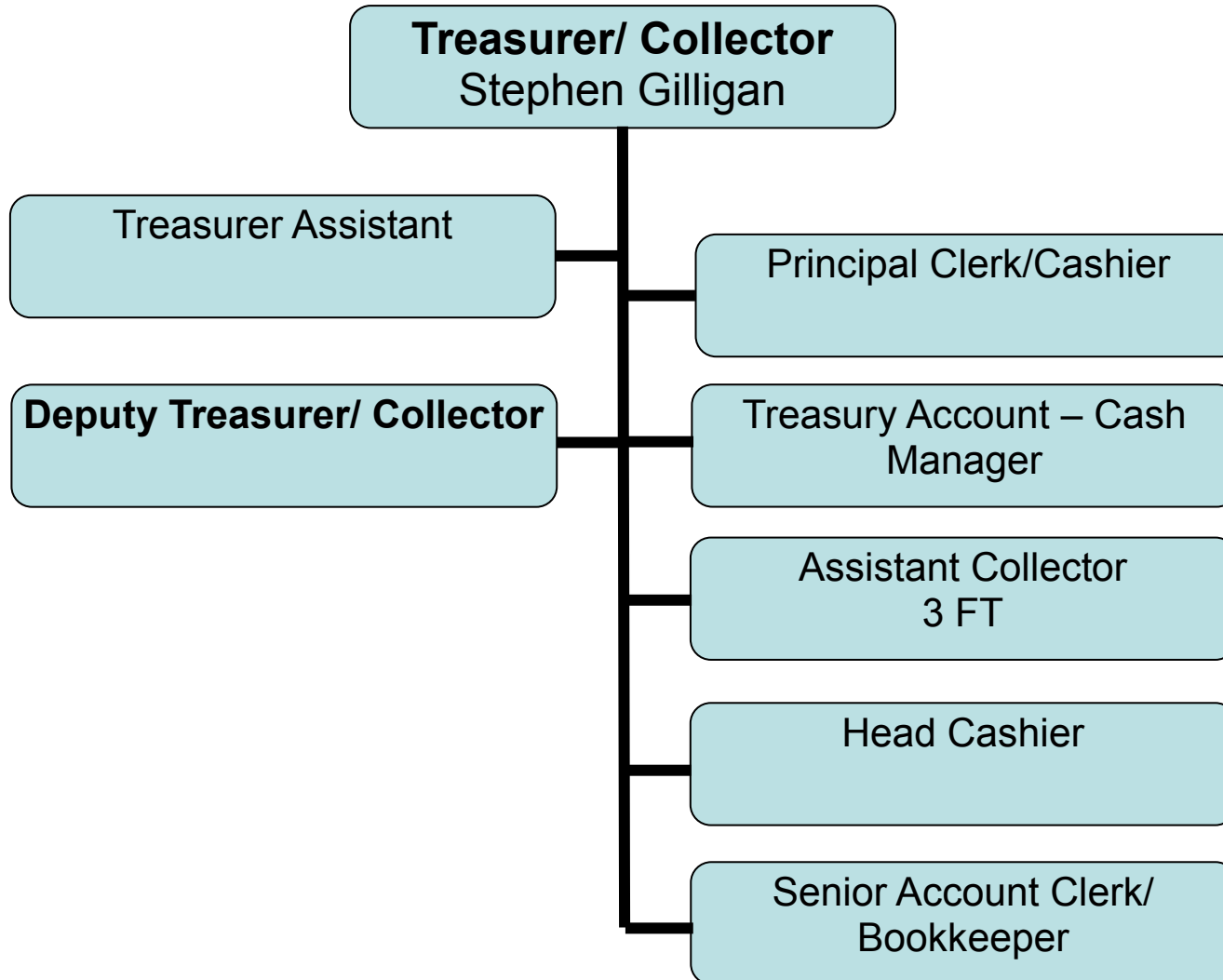
- Selecting and implementing a new Tax Billing and Collection System for Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, and Water and Sewer utility billing.
- Selecting and implementing a new Accounts Receivable Package.
- Selecting and implementing a Cash Management System.
- Selecting and implementing a Parking Violation Collection system, and Parking Permit Issuance system to integrate with the Town’s current parking violation issuance system.

**STAFFING**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Treasurer				
Managerial	1	1	1	
Clerical	7	7	7	
Professional/Technical	2	2	2	
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	

**Performance / Workload Indicators**

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Treasurer</b>				
Real Estate Bills Processed	60,800	61,128	61,749	62,075
Motor Excise Bills Processed	35,038	35,912	35,335	35,358
Water Sewer Bills Processed	25,017	50,068	50,060	50,060
Delinquent Notices - Combined	16,633	20,062	18,815	18,057
<b>Total Bills Issued:</b>	<b>137,488</b>	<b>167,170</b>	<b>165,959</b>	<b>165,550</b>
Liens from Water Sewer delinquency (less than 1.5% of total commitment)	\$217,900	\$223,348	\$158,339	\$194,839
Lien Certificates processed	\$ 986	\$ 1,244	\$ 1,270	\$ 1,444
Lien Certificate revenue	\$ 49,373	\$ 62,200	\$ 63,540	\$ 72,216
Deputy Tax Collection revenue	\$ 89,031	\$ 56,936	\$107,591	\$111,121
<b>Total Various Liens / Collections:</b>	<b>\$356,304</b>	<b>\$342,484</b>	<b>\$329,470</b>	<b>\$378,176</b>
*Water & Sewer Quarterly Billing Effective July 2014				





**Program Description**

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates.

The following details the responsibilities of postal operations:

- Manage operations of Town and School outgoing mail on a daily basis.
- Scheduling, distributing, processing and mailing all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Scheduling and processing bulk mailing.
- Operating and maintaining major mailing equipment: processing machines, folding machine, and regular postal machine.
- Interpreting and complying with postal regulations.
- Liaison to Arlington Post Office including filing of required paperwork.

**Budget Statement**

The financial difficulties that the U.S. Postal Service is experiencing is expected to create a significant impact in the cost to the Town, as well as how the Town's postal division processes all outgoing mail. The Treasurer continues to monitor the latest changes from the U.S. Postal Service to determine the impact on the 2016 - 2017 postage budget.

**FY2017 Objectives**

- Analyze and evaluate efficiencies/cost-savings of eliminating the mailing of certain payroll and personnel documents and delivering them in an electronic format.
- Analyze postal mailings of Town & School Departments for mailing-cost efficiencies.

