



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 FY2018, showing increases consistent with those provided in the latest long term plan.

PROGRAM COSTS				
Reserve Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	-	-	-	-
Expenses	-	1,465,000	1,486,023	1,506,440

FY2018 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 2016

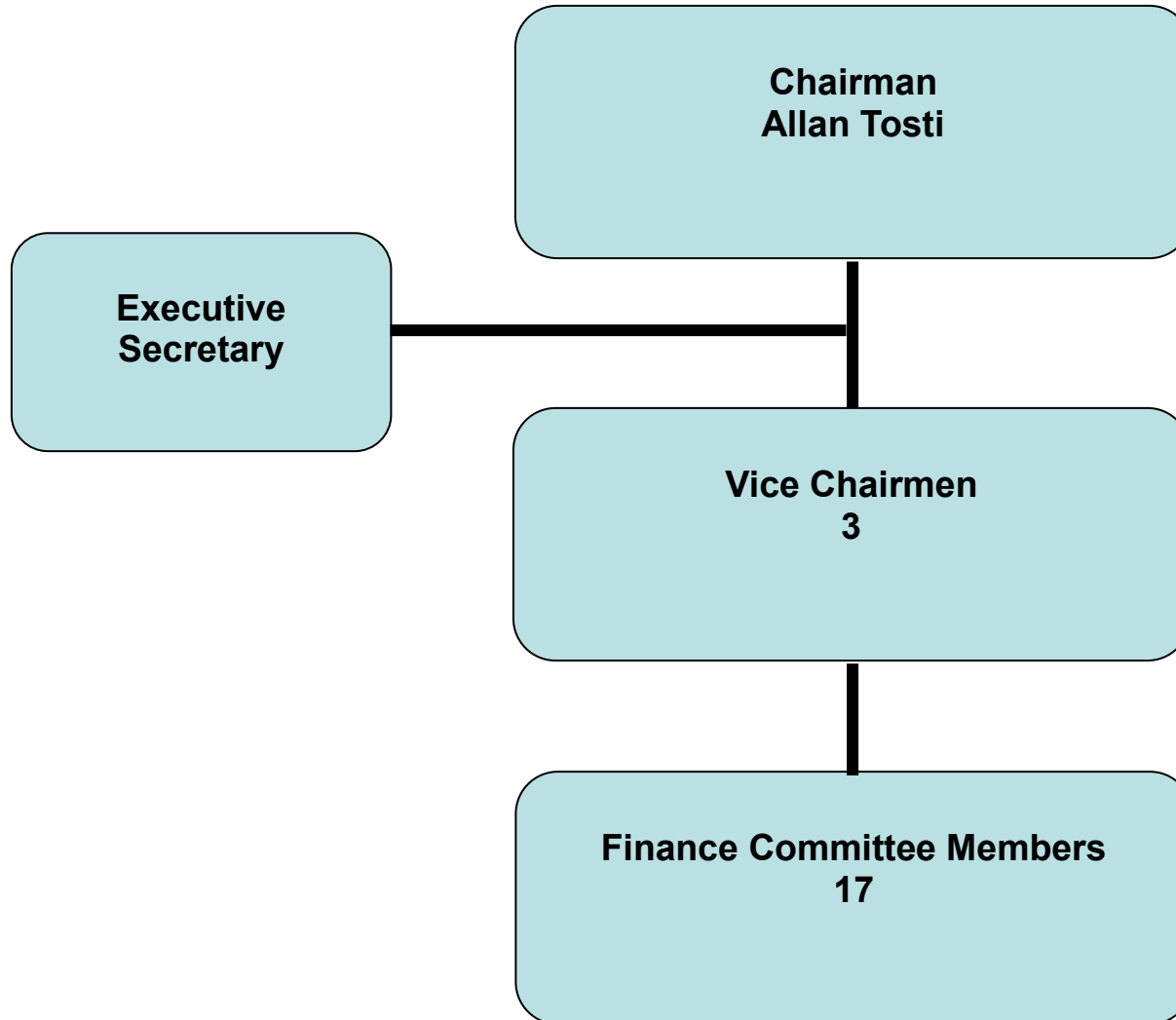
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

Finance Committee	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	9,211	9,997	7,800	7,800
Expenses	1,801	2,500	2,500	2,500
Total	11,012	12,497	10,300	10,300

STAFFING

Finance Committee	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	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.

PROGRAM COSTS

Board of Selectmen	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	247,579	252,982	259,096	259,096
Expenses	16,514	20,850	22,050	22,050
Audit	55,000	63,000	78,000	78,000
Annual Report	890	3,500	3,500	3,500
Total	319,983	340,332	362,646	362,646

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. As Arlington continues to thrive as a popular place for restaurants we expect that revenues from related permits will be maintained.

STAFFING

Board of Selectmen	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.5	3.5

FY2018 Objectives

- Work with Long Range Planning Committee to update the multi-year financial plan, while 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.
- Work with utility companies to explore system upgrades and better coordination among utilities.
- Work with the Finance Committee, Capital Planning Committee, School Committee, and the Town Manager to identify potential financial impacts of future building projects at Arlington High School and Minuteman Regional High School.
- Review progress made regarding recently adopted water/sewer rate structure and billing plan and also investigate reduction.
- Continue to work with the Facility Maintenance Committee and support its efforts of advising the Town Manager on building needs and budget constraints as they relate to Town facilities with a focus on asset inventory and maintenance scheduling.



- Communicate and work with residents, businesses, and relevant agencies to move Mass. Ave. corridor project forward.
- Work with the Cable Advisory Committee on negotiating a new licensing agreements with the Town's three cable service providers, paying particular attention to the need for senior rates.
- Work towards development of comprehensive commercial district parking strategy.
- Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center. Particular focus on integration public safety into automated/web services.
- Work 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.
- Work with Town Manager and the PTBC to hire an architect and begin plans for a renovation of the DPW facility.
- Work with the Town Manager, the Friends of the Robbins Town Hall Gardens and the Community Preservation Committee to plan for the improvement of the Town Hall and Gardens

Major Accomplishments for 2016

- The Board developed a Selectmen's Policy Handbook.
- The Board approved a new three- year contract with the Town Manager which included an additional position of an Assistant Town Manager.
- The Board adopted a Complete Streets Policy. The purpose of this policy is to improve the quality of life in Arlington by promoting a sustainable, cohesive, connected transportation network.
- The Board endorsed the Scenic Byway Committee's acceptance of a \$5,000 grant from the Freedom's Way Heritage Association.
- The Board approved the Community Choice Aggregation Plan so residents can purchase electricity at lower rates.
- The Board approved the creation of the 25th Anniversary Committee for Minuteman Bikeway.
- The Board worked with ABAC and TAC to promote and encourage multimodal transportation in Arlington.
- The Board appointed several new members to the Arlington Commission on Arts and Culture and will support promotional opportunities for arts and culture.
- The Board celebrated the 40th Anniversary of Town Day in September. Resident and vendor participation was at an all-time high.

SUB PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Elections				
Personnel Services	33,149	44,430	20,088	20,088
Expenses	85,294	98,220	52,536	52,536
Total	118,444	142,650	72,624	72,624

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Board of Selectmen				
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
BOS Goal Setting	1	1	1	1



Board of Selectmen

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

Board Administrator

Marie Krepelka

Principal Clerk

2 FT, 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 FY18 budget is level funded.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Manager				
Managerial	2	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
Total	5.7	6.7	6.7	6.7

FY2018 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 grants available to Community Compact program participants
- 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
- Work with the Budget and Revenue Task Force on identifying financial impacts of future building projects at Arlington High School and projects related to increasing school enrollment
- Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency and work with the Board to investigate a reduction to the MWRA debt shift as a means of offsetting tax bill impacts of debt exclusions
- Work with the Board and the Cable Advisory Committee to negotiate new licensing agreements with the Town’s three cable service providers, paying particular attention to the need for senior rates
- Manage Community Safety Building Repairs (FY 2016)
- School building renovation and construction – (Stratton Renovation, Thompson Expansion, Gibbs Renovation)
- Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- Work as a member of the Arlington High School Building Committee to begin the MSBA process and determine the preferred plan for renovating/ reconstructing Arlington High School

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Manager				
Personnel Services	576,641	740,294	778,758	778,758
Expenses	30,265	33,500	33,500	33,500
Total	606,907	773,794	812,258	812,258



FY2018 Objectives (cont.)

- Work with the PTBC to hire an architect and begin plans for a renovation of the DPW facility
- Work with the Board to consider proposals for the sale of the property at 1207 Massachusetts Avenue
- Work 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
- Work with the Friends of Robbins Town Hall Gardens, and the Community Preservation Committee to plan for the improvement of the Town Hall and Gardens
- Work with the Board of Selectman, Redevelopment Board, the Planning and Community Development Department and the Master Plan Implementation Committee to continue the implementation of the key strategies and recommendations contained within the Master Plan, including an immediate focus on the work of the Zoning Recodification Committee and the Residential Study Group
- Work with ATED and the Economic Development Coordinator to further economic development, business retention, and tourism, while specifically focusing on retail vacancies in Arlington's commercial districts
- Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board and work to establish a Parking Benefit District as enabled by the Municipal Modernization Act
- Continue working with residents, businesses and relevant agencies as the Mass Ave. Corridor Phase 2 project begins the design phase
- Work 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 approval of the 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 appropriate Town departments to identify site for temporary debris and snow storage
- Work with the Director of Information Technology to renew 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

FY2018 Objectives (cont.)

- Work 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 to work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
- Prepare to begin bargaining with all bargaining units for a new contract beginning in FY2019
- 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
- Continue to implement the newly created joint Town/School Facilities Department

Major Accomplishments for 2016

- Completed the renovation of Police Headquarters.
- Facilitated School Enrollment Task Force process which resulted in the addition to the Thompson School and renovation of the Gibbs School to be approved.
- Worked to initiate the construction phase of the Stratton School renovation in coordination with the Permanent Town Building Committee.
- Worked with Planning and Community Development and the Department of Public Works to create conceptual plan for Massachusetts Avenue Corridor - Phase 2.
- Worked with the Energy Working Group and the Board of Selectmen to approve Community Choice Aggregation.
- Worked with multiple departments to upgrade MUNIS, the Town's financial software system and implement several new collection modules.
- Was awarded Government Finance Officers Association Distinguished Budget Presentation Award for the fourth consecutive year.
- Hired new Assistant Town Manager and Director of Recreation.
- Was awarded first place in Massachusetts Municipal Association's Annual Report Contest



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 and leverages existing communication channels and technology to improve staff efficiencies and productivity. 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.

