



Program Description

The Finance Committee is comprised of 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, 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, Envision Arlington, Information Technology Advisory Board, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has increased personnel services by \$100 for FY20. The Reserve Fund is one percent (1%) of General Fund Revenue.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Reserve Fund				
Expenses	1,506,440	1,553,287	1,597,575	1,604,584
Total	1,506,440	1,553,287	1,597,575	1,604,584

FY2020 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 2018

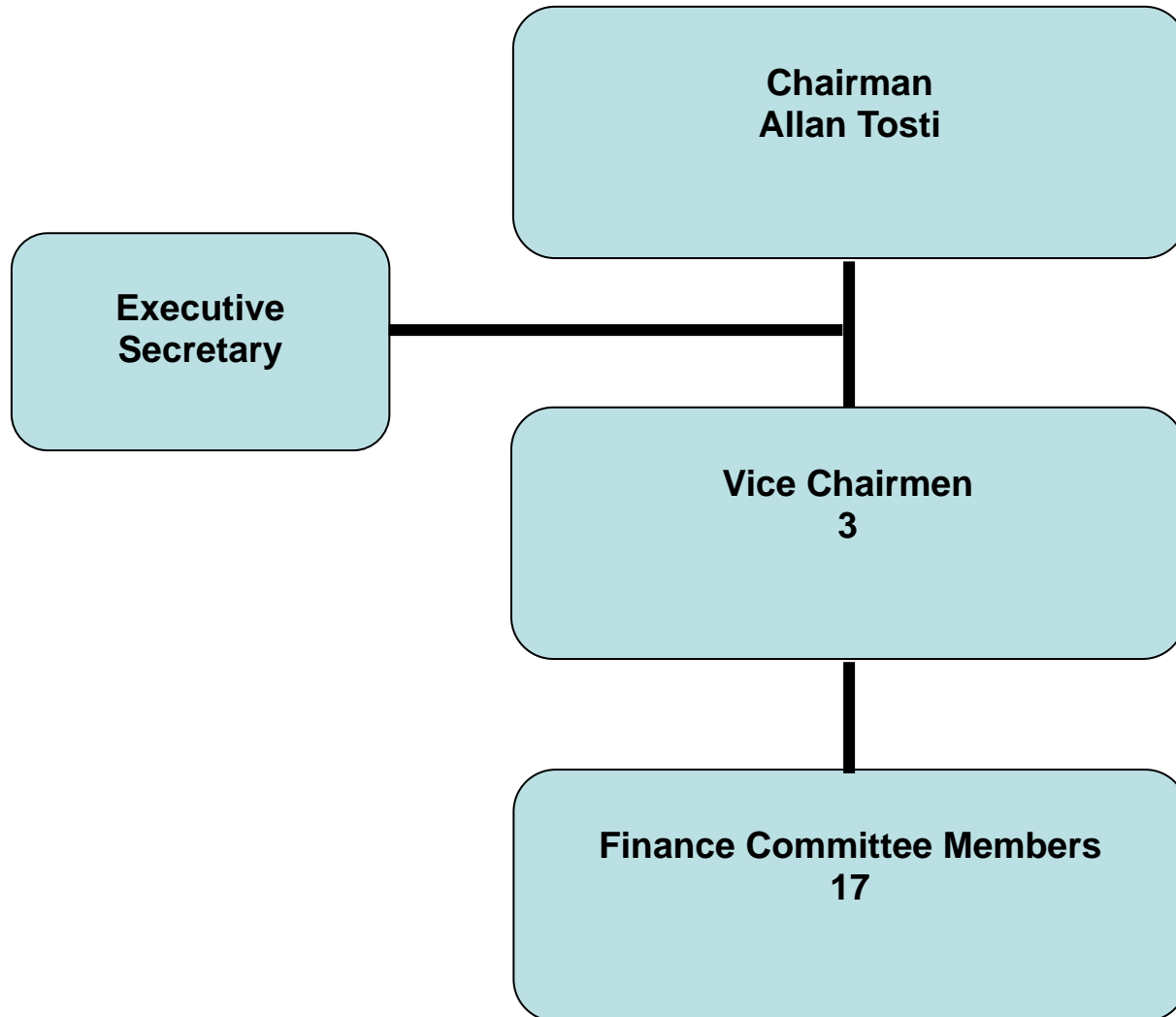
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

Finance Committee	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	7,406	8,050	8,150	8,150
Expenses	2,644	2,500	2,500	2,500
Total	10,050	10,550	10,650	10,650

STAFFING

Finance Committee	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	1PT	1PT	1PT





Program Description

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

- Provide administrative support to the Select Board.
- Serve as initial contact for the Select Board 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 the Select Board.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Select Board information.
- Preparation and follow up for Select Board 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 Select Board.
- Provide planning and follow up for all Select Board special events.
- Provide support and resources to the Transportation Advisory Committee and other SB committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and agendas for Select Board Committees.

Budget Statement

The Select Board’s Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. Personnel expenses increase due the reclassification of the Board Administrator position. The budgets fluctuate subject to the number of elections and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants, we expect that revenues from related permits will be maintained.

STAFFING

Select Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	2.5	3	3	3
Professional/Technical	0	0	0	0
Total	3.5	4	4	4

FY2020 Objectives

- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with the Arlington Tourism and Economic Development Committee to review the committee’s priorities and the committee’s structure with a focus on developing a sustainable model through which these priorities can be achieved.
- Establish a beautification committee to explore opportunities for enhancing holiday decorations and other aesthetic aspects of the Town.
- Update the Select Board’s Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.

PROGRAM COSTS

Select Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	256,608	285,117	296,201	296,201
Expenses	82,754	100,050	100,150	100,150
Total	339,362	385,167	396,351	396,351



FY2020 Objectives (cont.)

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Select Board's Chambers.
- Facilitate reorganization of the basement Select Board archives.
- Facilitate reorganization of electronic archives.
- Revise applications and permits for all license/permit categories.

Major Accomplishments for 2018

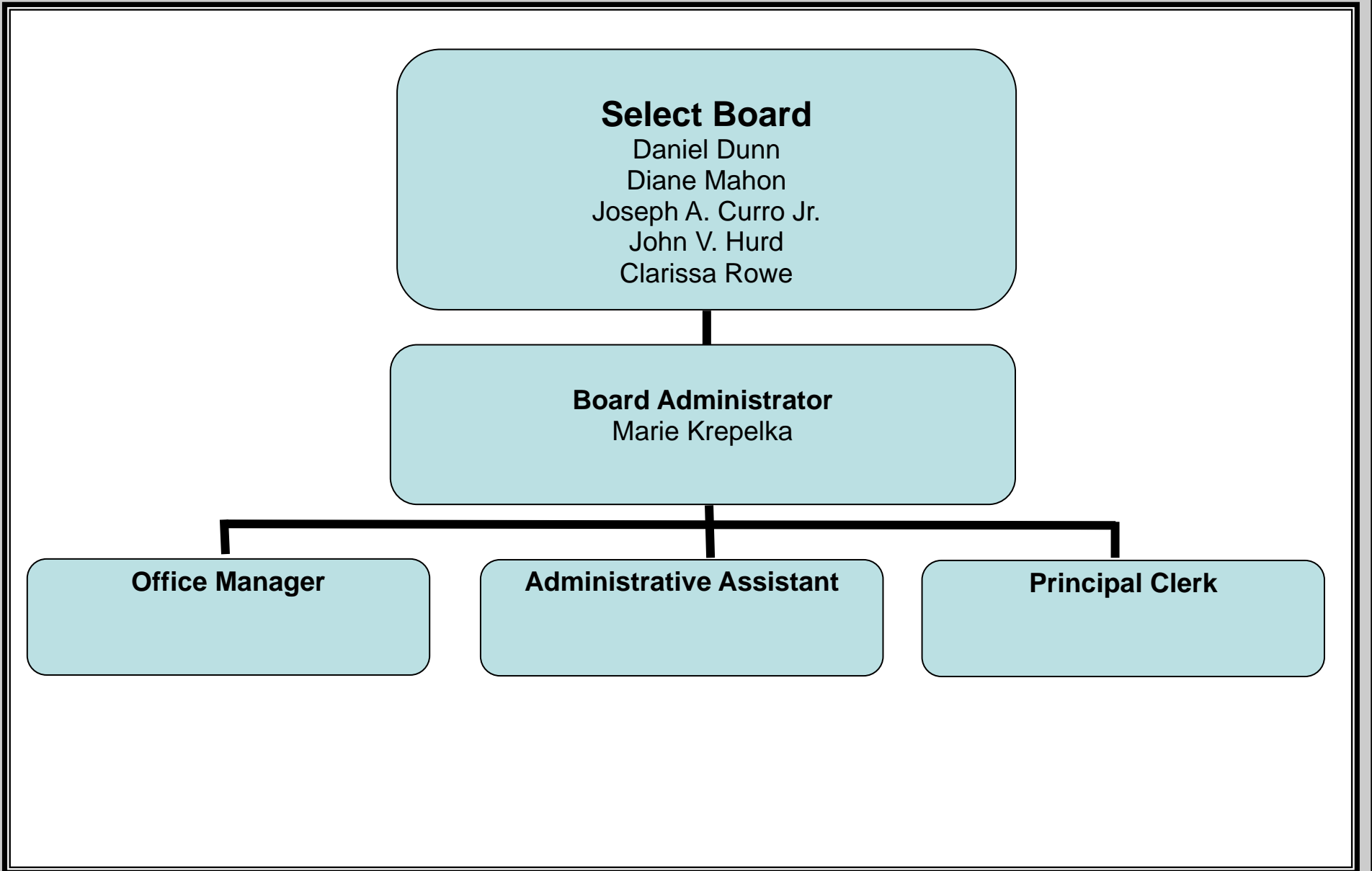
- Successful implementation and administration of the Commonwealth's Early Voting Initiative.
- Managed three different elections, including the Annual Town Election (April 2018), State Primary (Sept 2018), and State Election (November 2018).
- Spearheaded the 41st Anniversary of Town Day, including all event administration and coordination.
- Successfully implemented online Town Day Booth payments.
- Coordinated with the Select Board for planning three Special Town Meetings (February 2018, May 2018, and December 2018) as well as Annual Town Meeting (April 2018).
- Carpet installation and painting of the Select Board Chambers.
- Supported and implemented revisions of: Special/One Day Licenses, Caterer's Licenses, and Fundraiser Events.
- Assisted the Memorial Day Veterans Celebration at Town Hall.

SUB PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Elections				
Personnel Services	29,532	47,210	94,426	94,426
Expenses	61,478	151,915	24,300	24,300
Total	91,010	199,125	118,726	118,726

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Select Board				
Meetings:				
Town Meeting Preparations	8	8	4	8
Special Town Meeting Preparations	2	1	3	2
Select Board Meeting Preparations	28	28	26	28
Audit Advisory Meeting Preparations	2	2	0	0
Budget & Revenue Task Force	2	2	0	0
Select Board Goal Setting	1	1	1	1





Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Town Clerk, Select Board, 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, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

Budget Statement

This is a level services budget, with an increase of \$6,000 for web site support that was moved out of the Capital budget plus a \$1,000 increase for rising dues.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Town Manager				
Personnel Services	744,090	800,339	822,262	822,262
Expenses	41,243	46,000	53,000	53,000
Total	785,333	846,339	875,262	875,262

FY2020 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of AHS debt exclusion and operating override both of which are under consideration for Spring 2019.
- Work with the Long Range Planning Committee to develop a plan to reduce the MWRA debt shift as a means of offsetting tax bill impacts of the AHS debt exclusion and an operating override.
- Continue to evaluate current methods of delivering services to ensure that the most productive, cost efficient method is used with a particular focus on solid waste, recycling, and compost issues in preparation for impacts from the shifting recyclables market.
- Continue to maximize grant funding and other revenue enhancing opportunities including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.
- Continue to work with the School Department on ongoing implementation of the joint Town/School Facilities Department with a focus on asset inventory and programming for maintenance scheduling.
- Work with the Arlington High School Building Committee as it works to finalize the schematic design of the project and request approval of a project scope and budget agreement by the MSBA.
- Finalize the sale of the property at 1207 Massachusetts Avenue.

