

## SELECT BOARD

In 2018 the Board asked Town Meeting to change the Board's name from Board of Selectmen to Select Board, and to adopt gender-neutral language in the Town's Bylaws. Town Meeting agreed. The Select Board is pleased to submit its annual report for 2018 to Arlington residents.

The Select Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town. In April 2018 Joseph A. Curro, Jr. was re-elected to a three-year term and John V. Hurd was elected to his first term on the Board. Mr. Curro has served on the Board since 2012. Daniel J. Dunn was elected by his colleagues as Board Chair, and Diane M. Mahon was elected Vice Chair.



*Arlington Select Board clockwise, left to right: Joseph A. Curro Jr., Diane M. Mahon (Vice-chair), John V. Hurd, Kevin F. Greeley, Daniel J. Dunn (Chair).*

In late 2018, the Board suffered a tremendous loss with the passing of long-time Board member, Kevin Greeley. As the longest-serving member of the Board's history, Kevin served with distinction since 1989. His enthusiasm and concern for Arlington and its inhabitants was obvious to any who met him. Kevin was strong supporter and advocate of the Cyrus E. Dallin Art Museum, hosting many events for the organization. He started the Selectmen Awards, honoring residents and staff who made significant contributions to Arlington. He was instrumental in the 100-year anniversary celebration of Town Hall and an enthusiastic ambassador to Arlington's sister city in Nagaokakyo, Japan. Always an excellent resource for the history of Arlington he had a fun side that led him to start the Board's singing group, The Selectones spreading joy at the Senior Center, Drake Village, Winslow Towers, and Chestnut Manor during the holidays and at other times of the year.

Following Kevin's death, former Select Board member Clarissa Rowe was appointed to serve out Mr. Greeley's term.



*Former Select Board member Kevin F. Greeley*

Earlier in 2018 the Town mourned the loss of former Board member and Town Treasurer John Bilafer. John also had a distinguished service to Arlington by serving eight years on the Board from 1964 to 1972 and 33 years as the Town's Treasurer, retiring in 2005. Among his many accomplishments, John founded the Town of Arlington Scholarship Program, which has helped many Arlington residents further their education. The program has since been renamed as the John J. Bilafer Arlington Citizens' Scholarship Foundation in his honor. John also served as Chair of the Arlington Contributory Retirement Board from 2001 until his passing.

Mr. Bilafer and Mr. Greeley leave behind a rich and long-lasting legacy of community and governance.

## Year in Review

### School Facilities and Fiscal Planning

The Select Board was pleased to see all school projects progress on time and on – or under – budget. The Gibbs School was brought back into the service as its dedicated sixth grade school for Arlington Public Schools. The Hardy School addition was completed and tremendous progress was made toward the design of a new high school.

On June 11, Arlington voters will vote for a debt exclusion to pay for a new high school building along with funds provided by the Massachusetts School Building Authority (MSBA). The MSBA will decide on April 10, 2019 their contribution to the \$291M building. The Board has also decided to ask for a general tax override at the same time of the debt exclusion.



*Arlington High School design concept as shown from Mass. Ave. entrance.*

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As discussions of potential tax increases progress, the Board has attempted to relieve a portion of the tax burden felt by smaller households and to put more control in the hands of all residents, setting a goal of removing water and sewer debt funding from the tax rate. The Board plans to promote new tax relief measures for seniors, veterans, and disabled individuals it had advocated at 2017 Town Meeting.

## Transportation & Parking

The creation of a parking benefits district allows meter revenue to be devoted to infrastructure and maintenance improvements in Arlington Center. February 2018 Special Town Meeting approved these funds toward a design plan for Russell Common Parking Lot and Railroad Lot to make improvements related to vehicle parking, as well as pedestrian improvements to parking lot access, lighting, sidewalks, and signage. Also improvements to Broadway Plaza to make it more accessible for pedestrians by adding public seating and protecting the existing trees in the plaza. Work continues toward the development of plans to address the intersection of the Minuteman Bikeway and Lake Street.