FY2018 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 a level services budget. FY2018 will be the second full fiscal year utilizing the new content management system (CMS). The Town continues to build staff capacity by introducing new processes and training about content creation and dissemination. The Town is seeing increases in both quality and output of content that support the Town’s communication goals. New metrics that measures content output have been added to this report. We continue to work across the organization to ensure ongoing quality, efficiency, and transparency.

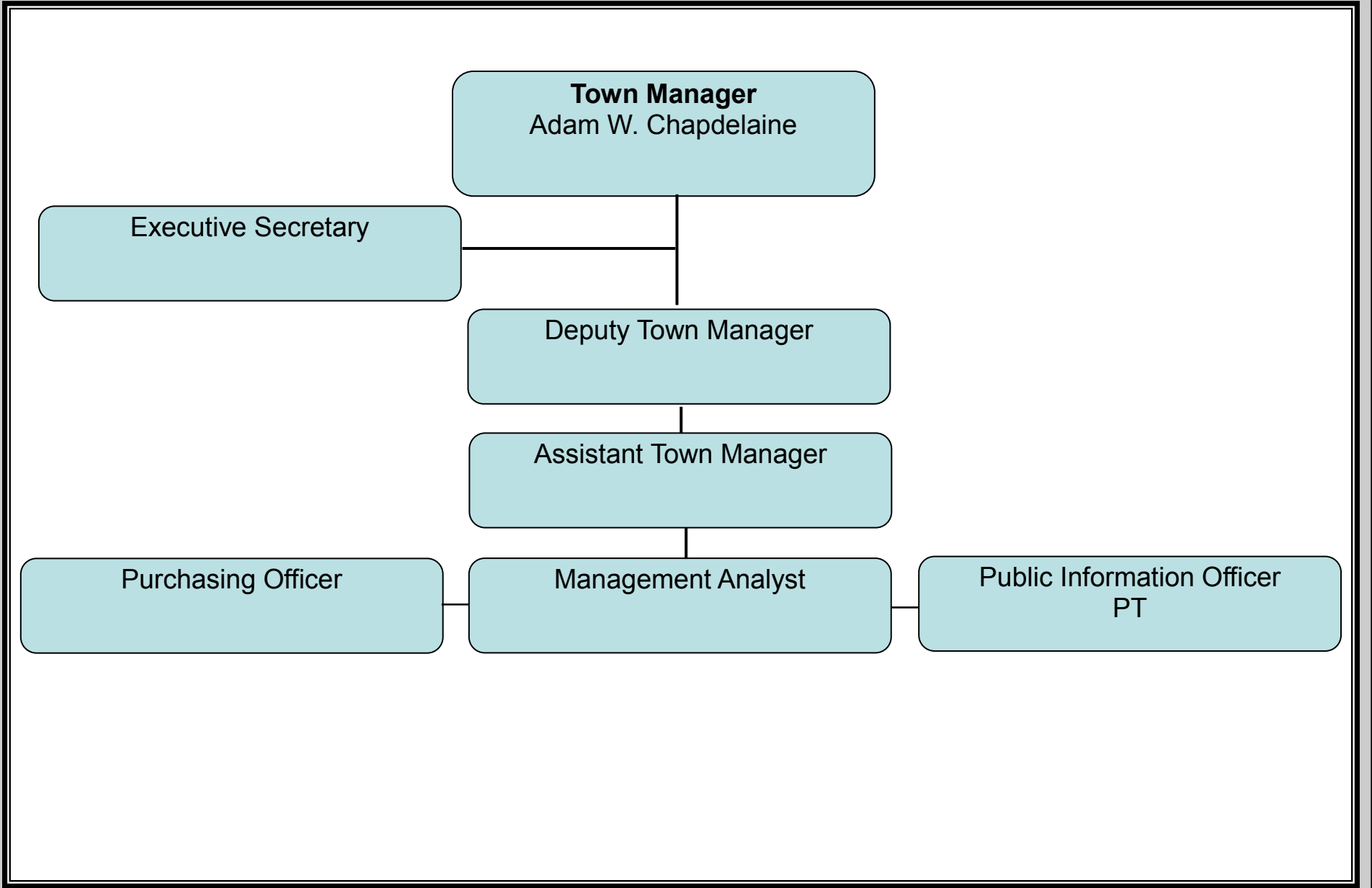
Town Manager	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Purchase Orders Processed	5,648	5,610	5,629	5,000
Bids Processed	44	58	53	50



Major Accomplishments for 2016

- Cross-department meetings and workshops have improved content workflow and quality within and across-departments on all channels, with an emphasis on News and Social.
- Beta-tested and rolled out Vision Social. Vision Social is a social media management tool that allows CMS users to push/schedule News and Calendar events to social media channels, improving outreach with minimal overhead.
- Adoption of CMS across the organization continues to rise, with 72 active users at the end of 2016. Six users currently utilize Vision Social on a regular basis.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2016, \$252,488 in cumulative savings realized by residents.
- Major campaigns and events supported in FY2016 included: Mass Ave. Rebuild, Town Meeting, Annual Town Elections, and state and federal elections. Publications Produced: 2015 Annual Report (received 1st place by Massachusetts Municipal Association), DPW 2016-2017 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Public Communications				
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%
Social Media				
Facebook Likes	N/A	641	1,000	1,500
Twitter Followers	N/A	587	1,100	1,500
Website Traffic (arlingtonma.gov)				
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
Request/Answer Center: System Stats				
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%
Request/Answer Center: PIO Requests				
Questions/Requests Created	290	325	300	300
% Questions/Requests Remain Open System	21%	9%	8%	7%





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 and 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 many employment matters including disciplinary matters and workplace investigations.

Budget Statement

This is a level service budget. In FY2018 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 Actual	FY2017 Estimated
Human Resources				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,923
Opt Outs	61	70	70	71
Life Insurance Contracts Managed	987	977	992	991
Life Insurance Claims Processed	40	40	16	20
Vacancy Postings	24	31	49	38
New Hires	24	27	47	32
Promotions	2	6	3	5
Retirements	7	13	10	15
Resignations/Separations	18	5	17	18

STAFFING

Human Resources	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.5	3.5

PROGRAM COSTS

Human Resources	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	282,515	271,027	276,394	276,394
Expenses	40,554	56,450	56,450	56,450
Total	323,069	327,477	332,844	332,844

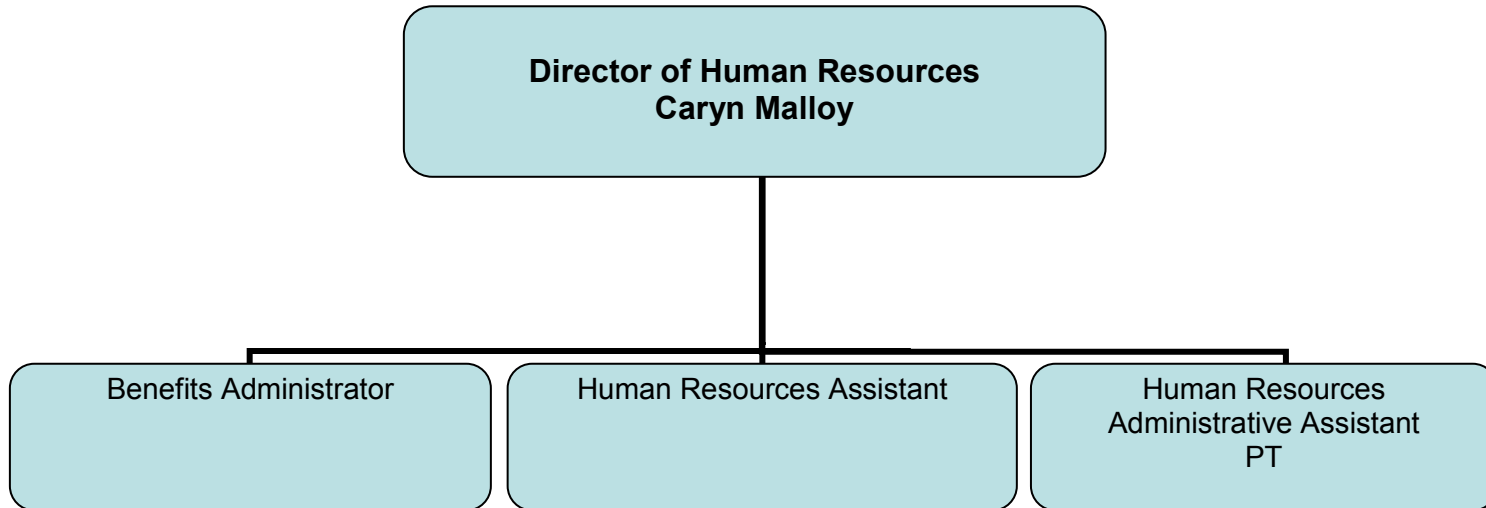


FY2018 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Utilize an updated Town and School Salary Survey, with the objective of negotiating successor bargaining agreements with all six town unions to commence July 1, 2018. In FY17, the Town engaged in the update to the salary study of 100 Town and 100 School positions in relationship 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 2012 in partnership with Town, School, and Union elected and appointed officials.
- Partner with the Union leadership to make an informed decision on whether the Town will continue to receive health insurance benefits through the Group Insurance Commission. The Town will need to notify the GIC by December 1, 2017, if it intends to withdraw from the GIC, effective July 1, 2018.
- Continue to effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding of the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Support and utilize the updated MUNIS system, especially as it relates to Human Resource Functions. Fully transition to digital management of all personnel actions and successfully support other town personnel in the implementation of MUNIS payroll functions.
- Expand content of the HR portion of the Town's website to improve communication and transparency.
- Initiate the process of categorizing and filing crucial HR documents to ensure successful smooth operation of the office.
- Update of the Town's Personnel Handbook.
- Continue to partner with and support the Arlington Public Schools Human Resource Department.
- Implement and monitor changes to the myriad of 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 2016