**Major Accomplishments for 2015**

- Continued to provide exceptional mailing service to all departments.
- Comply with new USPS First Class Mailing regulations and requirements.
- Processed and mailed 293,457 pieces of Town and School mail.
- Mail processed at the lowest possible postage rate.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Postage</b>				
Personnel Services	29,321	32,391	32,648	
Expenses	155,578	142,870	143,100	
<b>Total</b>	184,899	175,261	175,748	-

**STAFFING**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Postage</b>				
Managerial				
Clerical	0.63	0.63	0.63	
Professional/Technical				
<b>Total</b>	0.63	0.63	0.63	

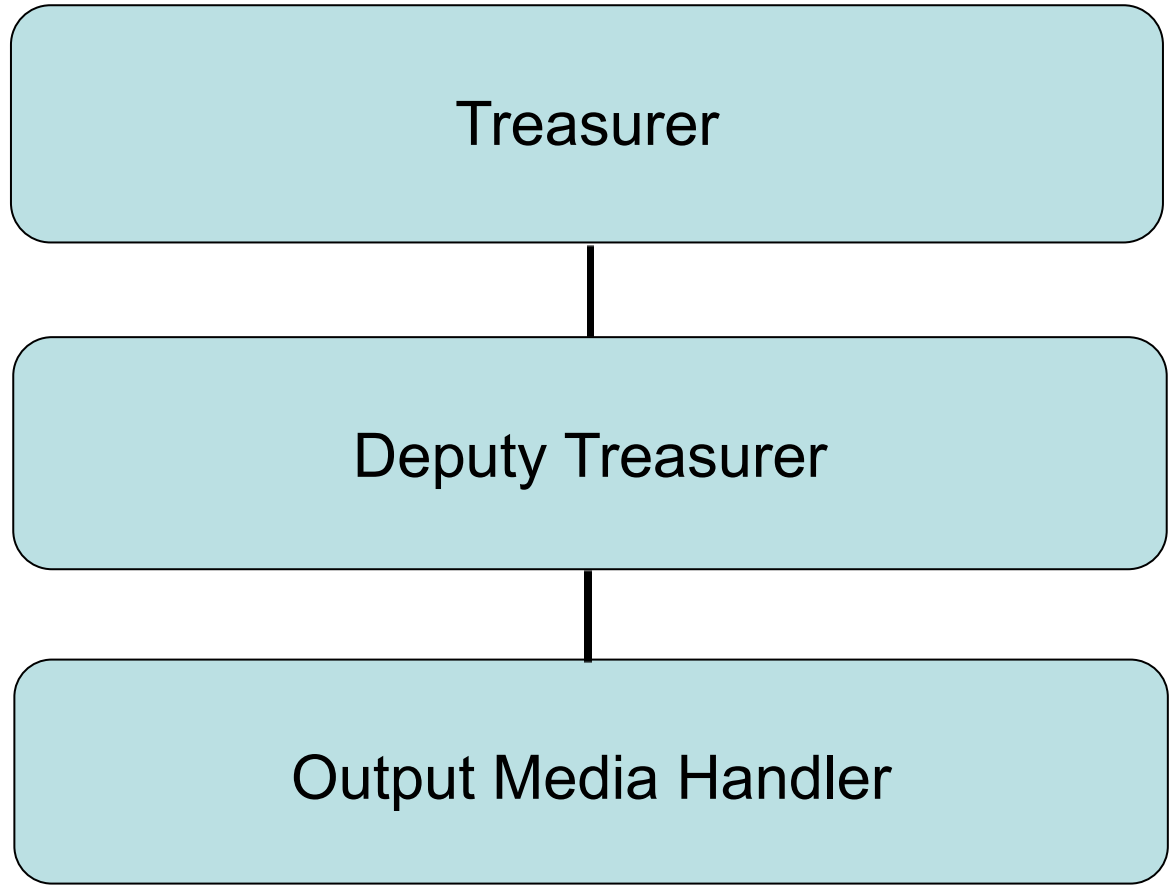
**Performance / Workload Indicators**

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Postage</b>				
Bills mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	137,488	167,170	146,801	147,579
Other Town Mailings	110,700	74,569	109,759	103,741
Other School Mailings	69,167	51,718	59,485	58,523
<b>Total:</b>	<b>317,355</b>	<b>293,457</b>	<b>316,045</b>	<b>309,843</b>



**Major Accomplishments for 2015 (cont.)**

- Discontinuing the mailing of direct-deposit paystubs and paychecks to all active employees, resulting in the minimum savings of \$8,000 annually.
- Reducing the number of mailings per tax commitment through increased collection efforts on delinquent accounts.





**Program Description**

The Assessor’s Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of “ad valorem” taxation. This process involves discovering, listing, and valuing over 14,300 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 400+ commercial and industrial properties and over 400 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of “new growth”; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing all real estate and personal property abatement applications within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board: assisting realtors, appraisers and taxpayers seeking information on Arlington’s 15,000+ Real and Personal property accounts; and supplying the Board of Selectmen with all the information required in the setting of the tax rate at the annual classification hearing. This office provides quality service to all customers in the performance of the above described duties.

**Budget Statement**

The Board of Assessor’s budget for FY2017 will be a level service budget.

**FY2017 Objectives**

- Maintain fair, equitable, and consistent assessing practices for all.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to provide information to taxpayers concerning the property tax and assessing practices.
- Continue to improve all functions of the Assessor’s Office to serve the taxpayers more efficiently.

**PROGRAM COSTS**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Assessors</b>				
Personnel Services	213,845	255,085	266,246	
Expenses	22,666	26,700	33,148	
<b>Total</b>	<b>236,511</b>	<b>281,785</b>	<b>299,394</b>	<b>-</b>

**STAFFING**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Assessors</b>				
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical				
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	