Other transportation initiatives in 2018 include a new dockless bikesharing program, a bus rapid transit (BRT) pilot along Mass Ave, and furthering efforts on Complete Streets, and Safe Routes to School. The BRT pilot made bus travel more reliable, and more appealing to commuters. The pilot was funded by a \$100,000 grant from the Barr Foundation. A \$40,000 grant from the Barr Foundation allowed local artists to create art installations along the route, including many colorful bus shelters that brighten up the morning commute. In early 2019, the Board voted to make the pilot bus lane permanent. Implementation is expected in the summer of 2019.



Temporary bus shelter art installation along the BRT pilot route.

## Economic Development

In 2018 a pop-up beer garden at Whittemore Park debuted. Hosted by Aeronaut Brewing Company, the weekly event attracted hundreds of patrons, increasing foot traffic to Arlington Center. Additionally, a revitalization plan was prepared for Whittemore Park to install

new seating, improve ADA accessibility, upgrade the landscaping, and improve its historical and cultural signage. We are optimistic these improvements will turn this seldom used park into a jewel of the Center. Attention has also been turned to revitalizing Arlington Heights, supported by a \$40,000 grant from Metropolitan Area Planning Council (MAPC) to develop a plan.



Pop-up beer garden at Whittemore Park

## Arts & Culture

The Arlington Center for the Arts (ACA) transformed former office suites of the Central School building and turned it into a multigenerational hub of arts and culture in its collaboration with the Senior Center, also located in the Central School. Progress continued on the design of the new Senior Center. The Historic Districts Commission and state Architectural Access Board reviewed and approved exterior and accessibility improvements. Construction is expected to start on major renovations in FY2020.

## Volunteerism

One of the most gratifying jobs of the Board is to appoint and thank the countless people who step forward to do the important work of our town. Arlington's many volunteer committees continue to provide valuable contributions to the community by helping those in need, participating in Town governance, and educating the public on important issues.

Arlington benefits not only from Town committees and organizations, but also from a vibrant and active non-profit sector. The Board is proud to support through Community Development Block Grant (CDBG) funding many of these organizations and programs, including Operation Success, Arlington Boys and Girls Club, Fidelity House, Housing Corporation of Arlington, and Food Link. Through CDBG funds the Town provided Food Link, a local food rescue organization, \$327,000 for the acquisition of a new operations facility. This facility will allow Food Link to rescue and store more food, in turn allowing the more precise distribution of food to local organizations and better serve those in need.



*Food Link works 363 days a year to collect, sort, store, and distribute rescued food to people in need*

## Town Celebrations

The Arlington Patriots Day Parade has celebrated Arlington's role in America's battle for Independence for more than 100 years. Local re-enactors, veterans, and other celebrants have marched down Massachusetts Avenue year after year, raising our patriotic spirit and uniting the Town in honor of our historic role. The 2018 Grand Marshals were Marine veteran Mr. Ray Moreno and George Barr, co-founders of the Leatherneck Honors Society of MA.

Honorary Grand Marshal was Ms. Elsie Fiore. The Board would like to thank our Veterans' Services Director, Jeffrey Chunglo, and the Patriots Day Committee volunteers for their continued effort in presenting this annual event and making it an Arlington tradition. The Board also congratulates the efforts of Mr. Chunglo and the Veterans Council for all their work to enhance the annual Memorial Day and Veterans Day observances.

September 29<sup>th</sup> was Minuteman Bikeway Day. Arlington, along with Lexington and Bedford, celebrated 25 years of the bikeway. Along the route, live music performances were staged, with Arlington events at Whittemore Park, Magnolia Field, Linwood Circle (Spy Pond), behind Trader Joe's (at bikeway level), and inside the Old Schwamb Mill. Arlington Public Art produced "Bikeway Haiku" poetry stenciled in all three towns that entertained visitors as they traveled along the bikeway.