- Despite many external challenges, the Department led the effort to successfully meet the Town's Employer Reporting Obligations under the Affordable Care Act.
- Fully implemented web based online application and hiring system. The software developed for this program was in partnership with the Town's website vendor and without additional cost to the Town.
- Among the searches the Director facilitated over the course of the year were recruitments for Recreation Director, Assistant Town Manager, and Economic Development Coordinator. 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.
- Implemented regular HR Staff meetings that include School Human Resources Staff.
- The Department had a high number of vacant positions to fill town-wide at the start of the fiscal year. The Department was able to provide quality recruitments despite the high number of positions and while training two new employees in the department of four employees.
- 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 FY2018 Budget will decrease by \$4,200 overall due to the retirement of a long time employee.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Comptroller				
Personnel Services	349,890	364,504	363,579	363,579
Expenses	66,309	102,972	99,697	99,697
Total	416,199	467,476	463,276	463,276

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Comptroller				
Managerial	1	1	1	1
Clerical	3.5	3.3	3.3	3.3
Professional/Technical	1	1	1	1
Total	5.5	5.3	5.3	5.3

Performance / Workload Indicators

Accounting	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
General Fund - Free Cash Certified	6,871,692	9,074,598	9,701,131	7,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	3,718,958	8,546,621	7,188,427	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,474	23,056	37,349	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	132,640	63,211	80,209	60,000
Rink- Retained Earnings certified	74,503	77,154	78,839	70,000
Recreation- Retained Earnings certified	132,023	205,874	381,219	150,000
Purchase Orders	5,651	8,644	6,500	6,500
Accounts Payable batches	645	819	780	780

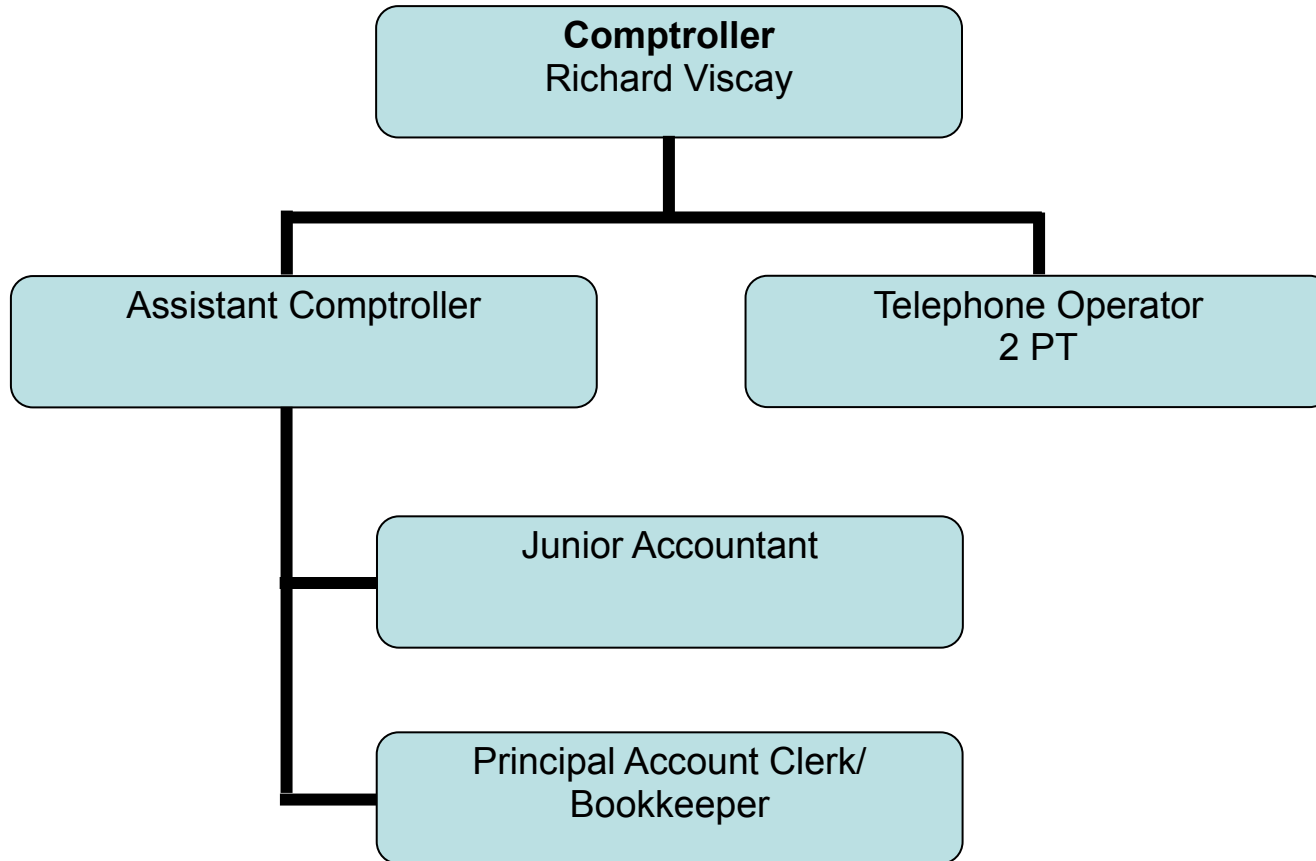


Major Accomplishments for 2016

- Closed books on FY2016 and completed and enhanced the Town's independent audit in accordance with the Government Finance Officers Association's (GFOA) Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence a spirit of transparency and full disclosure.
- Coordinated review of Arlington High School's student activity fund with Roselli and Clark, CPA, who issued a report on applying agreed-upon procedures over compliance in relation to the student activity accounts guidelines for Massachusetts school districts for the School Committee and the Board of Selectmen.
- Assisted the Town Manager in preparation of the Town's FY2017 budget in accordance with the GFOA's Distinguished Budget Presentation Award program, which serves as a policy document, financial plan, operations guide, and communications device for the Town and its stakeholders.
- Conducted a Financial Investment Analysis of the financial module of the MUNIS software to analyze the current processes of how MUNIS is currently used for financial, budgeting, and procurement and to identify where processes can be modified and optimized to ensure proper controls and to increase benefits to the Town.
- Created new accounts for the recently adopted Community Preservation Act and assisted in creating policies and procedures as to how approved projects will be administered between the Comptroller's office and the Community Preservation Committee. Closed books and had Town audit completed on a timely basis.

FY18 Objectives

- Work with Treasurer's office to implement MUNIS Tax Billing and Collecting modules and synergize the operations between the Treasurer's and Comptroller's office.
- Decentralize Accounts Payable process allowing departments to enter their own invoices into the MUNIS system to eliminate manual processes and to streamline financial operations of the Town.
- Implement "work-flow" and customize business rules in the MUNIS financial system to ensure proper controls are in place for approvals of requisitions and payroll, as well as assist in the automation of processing of "personnel action forms" using the same "work-flow" and business rules strategies in order to create efficiencies and eliminate manual processes that are currently used for personnel actions for all new and existing employees.
- Assist the School Committee and Superintendent to consider adopting policies and implementing corrective action plans for findings from the FY2016 report on applying agreed-upon procedures in relation to the student activity account guidelines for Massachusetts school districts.
- Perform Town-wide fraud risk assessment as well as specific departmental audits to help identify, assess, and evaluate fraud risk related to internal controls of Town Departments.
- Create new internship program with Arlington High School for high school seniors who are seeking careers in finance and accounting.
- Professionalize governmental financial operations wherever possible.





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 consists of three divisions headed by the Treasurer and Collector of Taxes: Treasury, Collector, and Payroll. The Payroll Division, per a 2002 Memorandum of Agreement, reports to the School Superintendent. The Treasurer manages Town postal operations. As the Parking Clerk appointed by the Board of Selectmen, he manages the collection of parking fines and the issuance of parking permits.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water and Sewer utility billing, and 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. Mr. Gilligan leaves office in 2017 with 40 years of public service, having served as a town meeting member, Conservation Commissioner, Selectman, and Treasurer/Collector.

The Treasurer/Collector's office is responsible for the proper handling and management of all monies belonging to the Town. Including:

- Billing and collecting all Real Estate, Personal Property, and Motor Vehicle Excise taxes, Parking fines, Permit fees, Water & Sewer bills, and collecting all Town and School Department 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

This is a level service budget. 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 million in FY17 revenues, and revenue increases in FY18. 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

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Treasurer				
Personnel Services	571,245	621,357	635,948	633,401
Expenses	178,145	154,011	159,063	159,063
Total	749,390	775,368	795,011	792,464



Major Accomplishments for 2016

- Selecting a new Tax Billing & Collection System for Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, and Water & Sewer utility billing.
- Implementing a new Cash Management System and Accounts Receivable Package.
- Implementing a new Cashiering System that will be incorporated into all Town and School Departments
- Initiating procedures for multiple systems for the collection of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, and Cash Management.
- Continuing the Town’s depository banking institution relationship with Century Bank, attaining improved performance, additional services, higher interest yield, and competitive fee structures.
- Implementing and installing enhancements to the office security system.
- Treasurer’s Office continues 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 equal 100%.
- Attaining a top rating of Triple-A (“AAA”) from Standard & Poor’s rating agency for the 13th consecutive borrowing. Arlington is one of 21 communities in Massachusetts attaining this 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 8.30% net.
- Managing the successful borrowing of \$26,128,000, attaining a Bond true-interest-cost rate of 2.597%.
- Directing and administering the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Awarding 94 scholarships, totaling \$151,250.
- 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.