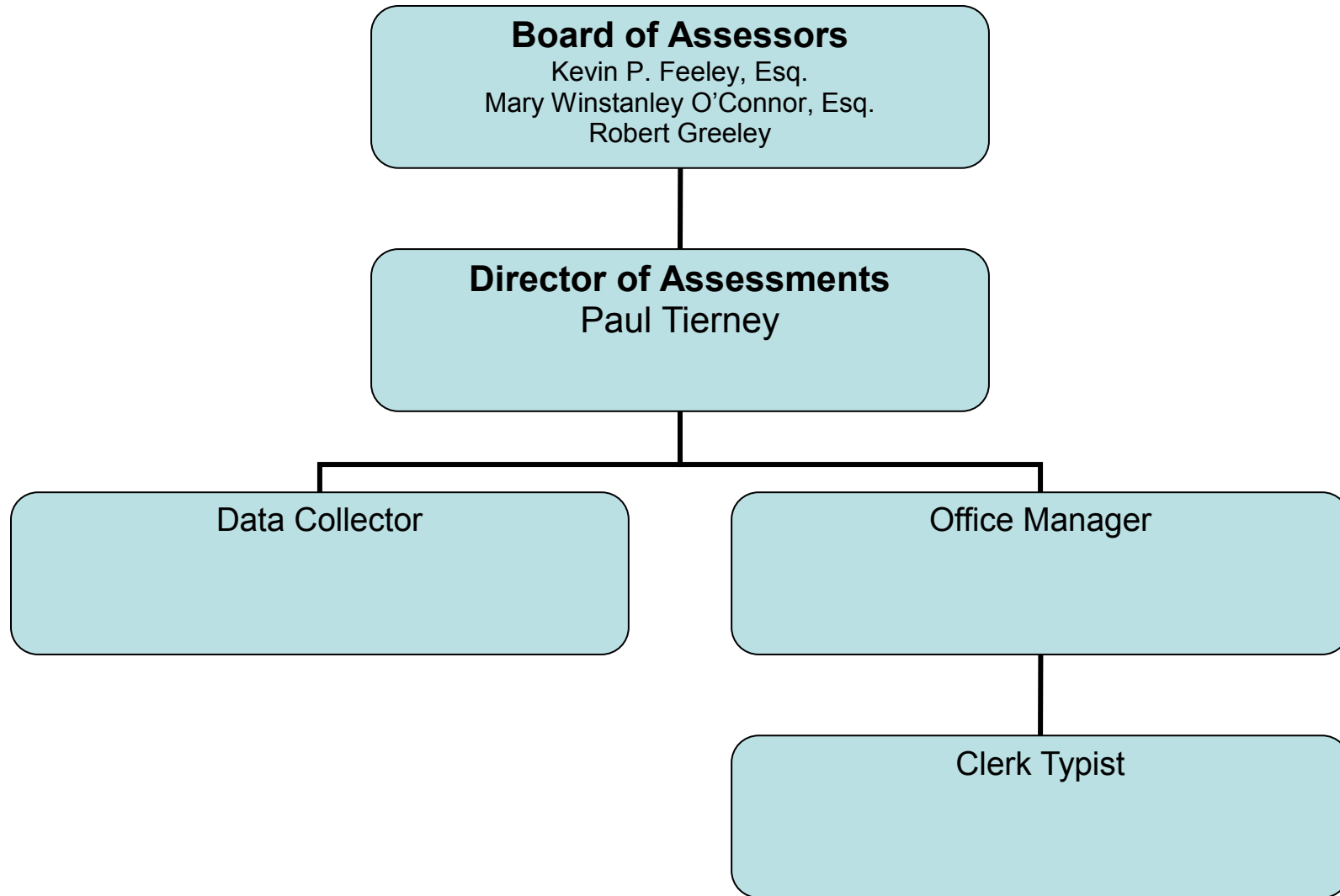


**Major Accomplishments for 2015**

- Timely committed all bills for real estate, personal property, and auto excise taxes to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Restructured and successfully implemented, through Town Meeting, a more efficient and cost effective personal property tax system for billing.
- Timely processed all exemptions and abatements.

**Performance / Workload Indicators**

<b>Assessor</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY2017 Estimated</b>
Real Estate Bills processed	15,220	15,193	15,341	15,500
Motor Vehicle bills processed	43,000	44,000	44,000	35,400
Personal Property bills processed	426	363	414	420
Real Estate and Personal Property Abatements	114	75	140	100
Motor Vehicle Excise abatements	1,820	1,835	1,820	1,810
Citizen Inquiries	8,500	8,500	8,700	8,700





**Program Description**

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The first two functions are under the management of the Town Manager and are supported in this budget item. The third function is under the School Superintendent and is supported in the school budget. The Information Technology Department is responsible for assessing, purchasing, supporting, implementing, and maintaining over two thousand desktop computers, four thousand tablets, five hundred laptop's, over three hundred printers, twenty servers, three hundred projectors, Town wired network infrastructure and School wired and wireless network infrastructure (including five hundred and twenty five wireless access points and one hundred network routing and switching devices), electronic communication systems, Geographic Information System, the Munis financial software system, PowerSchool (student information system), electronic security systems, online student registration system, integrated collection system, automated meter reading system, teacher evaluation system, attendance system, Patriot Assessors system, and numerous Town and School Web sites.

**FY2017 Objectives**

- Begin execution of Phase 3 of the newly created IT Strategic Plan (establish IT Liaison Program and select and implement new HelpDesk Tool).
- Complete installation of IT Services in the newly renovated Community Safety Building.
- Begin assessment process for replacing/upgrading school website.

**Budget Statement**

Overall the budget has increased by approximately \$25,266. The reasons for the increase are as follows: Increase of \$32,658 based on salary changes due to longevity and Step. A \$22,292 Water and Sewer Offset in the Salary and Wages section of the budget. There is also a yearly increase in Munis Software Support of \$9,900 and an increase in the Training line item of \$5,000.

**STAFFING**

<b>Information Technology</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	5.3	5.3	5.3	
<b>Total</b>	<b>7.3</b>	<b>7.3</b>	<b>7.3</b>	

**FY2017 Objectives (cont.)**

- Choose VOIP (Voice Over Internet Protocol) vendor and begin implementation of a new phone system.
- Building redundant wireless network controllers to support Town and School Wireless Networks.
- Install and test NAT (Network Access Control device) for use in registration of non-school owned portable devices.
- Develop and implement room reservation tool.
- Evaluate and implement school emergency communication system.
- Upgrade 200 teacher laptops across the School District.
- Add and replace 400 ipads in the Elementary Schools across the District.
- Form Munis workgroup made up of subject matter experts from Town and School Departments.
- Relocate School IT offices and consolidate Town and School Groups into newly renovated Office and IT Lab Space.
- Create new layout for school website and also add new dynamic menu system and quick links for easier navigation.
- Implement BYOD programs at AHS and Ottoson Middle School.



