

EXECUTIVE SERVICES

BOARD OF SELECTMEN

The Board is pleased to submit its annual report for 2016 to Arlington residents. The Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town. In 2016 Kevin F. Greeley was elected to the Board of Selectmen for his 9th consecutive term. During 2016 Diane M. Mahon served as Board Chair, and Daniel J. Dunn as Vice Chair.



Arlington Board of Selectmen clockwise, left to right: Diane M. Mahon (Chair), Joseph A. Curro, Jr., Steven M. Byrne, Daniel J. Dunn (Vice-Chair), Kevin F. Greeley.

Year in Review

Master Plan - The Master Plan Implementation Committee (MPIC) remains active since the Master Plan was adopted by the Arlington Redevelopment Board (ARB) and Town Meeting in 2015. The Master Plan recommended that the Town update its 2004 Housing Plan and working with the Metropolitan Area Planning Council and JM Goldson, the Housing Plan Advisory Committee, the ARB, and the Department of Planning and Community Development (DPCD) developed a Housing Production Plan (HPP) for the next 5-10 years. The HPP documents the Town's changing demographics and housing trends, and developed goals and strategies for meeting the Town's current and future housing needs. In 2016 the HPP was adopted



by the Redevelopment Board and the Board of Selectmen, and approved by the Massachusetts Department of Housing and Community Development. Implementation of the Housing Production Plan will begin in 2017. Also in 2016 a Complete Streets policy was adopted by the Board and MassDOT.

Age Friendly Community is a term coined by the AARP to describe a community that is welcoming to people of all ages, a goal that the Board highly endorses. Efforts to support an Age Friendly Community in Arlington this year include investments in the Council on Aging. Specific investments include an increase in social worker staff time, a major renovation planned for the Town's Senior Center, and a \$500,000 investment in sidewalk improvements; the latter is aimed at improving accessibility and mobility throughout the community.

Green Community - Designated as a Green Community in 2010, Arlington continues to move forward in its energy and conservation initiatives and has been awarded \$1,185,943 in grant funding to date, including \$247,943 in 2016 for numerous efficiency upgrades at various elementary schools, the Ottoson Middle School, Ed Burns Arena and Town Hall.

Jefferson Cutter House - The exterior of the Jefferson Cutter House, pictured on the cover and throughout this report, was renovated in 2016. Funding for this project was provided by the Massachusetts Historical Commission, ARB Urban Renewal Fund, and a Community Development Block grant. It was finished in the summer to great fanfare and is a shining jewel of Arlington Center.



Jefferson Cutter House.

Volunteerism

Arlington's many volunteer committees continue to provide valuable contributions to the community by helping those in need, participating in Town governance, and educating the public on important issues.

One such example of volunteer participation is EcoFest, which is co-sponsored by Vision 2020's Sustainable Arlington, the Arlington Garden Club, and Public Works and held at Town Hall. The theme in 2016 was *Ready for Climate Change?*

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At the event local vendors and environmental groups focused on climate change. What do we need to know? What can we do to mitigate the effects at home and in our community? A highlight was a talk by MAPC Energy Manager on how the region is preparing. Another example of volunteerism is Arlington Alive's annual Summer Block Party.



The event promotes and celebrates Arlington's creative economy and is co-sponsored by the Arlington Committee on Tourism and Economic Development (ATED), Arlington Cultural Council, and local businesses.



The 2016 Patriots Day Parade begins in Arlington Heights.

Patriots Day Parade

The Arlington Patriots Day Parade has celebrated Arlington's role in America's battle for Independence for

more than 100 years. Local re-enactors, veterans, and other celebrants have marched down Massachusetts Avenue year after year, raising our patriotic spirit and uniting the Town in honor of our historic role. However, funding for the parade had diminished over recent years while costs escalated, leaving Arlington with insufficient funding to hold a parade in 2015. Fortunately, businesses and residents stepped up to the plate to sponsor the return of this wonderful event in 2016. The Board would like to thank the efforts of our Veterans Services Director, Jeffrey Chunglo, and the Patriots Day Committee volunteers for their efforts in breathing new life into the parade and its importance within the community. We look forward to continuing this tradition for another 100 years.