FY2018 Objectives

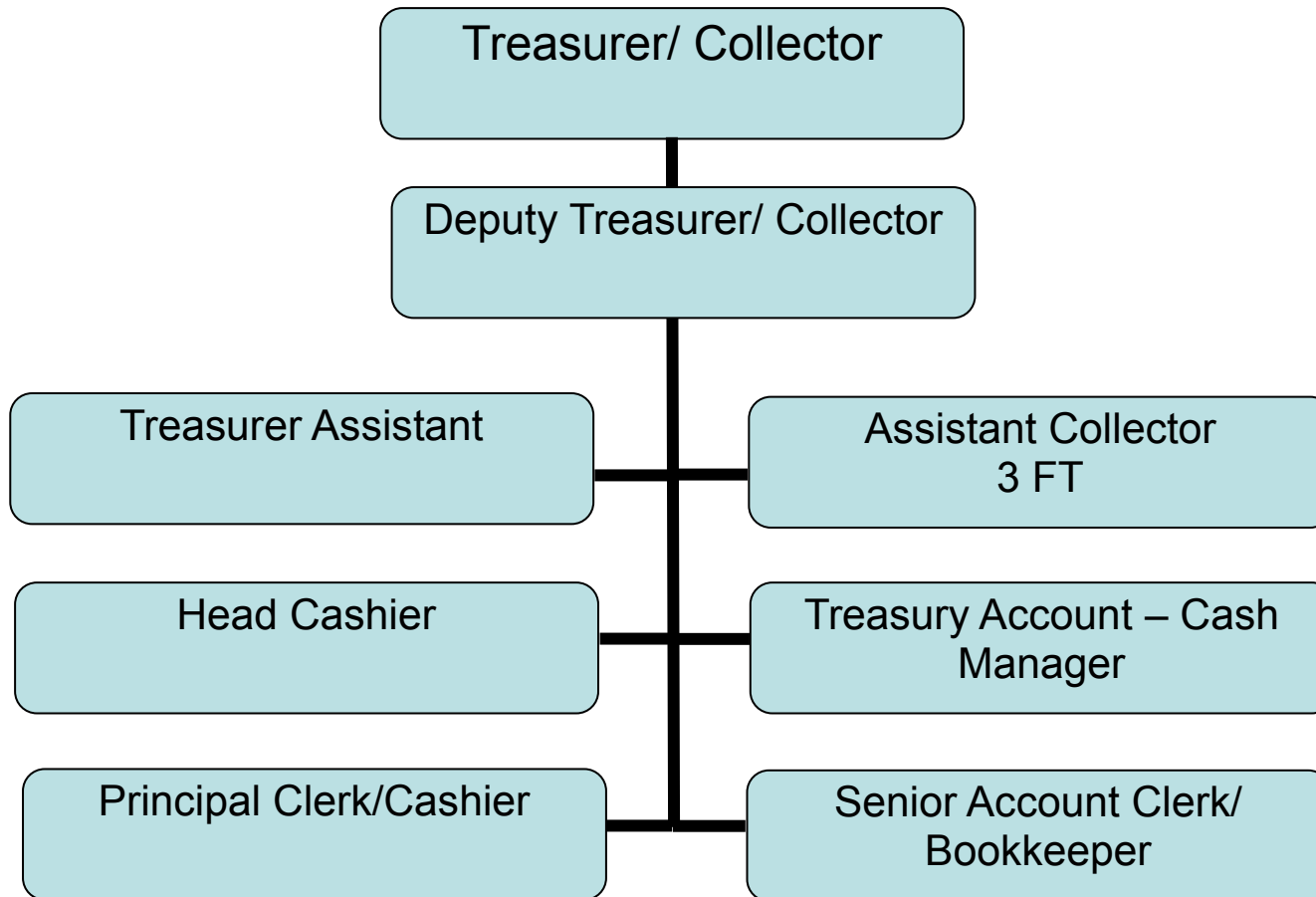
- Implementing our new Motor Vehicle Excise Tax Collection System.
- Implementing our new Utility Billing and Collection System for Water & Sewer.
- Implementing new procedures for a Parking Revenue Enterprise Fund.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Treasurer				
Managerial	1	1	1	1
Clerical	7	7	8	8
Professional/Technical	2	2	1	1
Total	10	10	10	10

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Treasurer & Collector				
Real Estate Bills Processed	60,800	61,128	62,068	62,139
Motor Excise Bills Processed	35,038	35,912	36,467	35,584
Water Sewer Bills Processed	25,017	50,068	50,081	35,037
Delinquent Notices - Combined	16,633	20,062	19,535	18,201
Total Bills Issued:	137,488	167,170	168,151	150,962
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 217,900	\$ 223,348	\$ 200,872	\$ 203,345
Municipal Lien Certificates processed	986	1,244	1,323	1454
Municipal Lien Certificate revenue	\$ 49,373	\$ 62,200	\$ 66,150	\$ 72,738
Deputy Tax Collection revenue	\$ 89,031	\$ 56,936	\$ 62,161	\$ 102,035
Total Various Liens / Collections:	\$ 356,304	\$ 342,484	\$ 329,183	\$ 378,118





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

Budget Statement

This is a level services budget. The retooling of U.S. Postal Service operation may create a significant impact in the cost to the Town, as well as how the Town's postal division processes outgoing mail. The Treasurer continues to monitor the latest changes from the U.S. Postal Service to determine the impact on the FY2018 postage budget.

FY2018 Objectives

- Analyze cost-savings from eliminating the mailing of payroll and personnel documents and delivering them in an electronic format.
- Analyze postal mailings of Town & School Departments for mailing cost efficiencies.
- Monitoring expected USPS rules changes.

Major Accomplishments for 2016

- Continued to provide exceptional mailing service to all departments.
- Comply with new USPS First Class Mailing regulations and requirements.
- Processed and mailed 303,993 pieces of Town and School mail.
- Mail processed at the lowest possible postage rate.
- Discontinued mailing employee pay notices and checks, saving \$8,000 annually.

PROGRAM COSTS

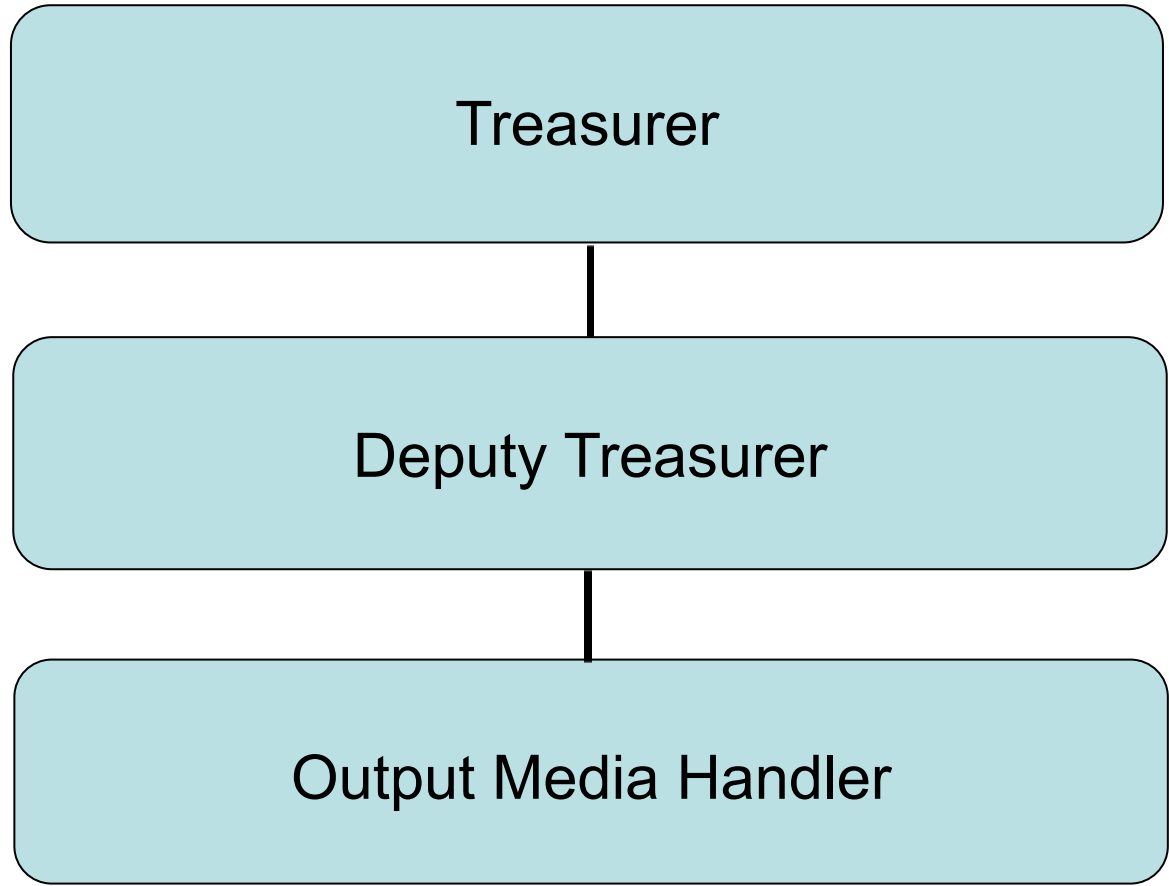
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Postage				
Personnel Services	30,048	32,648	31,245	31,245
Expenses	173,383	179,531	179,583	179,583
Total	203,431	212,179	210,828	210,828

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Postage				
Managerial	0	0	0	0
Clerical	0.63	0.63	0.63	0.63
Professional/Technical	0	0	0	0
Total	0.63	0.63	0.63	0.63

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	137,488	167,170	168,151	151,849
Other Town Mailings	110,700	74,569	78,282	97,446
Other School Mailings	69,167	51,718	57,560	58,138
Total Mailing:	317,355	293,457	303,993	\$ 307,433





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 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 400+ commercial and industrial properties and over 350 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 FY2018 will be a level service budget.

FY2018 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.
- Collaborate with the Building Department and GIS to create a more detailed property record database.
- Begin state mandated nine year cyclical data collection program as required by the Department of Revenue.