**Major Accomplishments for 2015**

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Security systems and Energy Management systems.
- Instituted both 1 to 1 iPad environment and BYOD (Bring Your Own Device) across all Sixth Grade Clusters at the Ottoson Middle School.
- Completed the installation and transfer of telephone and network systems in the newly renovated Fire Department Headquarters.
- Participated in the planning sessions for the renovation of the Stratton School and created infrastructure design elements to be relocated to the Modular Classrooms.
- Expanded Apple iPad pilot by 500 iPads and 30 Carts in order to continue to bring equity across six of our seven Elementary Schools (Bishop, Brackett, Dallin, Hardy, Pierce and Stratton). The Thompson Elementary School already has a 1 to 1 iPad environment.
- Began the collection of requirements for aiding in the creation of an RFP to replace the Collections System (ICS). Hired a consultant to assist with interviews and documenting business processes.
- Completed Phase 2 of VOIP Project. Creation of RFP is completed.
- The creation of the Town Day Application, Pet Registration Tool and the Human Resource Online Job Applications tool continue our commitment to the use of GIS tools and the Town Web Site environments to aid departments and better service our citizens.
- Continued to add School Buildings to Energy Management System Network as part of Phase 1 of School/Town Energy Management Project.
- Added new IT Services and network Infrastructure to Community Safety Renovation Project.
- Completed Phase 2 of Wireless Network Project by increasing wireless network density in all Elementary Schools by adding access points to all classrooms that had not been upgraded in Phase 1. All Schools should now have wireless access points in all classrooms.
- Continued upgrading desktop software to Windows 7 & 10 along with upgrading to Office 2010 across the Town and Schools.
- Integration of CPA Sur-Charge into the Real Estate Module of ICS (Integrated Collection System).
- Upgraded shared Town and School Wireless Network Controller.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Information Technology				
Personnel Services	494,374	506,418	516,784	
Expenses	204,503	206,353	221,253	
<b>Total</b>	<b>698,877</b>	<b>712,771</b>	<b>738,037</b>	<b>-</b>

**Performance / Workload Indicators**

Information Technology	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Computer Upgrades	70	73	70	50
Printer Upgrades	15	14	15	12
Server Upgrades	3	3	2	9

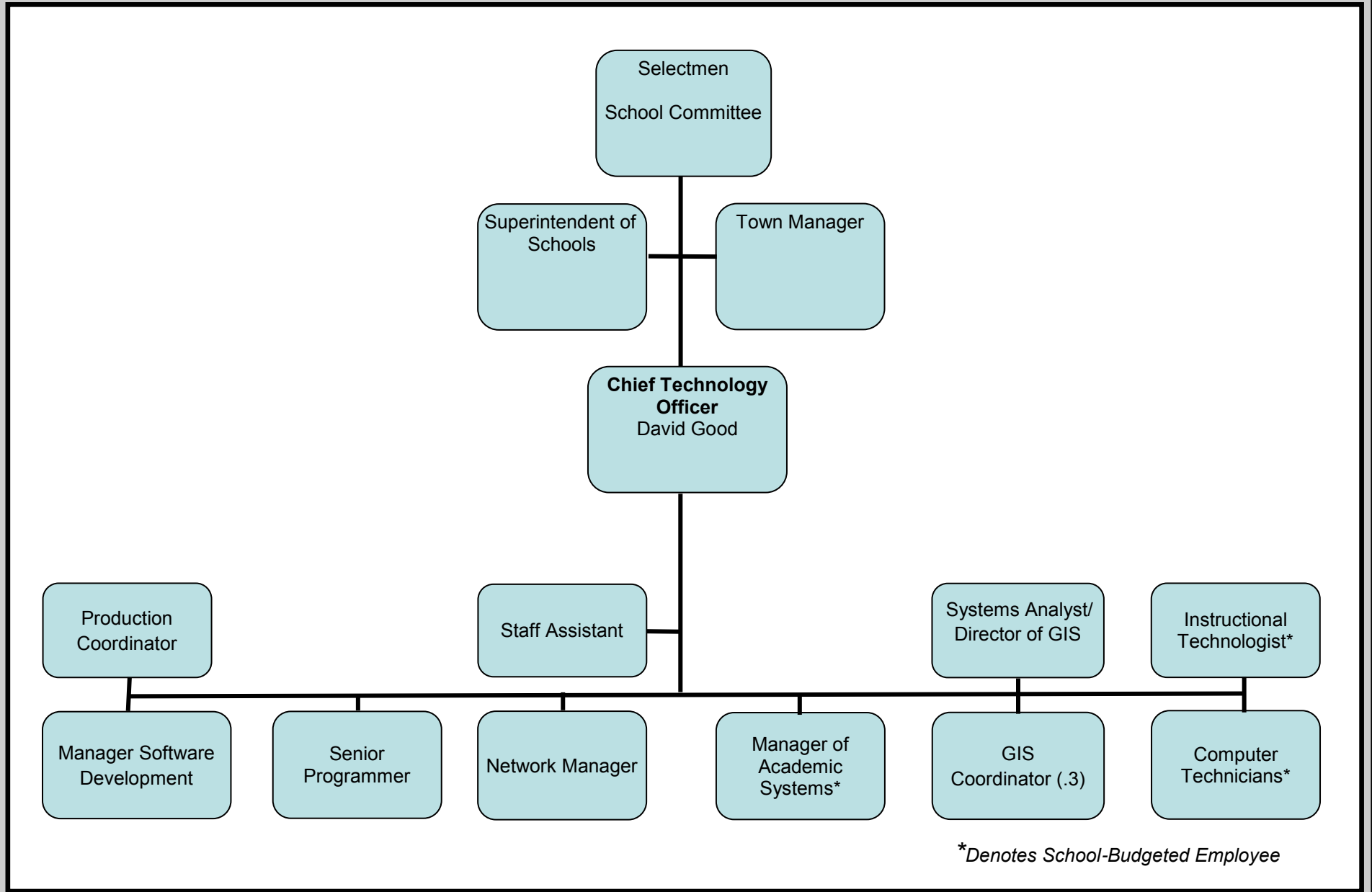
**Major Accomplishments for 2015 (cont.)**

- Replaced Town and School Spam, Malware, and Virus Protection System.
- Upgraded all (4500) APS iPads to iOS 8.
- Added Google Classroom to both APS Google domains.
- Piloted new Network Access Control (NAC) device to support BYOD (Bring Your Own Device) at AHS and Ottoson Middle School.
- Replaced Town Network Fire Wall/Content Filter and configured to manage additional Internet Bandwidth.
- Configured and enrolled over 500 new iPads and 250 ChromeBooks into the Mobil Device Management System.
- Enabled Electronic Lock Box, Direct Deposit, Electronic File Transfer, and Check Reconciliation services with new Town Bank (Century Bank) with Treasurer's Integrated Collection System and Munis.
- Selected and installed new consolidated HelpDesk for Town and School.
- Wrote replacement applications and upgraded web services for Inspectional Services.
- Built new network infrastructure for AHS shared Computer Lab Space.



**Major Accomplishments for 2015 (cont.)**

- Began software development work on water meter replacement project.
- Upgraded Cad and Digital Media Lab with new iMacs.
- Installed and configured new Credit Union Account System (FedCorp) and moved Credit union network services to a new provider.
- Consolidated Town and School server rooms into a new Data Center.
- Upgraded Virtual Server environment to increase the ability to virtualize additional servers and to add storage capacity.
- Added new Facilities HelpDesk Tool and Student Registration area's on the School Web Site.