## Town Day

Arlington Town Day was another successful event. Resident and vendor participation was at an all-time high. Again, the Town Day Committee is grateful for the strong community participation that has become well

known as a source for Arlington's strong and thriving community spirit.

The Board would like to extend its thanks and congratulations to the Town Day Committee, and especially the Co-chairs, Marie Krepelka and Kathleen Darcy. The Board also wants to extend the same thanks to the many businesses and tireless volunteers whose loyalty, dedication, and hard work made this celebration a success again. All Town Day activities are privately funded, and this event continues without any direct Town funding. We acknowledge the logistical support of the Board staff and other Town departments.

## Acknowledgments & Recognitions

The Board would like to thank all Town employees for the work they perform to make Arlington a special place to live, work, and enjoy. We also thank the volunteers who spend thousands of hours each year performing a labor of love for their community; Arlington would not be the same without them.

The Board would also like to thank Police Chief Fred Ryan for his years of service to Arlington. Fred retired in early 2019 after 33 years in law enforcement, 20 years as Arlington's Chief of Police. Among his many accomplishments, including earning full state accreditation for the Police Department from the Massachusetts Police Accreditation Commission, supporting a successful faith community-led gun buyback program, as well as adopting new ideas community policing. Domestic violence, youth intervention, and a leading voice in fighting the opioid crisis, Fred's leadership, dedication, and commitment to community policing made him both respected and beloved in the Arlington community.

The Board would like to give a warm welcome to Ida Cody, the new Town Comptroller. Before coming to Arlington, Ida worked as the Deputy City Auditor for the City of Somerville and the Assistant Finance Director for the City of Everett.

We particularly thank the staff of the Board's Office for their tireless and intelligent work on our behalf: Board Administrator Marie Krepelka, Fran Reidy, and Ashley Maher. We would also like to welcome Lauren Sweetser to the office. Lauren, previously worked in the Clerk's Office and brings diligence and a spirit of teamwork to the office.



*The main stage of Town Day.*

## TOWN MANAGER

### Town Manager

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

My goal in making this report is to provide an overview of the financial, organizational, and community based efforts that took place during 2018.

2018 saw both the opening of the newly renovated Gibbs School, which welcomed sixth graders from across the community, along with the opening of the six classroom addition at the Hardy Elementary School. Both of these projects were delivered on time and under budget and have allowed Arlington to keep pace with its steadily increasing school enrollment. Planning and community outreach for the Arlington High School Project was also a major focus of 2018. The Arlington High School Building Committee worked tirelessly to vet multiple options while continuously soliciting community feedback and ultimately voted to send a schematic design for an all new building to the Massachusetts School Building Authority (MSBA).

In October, Arlington joined the City of Boston and the 15 communities of the Metro Mayors Coalition on a new housing production goal to meet the demands of a robust regional economy and its growing population. To maintain Greater Boston as a sustainable place to live, we all need to work toward increasing housing production in order to provide current and future residents with access to the economic opportunities in their communities and the region.

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



Adam Chapdelaine, Arlington Town Manager

### Town's Financial Outlook

FY2019, the current fiscal year, is the fifth year beyond what was initially intended to be a three-year plan that incorporated the Proposition 2 ½ override of 2011 designed to carry the Town's budgets through FY2014. The key commitments along with updates on the status of meeting the commitments of that three-year plan are listed as follows:

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – Current projections have extended the plan to cover FY2012-FY2021.*
- 2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. - This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – This commitment has been maintained and this year's Town operating budget proposes a 3.25% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.*
- 4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

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

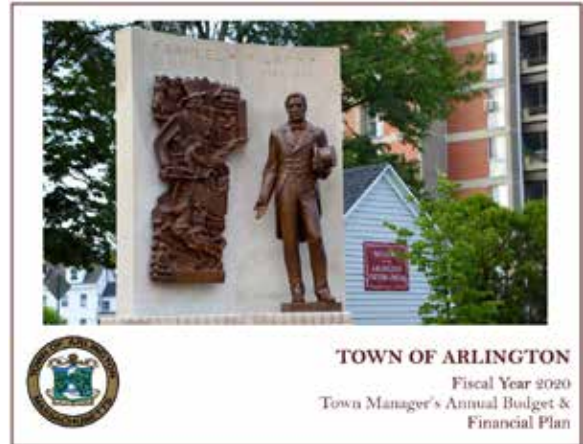
5) An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – **This commitment has been met.**

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

At the time the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that projected to maintain current service levels for three years.