PROGRAM COSTS

Assessors	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	239,165	266,246	281,059	281,059
Expenses	24,375	31,648	32,648	32,648
Total	263,540	297,894	313,707	313,707

STAFFING

Assessors	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

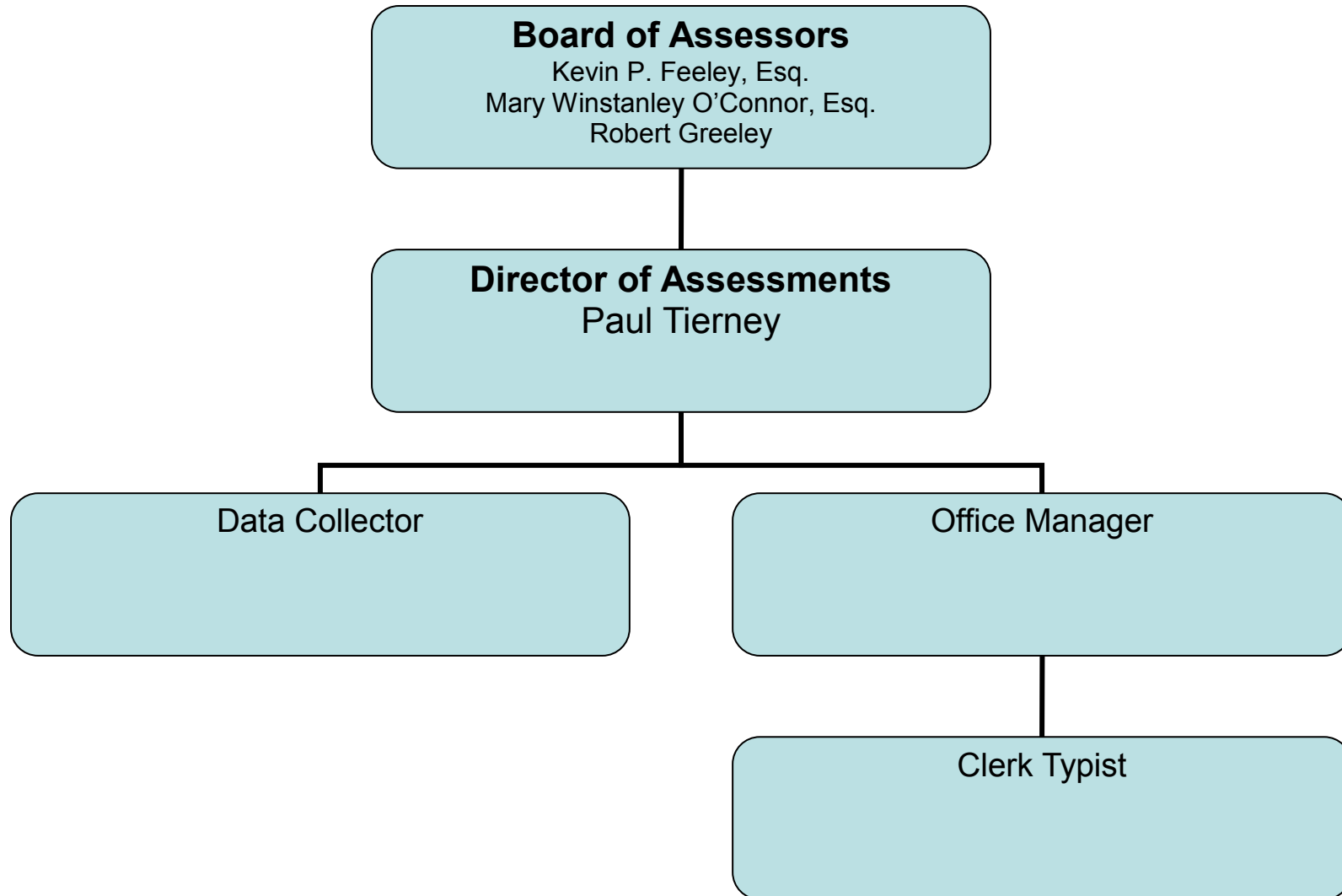


Major Accomplishments for 2016

- 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.
- Worked in conjunction with other departments to upgrade the motor vehicle, real estate, and personal property tax collection software to a MUNIS system, which is integrated with the town's other financial software.

Performance / Workload Indicators

	FY2014	FY2015	FY2016	FY2017
Assessor	Actual	Actual	Actual	Estimated
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.

Budget Statement

The I.T. budget will increase by \$112,612. The two largest elements of that change are \$88,000 for software licensing costs for new Munis modules and for the new email system. The I.T. staff has been reorganized by creating a new Assistant Director for Technology Management and a Munis Systems Analyst position, by eliminating a Network Desktop Specialist position, and transferring the Manager of Software Development to the Water and Sewer budget to oversee the implementation of a new water and sewer billing system.

STAFFING

Information Technology	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5.3	5.3	5.6	5.6

FY2018 Objectives

- Create bid documents for Network Security Audit, Choose vendor, run tests, review results, and choose a vendor.
- Issue bid documents for VOIP system to replace the current telephone system, choose vendor, and begin installation.
- Investigate, choose, and implement new email, calendar, and contact list system.
- Implement Munis Tax Collection System as well as Cashiering and multiple new Munis modules.
- Install IT and Instructional technologies into renovated Stratton and Thompson Schools.
- Choose IT Infrastructure and Instructional Technologies for the Gibbs School.



Major Accomplishments for 2016

Applications and Development

- Development and successful implementation of an improved fire hydrant inspection program through collaboration with Fire Department staff. The resulting products were GIS generated maps and checklists allowing Fire Department to efficiently track and complete annual hydrant inspections town-wide.
- Worked as part of a team of a consultant, Treasurer, Town Manager's Office, Comptroller, and IT Department to develop a project scope and RFP for the Property Tax collection system, Motor Vehicle Excise Tax system, and Water and Sewer Billing system. The team reviewed proposals and awarded contracts.
- Created a new on-line system for departments to submit capital requests to the Capital Planning Committee, thereby eliminating paper submissions and allowing electronic data to flow into the Committee's system for creating the annual Capital Improvement Plan.
- Completed the 2 year process of coordinating the Massachusetts Orthoimagery Consortium (MassOrtho), a 60 community regional procurement of aerial imagery for use in GIS. Arlington was the fiscal agent/liaison between federal government (USGS) and participants for the \$800,000 project.
- Made extensive changes to the Treasurer's Integrated Collection System to implement CPA tax billing.
- Moved APS Student Information System (PowerSchool) along with SIF Agent environment (School Interoperability Framework) to a Hosted Service Environment.
- Procured, tested, and implemented new Parent/Teacher Conferencing System.
- Redesigned APS Web Site to include site dashboard.
- Implemented Kaspersky Enterprise wide Anti-Virus platform.
- Rewrote GIC Insurance comparison application for personnel. Application can be easily maintained by someone trained in the use of Microsoft Visual Studio.

Network Enhancements

- Selected and installed Network Registration and Security tool to support Bring Your Own Device (BYOD) for the School Department.

PROGRAM COSTS

Information Technology	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	643,028	669,490	685,202	685,202
Expenses	271,521	221,253	318,153	318,153
Total	914,549	890,743	1,003,355	1,003,355

Performance / Workload Indicators

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

Major Accomplishments for 2016 (cont.)

- Increased the size of the two school internet circuits from 250mb to 500mb.
- Added a redundant Wireless Controller for performance purposes on the Town and School Wireless Networks as well as adding wireless access to the Highland and Park Circle Fire Stations.
- Increased WAN bandwidth to all Elementary schools to 10GB.
- Added Fiber network, Wireless Antennas, and network switching in AHS press box to enable wireless access of lighting controls at all Peirce athletic complex fields.
- Built data and voice infrastructure for the Mill Brook program that was moved from High Rock Church Classroom area to the Central School.
- Created cloud based Disaster Recovery system for Town and School critical server infrastructure.
- Installed and created server and network infrastructure for 47 Ricoh fax, printer, and scanner devices in the School system.
- Replaced 50 mg Town Internet Circuit with Comcast circuit after existing provider was unable to continue providing connectivity at the an economical rate.
- Installed Google Sync Student Account link to Microsoft Active Directory.



Major Accomplishments for 2016 (cont.)

Construction and Renovations

- Built temporary data and voice networks in the Cusack Building to support the relocation of Police Department personnel during renovation of Police Station.
- Moved all computer equipment from Police station to temporary locations, including 911 Services to State loaned trailer during renovation.
- Connected Police Station IT infrastructure to temporary electrical power during all three phases of renovation.
- Installed Smart Boards, projectors, speakers, and TV Monitors, in all Police Station Conference rooms, meeting rooms, and the Chief's Office.
- Removed all re-usable technology equipment from the Stratton School during the week after school closed and prior to construction renovation beginning July 1, 2016.
- Installed all classroom technology infrastructure (Wireless, Audio Visual, Apple TV's, iPads, and carts for use in the new Stratton and Thompson Modular Classrooms.
- Provided IT subject matter advice for Thompson, Stratton, Gibbs, Police Station, and AHS construction projects.