*\*Denotes School-Budgeted Employee*



**Program Description**

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Board of Selectmen, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's increasingly complex municipal legal issues.

**Budget Statement**

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. Historically, during state and national fiscal downturns, claims against municipalities tend to increase. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

**Major Accomplishments for 2015**

- Appeared regularly in the courts of the Commonwealth for hearings on motions, including many significant dispositive motions and successful hearings and trials, resolving a number of long-standing matters involving the Town.
- Continued to administer a large series of easement acquisitions in connection with Town projects.
- Developed and updated a Town properties index for departmental use.
- Investigated and defended twenty-three M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated and defended fifty M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Handled multiple other contract and non-Chapter 84/258 claims and disputes involving the Town.
- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. The ongoing loss prevention and injury awareness programs continued to be an effective tool in limiting the total number of work related injuries.

**PROGRAM COSTS**

Legal	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	306,098	327,582	345,245	
Expenses	112,659	135,002	135,002	
<b>Total</b>	<b>418,757</b>	<b>462,584</b>	<b>480,247</b>	





**Major Accomplishments for 2015 (cont.)**

- Pursuant to M.G.L. Chapter 41 § §100 & 111F, subrogation claims were filed against non-employee individuals deemed to be responsible for injuries to our uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, home rule legislation, ballot question materials and other documents for Annual Town Meeting. Appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract negotiations, review, and revisions and research and recording of real property instruments.

**FY2017 Objectives**

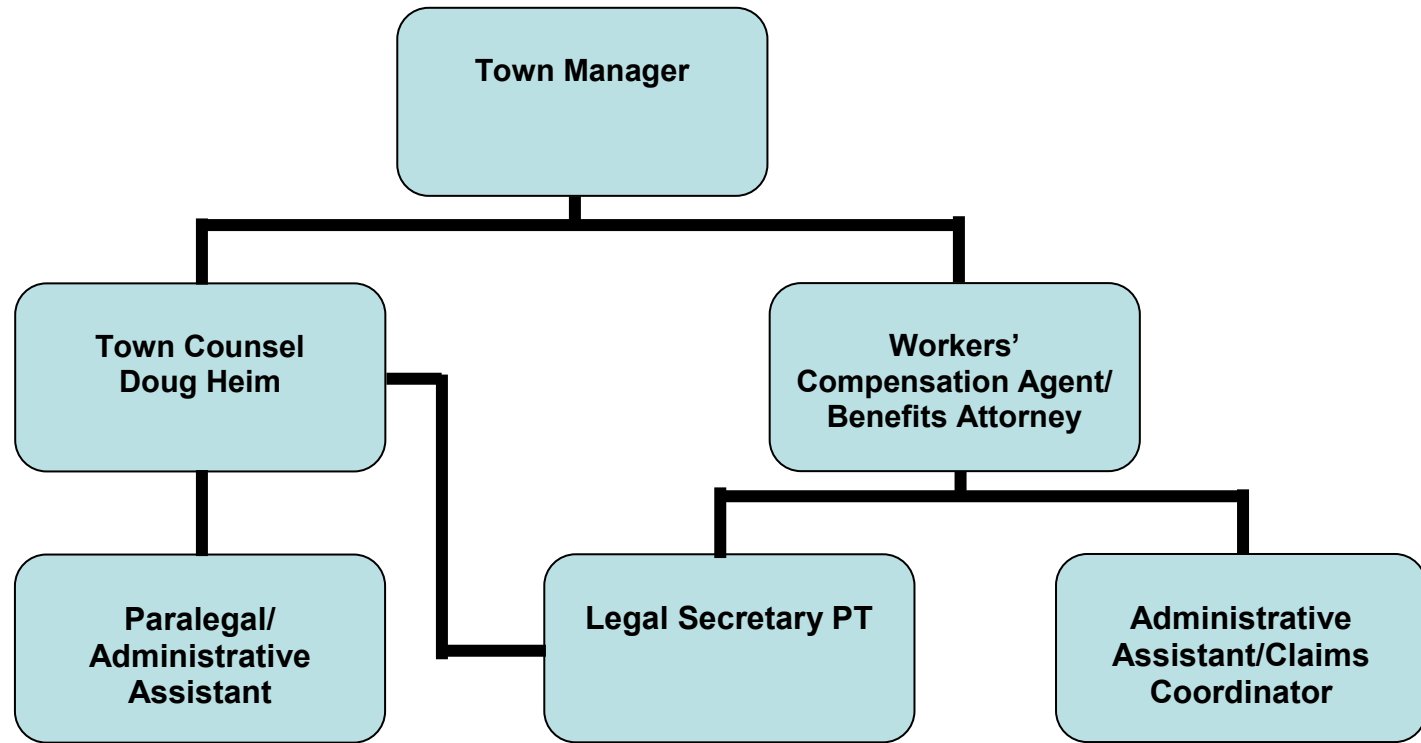
- Complete the codification of policies and practices of the Board of Selectmen into a Selectmen's Handbook and a Policies and Application Manual.
- Revise and update the Department's webpage to provide resources for Town personnel and volunteers, as well as assist in the identification and management of claims against the Town.
- Continue to work with other Town departments in an effort to recover various amounts owed to the Town, as well as develop legal options for enhancing use of Town resources.
- Work with the Town's management team to develop requested legal and policy positions in a variety of substantive areas.
- Reduce costs associated with the accidents and asset losses to the greatest extent practicable by preventing losses and managing exposure to loss.

**Performance / Workload Indicators**

<i>Legal/Worker's Compensation</i>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY2017 Estimated</b>
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	28	50	23	23
Claims closed	20	13	20	20
New claims	12	8	15	15
<i>MGL Chapter 258 Claims - Massachusetts Tort Claims Act</i>				
Total	42	50	45	45
Claims Closed	26	14	14	14
New claims	12	21	21	21
Fire - Injured on Duty Claims	31	27	25	25
Police - Injured on Duty Claims	16	5	9	9

**STAFFING**

<b>Legal</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Managerial	2	2	2	
Clerical	1.5	1.5	1.5	
Professional/Technical	1	1	1	
<b>Total</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	





**Program Description**

The Town Clerk's Office ensures accurate compliance with constantly changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.