Town Day Celebration

Arlington Town Day was another successful event. Resident and vendor participation was at an all-time high. The Town Day Committee is grateful for the strong community participation that has become well-known as a source for Arlington's strong and thriving community spirit. The Board would like to extend its thanks and congratulations to the Town Day Committee, and especially the Co-chairs, Marie Krepelka and Kathleen Darcy. The Board also wants to extend the same thanks to the many businesses and tireless volunteers whose loyalty, dedication, and hard work made this celebration a success again. All Town Day activities are privately funded and this event continues without any Town funding.

These are just a few of the highlights in Arlington this year. More highlights are included in this report.

Acknowledgments & Recognitions

The Board of Selectmen would like to thank all Town employees for the work they perform to make Arlington a special place to live, work, and enjoy. We also thank the volunteers who spend thousands of hours each year performing a labor of love for their community; Arlington would not be the same without them. We particularly thank the staff of the Selectmen's Office for their tireless and intelligent work on our behalf: Marie Krepelka, Board Administrator, MaryAnn Sullivan, Frances (Fran) Reidy, and Ashley Maher.

TOWN MANAGER

I am very pleased to deliver what will now be my fifth Annual Report to the Town of Arlington as Town Manager. I am honored to serve the Town of Arlington in this capacity and I am thankful to the Board of Selectmen for continuing to entrust me with this role. Arlington has a long tradition of professional management, and I am proud to be able to continue this tradition. I also feel very fortunate to be working in a Town that is made up of so many dedicated, committed, and talented residents. Without the contributions of volunteers, many of Arlington's successes would not be possible.

My goal in making this report is to provide an overview of the financial, organizational, and community based efforts that took place during 2016.

The year 2016 saw both school capacity expansion and renovation projects get off the ground to address growing enrollment at Arlington Public Schools while also updating existing infrastructure to meet 21st century educational standards. Gibbs Junior High, currently leased to private tenants, is being renovated to accommodate sixth grade students from the overcrowded Ottoson Middle School. To meet enrollment demands at the Thompson School, modular classrooms were leased to accommodate the growing school population while construction of a six class room expansion is undertaken. The construction contract for this project was awarded in October and completion is expected for fall 2017 occupancy. The Stratton Elementary School is undergoing a renovation which includes a new roof, windows and HVAC on the east side of the building to match prior work on the west side; a new Media Center and expanded Food Service and Administration areas; enhanced technology, fire protection, lighting, and accessibility upgrades throughout. Modular classrooms were erected on site to house students during the construction period. The construction contract was awarded in March and completion is expected for fall 2017 occupancy.

The year also saw the completion of the final of three phases of renovation at the Community Safety Building on Mystic Street. This project received LEED (Leadership in Energy and Environmental Design) Silver certification for LEED Commercial Interiors. This renovation allows the building to provide necessary modernization for public safety operations.

The year also saw the exterior restoration of the historic Jefferson Cutter House in Arlington Center. As mentioned in the Selectmen's report, funding for this project was provided by multiple sources and was welcomed with great enthusiasm over the summer.

In 2016 the Arlington Police Department (APD) remained dedicated to combating the opioid epidemic. The APD Opiate Overdose Outreach Initiative pairs police with a Public Health Clinician to provide door-to-



Adam Chapdelaine, Arlington Town Manager

door outreach to known substance users and to provide support/resources to their families and loved ones. The Initiative also hosts regular, well-attended, community events and provides Nasal Naloxone to individuals and families at risk of overdose. APD has shared their Initiative with over seventy police departments throughout the United States and Mexico, presented the program at conferences across the country, and Chief Frederick Ryan presented the Initiative in Washington D.C. to the Director of National Drug Control and to a U.S. Senate Opioid Roundtable. Arlington is leading the way to curb the heroin epidemic and I wanted to take a moment to commend the efforts of the Department, Chief Ryan, and Clinical Responder, Rebecca Wolfe, M.Ed. in their persistent effort to eradicate this terrible illness. You can learn about this initiative at arlingtonma.gov/police.

These initiatives and more are included in this report. They are part of the Town's ongoing commitment to seek efficiencies and improvements in service delivery while providing transparency and information that is both relevant and timely. It is my hope that through this report, residents will learn about this commitment. Residents can also receive information about Town activities year-round by visiting the Communications Center at arlingtonma.gov and signing up to one of our many communication methods. Please also note that in several sections of this Annual Report, we have included a link to a webpage where more information about a project or effort can be found.