Approximately a month after the override passed, the State approved a significant health care reform law for municipalities that provided authority to make health care plan designs which matched what the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan, the Group Insurance Commission (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices they made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.

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



## Sustainability/Energy Conservation

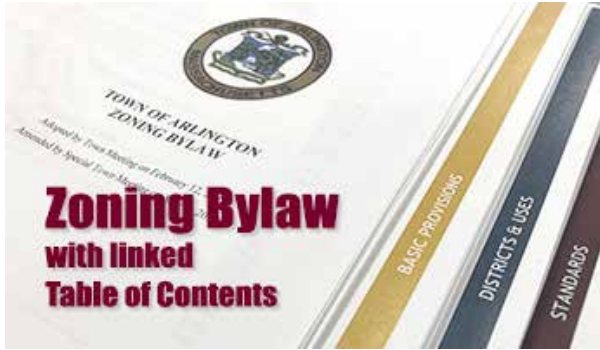
In 2010, Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received six grant awards over the past seven years, totaling \$1,575,931. The most recent grant award of \$210,290 came in 2018 and provided funding for LED lighting at various schools, partial support in the purchase of an electric vehicle for the Town fleet, and other energy efficiency measures. In August of 2017, the Town of Arlington launched the Arlington Community Choice Aggregation (CCA) program for residents and businesses. The primary goals of the program were to provide annual savings and rate stability for participating consumers. However, the program also offers participants exciting renewable energy options from which to choose. The program was approved by Arlington Town Meeting, Select Board, and Massachusetts Department of Public Utilities and remains competitive. Most recently, the Town has formed a Clean Energy Future Committee to begin planning to achieve the goal of Net Zero status by 2050. It also plans to pilot a food scrap diversion program to reduce the amount of solid waste the Town sends to incinerators.

## Master Plan

The Master Plan Implementation Committee (MPIC) remains active since the Master Plan was adopted in 2015 by the Arlington Redevelopment Board (ARB) and Town Meeting. A highlight of the group's work this year was the Recodification of the Town's Zoning Bylaw approved by Special Town Meeting in February. The recodification makes these bylaws easier to navigate and syncs better with various local, state, and federal rules and requirements. The Zoning Bylaw Working Group has proposed zoning amendments as identified through the Master Plan and the recodification processes, to 2019 Town Meeting. Amendments under

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consideration are an update to the Town's sign regulations and zoning for multifamily housing. The new sign regulations aim to be well-organized, easier to administer, and be consistent with state and federal law. Zoning amendments aim to facilitate the development of multifamily housing and mixed-use buildings in key locations along Mass. Ave. and other major corridors to increase housing production and affordability.



## NLC Prescription Drug Card Program Savings

The Town continues periodic outreach on the National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At the end of calendar year 2018, Arlington leads the state in cumulative savings to residents with \$318,750, with \$17,478 this year. The free program offers residents an average savings of 30% on non-insured prescriptions. Residents can obtain the free card online at [arlingtonma.gov/prescriptioncards](http://arlingtonma.gov/prescriptioncards).



## Communications & Customer Service

The Select Board and I continue to make improving public communications and customer service one of our priority goals. This annual report is one such communication vehicle in which we put a great deal of effort to make it informative, easy to read, and attractive. The Town also makes these reports available online at [arlingtonma.gov/annualreports](http://arlingtonma.gov/annualreports).