**Budget Statement**

The Town Clerk's Office and the Board of Registrar's have requested a level funded budget for Fiscal Year 2017, requesting the same amount as in the previous year. The Town Clerk's Office always strive to keep the budget the same and are proud to be able to do so this year. The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

**PROGRAM COSTS**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Town Clerk</b>				
Personnel Services	232,175	239,055	243,956	
Expenses	14,152	28,860	28,860	
<b>Total</b>	<b>246,327</b>	<b>267,915</b>	<b>272,816</b>	<b>-</b>

**STAFFING**

	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
<b>Town Clerk</b>				
Managerial	1	1	1	
Clerical	2.23	2.23	2.23	
Professional/Technical	1	1	1	
<b>Total</b>	<b>4.23</b>	<b>4.23</b>	<b>4.23</b>	

**FY2017 Objectives**

- Implement early voting for the Presidential election in November.
- Collaborate with the Animal Control Officer, Treasurer, and Director of GIS to initiate the use of credit cards in the office and to pay dog fees online.
- Preserve vital records via scanning, etc.
- Send the dog application electronically.



**Major Accomplishments for 2015**

- Created an electronic database for licensing of dogs.
- Conducted the Annual Town Election.
- Submitted and updated all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Compiled bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Continued to post office documents on the Town's website.
- Emailed ballots to voters living overseas.
- Mailed out and processed thousands of census forms.

**Performance / Workload Indicators**

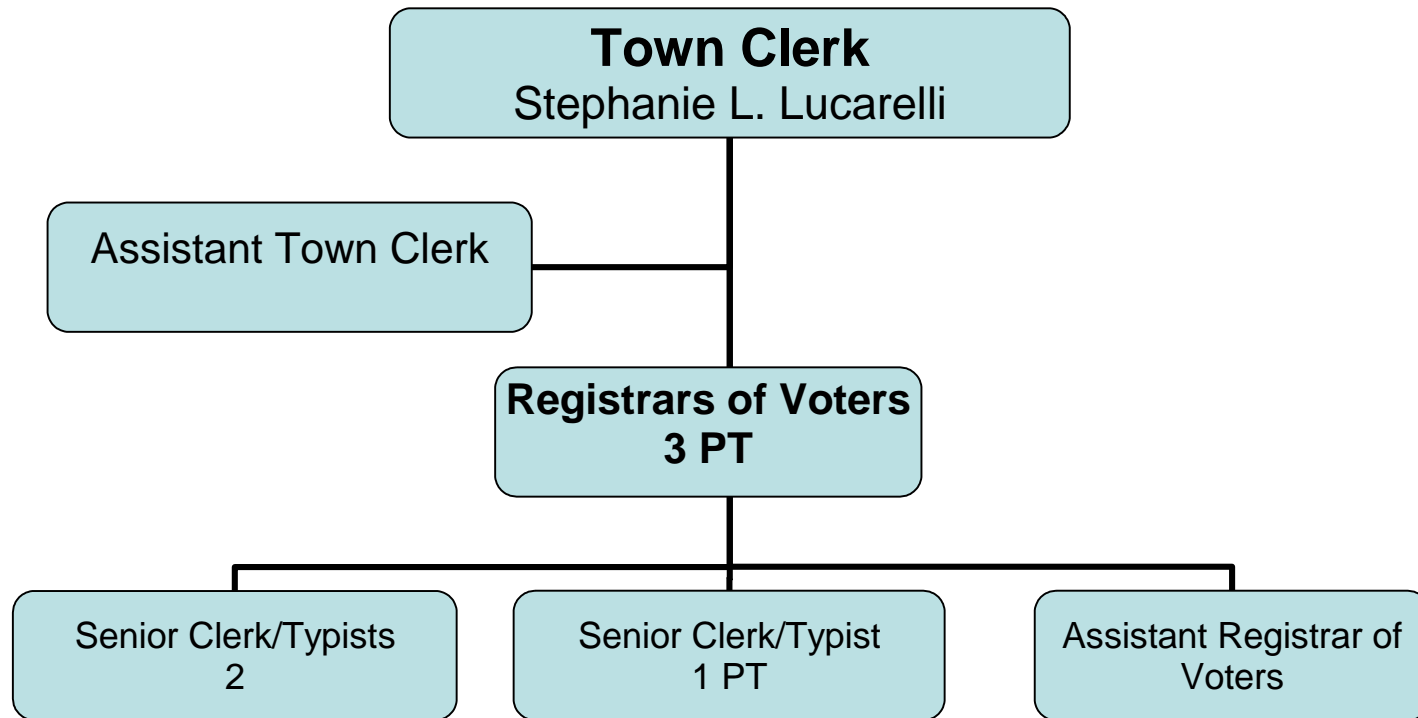
	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Estimated
Marriage Licenses	196	196	198	200
Death Certificates	350	353	384	390
Birth Certificates	600	606	577	550
Dog Licenses	2,032	2,200	2,258	2,300
Town Meeting Sessions	4	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,541	30,846	30,225	31,000
Fees Generated	\$84,043	\$105,428	\$106,000	\$107,000

**PROGRAM COSTS**

<b>Board of Registrars</b>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	46,814	48,078	52,307	
Expenses	11,211	13,550	13,550	
<b>Total</b>	58,025	61,628	65,857	-

**STAFFING**

<b>Board of Registrars</b>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
<b>Total</b>	1	1	1	





**Program Description**

The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and issues parking permits. Those responsibilities include:

- The collection of payments for parking violations issued by the Police Department.
- The collection, processing, and reconciliation of all monies received from parking meters.
- Billing of delinquent parking tickets.
- Resolving appeals through an established hearing process.
- The marking and clearing of delinquent parking tickets with the Registry of Motor Vehicles.
- Managing the operation of parking machines/kiosks in Town, with maintenance support from DPW/Maintenance.
- Managing, administering, and processing of parking permits and the special permits program.

**Budget Statement**

The focus of FY2017 will be implementing new parking strategies within the Town, including the municipal parking lots and new single-space meters along Massachusetts Ave.

**Major Accomplishments for 2015**

- Completing installation of five (5) new parking meter kiosks, accepting debit/credit cards and coin in the Town's municipal parking lots.
- Continuing to work with Police Department to implement towing and other programs where appropriate, and to collect delinquent violation payments.
- Continuing to work with the DPW Maintenance Department to maintain the Town's five parking meter-kiosks.
- Issuing and managing 2,719 municipal parking permits.
- Managing the collection and disposition of 12,196 Parking Violations issued, plus subsequent Parking Notices.
- Managing the collection of parking revenues of \$583,529.