Production and Operations

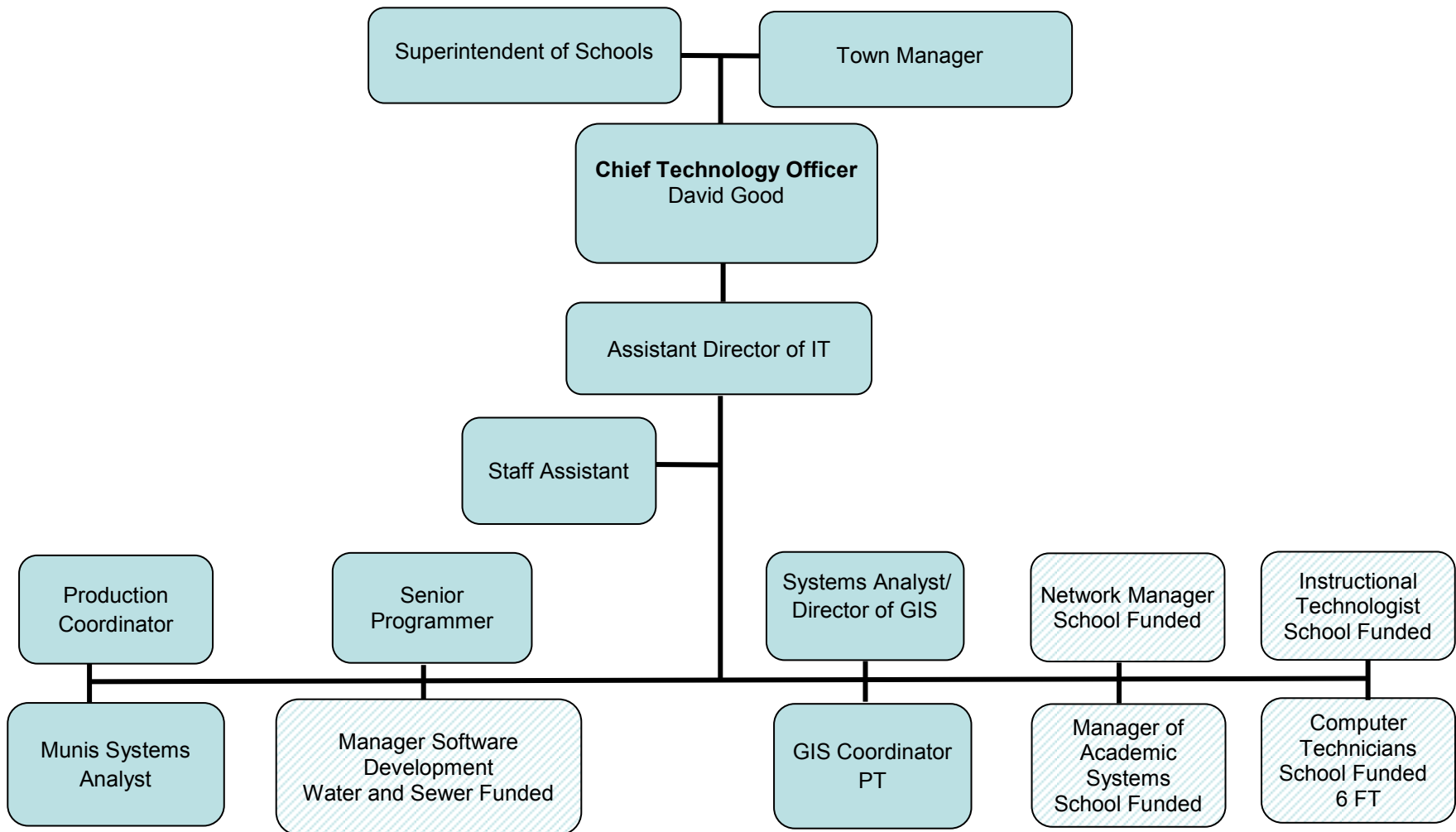
- Implemented Bring Your Own Device program at the Ottoson Middle School and AHS.
- Installed two additional security card access devices on AHS front door and loading dock door.
- Built new Munis server infrastructure to support the roll out of Munis 11.2 and a variety of Munis Modules that will run on 11.2.
- Provided and setup Munis training lab in AHS for Town and School employees training.
- Rewrote VOIP telephone bid documents and did ROI cost study.
- Provisioned and installed 600 Chromebooks and carts in the Elementary Schools.
- Provisioned and installed 300 MacBook Pro's at the Ottoson, Thompson, Brackett and Peirce Schools and re-provisioned MacBooks turned in by teachers for use at AHS.

Major Accomplishments for 2016 (cont.)

- Managed and oversaw the installation of network, server, and desktop infrastructure that enabled the PARCC exams to be taken by students at the Ottoson, Stratton, Pierce, Dallin, and Bishop Schools.
- Built 30 seat Computer lab at the Ottoson Middle School and tech support center at AHS.
- Built new School IT office.
- Added multiple buildings to EMS System and built Azure server for Facilities Energy Management System.
- Supplied Facilities Management Team and tradesmen with iPad's to process work-orders.
- Processed the results for six elections: Presidential Primary, Town Election, Special Town Election, State Primary, Special Town Election, and State Election.
- Installed Security Plus Anti-Virus Module for additional email server protection.
- Identified and resolved multiple issues regarding spam and malware.
- Processed 450 School Helpdesk Tickets per month.
- Used Apple's Mobil Device Manager to upgrade and install apps on 2,000 iPads, thereby reducing the time and effort to upgrade the iPads.
- Provided infrastructure, audio visual, and technical support of Town Meeting electronic voting.

Training and Support

- Conducted a needs assessment and facilitated advanced training for Recreation Department staff on MyRec, the scheduling and management system. This effort is a piece of the ongoing effort to modernize the room and event reservation system.
- IT subject matter expert for RCN Cable Contract renegotiation, as a member of Cable Advisory Committee.





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

This is a level services budget. 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 2016

- 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.
- Finalized administration of a large series of easement acquisitions in connection with Town projects.
- Prosecuted administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated and defended 30 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 46 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, including successful defense of multiple MCAD and EEOC claims.

PROGRAM COSTS

Legal	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	437,433	452,506	462,242	462,242
Expenses	132,494	135,002	135,002	135,002
Total	569,926	587,508	597,244	597,244



Major Accomplishments for 2016 (cont.)

- 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.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties 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 and two Special Town Meetings, including assisting varying departments and bodies in navigating the changing landscape of medical marijuana issues in the Commonwealth. 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, including ongoing support of the Community Safety Building project, the disposition of Town properties, supporting various Town boards and bodies on G.L. c. 40B application matters.

FY2018 Objectives

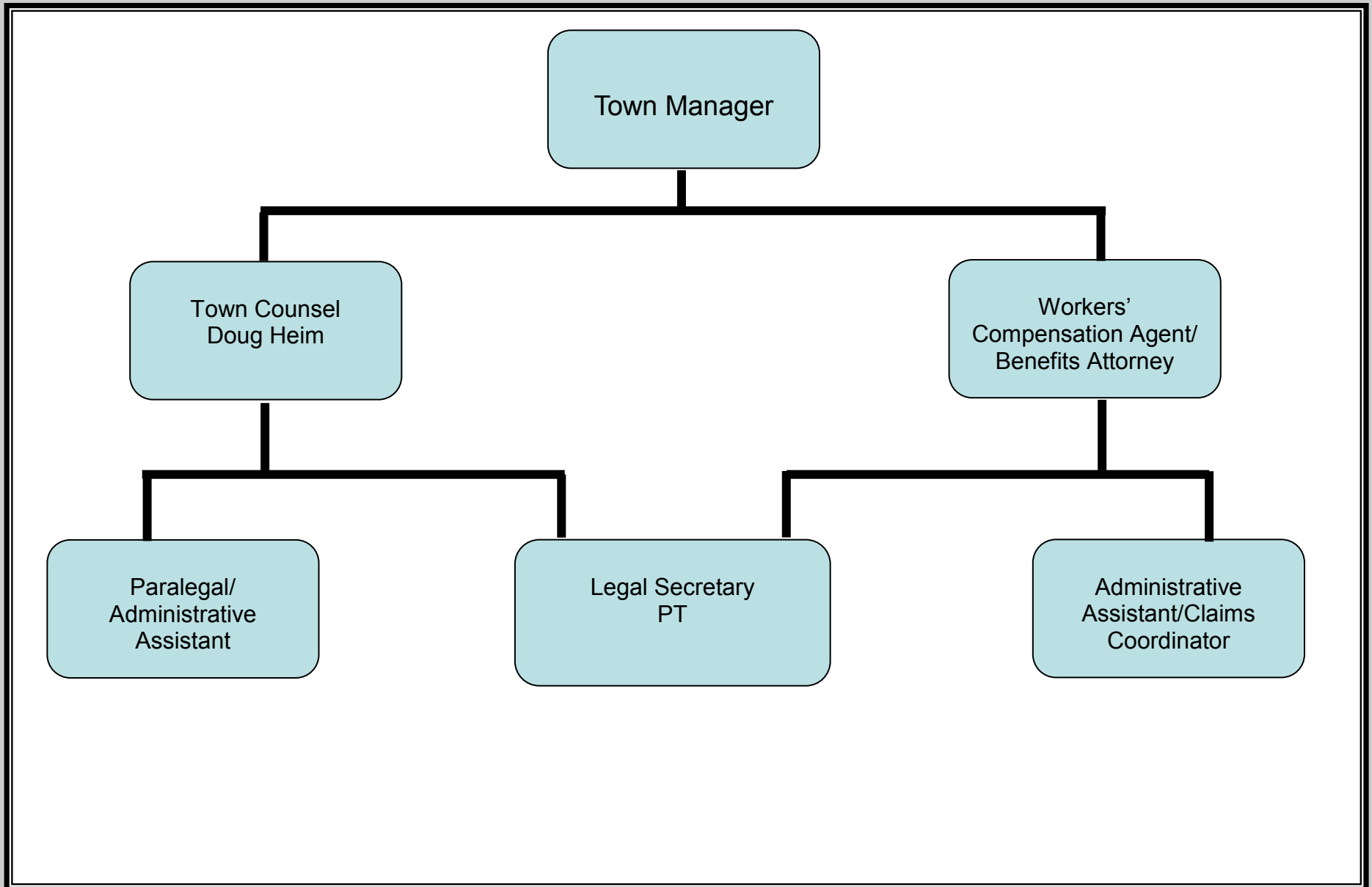
- Devise new Open Meeting Law and Public Records Law resources for Town use and place more checklists, forms, and templates on the website for ease of use in conjunction with the Records Access Officer.
- Continue to work with other Town departments in an effort to recover amounts owed to the Town, as 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.
- Evaluate and implement as indicated alternate sites for point of first medical contact for injured employees with the goal of providing quality care in a more convenient and timely manner.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.5	4.5

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Legal/Worker's Compensation				
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





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

As in the past years, the Town Clerk's Office and the Registrar's have requested a level funded Budget for Fiscal Year 2018. It has not increased prices for several years and hopes to be able to continue to do so for the public.

The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Clerk				
Personnel Services	238,330	243,956	248,466	248,466
Expenses	25,799	28,860	28,860	28,860
Total	264,130	272,816	277,326	277,326

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Clerk				
Managerial	1	1	1	1
Clerical	2.23	2.23	2.23	2.23
Professional/Technical	1	1	1	1
Total	4.23	4.23	4.23	4.23

FY2018 Objectives

- Record votes at Town meeting and send to Department Heads.
- Have the ability to use credit cards in the near future.
- Preserve vital records via scanning, etc.



Major Accomplishments for 2016

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sending electronic documents to those Town Meeting Members that signed up for them.
- Emailed ballots to voters living overseas.