STAFFING

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Town Manager				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
Total	6.7	6.7	6.7	6.7



FY2020 Objectives (cont.)

- Work with the ARB and the PTBC as it finalizes design and seek funding from Town Meeting for the Central School focused on improving the space used as a Senior Center.
- Work with the PTBC as it finalizes design and seeks funding from Town Meeting for a renovation of the DPW facility.
- Continue to work with the Town Manager, the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to implement appropriated improvements to Town Hall and the Garden.
- Work with the Library Board of Trustees as it advances the "Reimagining Our Libraries" program and begins to seek funding for improvements to the Robbins and Fox Libraries.
- Continue to work with the Master Plan Implementation Committee as it implements key strategies and recommendations contained in the Master Plan, including a focus on updating the Town's zoning of business districts, signage and the development of affordable housing.
- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on the Arlington Heights revitalization planning initiative that is currently underway.
- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, work to promote the recently approved cultural district, and assist in the implementation of the Arts and Culture Action Plan while also working to develop metrics for measuring the impact of investments in arts and culture.
- Work with the Cemetery Commission and ARB to consider the impending shortage of cemetery space.
- Work with stakeholders to identifying land for storm debris and snow storage, with a particular focus on engaging in the community in a dialogue regarding the acquisition of the vacant land at Poet's Corner.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts.

- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows.

FY2020 Objectives (cont.)

- Work with the neighborhood, Department of Planning & Community Development, and community stakeholders to engage Youth Villages regarding the future use of the Germaine Lawrence campus.
- Move forward with plan to replace sidewalks in Arlington Center while maintaining consideration of and seeking funding for the more comprehensive conceptual redesign of Mass. Ave. in Arlington Center (Mass Ave Phase 2).
- Continue to work with the Parking Implementation and Governance Committee on managing the Arlington Center Parking Management Strategy, prepare proposals for the Parking Benefit District, and pursue funding for a parking study to be performed in East Arlington.
- Continue to work with the Parking Implementation and Governance Committee to investigate the implementation of a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with the Planning and Community Development Department to analyze the results of the Bus Rapid Transit pilot and develop recommendations for the permanent implementation of the program.
- Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and study the potential for e-scooters.
- Work with stakeholders to identify funding for and implement the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.
- Working with the newly hired Senior Transportation Planner, initiate a comprehensive review of the impact of Waze and other navigations apps that are impacting traffic in neighborhoods throughout Arlington.
- Work with the state legislative delegation and the MBTA to advocate for the repair and preservation of the Alewife parking garage.
- Explore more options for customer service enhancement including



enhanced use of website, offering of mobile app for the Request/ Answer Center, and connecting citizen requests to the GIS database.

FY2020 Objectives (cont.)

- Receive quarterly reporting from the Request/Answer center with a focus on volume and response time such as how long before request is acknowledged. Monitor long term unanswered requests and explore further metrics that provide value to the Board.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Town Manager and Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including investigating the implementation of community engagement training.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with departments to expand the implementation of online bill payments.
- Work to integrate GIS data and mapping tools into Public Works work order management.
- Continue work with the Energy Working Group, leveraging Arlington’s designation as a Green Community, to improve the Town’s energy efficiency.
- Continue the expansion of electric vehicle charging infrastructure for public use.
- Fully populate and convene the Clean Energy Future Committee to begin planning for achieving Net Zero status in Arlington by 2050.
- Continue bargaining, utilizing the results of the compensation study, with unions not yet settled for a new contract beginning in FY2019.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring.

Major Accomplishments for 2018

- Completed the renovation of the Gibbs School.
- Completed the six classroom addition to the Hardy Elementary School.
- Implemented Employee Self Service via the Town’s financial platform (MUNIS) thereby providing employees with greater access to payroll information and creating administrative efficiencies via improved self service options.
- Converted all municipal employees to paperless, paycheck direct deposit.
- Provided Town Department Heads with training focused on improved customer service and resident communication.
- Received grant funding for various efforts, including climate change preparedness planning, piloting Bus Rapid Transit, and planning for improvements to the Heights Business District.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the sixth consecutive year.
- Appointed an Acting Police Chief and Acting Recreation Director.



Program Description

An ongoing goal of the Select Board 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 by leveraging existing, and new, communication channels and technology to improve efficiencies, effectiveness, and productivity for staff. The PIO promotes the Town's 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, the Arlington Alert System, social media, and local media. The Town's website supports the online information and outreach activities of 15 departments, multiple divisions, and over 80 committees. It hosts the Request/Answer Center (R/A 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 notices 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, such as a snow emergency/ parking ban.

FY2020 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online. We continue to leverage the website's Content Management System (CMS) to improve service delivery and performance. Our objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through all communication channels.
- Continue to develop uses of traditional media to communicate with the public.
- Implement new features/processes to improve communications and transparency.
- Identify and implement strategies and tools to improve ADA compliance on the website.
- Identify and implement improved reporting mechanisms for all Town communication channels to better utilize these channels and Town resources toward delivery of quality customer service.
- Look for opportunities to integrate GIS capabilities to the Town's

Budget Statement

We have engaged Site Improve for one-year and will evaluate the software during this time. If desired, we will seek funding for future years. Moved \$6,000 from Capital Plan to Town Manager's operating budget for ongoing website enhancements.

Performance / Workload Indicators

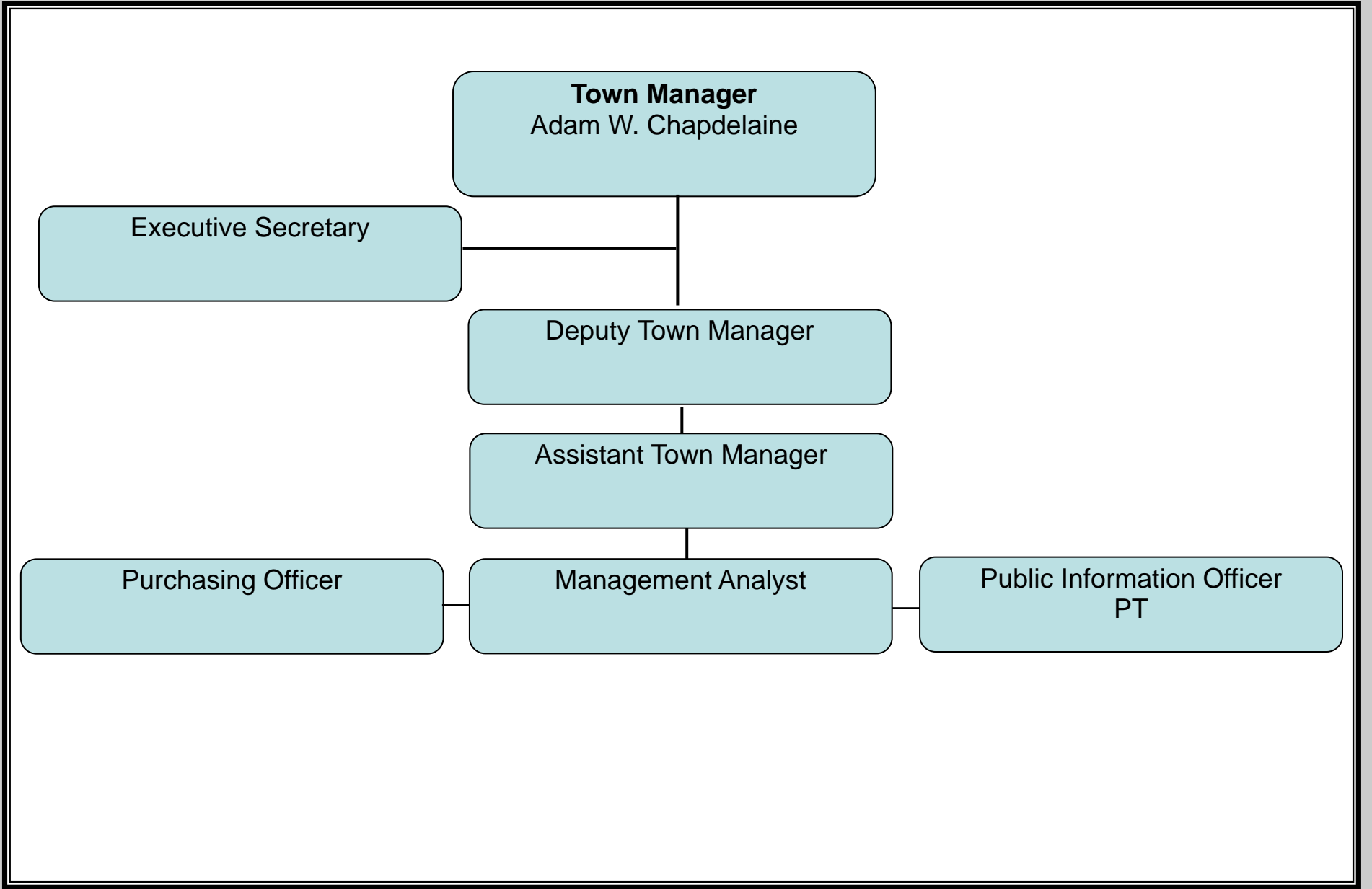
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Town Manager				
Purchase Orders Processed	5,629	5,607	7,970	7,000
Bids Processed	53	59	44	50



Major Accomplishments for 2018

- This is the fourth full fiscal year utilizing the new content management system (CMS) that powers the Town’s website. The Town continues to build staff capacity by introducing new processes and training about content creation and dissemination.
- Launched mobile app for the Request/Answer Center in April of 2018.
- Launched “Site Improve” an online tool that scans our website and reports accessibility (ADA) and quality assurance issues. It integrates with our CMS so it is easier for staff to correct issues. Site Improve also provides a suite of educational materials to help staff improve it’s knowledge of website accessibility to improve our compliance.
- Cross-department meetings and workshops continue to improve communications across departments, content quality, and timeliness. Also aids in handling high turnover among departments to maintain continuity with public.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009); at the end of the calendar year 2018, \$318,750 was realized in cumulative savings by residents. Arlington continues to lead the state and ranks in the top 20 for cumulative savings in the program.
- Major campaigns and events supported in 2018 include: Town Meeting, Arlington CCA, Zoning Recodification, ArlBRT Bus Priority, Publications Produced: 2018 Annual Report, and, with DPW, the 2017-2018 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,040	5,206	5,226	5,250
% of Growth from previous year	5%	3%	1%	0%
% of households (19,000)	27%	27%	28%	28%
Social Media Town of Arlington Channel only				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Facebook Likes	1,055	1,453	1,688	1,900
Twitter Followers	1,270	1,873	2,395	2,550
Website Traffic (arlingtonma.gov)				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Page Views	1,731,811	1,712,542	1,684,500	1,652,904
Visits/Sessions	649,723	673,421	632,051	618,850
Unique Visitors/Users	320,351	323,854	280,866	297,362
Visitor Loyalty- # of Uniques Visited Over 200 Times	22,625	24,762	26,018	22,790
Request/Answer Center: System Stats				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Answers Viewed on Portal	312,237	253,219	131,331	249,019
**Productivity Preserved in Hours/Answers Viewed	26,020	21,102	10,994	20,752
^New Customer Registrations	1,805	1,592	1,614	1,809
Questions/Requests Created	3,501	2,964	3,352	3,332
Questions/Requests Closed	3,519	2,895	3,300	3,204
Content Creation/Dissemination				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Calendar Events	1,379	1,046	964	1,202
News Articles	591	600	419	493
Email Notices (News, Agendas, RFPs)	538	531	625	550





Program Description

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

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

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

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps indemnify the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY20 is a level services budget.