**PROGRAM COSTS**

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Parking</b>				
Personnel Services	86,231	87,871	88,953	
Expenses	25,797	28,935	41,080	
<b>Total</b>	<b>112,028</b>	<b>116,806</b>	<b>130,033</b>	<b>-</b>

**STAFFING**

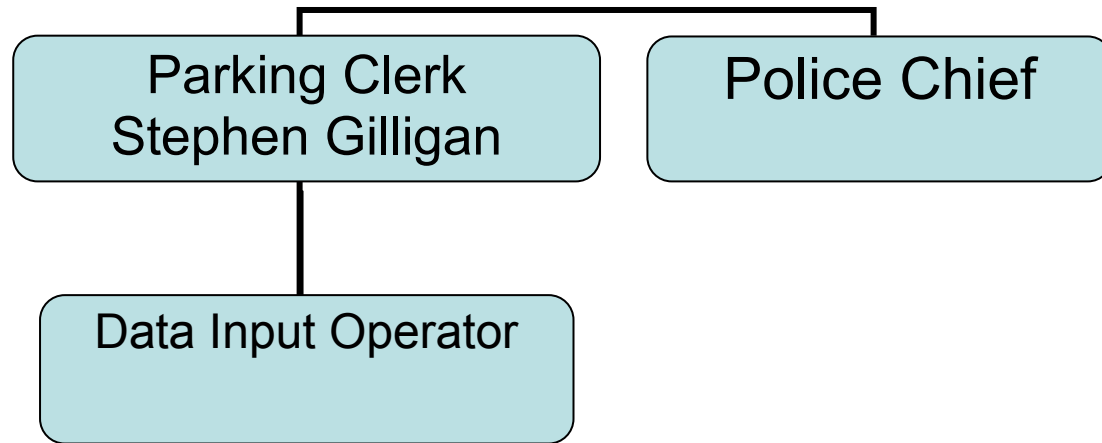
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
<b>Parking</b>				
Managerial				
Clerical	1	1	1	
Professional/Technical				
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	

**FY2017 Objectives**

- Coordinating with the Town Manager in implementing new single-space parking meters in three commercial areas along Mass Ave.
- Implementing newly expanded parking revenue operations procedures.
- Developing new parking meter(s) debit/credit-card transaction(s) reconciliation procedures.
- Continuing annual review of fee structure and duration of parking permits with selectmen Parking Sub-committee.

**Performance / Workload Indicators**

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<b>Parking</b>				
Number of tickets issued	15,383	12,196	13,656	13,878
Revenue	\$417,756	\$366,273	\$356,014	\$376,208
Meters Collected	\$ 66,924	\$ 61,108	\$ 71,256	\$ 72,035
Parking Permits	\$136,477	\$152,451	\$138,999	\$137,174
<b>Total Viol. / Meter / Permit Revenue</b>	<b>\$621,157</b>	<b>\$579,832</b>	<b>\$566,269</b>	<b>\$585,417</b>







**Program Description**

The Department of Planning & Community Development prepares long and short-term plans and studies related to the Town's land use and physical environment. The Department works with the public and the private sector to ascertain and realize community goals for land use and development in housing, transportation, economic development, public facilities, and open space.

The Department also administers the Community Development Block Grant (CDBG) and other grant programs, oversees the day-to-day operations of six Town-owned buildings with over twenty tenants, and supports the efforts of Town boards, committees, and commissions.

The Department staffs the Arlington Redevelopment Board, which also acts as the Town's Planning Board and Board of Survey.

**FY2017 Objectives**

- Oversee implementation of Near-Term steps of the Master Plan.
- Begin recodification of the Zoning Bylaw, including facilitating robust public participation.
- Administer implementation of the Community Preservation Act.
- Continue implementation of the Arlington Center Parking Management recommendations.
- Gather public, business owner, and property owner input on future Broadway Plaza use, design improvements, and sidewalk treatments in Arlington Center.
- Begin implementation of recommendations of the Housing Production Plan.
- Work with Public Works to implement Complete Street policy.

**Budget Statement**

The demand on staff will increase in FY2017 as implementation of the Master Plan, the Community Preservation Act, and the Arlington Center Parking Management Plan continue. The FY2017 budget reflects level staffing.

**PROGRAM COSTS**

<b>Rental Properties &amp; Redevelopment Board</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Personnel Services	27,531	28,385	33,418	
Expenses	2,984	10,800	10,800	
Gibbs	182,803	200,510	185,210	
Parmenter	13,389	15,000	15,000	
Crosby	-	-		
Dallin Library	5,000	5,000	5,000	
<b>Total</b>	<b>231,706</b>	<b>259,695</b>	<b>249,428</b>	<b>-</b>

**PROGRAM COSTS**

<b>Planning &amp; Community Development</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Personnel Services	384,734	400,577	386,454	
Expenses	15,539	25,215	24,185	
<b>Total</b>	<b>400,273</b>	<b>425,792</b>	<b>410,639</b>	<b>-</b>

**STAFFING**

<b>Planning &amp; Community Development</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	4	4	4	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	



**Major Accomplishments for 2015**

- Began Master Plan implementation, including:
  - Established Master Plan Implementation Committee
  - Crafted zoning bylaw amendments to encourage mixed use development, added new definitions for modern and creative industries, and completed address changes in the residential neighborhoods.
  - Created a Housing Production Plan with assistance from the Housing Plan Advisory Committee formed in 2016.
  - Complete Streets policy under development and expected to be adopted by Selectmen in 2016.
- Continued implementation of the Parking Management Plan for Arlington Center, resulting in multi-space meter replacement in public lots, and procurement of single space meters, as well as creating a monitoring program to assess program success.
- Convened a third economic development meeting for entrepreneurs and business property owners on shared workspaces.
- Two loans were made under the Storefront Enhancement program.
- Six restaurants obtained sidewalk dining permits with assistance from the Department.
- Arlington Center Safe Travel project is expected to begin in spring 2016.
- East Arlington Mass Ave. Rebuild construction was substantially completed.
- Renovation of the historic Kimball-Farmer House, 1173 Mass. Ave., was accomplished with assistance from the Department and CDBG funds. It will soon be occupied by three low or moderate income renter households.
- One affordable condominium was resold this year through a lottery.
- The CDBG program funded ADA Compliance activities including park upgrades and sidewalk ramps. Thirteen (13) public service programs, including two new programs to improve food security for low and moderate income households were funded. One new affordable housing project was funded, as well as the Home Improvement Loan Program for low income homeowners.

**STAFFING**

<b>Rental Properties &amp; Redevelopment Board</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Request</b>	<b>FY2017 Fin Com</b>
Managerial				
Clerical				
Custodial/Bldg.Maint.	0.5	0.5	0.5	
<b>Total</b>	0.5	0.5	0.5	

# Fiscal Year 2017 Budget

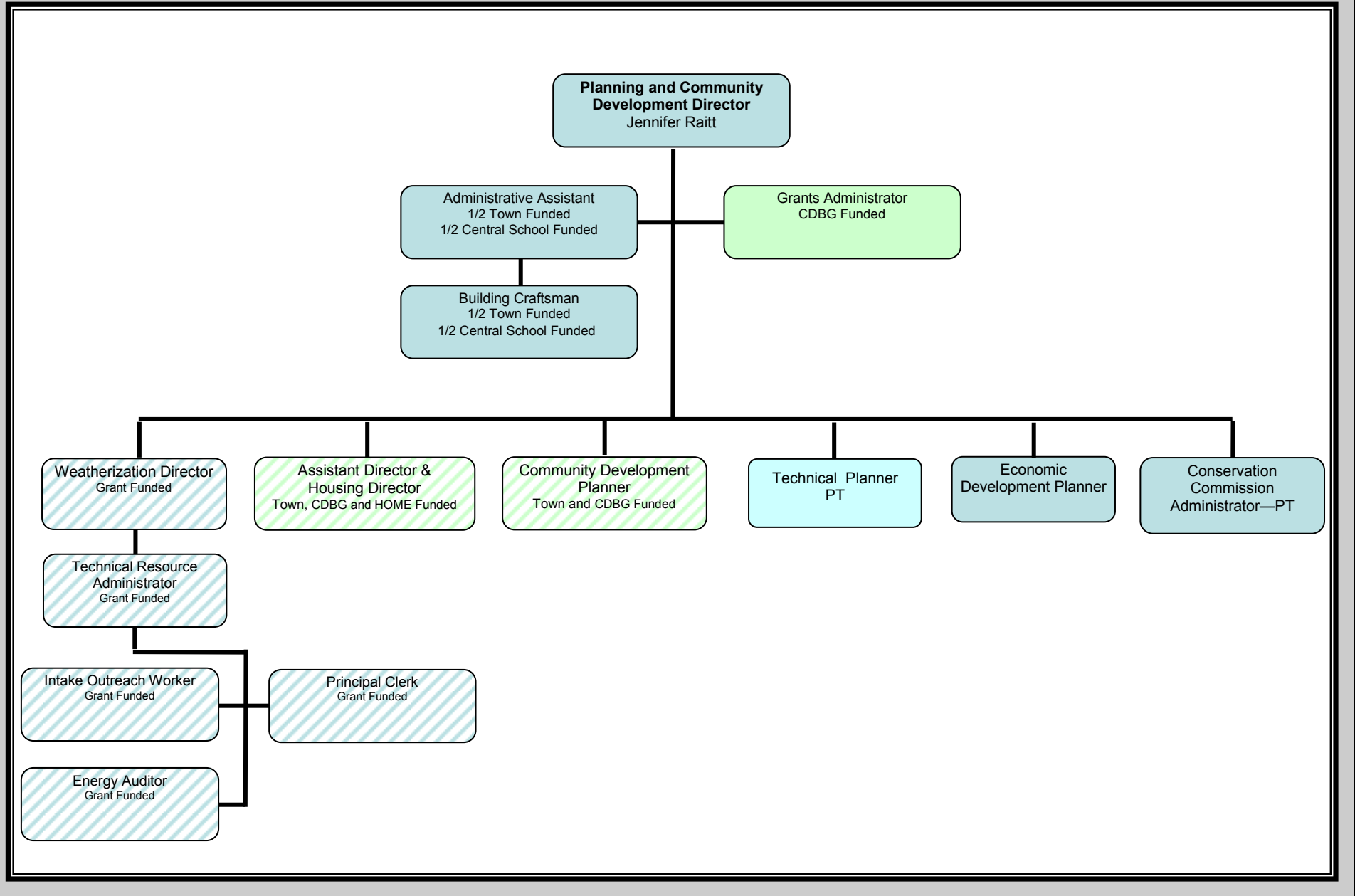


# Planning and Community Development Rental Properties & Redevelopment Board

Performance / Workload Indicators				
<i>Planning &amp; Community Development</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
CDBG Funds Administered	\$ 1,089,484	\$ 1,084,871	\$ 1,042,348	\$ 1,033,162
Plans, Designs, and Analyses	35	40	40	40
Room rental fees	2,853	5,000	5,000	5,000
Room reservations administered	539	550	550	550
Sign Permit Applications Reviewed	21	20	20	20
Contracts negotiated and administrated	5	10	5	5
Zoning Board Applications reviewed	6	10	10	10
Citizen inquiries	384	300	300	300
Bldg Maintenance Requests	1,700	1,500	1,500	1,500
Business/Merchants Assisted	75	75	75	75
EDR special permits administered	9	12	4	5

Performance / Workload Indicators				
<i>Conservation Commission</i>	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Estimated
Evening Meetings attended	24	24	24	24
Conservation Permits - Reviewed and Issued	14	14	14	14
Citizen inquiries	250	250	250	250
Site inspections	50	50	50	50
Filing Fees	\$ 2,854	\$ 1,750	\$ 1,750	\$ 1,750

Rental Properties- General Fund Revenue	2014 Actual	2015 Actual	2016 Budget	2017 Budget	\$ Change	% Change
Gibbs Revenue	\$ 286,225	\$ 323,858	\$ 326,000	\$ 276,000	\$ (50,000)	-15.34%
Parmenter Revenue	\$ 192,158	\$ 219,941	\$ 209,000	\$ 209,000	\$ -	0.00%
Dallin Revenue	\$ 45,120	\$ 45,116	\$ 45,000	\$ 45,000	\$ -	0.00%
<b>Total</b>	<b>\$ 523,503</b>	<b>\$ 588,915</b>	<b>\$ 580,000</b>	<b>\$ 530,000</b>	<b>\$ (50,000)</b>	<b>-8.62%</b>





**Program Description**

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

**Budget Statement**

Provided no additional duties are encumbered, the Zoning Board of Appeals anticipates no significant budgetary increase.

**FY2017 Objectives**

- Work with the Inspections Division and Planning Department to provide the services required to support the Zoning Bylaw for the Town of Arlington.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

**Major Accomplishments for 2015**

- The Zoning Board of Appeals heard and rendered decisions on 24 petitions for Special Permits and/or Variances.

**Performance / Workload Indicators**

<i>Zoning Board of Appeals</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Applications	10	24	14	15
Revenue	\$ 4,000	\$ 9,600	\$ 5,600	\$ 6,000

**PROGRAM COSTS**

<i>Zoning Board of Appeals</i>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	17,245	18,910	20,812	
Expenses	2,083	4,100	4,100	
<b>Total</b>	19,328	23,010	24,912	

**STAFFING**

<i>Zoning Board of Appeals</i>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical	0.5	0.5	0.5	
Professional/Technical				
<b>Total</b>	0.5	0.5	0.5	



Zoning Board of Appeals  
5 Member Board

Principal Clerk  
Part Time