Town's Financial Outlook

FY2017, the current fiscal year, is the third year beyond what was initially intended to be a three-year plan that incorporated the Proposition 2 ½ override of 2011 designed to carry the Town's budgets through FY2014. The key commitments along with updates on the status of meeting the commitments of that three-year plan are listed as follows:

- 1) Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – *Current projections have extended the plan to cover FY2012-FY2020.*

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2) If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013.

- *This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*

3) Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – *This commitment has been maintained and this year's Town operating budget proposes a 3.25% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed.*

4) Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated healthcare savings, the extra savings will be:

- a) Deposited into the override stabilization fund to extend the three year override period;
 - b) Used to preserve services; and
 - c) To satisfy any and all negotiated items between the Town Manager, employees, and retirees.
- *The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.*

5) An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – *This commitment has been met.*

6) Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – *This commitment is being maintained.*

For in-depth information about the Town's financial condition please refer to the Town Manager's Annual Budget & Financial Plan online at: arlingtonma.gov/budgets.

Dedication to Efficiency, Innovation & Transparency

Currently, the Town is in the process of fully updating its financial software, MUNIS, and is also in the process of transferring its cash management, billing, and accounts receivable software to the MUNIS platform. The completion of these projects will help modernize the architecture upon which the Town finances are managed and allow for improved resident services related to billing.

The Town has also recently implemented a new web hosted work order system for the Facilities Department and is investigating software linked to the Town's GIS system aimed at upgrading the work order system used by the Department of Public Works. Both of these projects are aimed at increasing efficiency within the departments, while also enhancing the long-term maintenance of the Town's buildings and infrastructure.

In FY2017, and beyond, the Town will also remain committed to finding other means of reducing costs, which may include, but will not be limited to, regionalization of services.



Sustainability/Energy Conservation

In 2010 Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. In 2013, based on significant fulfillment of these plans, the State's Department of Energy Resources (DOER) honored Arlington with the "Leading By Example" award. This award is given to only four municipalities on an annual basis, and Arlington is proud to have earned the designation. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received five grant awards over the past five years, totaling \$1,185,943. The most recent grant award of \$247,943 came in 2016 and provided funding for numerous efficiency upgrades at various elementary schools, the Ottoson Middle School, the Ed Burns Arena and Town Hall. Also, in 2015, the Town installed solar photovoltaic panels on six school roofs via a power purchase agreement with Ameresco. This installation produced 793,180 kWh in its first year of operation. Over the course of the 20 year agreement, the Town estimates a costs savings

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of approximately \$2,000,000. Further, the Town has recently completed the renovation of Police Headquarters, which has earned LEED Silver certification. Looking forward, the Town will continue to focus on energy efficiency efforts and also begin to focus discussion on issues regarding climate change preparedness.

Around Town

The MassDOT reconstruction of Massachusetts Avenue in East Arlington finalized in the spring and efforts began on Phase 2. This second phase looks at the stretch of Mass. Ave. from Pond Lane to Mill Street in Arlington Center. With public participation, a conceptual design plan has been developed. MassDOT's Arlington Center Safe Travel Project was implemented and completed this year. The primary goal of the project is to provide a safe connection for the Minuteman Bikeway through Arlington Center, improve roadway safety and mobility for all users, plus upgrade infrastructure (roads, signals, and curb ramps) in the project area.

Parking

Many of the recommendations in the Arlington Center Parking Management Plan have been implemented. Multi-space meters in parking lots have been replaced and single space meters installed in Arlington Center. The new meters, which cost \$1.00 per hour and have a four-hour limit, will help increase on-street parking availability by encouraging long-term parking in municipal lots, which have no hourly limit, and cost \$0.50/hour. In 2017 the Town plans to propose and develop priorities for a Parking Benefits District. A Parking Benefits District will allow the Town to segregate the net revenue from parking meters to spend on improvements to Arlington Center, such as new sidewalks and lighting, etc. The District would have to be approved by Town Meeting.

Arts & Cultural Planning

In 2016, the Planning Department along with the Metropolitan Area Planning Council (MAPC), the Arlington Commission on Arts and Culture (ACAC), and others in the community launched a Town-wide cultural planning process. Their first goal is to have an arts and culture action plan that aims to strengthen and grow arts and cultural opportunities in Arlington, leading to a thriving arts and cultural life for all. The project will also help the Town implement the historic and cultural resource area goals outlined in the Master Plan and bolster efforts to create a Cultural District from Arlington Center to East Arlington. More activity is expected in 2017.



NLC Prescription Drug Card Program Savings

The Town continues periodic outreach on the National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At the end of calendar year 2016, Arlington leads the state in cumulative savings to residents with \$279,069, with \$26,582 this year. The free program offers residents an average savings of 30% on non-insured prescriptions. Residents can obtain the free card online at arlingtonma.gov/prescriptioncards.



Communications & Customer Service

The Board of Selectmen and I continue to make improving public communications and customer service one of our priority goals. This annual report is one such communication vehicle in which we put a great deal of effort to make it informative, easy to read, and attractive. In 2016 the Massachusetts Municipal Management Association (MMA) awarded Arlington first place for its 2015 report. The Town also makes these reports available online at arlingtonma.gov/annualreports.

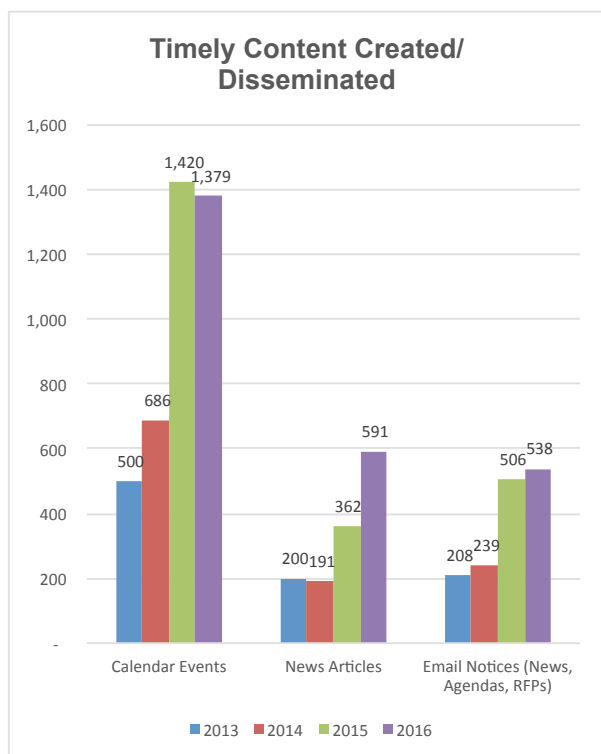
We strive to inform the public about general Town activities and during emergencies, plus build a stronger relationship with our residents and improve efficiencies for our staff. To meet these needs and increasing demand for them, we utilize the following information channels in conjunction with local media.

Arlingtonma.gov

Arlingtonma.gov is the Town's communication hub supporting one of the priority goals of the Board of Selectmen: enhance public communication and customer service and leverage technology to build staff capacity. The site serves a population of approximately 43,000 residents, surrounding communities, and beyond. The site supports the online communication and outreach activities of fifteen departments, and over sixty-five boards, committees, and commissions. Since the institution of the Open Meeting Law (OML) in July 2010 approximately 1,000-1,500 documents are added to the site annually, mostly agendas and minutes.

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Website Traffic (arlingtonma.gov)	2012	2013	2014	2015	2016
Page Views	1,399,333	1,381,574	1,316,919	1,538,050	1,731,811
Visits/Sessions	573,288	586,584	496,936	558,672	649,723
Frequency & Recency Over 200 visits to website	18,810	17,637*	16,992	19,898	22,625



*Note: The chart has been corrected from the 2015 report. Last year the chart reported cumulative totals instead of annual totals. Although the values were off, the trend remained the same – increases in news and email notifications created and disseminated.

We continue to see improvements in both building staff capacity and user engagement since the website launch in July of 2014. For staff there were increases news postings (63%) and email notifications (6%). Calendar postings decreased by 3%. These activities are in addition to the increases in documents posted (13%) shown in the previous chart. The num-

ber of pages are up 9% with a total of 785 pages on the site. A municipal site Arlington's size should generally be around 500 pages. Our page count of 785 is high and indicates that we should audit our site to ensure these pages are necessary.

This year arlingtonma.gov recorded over 1.7 million Page Views and approximately 650K Sessions, both increases from the previous year, 11% and 14%, respectively. There was a 12% increase in user loyalty (Frequency and Recency) by those Users who visited the site more than 200 times during the year, from 19,899 in 2015 to 22,625 in 2016.

Request/Answer Center

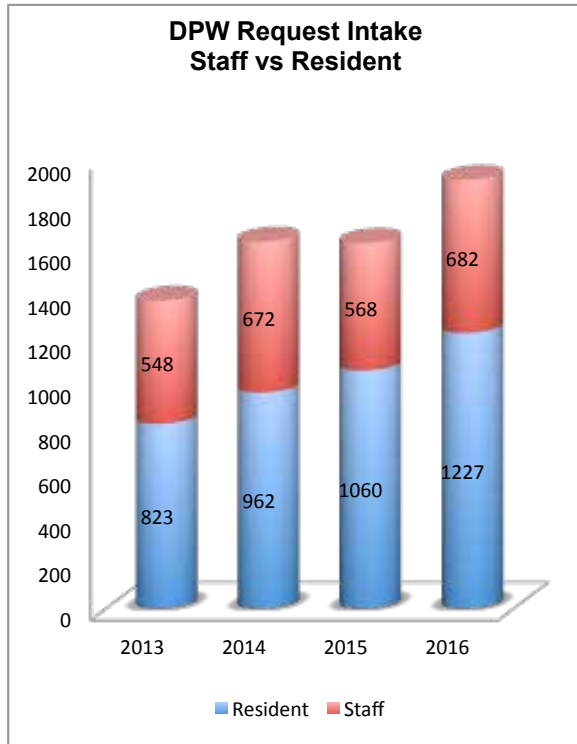
The Request/Answer Center is Arlington's online customer service portal where residents can make requests of Town services (and track them), ask questions, and find answers. 2016 marked the ninth year for the service. In 2015 the service was updated with Responsive Web Design (RWD) and in 2016 the backend system was updated with a new user interface that is more modern and easier for staff to process requests. The system continues to be heavily utilized by both staff and residents.

A major feature of the service is the ability for residents to easily search an extensive database before calling staff for an answer. If they cannot find the answer online, their question is forwarded to staff for a response. Since launching the service, over one million answers have been viewed, yet less than 1% of questions are submitted for staff to respond. This service continues to enforce the self-serve method of providing easily accessible information so residents can find the information they need at their

Request/Answer Center: System Stats	2012	2013	2014	2015	2016
Answers Viewed on Portal	196,393	188,367	267,392	298,054	297,894
Productivity Preserved in Hours/Answers Viewed	16,366	15,697	22,283	24,838	24,825
New Customer Registrations	2,338	2,373	2,251	2,067	1,779
Requests Created	2,951	2,772	2,988	3,355	3,222
Requests Closed	2,731	2,811	2,543	3,209	3,231
% Questions/Requests Remain Open System	22%	24%	27%	5%	9%

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convenience. One way to measure how productivity might be preserved in this self-service model is to estimate the time of phone calls to staff members. If an average phone call takes 5 minutes to answer, then 24,825 productivity hours were preserved, or the equivalent to 13.6 full-time employees (35 hour work week).



Measuring the self-service model in how requests are submitted, we compared the last four years of DPW requests intake methods, comparing staff vs. resident entered requests. Between 2015 and 2016 the ratio of residents and staff entered requests are similar, 65% and 64% respectively. Overall requests entered into the system for Public Works continue to increase.

It is important to note that Public Works

reports that not all requests are entered into the system as they continue to struggle with the challenge of multiple intake methods available (online, email, phone, walk-in, etc.). To encourage more direct resident reporting to this system, as well as overall resident engagement and staff ease of use, the Town is evaluating a mobile application option that will compliment ongoing efforts to improve request intake and GIS integration previously mentioned in this report.

Receive time-sensitive notifications
Phone * Text * Email



Register at
www.arlingtonma.gov/subscribe
or call 781-643-1212

Powered by **CODE RED**
Keeping citizens informed.

Arlington Alerts, Town Notices, Social Media

Since 2012 Arlington Alerts have been notifying residents via phone, text, and email before, during, and after emergencies or to relay important information. When initiating a Town-wide phone call the system reaches approximately 19,000 phone connections. In 2016 the system was utilized for Arlington Police Department's Opioid Outreach Initiative meeting, one snow emergency / parking ban (1), and the Patriots Day Parade.

Town of Arlington Notices are official notifications sent by the Town via email to subscribers. This opt-in email distribution list delivers information on Town activities including: public health and public works alerts, election information, and special Town related events. Notices are one of the most helpful and effective tools to communicate to the public.

In 2016 the Town saw a 3% increase in subscribers totalling 5,103. There was a 4% increase

Online Communications	2012	2013	2014	2015	2016
Town of Arlington Notices Subscribers	4,573	4,422	4,372	4,944	5,103
% of Growth from previous year	9%	-3%	-1%	13%	3%
% Compared with # of households (19,000)	24%	23%	23%	26%	27%
Arlington Alert Emails Subscribers*	2,149	3,795	3,981	4,507	4,710
% of Growth from previous year	72%	57%	5%	13%	4%
% Compared with # of households (19,000)	11%	20%	21%	24%	25%
Arlington Alert Text Subscribers*	2,688	3,310	973	1,875	2,301
% of Growth from previous year	44%	81%	-340%	93%	19%
% Compared with # of households (19,000)	14%	17%	5%	10%	12%

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in Arlington Alert email subscribers and a 19% increase in text messaging subscribers. Although the increases are modest the overall reach to residents via these channels is strong.

An emphasis of social media was given in 2016. The Town beta-tested and rolled out Vision Social. Vision Social is a social media management tool that allows website users to push/schedule News and Calendar content to social media channels, improving outreach with minimal overhead. Arlington Fire Department created a Twitter account and the Patriots Day Celebration can be found on Facebook.

Cross-department meetings and workshops were instituted in 2016 and have greatly improved content workflow and quality across-departments on all channels, with an emphasis on News and Social content.

Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents. The Town also strives to maximize technology for efficiencies and will continue to build upon these valuable Town assets. We put a lot of effort into making sure our website is timely and accurate, the Request/Answer Center is working properly and responding to resident needs, keeping residents up-to-date through Town Notices and social media, plus be prepared for an emergency with Arlington Alerts. We constantly evaluate all our channels so we can maximize service delivery and staff efficiency. It is important to note, none of the success can be realized without skillful collaboration. From the many content contributions from staff, boards, and committees, to residents utilizing these channels, we continue to help residents 'get connected' and 'stay connected' to Town Hall.

Acknowledgements

Arlington is very fortunate to have so many talented citizens willing to volunteer their time to serve the Town in various capacities including Town Meeting, Boards, and Committees. Together with our elected leaders, management team, and staff, they make Arlington a special community. I would like to thank the Board of Selectmen for its leadership and support throughout my fifth year as Town Manager. I am also very grateful for the professionalism, knowledge, and support provided by Deputy Town Manager, Sandy Pooler.

This year Arlington's Director of Recreation, Joe Connelly was appointed the Director of Community Services for the Town of Andover. Joe spent over eleven years with Arlington and his accomplishments include significant capital upgrades at the Ed Burns Arena, multiple park and playground renovations, and constant innovation and modernization of recreational programs offered by the Recreation Department. In September, the Town welcomed Jon Marshall into the role. Jon was

the Recreation and Parks Director for Natick where he built a track record in building outstanding community programs and a deft hand in public administration. I would also like to welcome James Feeney in the role as Assistant Town Manager. The Assistant Town Manager serves a lead role in community relations and strategizes on solutions to a wide variety of customer service issues. The role is also be responsible for capital project management and oversight of Community Preservation Act funded projects, as well as serving as the Public Records Officer for the Town. Jim previously served as Arlington's Health Compliance Officer and has performed the roles of acting Director of Health & Human Services and interim Director of Recreation. In the spring, Management Analyst, Eve Margolis, was appointed Area Administrator for International Development at the Harvard Kennedy School. Eve's professionalism was a great asset to the Town and she will be missed. In July, we welcomed Amy Fidalgo as our new Management Analyst. Amy previously worked as Arlington's Community Development Block Grant (CDBG) Administrator where she managed the Town's entitlement block grant. Amy's diligence and attention to detail are a welcome addition to the office.

The Town thanks Joe and Eve for their service to Arlington and welcomes Jon, Jim, and Amy. I have every confidence they will ensure the delivery of high-quality Town services to residents and staff.

Arlington is fortunate to have a talented, dedicated, and hard-working management team that is second to none in the Commonwealth, and I feel privileged to be able to work with them day in and day out. Going further, Arlington is lucky to have a great team of Town employee across all departments.

Finally, I would be remiss if I did not express my warmest appreciation for my office staff, Kristen De-Francisco and Domenic Lanzillotti. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office. I would like to express my sincere gratitude to Joan Roman for her tremendous efforts serving as the Town's Public Information Officer, and in particular, for her work on this Annual Report. Joan's passion for communication with the public, attention to detail and design capabilities make her a great asset to the team and result in the compilation of this excellent report as well as year round excellence in the provision of public information.