Elections

- Presidential Primary - March 1, 2016
- Annual Town Election - April 2, 2016
- 2016 Town Meeting - April 25, 2016
- Special Town Meeting - April 27, 2016
- Special Election (Minuteman) - June 14, 2016
- Special Election (Minuteman) - September 20, 2016
- Special Town Meeting - October 19, 2016
- State (Presidential) Election - November 8, 2016

Performance / Workload Indicators

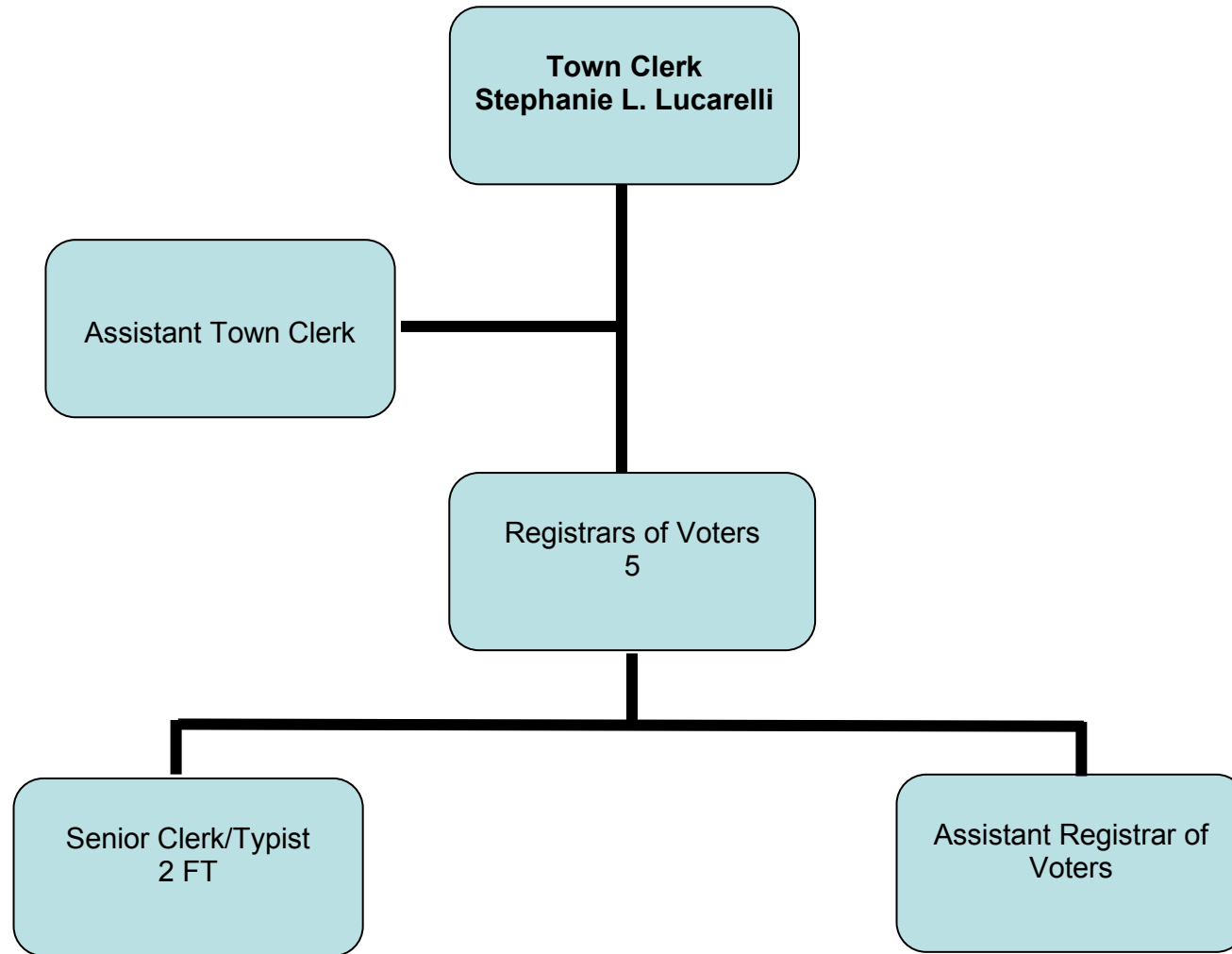
	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Town Clerk				
Marriage Licenses	196	196	198	200
Death Certificates	350	353	384	390
Birth Certificates	600	606	577	550
Dog Licenses	2,032	2,200	2,258	2,300
Town Meeting Sessions	4	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters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

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Registrars				
Personnel Services	49,712	52,307	55,316	55,316
Expenses	9,253	13,550	13,550	13,550
Total	58,965	65,857	68,866	68,866

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Registrars				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	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. His 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.
- Hearing and resolving parking ticket appeals.
- Marking and clearing 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 parking permits and the special permits program.

Budget Statement

This is a level service budget. The Treasurer participates in the Parking Implementation Group Committee, working with the Town Manager to implement new parking strategies within the Town, including the municipal parking lots, and new single-space meters along Massachusetts Avenue.

Major Accomplishments for 2016

- Coordinating with the Town Manager and the (PIGC) installing 184 new single-space parking meters in Arlington Center.
- Implementing newly expanded parking revenue operations procedures.
- Developed parking meter debit/credit-card reconciliation procedures.
- Completed installation of Library parking kiosk.
- Issuing and managing 1,870 municipal parking permits.
- Managing the collection and disposition of 12,743 Parking Violations issued, plus subsequent Parking Notices.
- Managing the collection of parking revenues of \$502,653.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Parking				
Personnel Services	87,429	88,953	45,847	91,695
Expenses	25,823	41,080	41,080	41,080
Total	113,252	130,033	86,927	132,775

STAFFING

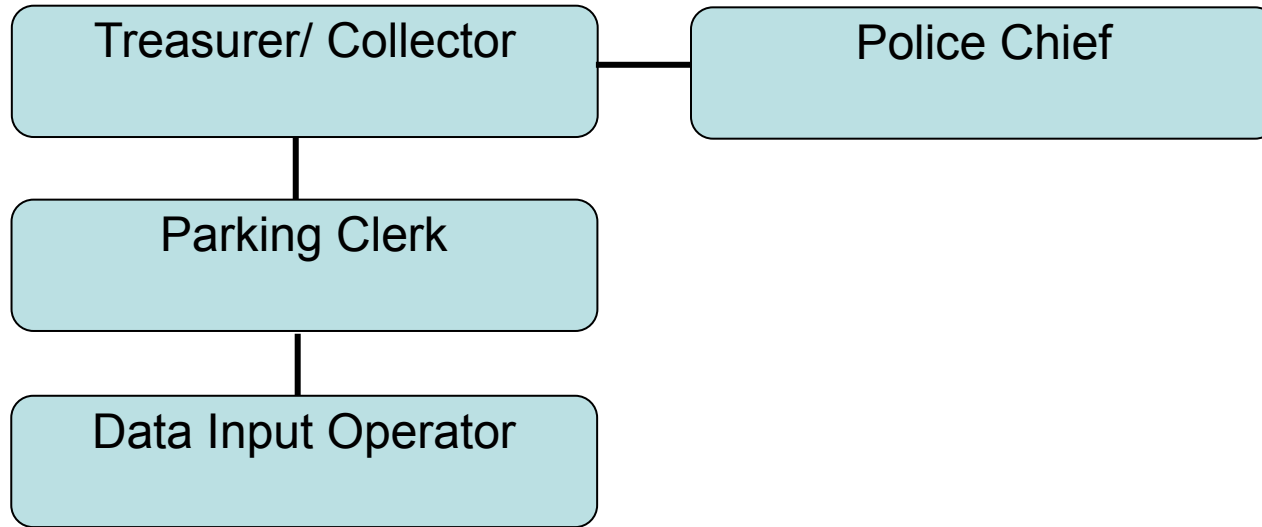
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Parking				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2018 Objectives

- Developing operations procedures for the collecting and depositing of up to 44,160 coins weekly, from 184 single-space parking meters.
- Continuing annual review of fee structure and duration of parking permits with selectmen's Parking Sub-committee

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Parking				
Number of tickets issued	15,383	12,196	12,743	13,695
Revenue	\$ 417,756	\$ 366,273	\$ 327,310	\$ 370,467
Meters Collected	\$ 66,924	\$ 61,108	\$ 34,920	\$ 64,768
Parking Permits	\$ 136,477	\$ 152,451	\$ 138,216	\$ 137,017
Total Viol. / Meter / Permit Revenue	\$ 621,157	\$ 579,832	\$ 500,446	\$ 572,252





Program Description

The Arlington Department of Planning and Community Development (DPCD) is committed to improving the quality of life for Arlington's residents by improving housing opportunities, transportation access, economic development to enhance the vitality of our business districts and generate commercial tax revenue, providing opportunities for low and moderate income households, and preserving and promoting the town's natural, historic, and cultural resources. DPCD is focused on planning, redevelopment, and creating future development opportunities.

DPCD oversees planning and community development activities within the Town of Arlington. DPCD staff are involved in most of the Town's key initiatives, including implementation of the Master Plan, Mass Ave. Phase II planning, Complete Streets, and efforts in our business districts. The Department has nine full-time and four part-time staff members.

The Department provides staff support to the Arlington Redevelopment Board. The ARB is the Town's Planning Board and is also the redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House, the Central School, and 23 Maple Street.

Budget Statement

This budget will increase by \$61,725 because of the moving a Building Craftsman from the Gibbs School Building budget to the Planning Department budget and because of creating a new Environmental Planner position in place of a part-time Conservation Administrator.

FY2018 Objectives

- Implement the Arlington Master Plan with particular focus on advancing Housing, Economic Development, Transportation, and Historic and Cultural Resource Areas strategies.

PROGRAM COSTS				
Rental Properties & Redevelopment Board	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	57,648	63,576	-	-
Expenses	8,627	10,800	10,800	10,800
Gibbs	142,476	185,210	-	-
Parmenter	23,096	15,000	15,000	15,000
Dallin Library	-	5,000	5,000	5,000
Total	231,847	279,586	30,800	30,800

PROGRAM COSTS				
Planning & Community Development	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	395,047	479,778	536,993	536,993
Expenses	17,365	24,185	28,695	28,695
Total	412,413	503,963	565,688	565,688

STAFFING				
Planning & Community Development	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4	4	5	5
Total	6	6	7	7

STAFFING				
Rental Properties & Redevelopment Board	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	0	0	0	0
Custodial/Bldg.Maint.	0.5	0.5	0	0
Total	0.5	0.5	0	0



FY2018 Objectives (cont.)