PROGRAM COSTS

Human Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	287,069	297,302	306,790	306,790
Expenses	39,087	56,450	56,450	56,450
Total	326,156	353,752	363,240	363,240

Performance / Workload Indicators

Human Resources	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Health Insurance Contracts Managed	1,888	1,923	1,910	1,930
Opt Outs	70	71	69	70
Life Insurance Contracts Managed	992	985	976	980
Life Insurance Claims Processed	16	36	27	20
Vacancy Postings	49	38	40	60
New Hires	47	32	40	58
Promotions	3	5	7	10
Retirements	10	20	15	18
Resignations/Separations	17	18	17	25

STAFFING

Human Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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

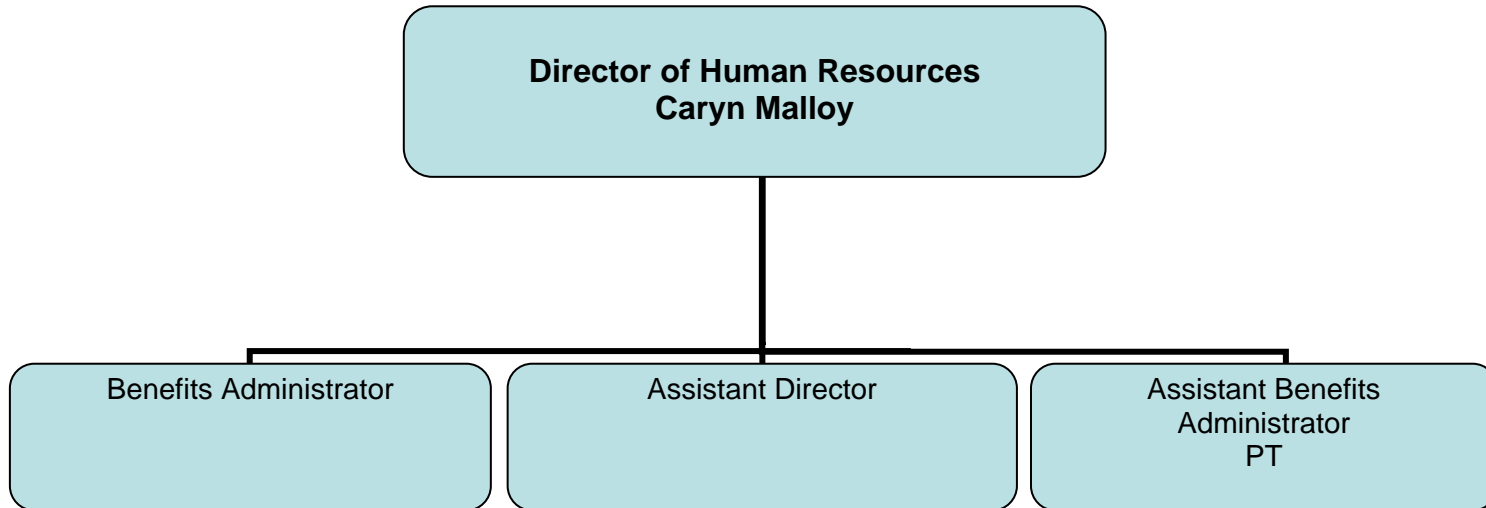


FY2020 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Engage in a vetting process for an updated online employment/recruitment application software package that complements MUNIS personnel actions and payroll functions.
- 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.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Implement and monitor changes to the myriad local, state and federal employment laws including, but not limited to, the Massachusetts Pay Equity Law and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Complete successful bargaining with town unions and integrate successor agreements into collective bargaining agreements and make them available on the Town's website.
- Facilitate Department Head level cultural competency training.

Major Accomplishments 2018

- In partnership with the Deputy Town Manager successfully bargained agreements with the Firefighters, Professional Library, AFSCME, and SEIU Unions. Bargaining with Patrol and Ranking Police Officer Unions is ongoing.
- Among the searches the Director facilitated over the course of the year were recruitment for Facilities Director, Comptroller, and the Town's first appointed Treasurer and Collector. 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.
- Supported town departments in successful recruitment processes for over 50 positions.
- Expanded the content available on the HR pages of the Town's website, including collective bargaining agreements, saving staff time and interruption and providing easy public access.
- Initiated the process of appropriately categorizing crucial HR documents to ensure successful smooth operation of the office for current and future staff. The department plans to expand cross-training of staff and strives for greater consistency in onboarding and exit procedures.
- Partnered with School HR, Payroll, Town Manager, and Information Technology staff in the transition to digital management of all personnel actions in MUNIS.
- 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 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 Select Board, Town Manager, Town Treasurer, and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office recommends an increase of \$6,188 of the overall operating budget. The salaries are increased by \$7,358 to account for two position reclassifications approved at Town Meeting, and the operating expenses are reduced by \$1,197. The "PT Salary and Wages" and "Other Benefits" will not be funded in FY2020 due to changes in personnel. The department is adding \$6,000 in the overtime account to cover the enhanced workload of the end of the year and new fiscal year activities.

PROGRAM COSTS

Comptroller	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	329,161	335,056	342,441	342,941
Expenses	89,555	28,797	27,600	27,600
Total	418,716	363,853	370,041	370,541

STAFFING

Comptroller	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	3.3	2	2	2
Professional/Technical	1	1	1	1
Total	5.3	4	4	4

Performance / Workload Indicators

Comptroller	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
General Fund - Free Cash Certified	9,701,131	9,186,749	11,119,563	9,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	7,188,427	7,299,339	7,844,907	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	37,349	44,349	36,214	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	80,209	50,658	66,053	50,000
Rink- Retained Earnings certified	78,839	357,573	49,265	40,000
Recreation- Retained Earnings certified	381,219	446,480	683,996	400,000
Accounts Payable batches	780	1,552	710	730

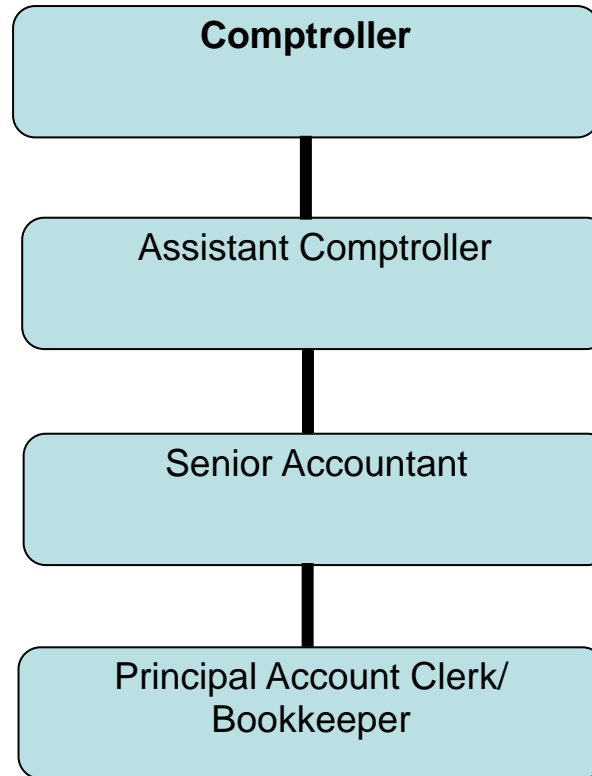


Major Accomplishments for 2018

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2017.
- Closed books on FY2018 and completed and enhanced the Town's independent audit in accordance with the GFOA's Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will, for the 3rd year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence of the spirit of transparency and full disclosure.
- Worked with departments receiving state/federal funding to ensure timely grant reimbursements, which led to increase of \$640,736 in Free Cash.
- Certified \$11,119,563 Free Cash, the highest amount in the Town's history.
- Assisted in the implementation of new Parking MUNIS module, which will enhance the accounts receivable process and eliminate stale data.
- Worked with the benefits administrator on the withholding reconciliation and eliminated all payroll deficits.
- Reviewed and reconciled all cash and accounts receivable with Treasurer's Office; corrected cash variances and resolved the accounts receivable discrepancies.
- Expedited the end of the year accounts payable process, leading to reduced encumbrances and timely vendor payments.
- Maintained the AAA rating by strictly monitoring the budgetary activity and creating operating surplus.
- Effectively decentralized the Accounts Payable process allowing departments to enter their own invoices into MUNIS.

FY2020 Objectives

- Continue to work with IT and Treasurer's Office to implement MUNIS Parking and Utility Billing modules and synergize these operations between the Treasurer's and Comptroller's Office.
- Improve the financial operations and eliminate manual processes to streamline the financial operations of the Town. Establish Grants and General Fund mailboxes and encourage departments to email the journal entry requests directly to the respective email addresses.
- Create a new chart of accounts according to UMAS manual.
- Utilize scanning technology, save documents into a shared drive and eliminate paperwork. Upload journal entries back up to TCM (Tyler Content Manager) for financial information transparency (e.g. tax recap attachment, official vote, revenue/expense reclassification form, budget amendments, etc.).
- Assist Assessor, Council on Aging and Payroll with designing and implementing the Senior Tax Work Off Program.
- Strengthen the utilization of the purchase order system to reduce manual carry forwards and ensure automatic transfer of available balance into subsequent fiscal year.
- Continue to assist in the creation of MUNIS work-flow in the MUNIS financial system to ensure proper controls are in place.
- Develop and implement internal controls for federal and state grants utilizing COSO framework (Committee of Sponsoring Organizations) to ensure compliance with new federal reporting requirements.
- Reinforce the quarterly grants reconciliations, monthly accounts receivable reconciliation and monthly year to date budget review to prevent deficit spending and ensure timely reimbursements submissions.
- Perform departmental audits, as necessary, to identify, assess, and evaluate internal controls of Town Departments,





Program Description

The Office of the Treasurer and Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's Office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for managing and collecting all Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, and Water & Sewer Utility Billing, Parking Violations; receiving all monies from Town and School departments, securing and depositing Town monies. In accordance with Massachusetts General Laws and working with the Town Manager's Office and other Finance Department Office it manages, plans, and establishes the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in Government Finance Officer's Association seminars and conferences.

Budget Statement

Personnel Services has increased because during the previous year, the elected Treasurer had taken a half-salary. The FY20 budget fully funds that position, while eliminating out of grade pay made necessary by some staffers filling in positions during that transition.

PROGRAM COSTS

Treasurer	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	595,903	612,871	675,356	675,356
Expenses	114,521	162,663	162,663	162,663
Total	710,424	775,534	838,019	838,019

FY2020 Objectives

- Complete conversion from ICS to MUNIS for our Water/Sewer collection systems.
- Convert Parking and Water/Sewer payments from MCC/Official Payments to InvoiceCloud.
- Review and update investment policies and continue to increase our investment income.
- Continue to work with our partners to ensure we are receiving best rates possible.
- Increase functionality to enable payment by phone and payment by text for all tax types.
- Reduce tax title balances.



Major Accomplishments for 2018

- Worked with IT, Comptroller, and the Assessor's Office to fully complete the conversion from ICS, our in-house collection software from 1980, to Munis for Real Estate, Personal Property, Tax Title, Tax Deferral, Cash Management, and Motor Vehicle Excise.
- Converted our online payment application for Real Estate, Personal Property, Motor Vehicle Excise and donations from MCC/Official Payments to InvoiceCloud, allowing customers to take advantage of autopay and scheduled payments.
- Set up InvoiceCloud for various departments' online payments and began taking online payments for Municipal Lien Certificates.
- Implemented a paperless billing option for Real Estate and Personal Property.
- Began the conversion from ICS to Munis for Water and Sewer.
- Worked with our vendors, primarily Century Bank, to maintain or reduce fees across the board.
- Increased investment income from \$329,266 in FY17 to \$438,759 in FY18.
- Implemented Payment Entry Town wide, eliminating the need for 910 forms, which reduces the opportunity for inaccurate entries.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Continued to manage Town of Arlington's relationship with Investment Advisor. Trust Funds 5-Year performance since inception in 2009 for consolidated net is 8.33% and the YTD is 4.23%.
- Managed the successful borrowing of \$30,995,000 in General Obligation Bonds, \$5,495,000 in Bond Anticipation Notes, \$1,100,000 in MWRA Water and \$52,500 in MWRA Sewer Improvements.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Ninety-eight scholarships totaling \$152,250 were awarded in June, 2018.

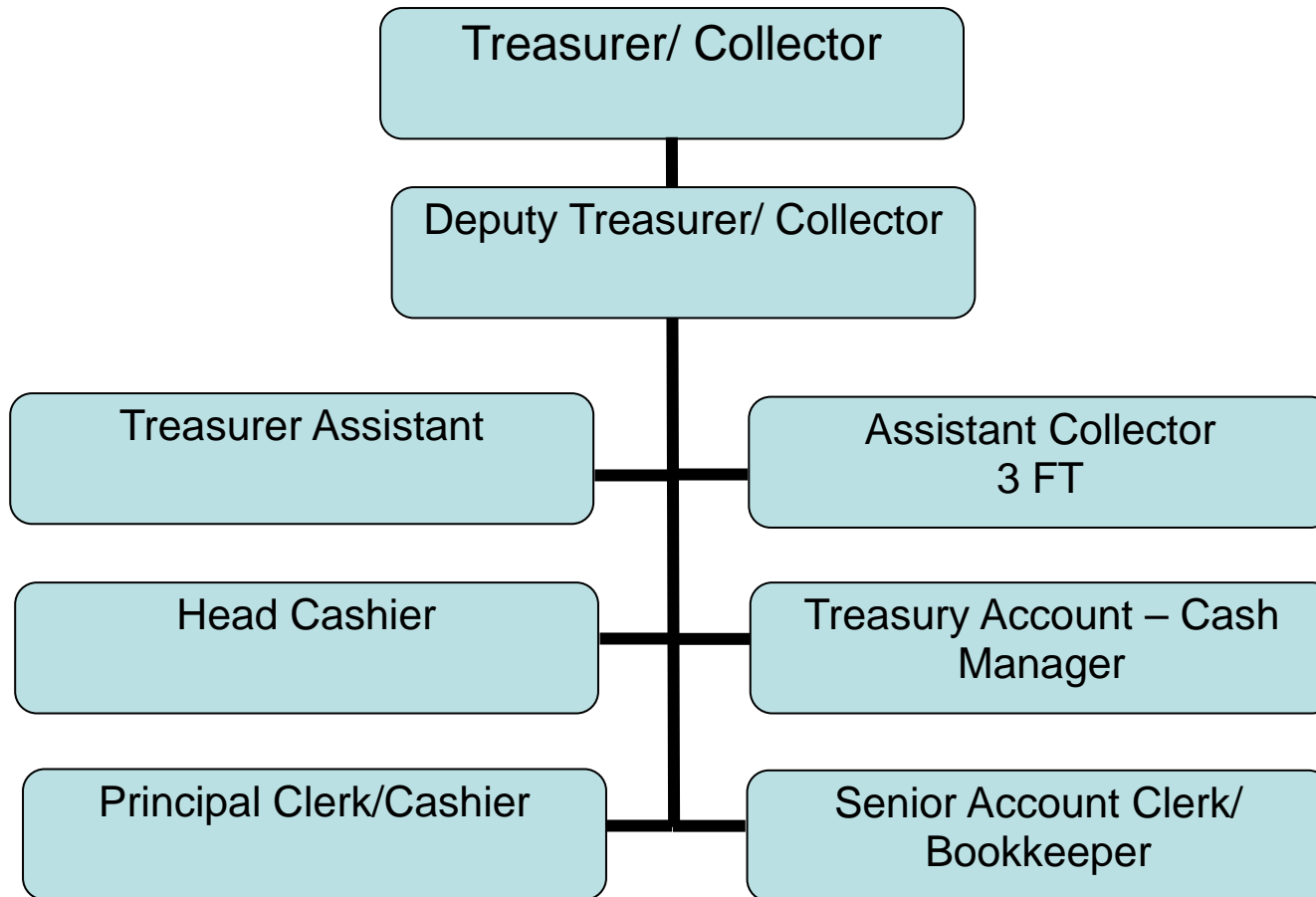
STAFFING

Treasurer	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

Performance / Workload Indicators

Treasurer & Collector	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Real Estate Bills Processed	61,749	61,094	61,472	61,500
Motor Excise Bills Processed	35,335	36,767	36,850	36,950
Water Sewer Bills Processed	50,060	50,309	50,350	50,400
Delinquent Notices - Combined	18,815	20,059	19,818	20,000
Total Bills Issued:	165,959	168,229	168,490	168,850
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 200,872	\$ 220,873	\$ 217,275	\$ 190,230
Municipal Lien Certificates processed	1,270	996	1,031	1,100
Municipal Lien Certificate revenue	\$ 63,540	\$ 49,805	\$ 51,550	\$ 55,000
Deputy Tax Collection revenue	\$ 62,161	\$ 43,163	\$ 8,636	\$ 45,000
Total Various Liens / Collections:	\$ 326,573	\$ 313,841	\$ 277,461	\$ 290,230

Note: FY18 Deputy Tax Collection revenue low due to system conversion to Tyler/Munis and delay of demand notices.





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.
- Schedule, distribute, process and mail all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

Major Accomplishments for 2018

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 253,552 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate in Town, and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.39 per piece.
- Reduced delinquent notices being sent by increased collection efforts and targeted reminder notices.

PROGRAM COSTS

Postage	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	31,333	32,173	33,265	33,265
Expenses	180,438	179,483	190,883	190,883
Total	211,771	211,656	224,148	224,148

Budget Statement

Postage rates are increasing effective January 27, 2019 to \$.55 per 1st class stamp from \$.50 and "metered mail" rates increase to \$.50 from \$.47. The postage budget increased by \$11,400. All mailing is evaluated to determine lowest rate.

STAFFING

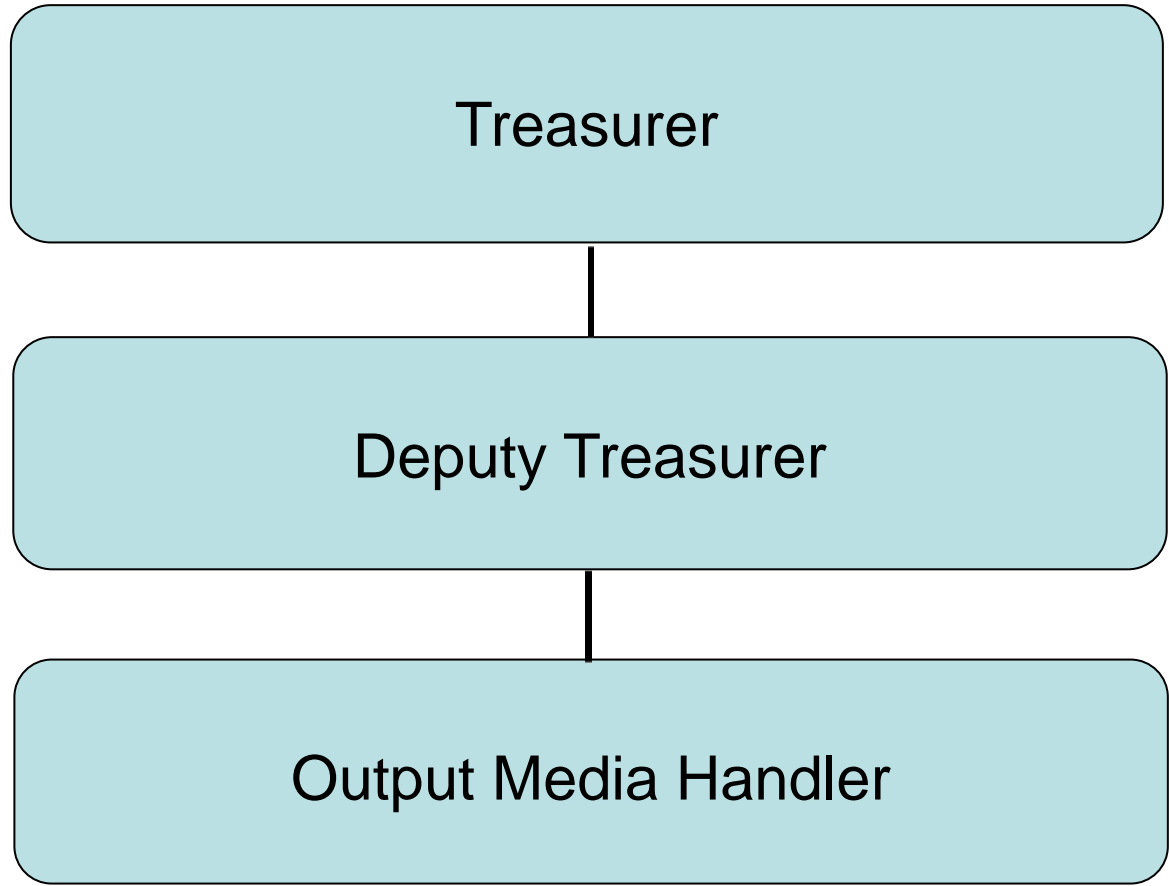
Postage	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

FY2020 Objectives

- Implement paperless billing for all Water and Sewer bills to increase customer satisfaction and reduce postage expenses.
- Work with HR, Payroll, IT, and Town Manager to reduce number of Town and School mailings.

Performance / Workload Indicators

Postage	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	146,801	148,170	131,178	142,100
Other Town Mailings	78,282	91,627	82,617	84,200
Other School Mailings	57,560	34,920	39,575	44,100
Total	282,643	274,717	253,370	270,400





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 over 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 with the Board of Assessors all real estate and personal property abatement applications and exemptions 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 Select Board with all the information required for the setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor’s FY2020 expense budget will increase by \$1,500 to cover the increased cost of the computer software program used by the department.

FY2020 Objectives

- Start and complete five year revaluation program, which includes a thorough review of all classes of property.
- Collaborate with Health and Human Services to publicize specific eligibility guidelines for the Senior Work Off program.
- Participate on the Senior Tax Relief Committee to determine eligible participants.
- Research and Develop a program for Means Tested Senior Tax Relief program.
- Maintain fair and equitable and consistent assessing practices for all properties.
- 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 improve all functions of the Assessor’s Office to serve the taxpayers more efficiently.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Assessors				
Personnel Services	281,059	296,543	298,723	298,723
Expenses	28,937	31,748	33,248	33,248
Total	309,996	328,291	331,971	331,971

STAFFING

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Assessors				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

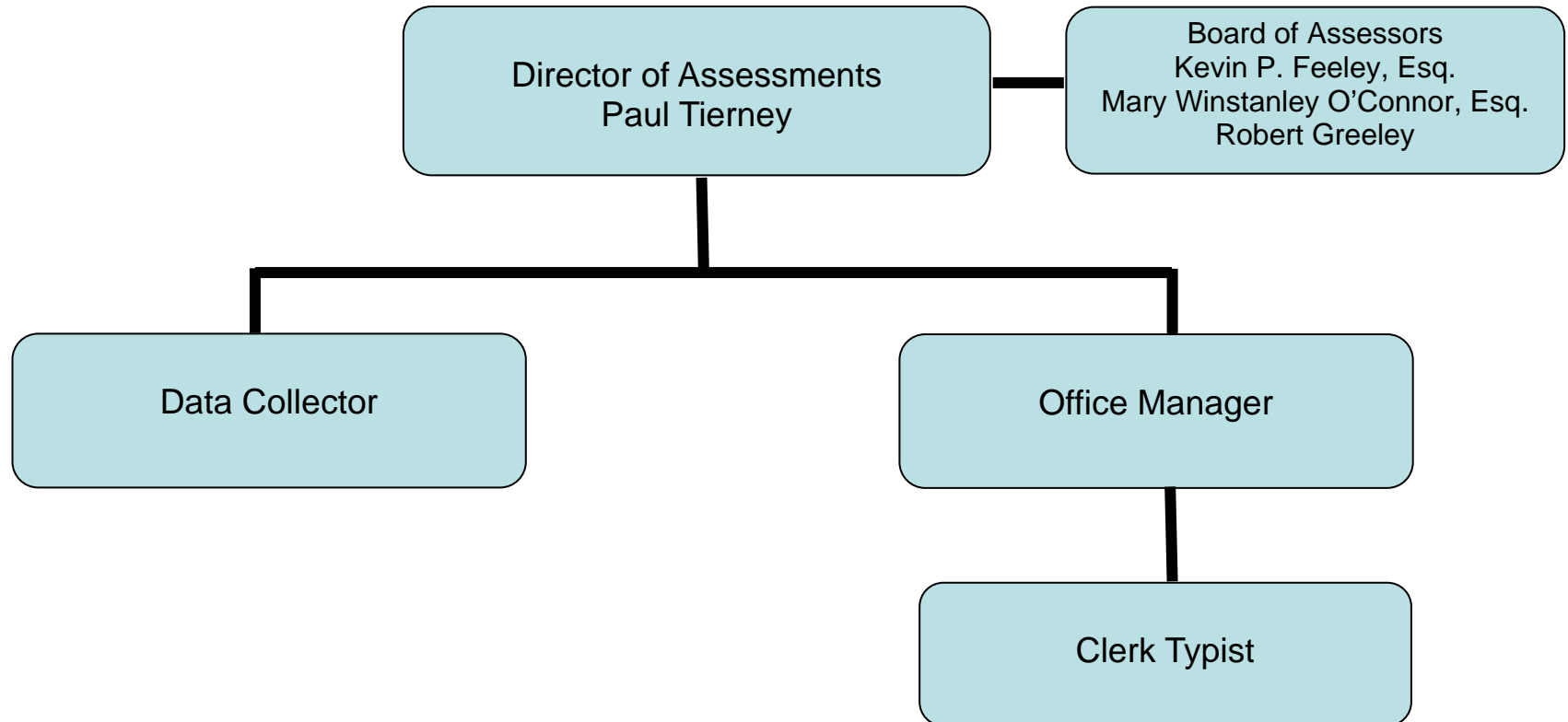


Major Accomplishments for 2018

- Completed Department of Revenue mandated cyclical Data Collection program. The collection and maintenance of current and accurate property inventory data is a critical element in the development of fair, uniform market values.
- Collaborated with Geographical Information Systems to create a new property search database tool.
- Collaborated to help establish and participated in the Senior Tax Work Off program. The program allows eligible seniors to work at Town offices for a reduction of their property tax bill.
- Timely commitment of all real estate, personal property, and motor vehicle excise tax bills to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Real Estate Bills processed	15,341	14,959	15,000	15,100
Motor Vehicle bills processed	44,000	35,400	40,000	37,000
Personal Property bills processed	414	374	360	330
Real Estate and Personal Property Abatements	140	100	90	300
Motor Vehicle Excise abatements	1,820	1,810	1,800	1,900
Citizen Inquiries	8,700	8,700	8,500	9,500





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 Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMI video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages the Munis financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

STAFFING

Information Technology	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5.6	5	5	5
Total	7.6	7.0	7.0	7.0

Budget Statement

The operating budget decreased by \$23,622 because the \$98,122 telephone system's budget that had been transferred from the Comptroller's Department FY19 budget to the Information Technology Department experienced cost savings from the VOIP (Voice Over Internet Protocol) project. The Munis Software Support line item increased by \$6,500 to pay for Munis software support, as the department makes use of new modules.

FY2020 Objectives

- Evaluate Utility Billing, Advance Water Metering Infrastructure, and Meter Data Management Systems, Create RFP's, Award Contracts and Implement.
- Install IT Infrastructure as part of the Central School Renovation.
- Participate in the IT Infrastructure and Instructional Technology in Design/Build of new Arlington High School.
- Create plan for the relocation of Town/School Network, VOIP, Security and Server Infrastructure to Renovated DPW building
- Investigate, choose, and implement new Enterprise Wide Messaging System (e-mail).
- Create plan and Design Work Space plans for the IT Department's relocation to the DPW building, as a result of the demolition and construction of the new Arlington High School.



Major Accomplishments 2018

Renovation and Construction projects required a wide variety of IT services this past year. The Gibbs 6th Grade School renovation project was completed on time for the opening of school in September. The Hardy School Six Classroom addition was completed and opened during the December break. AHS, DPW, and Central School Building projects are in design phases.

Strategic Initiatives

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Video and Building Security systems, and Energy Management systems.
- VOIP (Voice Over Internet Protocol) project implementation began with Gibbs 6th Grade School Building Renovation.
- Planning and Preparation for the expansion of MCAS electronic testing to include all 3rd Grades.
- MUNIS Financial System Project continued by completing 4th Qtr. Real Estate Bills, Parking System Conversion, Parking, Motor Vehicle and Excise Conversion, and Employee Self Service.
- Completed IT service upgrades and installs in the newly renovated Gibbs 6th Grade School and the Hardy six classroom addition.
- Ottoson Middle School classroom reconfiguration as a result of the movement of the 6th Grade students to the newly Renovated Gibbs School.

Infrastructure/Instructional/Operational Initiatives

- VOIP (Voice Over Internet Protocol) Telephony implementations completed at the Gibbs 6th Grade School, Brackett, Hardy, Thompson Schools, and IT Dept. Project ongoing.
- Gibbs 6th Grade School IT Network, Building Security, Video, VOIP, and EMS Systems installed.
- Installed 550 ChromeBooks and 24 carts for Gibbs students and teachers.
- Developed specs, procured, and installed Gibbs School lobby interactive video wall.
- Upgraded and Moved Legal Department WorldDox System to Hosted Service Cloud Based Environment

PROGRAM COSTS

Information Technology	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	695,439	680,206	699,665	699,665
Expenses	308,224	433,475	409,853	409,853
Total	1,003,663	1,113,681	1,109,518	1,109,518

Major Accomplishments 2018 (cont.)

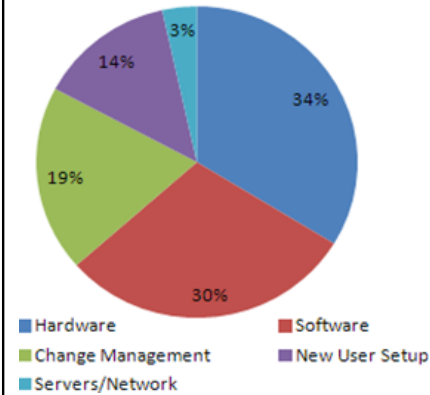
- APS Nursing website developed and taken live.
- Increased the capacity of the School internet circuits from two 1Gig circuits to two 2Gig redundant circuits located at the Ottoson and AHS.
- MUNIS vendor maintenance and process Improvements are ongoing.
- GIS –DPW stormwater, asset management for federal MS4 permit
- Upgraded/replaced AHS CADD, Stem, Music, and digital media lab equipment.
- Partnered with DPW and Treasurer to develop RFP for advanced metering Infrastructure and Meter Data Management Systems.
- As part of the Hardy Classroom addition project, installed and connected classroom instructional technologies and building system infrastructure to the main school building and systems.
- Added additional ChromeBooks and carts to all elementary schools to support additional the 3rd grade students taking MCAS test electronically this year.
- Added Town Help/Service Desk to School Help/Service Desk system to better track users IT requests and small project deliverables.
- APS Library Management System, Destiny, moved to hosted service cloud based environment.
- Recreation Dept./Burns Arena converted video surveillance system to new Town/School Surveillance System standard.
- Added network connectivity for ACMI to Burns Arena for live production of High School hockey games and other Rink events.
- IT subject matter expert assigned to AHS, DPW, and Central School construction/renovation projects.



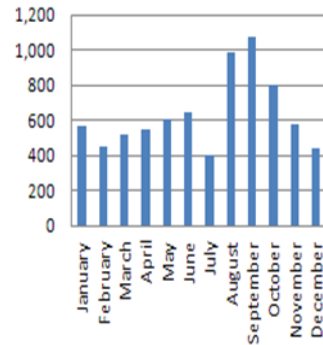
Performance / Workload Indicators

Our Systems Analyst, in conjunction with the IT staff, have spearheaded an initiative to implement a Town and School wide HelpDesk System.

Help Desk Tickets by Category



Help Desk Tickets by Month



Change management is alterations to existing systems (backups, patches, updates/upgrades).

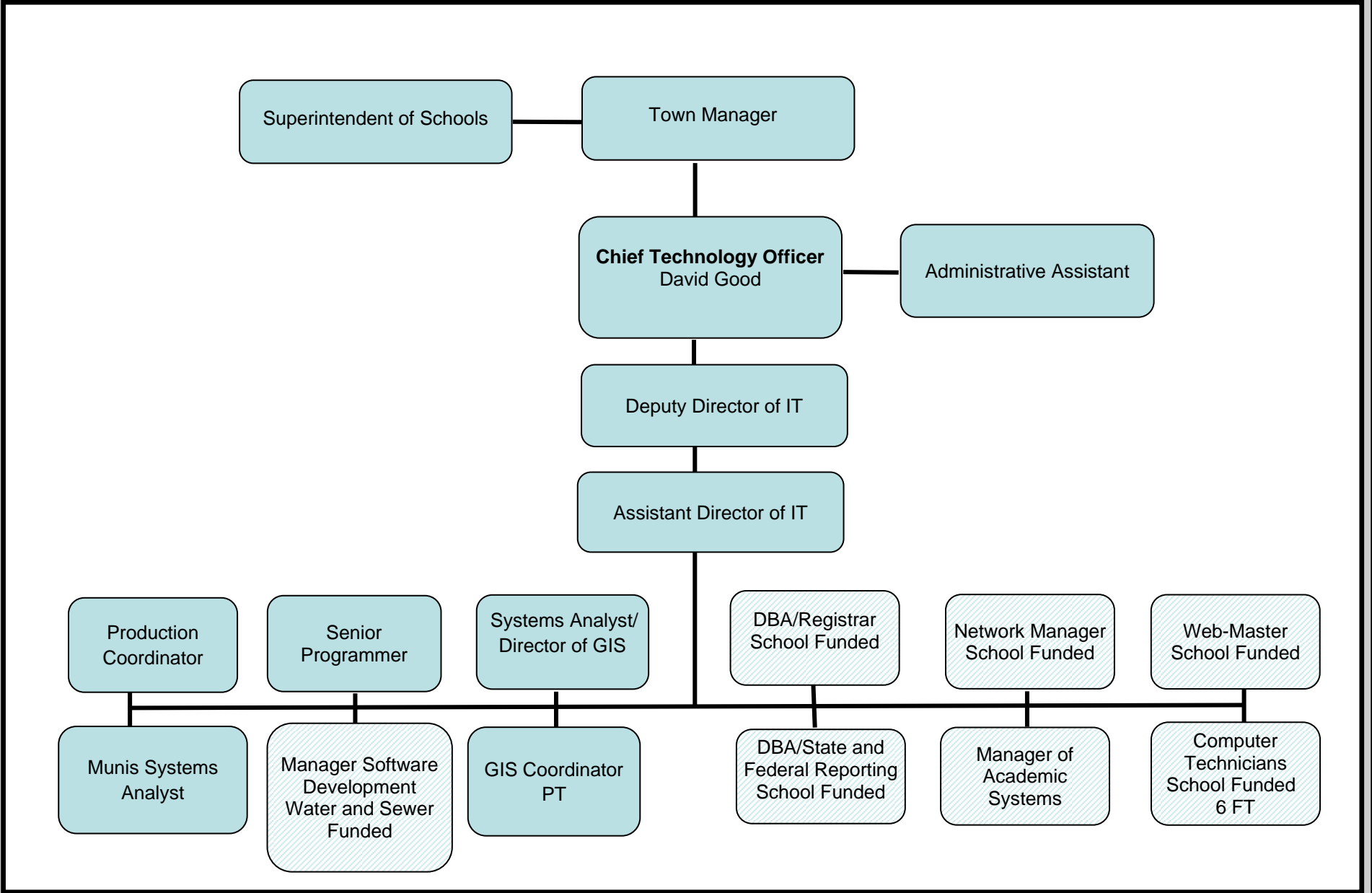
Hardware category includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems and does not include servers or networks.

New user category includes new computer and account setup for staff and students.

Servers/networks category includes all backend work including hardware and software related events.

Software category includes all Web site, operating systems and applications software for business practice.

Category	Count
Change Management	1,475
Hardware	2,577
New Employee/Student	1,047
Servers/Network	266
Software	2,271
TOTAL	7,636





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 Select Board, 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. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies on issues ranging from energy to cable franchise regulations.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. 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.

PROGRAM COSTS

Legal	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	454,079	460,907	476,875	476,875
Expenses	204,548	135,002	136,665	136,665
Total	658,627	595,909	613,540	613,540

Budget Statement

This is a level services budget.

Major Accomplishments for 2018

- Appeared regularly in the courts and administrative bodies of the Commonwealth in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, successful hearings, and favorable resolutions of matters which limited Town liability.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-nine 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, successfully defended and/or adjusted 49 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.



Major Accomplishments for 2018 (cont.)

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Worked with medical providers in the management of injury related opioid therapy and the providing of non-opioid treatment alternatives.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to Town uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting and two Special Town Meetings, including advising departments and committees with respect to the creation of a municipal finance department, zoning recodification, adult use marijuana, updating the Town Manager Act and Town Bylaws for gender neutral language, revising various commission and committee bylaws; appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, including closing out the Thompson School Building project, the disposition of Town real estate interests, and drafting grant agreements, memorandum of understanding or agreement including regional bike-share regulations, licenses, and MOUs.

STAFFING

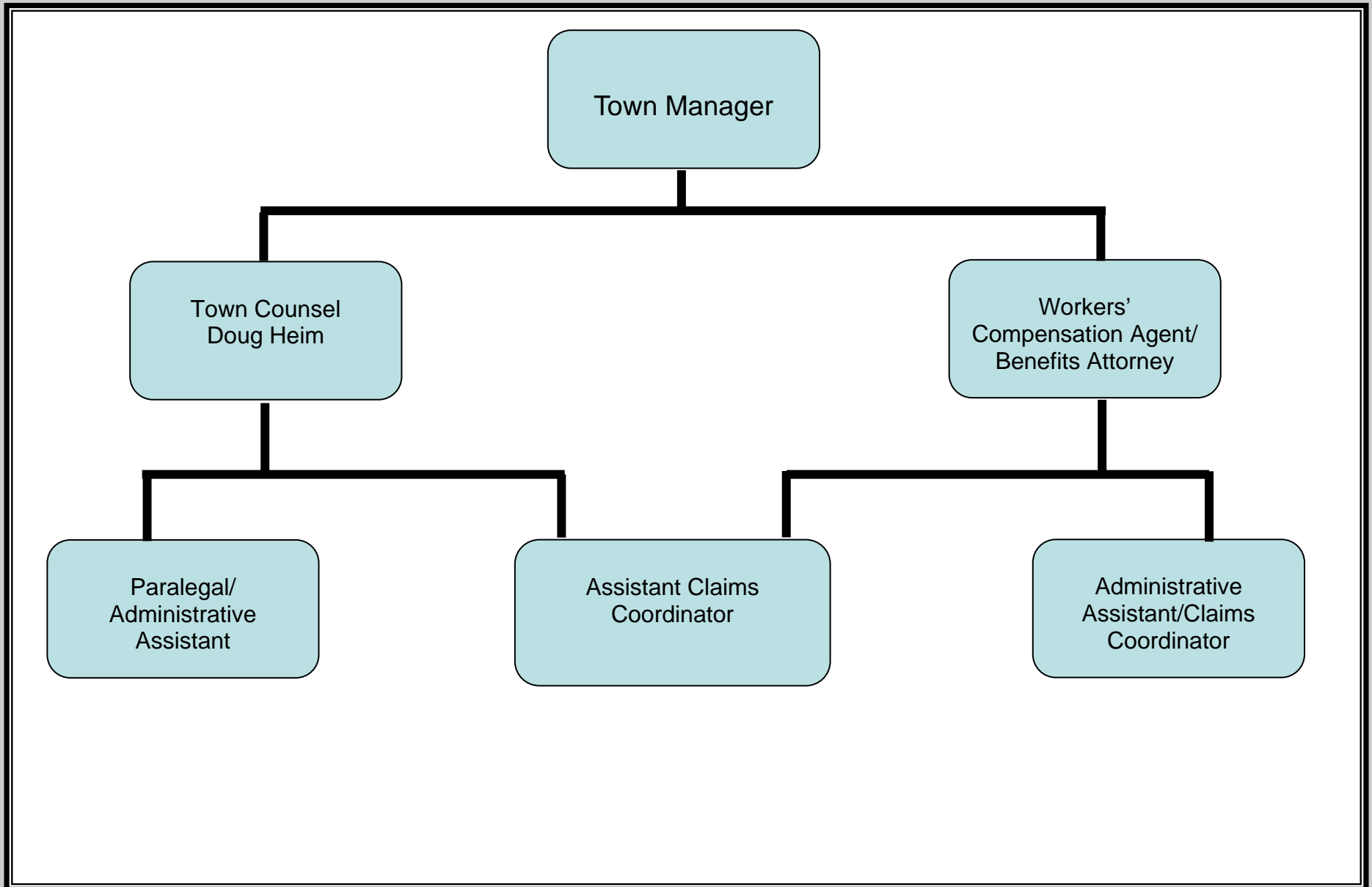
	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.5	4.5

FY2020 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 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	30	31	23	23
Claims closed	9	9	20	20
New claims	17	9	13	13
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	46	43	41	41
Claims Closed	14	18	17	17
New claims	13	16	18	18
Fire - Injured on Duty Claims	33	12	20	20
Police - Injured on Duty Claims	10	9	13	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.

PROGRAM COSTS

Town Clerk	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	235,668	244,746	248,675	248,875
Expenses	18,731	28,260	28,260	28,260
Total	254,399	273,006	276,935	277,135

STAFFING

Town Clerk	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	2.23	2	2	2
Professional/Technical	1	1	1	1
Total	4.23	4	4	4

FY2020 Objectives

- Have the ability to use credit cards in the near future for payment of licenses and permits.
- Preserve vital records via scanning.

Budget Statement

As in the past years, the Town Clerk's Office and the Registrar's have requested level funded operating budgets for Fiscal Year 2020. 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.



Major Accomplishments for 2018

- 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.
- Sent electronic documents to Town Meeting members that signed up for them.
- Emailed ballots to voters living overseas.

Performance / Workload Indicators

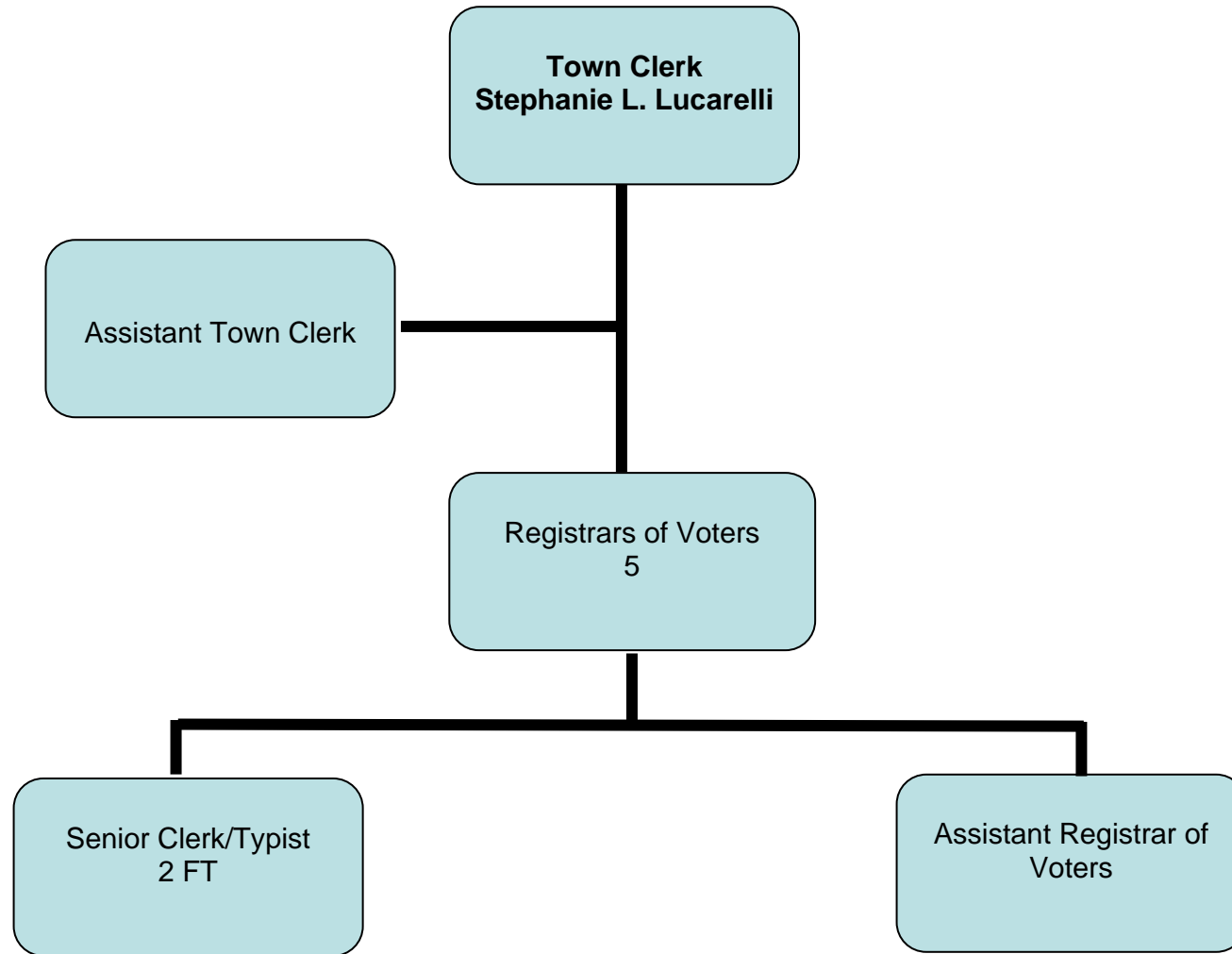
Town Clerk	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Marriage Licenses	198	183	184	176
Death Certificates	384	377	357	354
Birth Certificates	577	519	506	513
Dog Licenses	2,258	2,277	2,047	2,200
Town Meeting Sessions	1	1	1	1
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,225	32,291	31,116	32,000
Fees Generated	\$ 106,000	\$ 91,266	\$ 104,303	\$ 113,000

PROGRAM COSTS

Board of Registrars	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	55,094	57,217	58,858	58,858
Expenses	10,948	13,250	13,250	13,250
Total	66,042	70,467	72,108	72,108

STAFFING

Board of Registrars	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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 participates in the Parking Implementation and Governance Committee (PIGC), 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. The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

PROGRAM COSTS

Parking	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	69,652	72,029	74,553	74,553
Expenses	46,292	52,080	52,080	20,780
Total	115,944	124,109	126,633	95,333

STAFFING

Parking	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

Budget Statement

This is a level service budget. The \$31,300 difference from the FY2020 request to the Town Meeting approved budget was reallocated to the

FY2020 Objectives

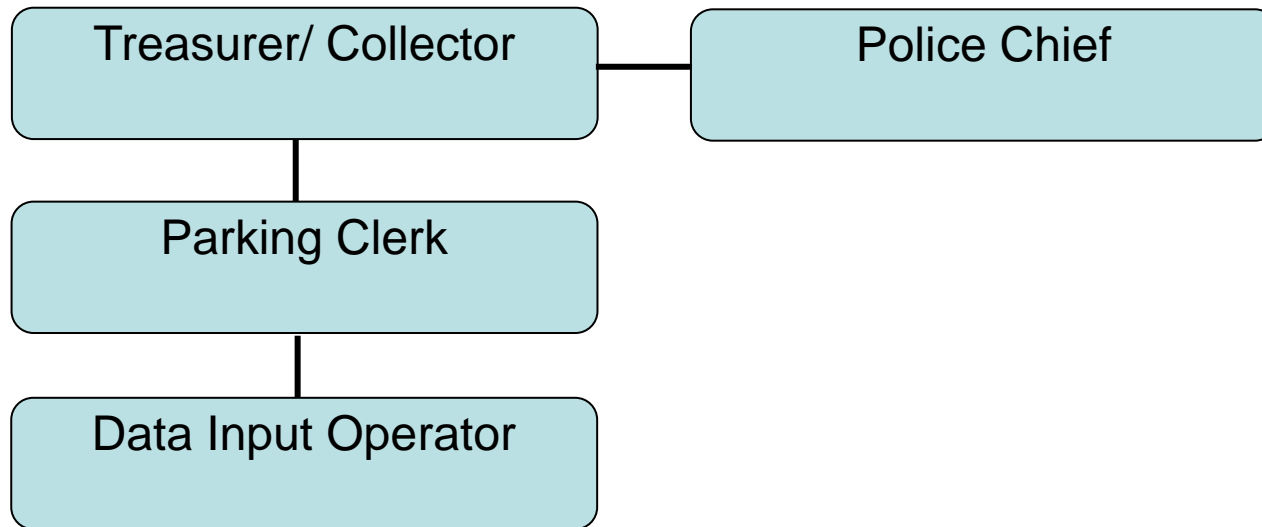
- Review options for collection and consistent maintenance of all parking meters and payment stations to improve system collection and operation in cost effective manner.
- Work with the Parking Implementation and Governance Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Major Accomplishments for 2018

- Oversaw installation and collections of new multi-space parking meter in the library lot.
- Continue implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980. Completion expected before January, 2019.
- Regular schedule for parking ticket hearings.
- Clearly define and implement parking regulations for Municipal employees.

Performance / Workload Indicators

Parking	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Number of tickets issued	12,743	18,037	16,786	19,000
Revenue	\$ 327,310	\$ 387,443	\$ 426,025	\$ 430,000
Meters Collected	\$ 34,920	\$ 357,139	\$ 548,045	\$ 575,000
Parking Permits	\$ 138,216	\$ 110,371	\$ 179,480	\$ 180,000
Total Viol. / Meter / Permit Revenue	\$ 500,446	\$ 854,953	\$ 1,153,550	\$ 1,185,000





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, and 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. The staff is involved in many key Town initiatives including implementation of the Master Plan, Mass Ave Phase II planning, Complete Streets, and efforts in our business districts. The Department has administered the Town's federal Community Development Block Grant Program since the program's inception in 1974. The Menotomy Weatherization Program serves Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown residents by helping eligible homeowners and renters make their homes more energy efficient. The Department provides staff support to the Arlington Redevelopment Board, the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

Budget Statement

Planning welcomed two full-time staff to the Department (Energy and Project Manager and Senior Transportation Planner). The Energy and Project Manager moved from the Facilities Department to the Planning Department, which will enable the Town more broadly to address community energy planning and policy initiatives. The training and dues budgets will increase by \$3,335 to reflect the addition of the two new personnel.

PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Expenses	10,518	10,800	10,800	10,800
Gibbs	8,246	-	-	
Parmenter	13,263	15,000	-	
Dallin Library	6,388	5,000	-	
Total	38,414	30,800	10,800	10,800

PROGRAM COSTS

Planning & Community Development	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	434,790	648,147	649,825	649,825
Expenses	19,759	24,495	27,830	27,830
Total	454,549	672,642	677,655	677,655

STAFFING

Planning & Community Development	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	6	6	6
Total	7	8	8	8



FY2020 Objectives

- Continue implementation of [Master Plan](#) with particular focus on advancing Housing, Economic Development, Transportation, and Historic and Cultural Resource Areas strategies by:
 - Amending Zoning Bylaw to ensure consistency with the Master Plan, including updates to sign regulations, multifamily uses, and business districts, and amending Design Standards to provide more detail and address mixed-use and residential development.
 - Continuing implementation of [Housing Production Plan](#), including adding units to the Subsidized Housing Inventory and amending the Zoning Bylaw to address housing affordability.
 - Continuing implementation of [Open Space and Recreation Plan](#), including increased volunteer opportunities for land stewardship and coordination of the Mill Brook Corridor study.
 - Continuing implementation of [Arts and Culture Action Plan](#), including public art installations along Massachusetts Avenue and continued assistance to the Arlington Commission for Arts and Culture.
- Administer [Community Development Block Grant](#) program, including preparation of the Five-Year Consolidated Plan and activating a new CDBG Subcommittee.
- Continue development of a town-wide historic Survey Master Plan, funded by Community Preservation Act funds secured in FY17.
- Update town's ADA Self-Evaluation and Transition Plan to provide a comprehensive review of all programs, activities, and services operated by the Town to comply with ADA Title II.
- Develop Fair Housing Action Plan with local strategies to comply with federal and state fair housing laws.
- Develop Stormwater Management Plan in conjunction with Public Works Department.
- Develop Mobility Plan to address and plan for how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
- Update Hazard Mitigation Plan.
- Work with the Clean Energy Future Committee and Metropolitan Area Planning Council to complete a plan for Arlington to become carbon-neutral by 2050.

FY2020 Objectives (cont.)

- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Continue to advance plans for streetscape improvements to Massachusetts Avenue from Pond Lane to Bartlett Street.
- Make recommendations for permanent bus lane along Massachusetts Avenue corridor.
- Identify continued opportunities for broader application of bus rapid transit elements along major bus routes.
- Continue Green Communities program in Arlington, including applying for additional grant funding.
- Make capital improvements and ensure financial stability of properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School (Senior Center and Town offices).
- Continue to work with the Arlington Commission for Arts and Culture and partners to advance the Arlington Cultural District.
- Review ZBA cases, licenses, and permits.
- Make improvements to Arlington Center Parking Benefits District.
- Implement final design and construction of new signal system at the intersection of the Minuteman Bikeway and Lake Street.
- Implement Complete Streets Action Plan, including identifying funding opportunities for priority projects.



Performance / Workload Indicators				
Planning & Community Development	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
CDBG Funds Administered	\$ 1,042,348	\$ 1,033,162	\$ 1,029,587	\$ 1,111,355
Other public or private grant funds secured	\$ -	\$ 1,227,430	\$ 913,475	\$ 1,643,166
Plans, Designs, and Analyses	40	40	40	40
Room rental fees*	\$ 11,027	\$ 14,167	\$ 10,000	\$ 10,637
Room reservations administered	576	416	400	778
Sign Permit Applications Reviewed	10	20	20	20
Contracts negotiated and administrated	5	10	10	10
Zoning Board Applications reviewed	19	22	20	25
Business/Merchants Assisted	75	161	200	108
EDR special permits administered	10	8	8	9
Licenses reviewed		24	25	21

* This number reflects the loss of room rental fee income during the Central School renovation project. The first floor meeting rooms will not be available during FY20.

Performance / Workload Indicators				
Conservation Commission	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Commission meetings attended	27	23	30	22
Conservation Permits - Reviewed and Issued	21	18	20	29
Site inspections	25	19	50	30
Filing Fees	\$10,709	\$10,438	\$10,500	\$10,974

- Major Accomplishments for 2018**
- Implemented the Master Plan, including the successful recodification of the Zoning bylaw at February 2018 Town Meeting; activation of a new Zoning Bylaw Working Group that will bring forth substantive amendments to the Zoning Bylaw to align with the Master Plan; the Residential Study Group to address concerns regarding new construction in neighborhoods; the Historic Resources Working Group to improve communication and coordination among the Historical environmental value and economic development potential to the Town.

Rental Properties- General Fund Revenue	2017 Actual	2018 Actual	FY2019 Budget	FY2020 Budget
Gibbs Revenue	\$ (340,381)	\$ -	\$ -	\$ -
Parmenter Revenue	\$ (223,155)	\$ (228,634)	\$ (231,594)	\$ (73,335)
Dallin Revenue	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ (45,116)
Total	\$ (608,652)	\$ (273,750)	\$ (276,710)	\$ (118,451)

- Major Accomplishments for 2018, (cont.)**
- Completed a successful Bus Rapid Transit pilot program which improved commute times for bus riders on Routes 77, 79, and 350 along Massachusetts Avenue and improved overall roadway operations and safety for all modes of transportation.
 - Instituted a dockless bike sharing system and worked with neighboring municipalities to ensure seamless operations.
 - Used state technical assistance funds to complete the Arlington Heights Action Plan with recommendations to improve the Arlington Heights business district.
 - Used state grant to complete a Municipal Vulnerability Preparedness (MVP) program vulnerability assessment and identified actions to build the Town's resilience to the effects of climate change.
 - Used state grant to complete an update to the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.
 - Secured consultant services and began developing a town-wide historic Survey Master Plan, funded by Community Preservation Act (CPA) funds secured in FY17.
 - Used CPA funds to complete Whittemore Park Plan to revitalize the park in Arlington Center.
 - Used state grant to complete Mystic River Restoration Project funded by a \$47,325 grant.
 - Developed and implemented a beer garden at Whittemore Park which welcomed approximately 7,000 people over age 21 and an additional 2,000 or more minors to Arlington Center during the summer months.



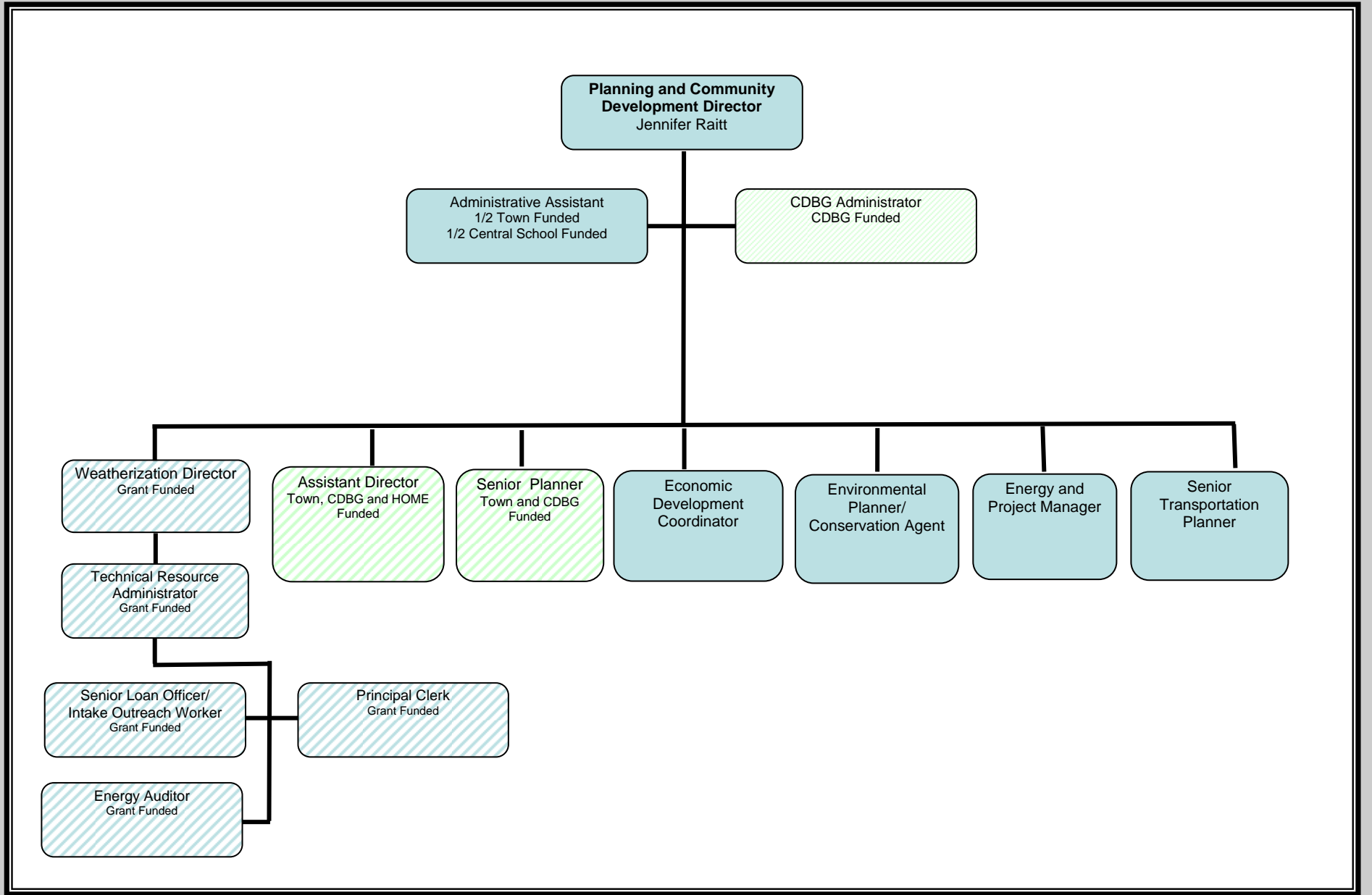
Major Accomplishments for 2018 (cont.)

- Worked with the Arlington Commission for Arts and Culture and partners to advance the Arlington Cultural District, as designated by the Massachusetts Cultural Council in 2017, including helping increase commission funds and developing a new organizational structure, branding, and website.
- Implemented program to encourage creative proposals to connect the Arlington Center and East Arlington business districts along Massachusetts Avenue which led to five public art installations at bus shelters and a building mural at 138 Mass. Ave.
- Began improvements at Spy Pond to address erosion and accessibility, funded by a Massachusetts Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund grant.
- Assisted with first year implementation of Arlington Parking Benefits District, including securing consulting services for assessment of and improvements to the Russell Common parking lot and to Broadway Plaza.
- Hired architect for Central School renovation project and completed design documents for renovation of Senior Center and Health and Human Services offices (ground and first floors).
- Continued to implement the Housing Production Plan, including using mixed-use zoning to encourage housing production, including developments on Massachusetts Avenue, Summer Street, and Broadway and working to amend the zoning bylaw to facilitate the development of a range of housing types and the dimensional regulations to facilitate the production of multifamily housing.
- Continued to implement the Vacancy Registry Bylaw in conjunction with Inspectional Services, maintaining a vacancy rate of 2.9% as of November 2018.
- Received 2018 Kenneth E. Pickard Municipal Innovation Award for Vacancy Registry Bylaw.
- The \$1.1 million CDBG program accomplished the following:
 - Installed over 40 ADA-compliant ramps to make streets and sidewalks more accessible.

- Began planning for Fair Housing Action Plan and ADA Self-Evaluation and Transition Plan.
- Supported eight public service agencies to assist lower-income older people with daily transportation, access to jobs, access to

Major Accomplishments for 2018 (cont.)

- healthy foods, scholarships to athletic and summer camp programs, and access to mental health services and adult day health services; the social service agencies reached 1,831 people.
- Provided pre-development funding to the Housing Corporation of Arlington (HCA) for 34-unit development at 19R Park Ave, Downing Square. HCA also made capital improvements to eight properties in their portfolio.
 - Continued support of the construction of the Arlington Housing Authority Life and Skills Building at Menotomy Manor.
- Secured multiple grants:
 - \$379,841 from the Massachusetts Department of Housing and Community Development and \$553,800 from Eversource and NGrid for the Menotomy Weatherization Program.
 - \$399,260 from the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Action Grant Program to develop and implement ecologically-sensitive flood management measures along the Mill Brook Corridor.
 - \$210,290 from the Massachusetts Department of Energy Resources Green Communities Program for LED lighting upgrades and weatherization of doors at school buildings, weatherization updates at the arena, and a new electric vehicle for Inspectional Services.
 - \$50,000 from the Executive Office of Energy and Environmental Affairs through the Metropolitan Area Planning Council (MAPC) to help Arlington create a plan to become carbon-neutral by 2050.
 - \$30,475 from the Executive Office of Energy and Environmental Affairs and District Local Technical Assistance funds through MAPC to assist with a Multifamily Zoning Analysis and Recommendations.
 - \$40,000 from the Massachusetts Office of Disability to assist with an ADA Self-Evaluation and Transition Plan.





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.

Major Accomplishments for 2018

- The Zoning Board of Appeals heard and rendered 35 petitions for special permits and variances.

Budget Statement

The Zoning Board of Appeals has a level funded budget for FY20.

PROGRAM COSTS

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	19,578	23,514	24,313	24,391
Expenses	7,158	10,100	10,100	10,100
Total	26,736	33,614	34,413	34,491

FY2020 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- 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.

STAFFING

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Applications	14	15	30	30
Hearings	34	34	35	45
Revenue	\$ 5,600	\$ 8,400	\$ 12,000	12,000



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for the repair and maintenance of all Town and School operated buildings. It oversees 34 buildings, 10 schools and 24 town buildings totaling approximately 1.34 million square feet. The school buildings include: 7 elementary schools, the Ottoson and Gibbs Middle Schools, and Arlington High School. The town buildings include: Robbins and Fox Libraries, Town Hall and Annex, 4 DPW buildings, 3 Fire Stations, Community Safety building, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House and Cottage, Parmenter building, Jarvis House, Central School/Senior Center, 23 Maple House, Jefferson-Cutter House, Dallin Library building, Mt. Gilboa House, Reservoir Beach House, and Spy Pond Field House.

Facilities oversees the repair and maintenance programs based on standards for preventative maintenance, required inspections for life safety and governmental compliance, and routine repairs and cleaning to maintain the facilities in good working order. The Facilities Department has three supervisors who oversee each of the following: capital projects and building upgrades, building maintenance and repairs including on-call and after-hour services, and custodial cleaning. In addition, Facilities coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as routine repairs and preventative maintenance.

Capital projects and building upgrades are mostly performed by third party contractors and vendors with budgets ranging from \$5k to \$500K. Building maintenance and repairs is staffed with 9 full-time craftsmen who perform most of the required work during regular hours. The custodial team is comprised of a total of 42 custodians - 29 who are in-house and another 13 from a third party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor.

For energy management and utility costs across school and town buildings, the energy manager position was transferred from the Facilities Department to the Planning Department in 2018. The energy manager is working directly across all school and town departments on energy saving

Budget Statement

The Facilities Department's total operating budget is both centralized and decentralized. For school buildings, the Facilities operating budget is an allocation from the School District budget with the allocation set each year. For FY20, the total allocation is approximately \$960K (excluding salaries/wages and utilities). For most town buildings, the facility operating budgets are decentralized and are a part of five separate department budgets managed by the individual department head. These departments include Police (Community Safety building), Fire (3 Fire Stations), Library (Robbins Library), Planning (Central School/Senior Center, 23 Maple House and Jefferson-Cutter House), and Health & Human Services (Whittemore Robbins House and Cottage). The total FY20 operating expenditures for Facilities allocated from these various departments are estimated at \$300K (excluding utilities).

For the remaining 10 town buildings, the Facilities Department directly manages the FY20 operating budget. The buildings include: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter building, and the Dallin Library building. The total FY20 operating budget for these buildings is approximately \$400K (including utilities of \$90K and excluding salaries/wages).

The Facilities Department's proposed budget for FY20 will increase 11.4% over its original FY19 budget. For salaries in FY20, the year over year increase is 2.3%. This change is primarily a result of transferring two positions between the Facilities and Planning Departments - the energy manager position transferred from Facilities to Planning and a craftsman position transferred from Planning to Facilities. For Facilities' expenses in FY20, the year over year increase is 8.2%. This change is a result of the following: an increase in expenses as a result of the transfer of the Parmenter and Dallin Library buildings from the Planning Department budget to the Facilities budget, adjustments and savings in the cost for preventative maintenance, and the addition of professional services costs related to the implementation of capital projects and building upgrades.

The capital budgets related to school and town buildings are mostly decentralized. The only capital budget that is directly managed by the Facilities Department is the Town Hall and Annex building.



Major Accomplishments 2018

Organizational

- Re-aligned work responsibilities to improve operational efficiencies.
- Hired and trained 2 new supervisors, 2 craftsmen, and 5 custodians.
- Improved communication between Facilities team and building users including the implementation of a Facilities "Help Line."

Major Projects

- Completed the \$27M Gibbs School renovation and \$4.8M Hardy School addition with a new \$200K Lake Street playground.
- Closed out Stratton and Thompson School renovation projects.
- Provided support to the proposed DPW and Central School planning and design process.

Capital Projects and Building Upgrades

- Completed several building upgrades and HVAC replacements at a total cost of over \$1.3M including the Ottoson Middle School chillers, Dallin chillers, Robbins Library exterior envelope repairs, Robbins Library elevator upgrades, Bishop School drainage improvements, modifications to various classrooms at AHS and Ottoson Middle School, and the installation of new water bubblers.
- Implemented security upgrades at 5 elementary schools.
- Installed energy saving LED lighting at 3 elementary schools.

Preventative Maintenance and Repairs

- Completed annual life safety inspections and added annual inspections for all school playgrounds.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs including repairs to Community Safety building chiller controls, Hardy School boiler system/glycol replacement and hot water tank, and the Peirce and Central School cooling units.

FY2020 Objectives

Organizational

- Fully staff the department by filling the current vacant positions which include: 1 custodian, 2 electricians, 1 plumber and 1 carpenter.

Major Projects

- Assist the design and construction teams on the Central School, DPW and AHS projects.

Capital Projects and Building Upgrades

- Implement approximately \$2.5M of new capital projects in FY20.
- Complete updated building assessments for all properties and update 5 year capital plan for AHS and Ottoson Middle School .

Preventative Maintenance and Repairs

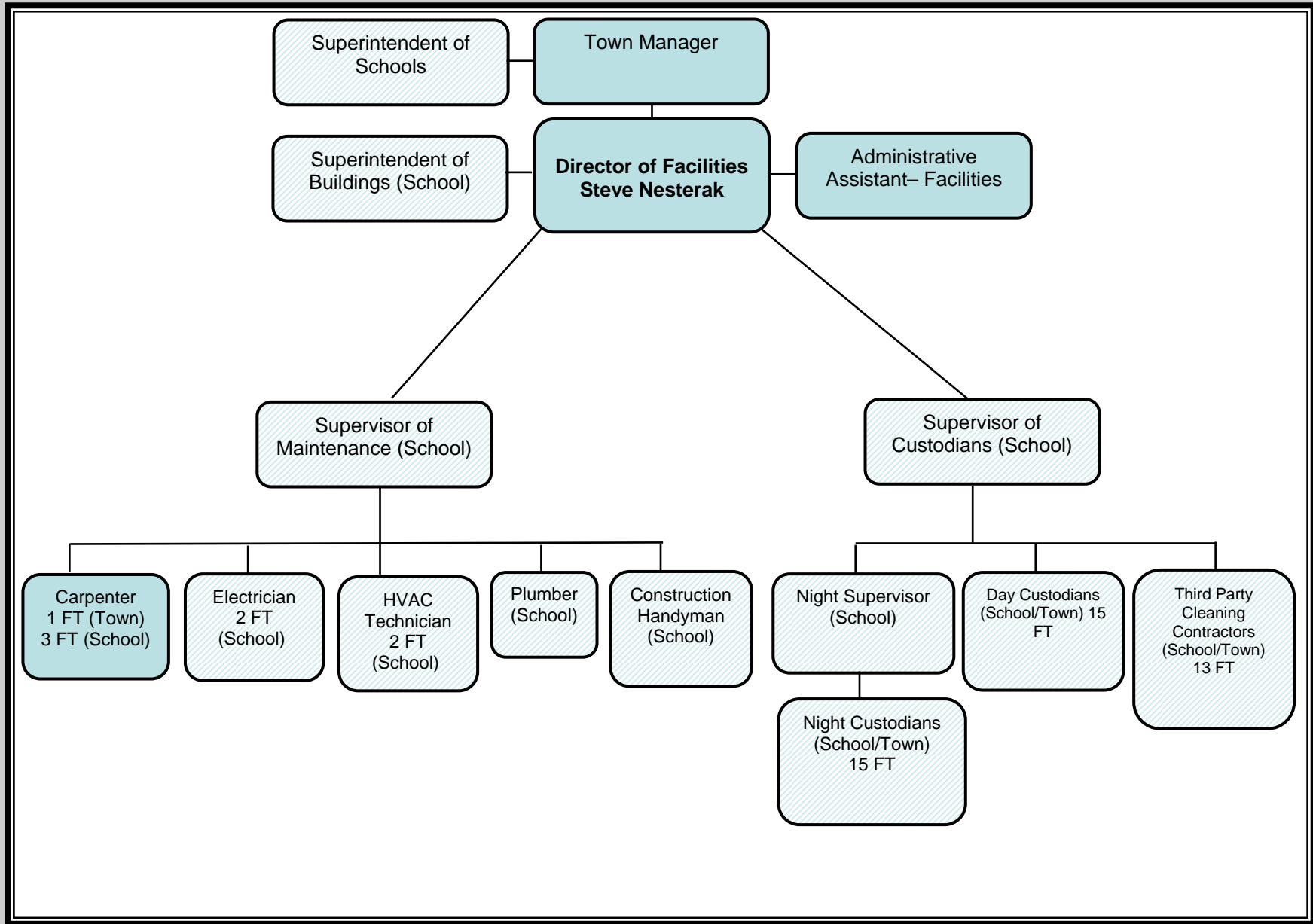
- Prepare bid packages and complete the bid process to award new service contracts.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Facilities				
Personnel Services	459,235	449,995	462,049	462,049
Expenses	338,029	385,044	395,044	395,044
Total	797,264	835,039	857,093	857,093

STAFFING

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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





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