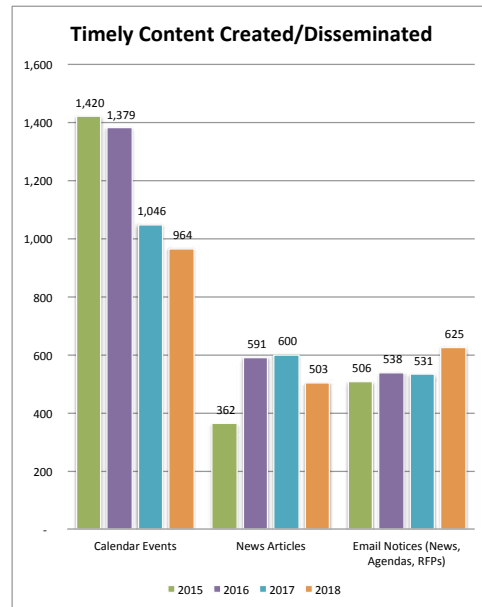
We strive to inform the public about general Town activities and during emergencies, plus build a stronger relationship with our residents and improve efficiencies for our staff. To meet these needs and increasing

demand for them, we utilize the following information channels in conjunction with local media: Town's website, Arlington Alerts (phone, text, email), social media, and email.

## Arlingtonma.gov

Arlingtonma.gov is the Town's communication hub supporting one of the priority goals of the Select Board: enhance public communication and customer service and leverage technology to build staff capacity. The site serves a population of approximately 43,000 residents, surrounding communities, and beyond. The site supports the online communication and outreach activities of fifteen departments, and over eighty boards, committees, and commissions. Since the institution of the Open Meeting Law (OML) in July 2010 approximately 1,300-1,500 documents are added to the site annually, mostly agendas and minutes.

In 2018, similar to 2017, we are seeing minor changes in the output of news and email notices, with a dip in calendar event and news postings. These activities are in addition to the increases in documents posted, 16,793 (8%) and pages, up 2% with a total of 828 pages. A municipal site Arlington's size should generally be around 500 pages. The process of auditing pages and streamlining news content, continues. The Site Improve tool is assisting in these tasks as we look toward a redesign in the summer/fall of 2019.



Website Traffic (arlingtonma.gov)	2014	2015	2016	2017	2018
Page Views	1,316,919	1,538,050	1,731,811	1,692,233	1,687,147
Visits/Sessions	496,936	558,672	649,723	648,828	648,305
Frequency & Recency: Over 200 visits to website	16,992	19,898	22,625	24,532	29,296

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This year arlingtonma.gov recorded approximately 1.7 million Page Views and 650K Sessions, about the same as last year. There was a 16% increase in user loyalty (Frequency and Recency) by those Users who visited the site more than 200 times during the year, from 24,762 in 2017 to 29,296 in 2018.

## Request/Answer Center

The Request/Answer Center is Arlington's online customer service portal where residents can make requests of Town services (and track them), ask questions, and find answers. 2018 marked the twelfth year for the service. In 2018 the Answerbase continued to be more closely integrated with the main site in an effort to streamline site content. More department integration is planned in 2019 as we prepare for a site redesign. The system continues to be heavily utilized by both staff and residents.

A major feature of the service is the ability for residents to easily search an extensive database before calling staff for an answer (Find Answers). If they cannot find the answer online, their question is forwarded to staff for a response. Since launching the service, over one million answers have been viewed, yet less than 1% of Questions are submitted for staff to respond. This service continues to enforce the self-serve method of providing easily accessible information so residents can find the information they need at their convenience. In the spring of 2018 the Town launched a mobile version of the Request/Answer Center, which makes these Answers, as well as reporting an issue more convenient.

One way to measure how productivity might be preserved in this self-service model is to estimate the time of phone calls to staff members. If an average phone call takes 5 minutes to answer then 16,054 productivity hours were preserved, or the equivalent to 8.9 full-time employees (35 hour work week).

Measuring the self-service model in how requests are submitted, we compared the last four years of DPW requests intake methods, comparing staff vs. resident entered requests. We see a marked improvement in resident entered requests. Only 1% of requests came in through the mobile app, so we cannot attribute this increase to that. We will continue to monitor trends and make efforts to promote the mobile application to increase self-service input of requests.



Since 2012 Arlington Alerts have been notifying residents via phone, text, and email before, during, and after emergencies or to relay important information. When initiating a Town-wide phone call the system reaches approximately 19,000 phone connections. In 2018 the system was utilized for APD and AFD ALICE training (10), BRT pilot (1), snow emergency / parking bans (5), Yard Waste delay (1), smoke testing (1), and the Patriots Day Parade (1).

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

In 2018 the Town saw nominal increases in Town Notices, Arlington Alert phone and email subscribers, with a 10% increase in text messaging subscribers. Although the increases are modest the overall reach to residents via these channels remain strong.

Cross-department meetings and workshops continue to improve content workflow and quality across-departments on all channels and coordinating and collaboration on public events.

Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents. The Town also strives to maximize technology for efficiencies and will continue to build upon these valuable Town assets. We put a lot of effort into making sure our website is timely and accurate, the Request/Answer Center is working properly and responding to resident needs, keeping residents up-to-date through Town Notices

Request/Answer Center: System Stats	2014	2015	2016	2017	2018
Answers Viewed on Portal	267,392	298,054	297,894	165,292	192,642
*Productivity Preserved in Hours/Answers Viewed	22,283	24,838	24,825	13,774	16,054
**New Customer Registrations	2,251	2,067	1,779	1,566	1,715
Requests Created	2,988	3,355	3,222	3,194	3,181
Requests Closed	2,543	3,209	3,231	2,827	3,444

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and social media, plus be prepared for an emergency with Arlington Alerts. We constantly evaluate all our channels so we can maximize service delivery and staff efficiency. It is important to note, none of the success can be realized without skillful human intervention and collaboration. From the many content contributions from staff, boards, and committees, to residents utilizing these channels, we continue to help residents 'get connected' and 'stay connected' to Town Hall.

## Acknowledgements

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

In 2018 the Town welcomed Phyllis Marshall and Steve Nesterak. Phyllis Marshall, the first appointed Town Treasurer brings over 30 years of public administrative experience to Arlington with a depth of municipal finance experience. The Town is fortunate to have her on board.

Steve Nesterak, Director of Facilities joined the Town in 2018. Steve brings with him many years of facilities management experience from both the private sector and higher education. He has already proven himself instrumental in the opening of the Gibbs School and the planning for Arlington High School.

Frederick Ryan, Jon Marshall, and Amy Fidalgo left the service of Arlington recently.

Jon Marshall, Recreation Director, made a big impact in his short time in Arlington, overseeing the renovation of Robbins Farm Park and in coordination with the Park and Recreation Commission, Conservation Commission and Reservoir Committee, developed a Master Plan for Arlington Reservoir.

Amy Fidalgo, Management Analyst, has been invaluable in putting together the Annual Budget & Financial Plan, the Capital Plan, and in administering the Community Preservation Act program. Amy began her service to the Town with the Department of Planning and Community Development in 2014, before moving to the Town Manager's Office in 2016. Since then, her work has had a significant positive impact on all Departments in the organization.

With over 33 years in law enforcement, 20 years as Arlington's Police, Fred Ryan has been a true friend to me during my time as Town Manager. He is a natural leader, a powerful force for Arlington, and one of

our nation's truly great law enforcement voices. He will be deeply missed in Town, and I would like to say thank you to Chief Ryan for his years of service and for the work he has done that will impact Arlington for many more years to come.

The Town thanks Mr. Marshall, Ms. Fidalgo, and Chief Ryan for their excellent service to Arlington.



*Town Manager Adam Chapdelaine, Acting Police Chief Julie Flaherty and Police Chief Frederick Ryan at Chief Ryan's retirement celebration at Police headquarters..*

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

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