- Implement year two of the five-year Housing Production Plan, including adding units to the Subsidized Housing Inventory.
- Implement year two of the five-year Open Space and Recreation Plan.
- Improve the Mill Brook Corridor by increasing connections to the brook and organizing clean-ups to improve access and water quality.
- Secure design funding for Mass Ave. Streetscape Phase II Plan.
- Work with Mass Ave. and Broadway property owners and to encourage mixed-use, including residential and commercial development.
- Secure funding to update and improve historic property inventories.
- Recommend amendments to the entire Zoning Bylaw for review and approval at a fall Special Town Meeting.
- Update administrative, permitting, and coordination across boards and commissions to ensure clear protocols and procedures are followed.
- Work with all business districts to understand challenges and opportunities in each and direct resources and assistance to assist with business development, recruitment and retention.
- Implement Vacancy Registry Bylaw, including assisting property owners with marketing available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Complete an Arts and Culture Action Plan.
- Work with the CDBG Subcommittee to improve the Town's Community Development Block Grant Program.
- Assess Arlington Redevelopment Board property portfolio and determine need for renewal of Arlington Center Urban Renewal Plan.
- Continue to work on capital plan projects at five properties.
- Work with stakeholders to celebrate the 25th anniversary of the Minuteman Bikeway and consider improvements along the corridor, including lighting and bikeway hours.
- Have a Minuteman Cultural District designated by the Massachusetts Cultural Council that will connect the Center to East Arlington.
- Secure grants and other capital for the Senior Center at the Central School to begin a major renovation to begin in 2019.
- Continue to provide reviews of ZBA cases, licenses, and permits.
- Propose and develop priorities for Parking Benefits District.

Major Accomplishments for 2016

- Implemented the Arlington Master Plan, including formation of: the Zoning Recodification Working Group to oversee rewriting and modernizing the Zoning Bylaw; the Residential Study Group to address concerns regarding new construction in existing neighborhoods, as requested in a resolution at the Spring, 2016 Town Meeting; the Historic Resources Working Group to improve communication and coordination among the Historical Commission, the Historic Districts Commission, the Arlington Historical Society, and Town staff to improve preservation of the Town's historic resources; the Mill Brook Study Group to enhance the Mill Brook's environmental value and economic development potential to the Town.
- The Housing Production Plan was adopted by the Redevelopment Board in June, and by the Selectmen in July. It was approved by the Department of Housing and Community Development in November.
- A Complete Streets policy was adopted by the Selectmen in April and accepted by the Massachusetts Department of Transportation in May. After submitting a Prioritization Plan, the Town was awarded a grant of \$400,000 for sidewalk and other pedestrian improvements on Gray Street. The goal is to increase walking by students to Ottoson Middle School by improving pedestrian safety on Gray Street.
- The Arlington Center Parking Management Plan recommendations were implemented by replacing multi-space meters in parking lots and installing single space meters in Arlington Center.
- Hired a consultant to begin zoning recodification, including facilitating robust public participation
- Completed Mass Ave. Streetscape Phase II Conceptual Plan. Gathered public, business owner, and property owner input on future streetscape improvements along Mass Av. from Pond Land to Mill Street with a focus on four key nodes at Broadway Plaza, Whittemore Park, Town Gardens, and a commercial block
- Secured \$400,000 in funding from MassDOT for safety improvements to Gray Street.
- Oversaw of the Arlington Center Safe Travel project to improve a safe crossing along the Minuteman Bikeway across Mass Ave.
- Submitted application for Cultural District designation and joined Managing Partnership.

Fiscal Year 2018 Budget



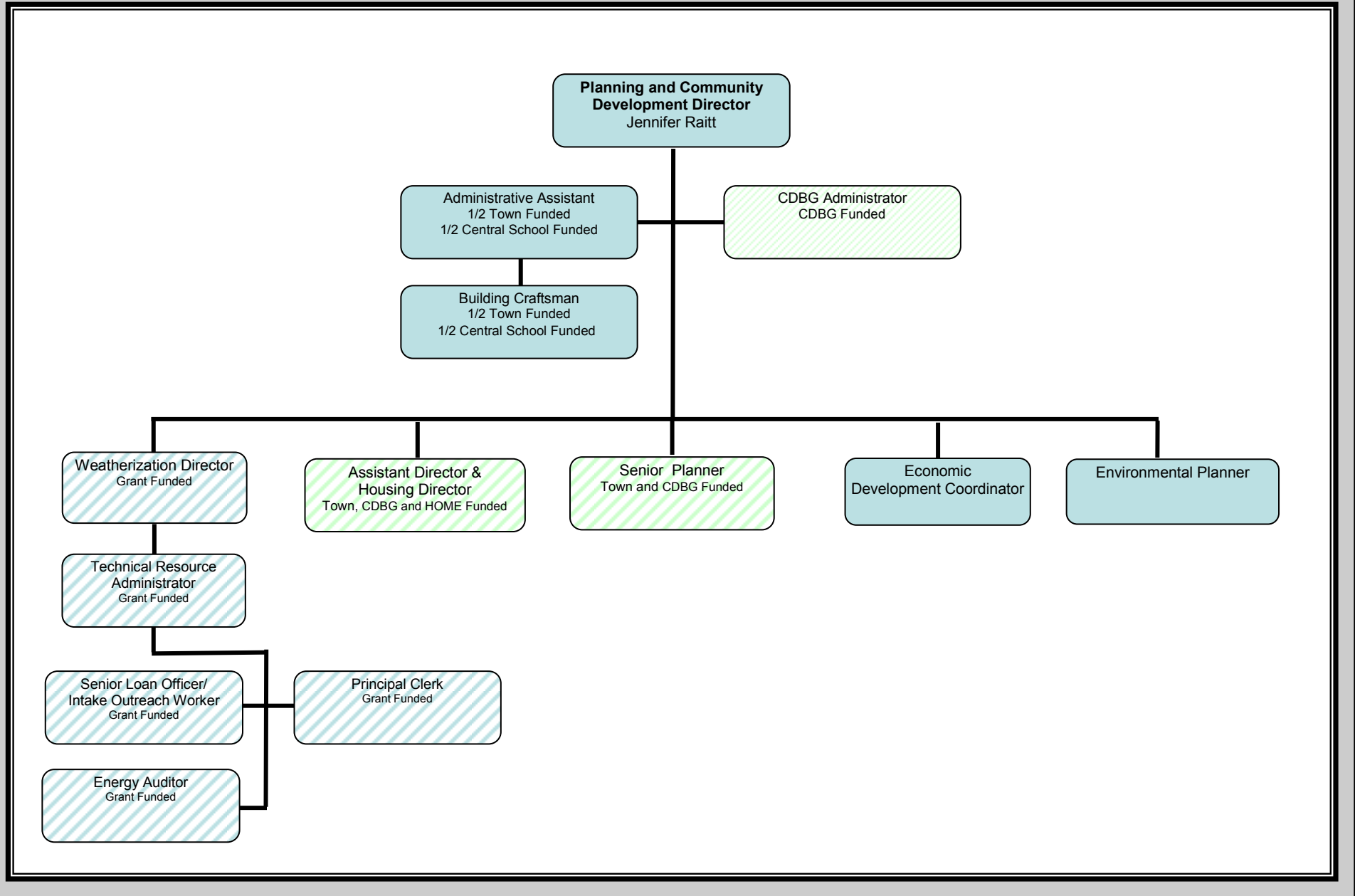
Planning and Community Development Rental Properties & Redevelopment Board

Performance / Workload Indicators				
Planning & Community Development	FY2014 Actual	FY2015 Actual	FY2016 Actual	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				
Conservation Commission	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	2015 Actual	2016 Budget	2017 Budget	2018 Budget	\$ Change
Gibbs Revenue	\$ (328,742)	\$ (318,819)	\$ (340,381)	\$ -	\$ 340,381
Parmenter Revenue	\$ (215,046)	\$ (219,060)	\$ (223,155)	\$ (227,332)	\$ (4,177)
Dallin Revenue	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ -
Total	\$ (588,787)	\$ (582,880)	\$ (608,536)	\$ (272,332)	\$ 336,204

- ### Major Accomplishments for 2016
- Secured funds Massachusetts Preservation Project Funds through the Massachusetts Historical Commission and completed significant exterior renovations of the Jefferson Cutter House at Whittemore Park.
 - Completed improvements at Central School, including entryway at Academy St. and repaving the circular driveway and side lot.
 - Completed improvements at 23 Maple Street porches and entryway.
 - The CDBG Program celebrated much success:
 - Installed 71 ADA-compliant ramps.
 - Assisted 12 public service agencies with efforts ranging from assisting low-income older people with transportation needs to addressing food insecurity afterschool and during the summer.
 - Arlington Home Improvement Loan Program completed eight loans projects to income eligible homeowners and; two to extremely low-income households and six to low-income households. No one was displaced as a result of the rehab work.
 - Assisted Housing Corporation of Arlington (HCA) in completing acquisition and predevelopment for 20 Westminster Avenue into nine affordable rental housing units.
 - Two loans made under the Storefront Enhancement program.
 - One affordable condominium was resold through a lottery.
 - 6 restaurants obtained sidewalk dining permits.
 - 10 Decisions were issued by the Arlington Redevelopment Board
 - 19 Zoning Board of Appeals cases were reviewed by the Department
 - 57 new affordable housing units permitted in three developments.
 - Began implementation of Vacancy Registry Bylaw.





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

The Zoning Board of Appeals expense budget has been increased in FY18 to cover the cost of a stenographer during hearings.

FY2018 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 2016

- The Zoning Board of Appeals heard and rendered decisions on 14 petitions for Special Permits and/or Variances.

PROGRAM COSTS

Zoning Board of Appeals	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	19,499	20,812	22,220	22,220
Expenses	4,246	4,100	10,100	10,100
Total	23,745	24,912	32,320	32,320

STAFFING

Zoning Board of Appeals	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	0.5	0.5	0.5	0.5
Professional/Technical	0	0	0	0
Total	0.5	0.5	0.5	0.5

Performance / Workload Indicators

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



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT