



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 \$51 for FY21. The Reserve Fund is one percent (1%) of General Fund Revenue.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Reserve Fund				
Expenses	1,553,287	1,604,584	1,554,052	1,554,052
Total	1,553,287	1,604,584	1,554,052	1,554,052

FY2021 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 2019

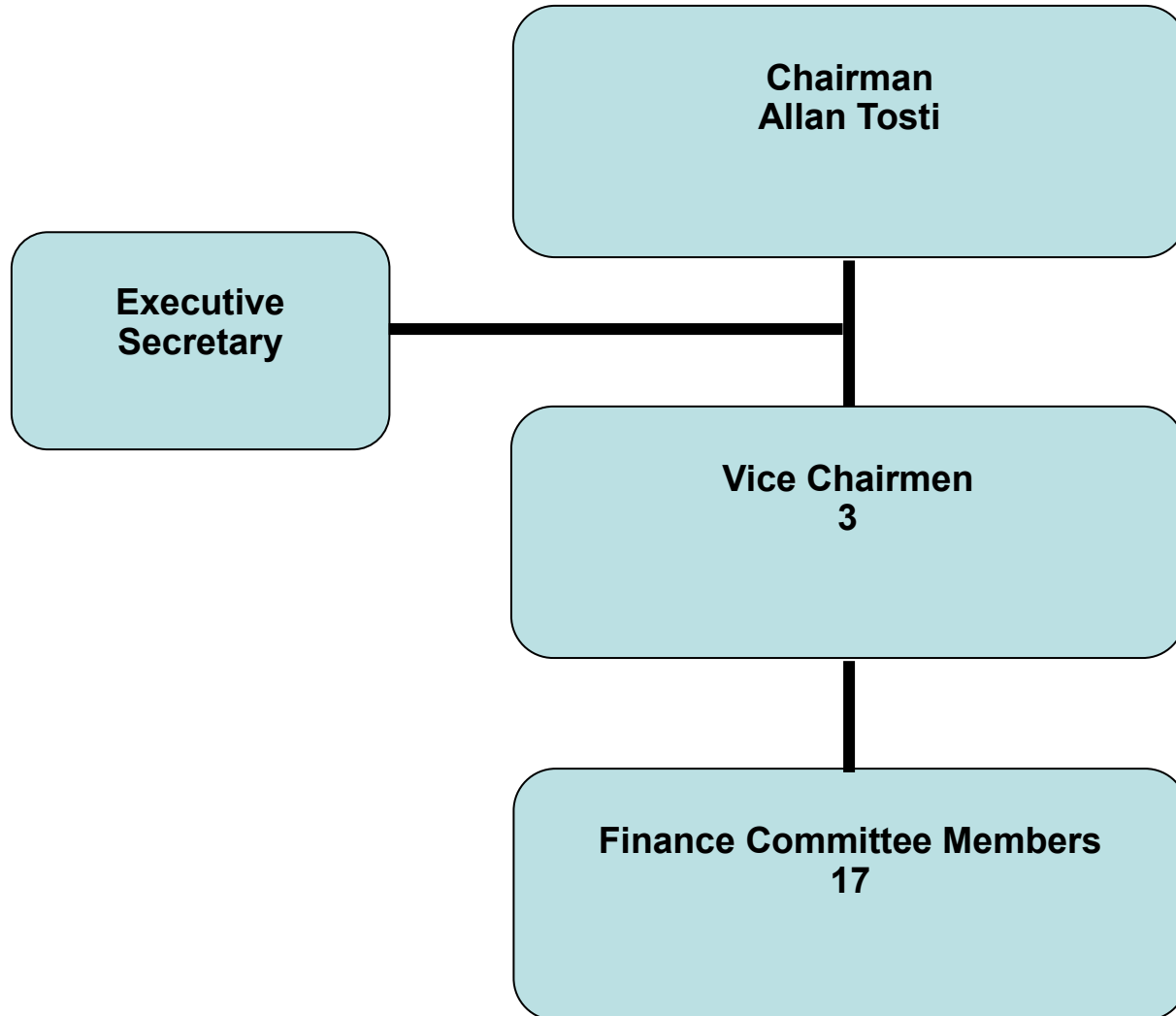
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Finance Committee				
Personnel Services	7,400	8,150	8,201	8,201
Expenses	1,312	2,500	2,500	2,500
Total	8,712	10,650	10,701	10,701

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Finance Committee				
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 Alcoholic Beverages Control Commission (ABCC) state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of 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 Select Board, committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and minutes 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. 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	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2021 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.
- 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	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	284,563	296,201	304,499	304,499
Expenses	20,199	22,150	22,550	22,550
Total	304,762	318,351	327,049	327,049



FY2021 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.
- Continue to implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Select Board’s Office.
- Facilitate reorganization of the Select Board files.
- Facilitate reorganization of electronic archives.
- Continue to revise applications and permits for all license/permit categories.

Major Accomplishments for 2019

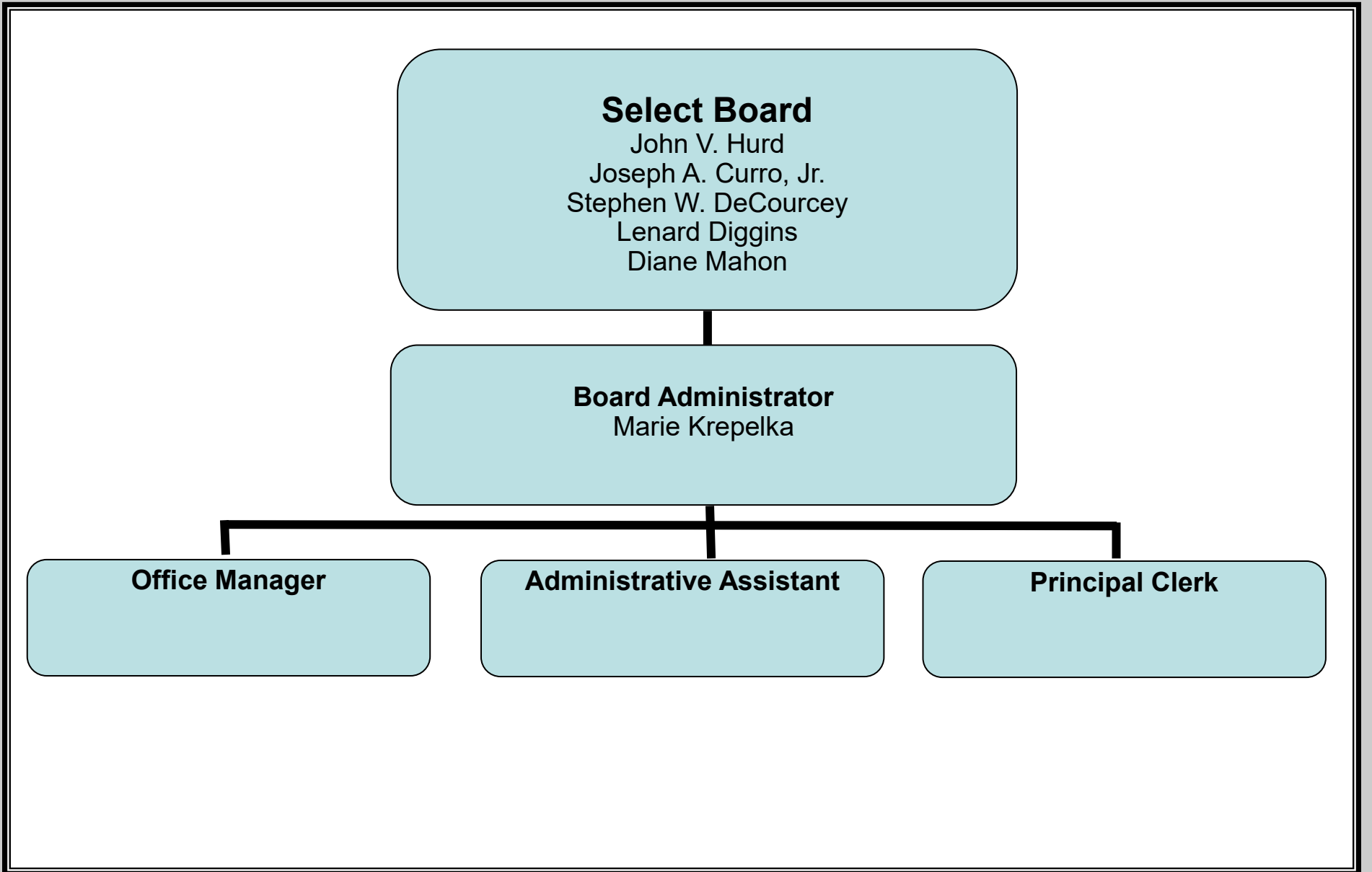
- Managed two different elections, including the Annual Town Election (April 2019), Special Town Election (June 2019).
- Spearheaded the 42nd Anniversary of Town Day, including all administration and coordination of events.
- Successfully implemented online Town Day booth payments.
- Coordinated with Select Board for planning one Special Town Meetings (April 2019) as well as Annual Town Meeting (April 2019).
- Successfully implemented revisions of: Special/One Day Licenses, Caterer’s Licenses and Fundraiser Events.
- Assisted the Memorial Day Veterans celebration at Town Hall.
- Updated and organized the content of the Select Board webpage.
- Continued to be supportive to all Town Departments.

SUB PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Elections				
Personnel Services	47,210	94,426	161,191	161,191
Expenses	151,915	24,300	24,820	24,820
Total	199,125	118,726	186,011	186,011

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Select Board				
Meetings:				
Town Meeting Preparations	8	4	8	8
Special Town Meeting Preparations	1	3	2	2
Select Board Meeting Preparations	28	26	28	28
Audit Advisory Meeting Preparations	2	1	1	1
Budget & Revenue Task Force	2	1	1	1
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 Town Clerk and Select Board.

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

The FY2021 budget is an increase of \$110,431 in personnel services. This increase is due to a new part-time staff person who will be responsible for answering public records requests and because the Public Information Officer will be increased from part- to full-time.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Manager				
Personnel Services	761,833	822,262	900,493	900,493
Expenses	36,817	53,000	55,200	55,200
Total	798,650	875,262	955,693	955,693

FY2021 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.
- 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.
- Finalize the sale of the property at 1207 Massachusetts Avenue.
- 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 developing a Sustainable Transportation Plan and amending zoning to better accommodate economic development and the development of affordable housing.

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Manager				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	3	3
Total	6.7	6.7	7	7



FY2021 Objectives (cont.)

- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on implementing the Arlington Heights Neighborhood Action Plan.
- 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, continue to promote the 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 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.
- 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 Advisory 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 Advisory 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 ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.

FY2021 Objectives (cont.)

- Continue neighborhood transportation reviews and continue broader review through the Sustainable Transportation Plan process.
- 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 and connecting citizen requests to the GIS database.
- Receive quarterly reporting from the Request/Answer center with a focus on 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.
- Explore the implementation and technology required to allow the Zoning Board of Appeals board members and the public to participate remotely.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with Treasurer to procure a new online payment vendor and continue to explore opportunities 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.
- Continue participation in and support of the Clean Energy Future Committee as it puts together Arlington's Net Zero (greenhouse gas emissions) by 2050 Plan.
- Continue bargaining, utilizing the results of the compensation study, with unions not yet settled.
- 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.
- Work to implement the Pay Equity Law.



FY2021 Objectives (cont.)

- Work to provide organization-wide professional development, focused on customer service training, with a focus on training mid-level managers and supervisors in FY2020.

Major Accomplishments for 2019

- Received Government Finance Officers Association Distinguished Budget Presentation Award for the seventh consecutive year.
- Appointed Acting Police Chief Julianne Flaherty Arlington's new Police Chief and an interim Recreation Director.
- Worked 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.
- Worked with the Arlington High School Building Committee as it worked to finalize the schematic design of the project and requested approval of a project scope and budget agreement by the MSBA.
- Worked with the ARB and the PTBC to finalize design and seek funding from Town Meeting for the Central School focused on improving the space used as a Senior Center and second floor office space for the Department of Health and Human Services.
- Worked with the PTBC to finalize design and funding from Town Meeting for a renovation of the DPW facility.
- Worked with the newly appointed Diversity, Equity, and Inclusion Coordinator to organize a Race, Equality, and Leadership (REAL) training, facilitated by the National League of Cities, for Town mid-level and management staff.
- Launched the mobile app for the Request/Answer Center.
- Populated and convened the Clean Energy Future Committee to begin planning for achieving Net Zero status in Arlington by 2050.
- Worked with IT and the Board of Health and the Conservation Commission to allow for remote participation for both members and residents.

Major Accomplishments (cont.)

- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.
- Worked with the neighborhood, Department of Planning & Community Development, and community stakeholders to assist with the transition from Youth Villages to McLean Hospital at the former Germaine Lawrence campus.
- Worked with the Department of Planning and Community Development to analyze the results of the Bus Rapid Transit (BRT) pilot and develop recommendations for the permanent implementation of the program. The BRT lane was approved and became permanent in FY2020.
- Worked with stakeholders to identify funding for and implement the traffic signal at the intersection of Lake Street and the Minuteman Bikeway. Funding for this project was approved by FY2019 Town Meeting and construction will begin in Summer 2020.



Program Description

An ongoing goal of the Select Board is to enhance public communication and customer service during day-to-day Town operations and in the event of an emergency, plus promote the interests of the Town in concert with its online policy. The Public Information Officer (PIO) works with all departments to achieve these goals by leveraging existing, and new, communication channels and technologies to improve efficiencies, effectiveness, and staff productivity. The PIO also manages these systems and trains staff so postings comply with federal, state, and local laws, such as the Americans with Disabilities Act (ADA), Open Meeting Laws, and the Town’s Online Communication Policy.

The main communication channels utilized to meet these objectives are the Town’s website, Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), as well as working with local media. For ADA compliance the Town uses Site Improve, a software program that scans the Town website and reports ADA and quality assurance issues.

This is the fifth 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. As of late 2019, active staff users on the main communications systems are as followed: Website CMS, 75 users; R/A Center, 70 users; Site Improve, 28 users; social media, 17 users; and Arlington Alerts, 15 users.

Budget Statement

The website refresh is planned for early FY21; communications and ADA compliance are ongoing efforts. Site Improve has been extremely useful for improving ADA compliance and institutional knowledge of online ADA compliance and will be utilized for FY21 as well. PIO engagement with staff during the ADA Compliance/Redesign initiative has shown improvement in ADA compliance and knowledge, collaboration across departments, and content streamlining content. To respond to the Town’s increasing communication needs, system management, and staff training, the hours of the Town’s part-time PIO increase to full-time.

FY2021 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online or by delivering it to their desktop and mobile devices. The Town continues to leverage all channels to improve service delivery and performance. Communication objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents; maintain visitor loyalty.
- Continue to develop uses of traditional and new media to communicate with the public.
- Implement new features/processes to improve communications and transparency.
- Continue to improve online ADA compliance.
- Identify and implement improved reporting mechanisms for all Town communication.
- Look for opportunities to integrate GIS capabilities to the Town’s Request/Answer Center.
- Investigate / develop a communications internship program to support the Town’s communications goals and needs.

Performance / Workload Indicators

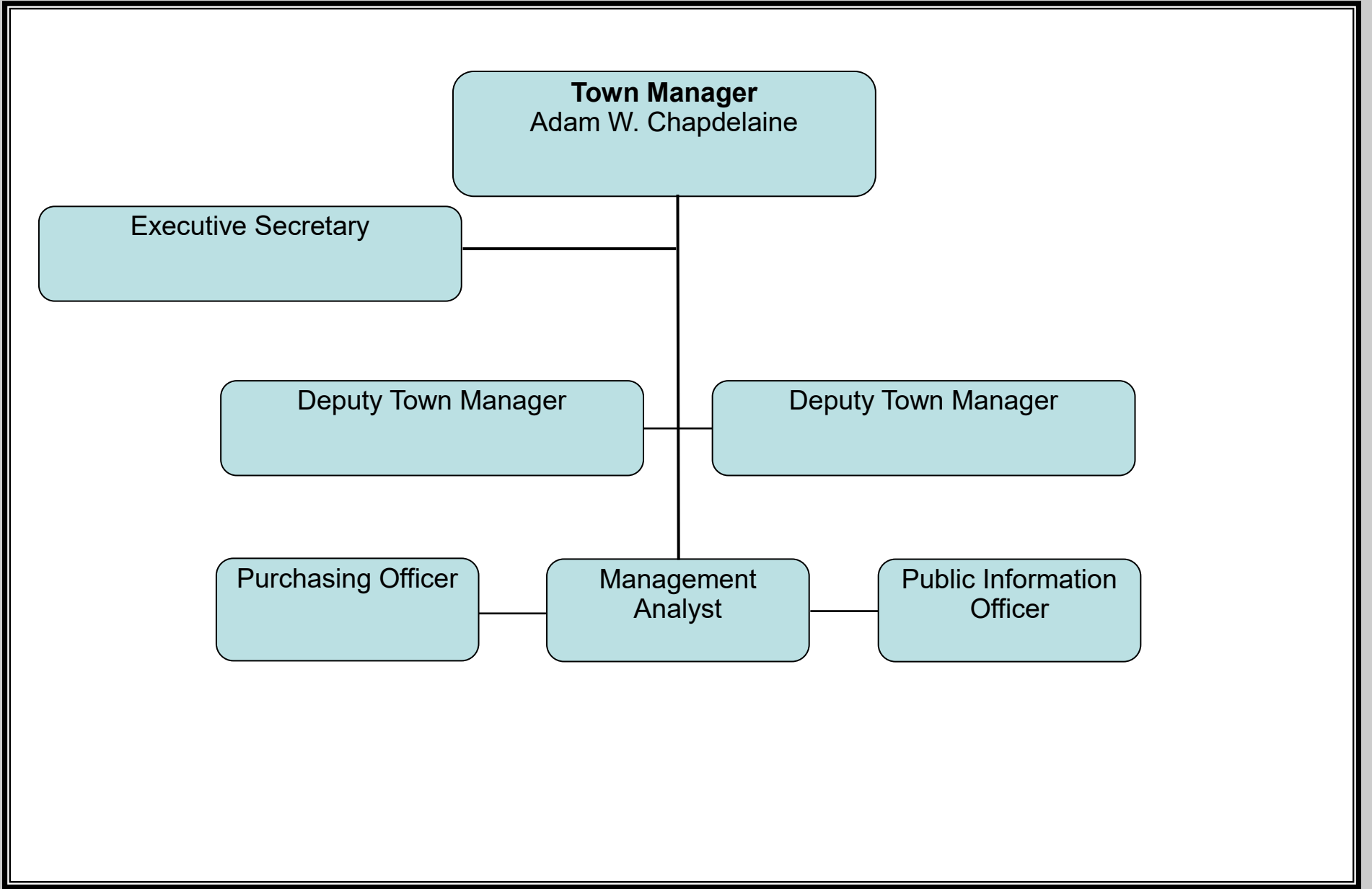
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Town Manager				
Purchase Orders Processed	5,607	7,970	6,200	6,000
Bids Processed	59	44	74	35



Major Accomplishments for 2019

- Developed/Executed ADA Compliance / Redesign Initiative
 - From Oct. 2018 to July 2019, the Site Improve tool helped staff increase the ADA compliance score for all Town webpages from 68.5 to 92.1.
 - Conducted public website / communications survey.
 - Streamlined pages and improved cross-departmental communications in preparation for website refresh.
- 2018 Annual Report placed 2nd, Category 1, Mass Municipal Association (MMA).
- Supported Arlington High School (AHS) Building project serving on Communications Subcommittee and supporting communication efforts.
- Supported IT on its first GIS integration with Request/Answer Center currently in development (Tree Requests).
- Cross-department meetings and workshops continue to improve communications across departments, content quality, and timeliness. Also aids in handling staff turnover to maintain continuity with public.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program, launched Dec. 2009. At end of calendar year 2019, \$330,473 in cumulative savings realized 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 2019 include: Town Meeting, ArlingtonCCA, ArlBRT Bus Priority, HeatSmart, Publications Produced: 2018 Annual Report.

Performance / Workload Indicators				
	FY2017	FY2018	FY2019	FY2020
Public Communications	Actual	Actual	Actual	Estimated
Subscribers to Town of Arlington Notices	5,206	5,226	5,690	5,800
% of Growth from previous year	0	0	0	0
% Compared with # of households (19,000)	0	0	0	0
Social Media Town of Arlington Channel only	FY2017	FY2018	FY2019	FY2020
	Actual	Actual	Actual	Estimated
Facebook Likes	1,453	1,688	2,062	2,500
Twitter Followers	1,873	2,395	2,918	3,400
Website Traffic (arlingtonma.gov)	FY2017	FY2018	FY2019	FY2020
	Actual	Actual	Actual	Estimated
Page Views	1,712,542	1,684,500	1,678,593	1,658,041
Visits/Sessions	673,421	632,051	649,857	625,051
Unique Visitors/Users	323,854	280,866	280,185	293,926
Visitor Loyalty- # of Uniques Visited Over 200 Times	24,762	26,018	31,037	24,439
Request/Answer Center: System Stats	FY2017	FY2018	FY2019	FY2020
	Actual	Actual	Actual	Estimated
Answers Viewed on Portal	253,219	131,331	138,189	226,853
**Productivity Preserved in Hours/Answers Viewed	21,102	10,944	11,516	18,904
^New Customer Registrations	1,592	1,614	1,472	1,742
Requests Created	2,964	3,352	2,844	3,235
Requests Closed	2,895	3,300	3,074	3,178
Content Creation/Dissemination	FY2017	FY2018	FY2019	FY2020
	Actual	Actual	Actual	Estimated
Calendar Events	1,046	964	913	1,144
News Articles	600	419	344	463
Email Notices (News, Agendas, RFPs)	531	625	866	613





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 and retaining 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 FY21 is level funded with the exception of some additional hours to our part-time assistant benefits administrator position.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Human Resources				
Personnel Services	297,316	306,790	326,741	326,741
Expenses	37,666	56,450	56,450	56,450
Total	334,982	363,240	383,191	383,191

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Human Resources				
Health Insurance Contracts Managed	1,923	1,910	1,930	1,970
Opt Outs	71	69	69	70
Life Insurance Contracts Managed	985	976	980	984
Life Insurance Claims Processed	36	27	20	21
Vacancy Postings	38	40	60	50
New Hires	32	40	58	45
Promotions	5	7	10	10
Retirements	20	15	18	21
Resignations/Separations	18	17	25	30

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Human Resources				
Managerial	1	1	1	1
Clerical	2.5	2.5	2.8	2.8
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.8	3.8

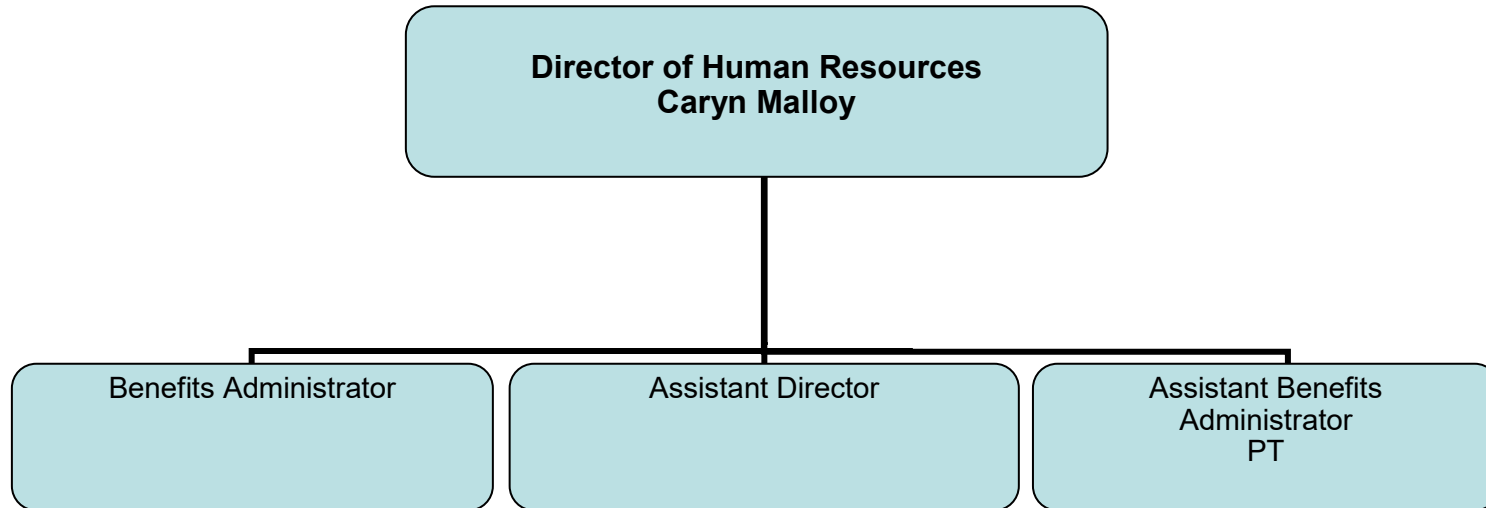


FY2021 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Implement 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.
- Through analysis of health claims data and solicitation of bids from other health care vendors, work with union and retiree leadership to determine if remaining in the GIC is the best option for Arlington employees and retirees.
- Implement new reconciliation process for employee health insurance contributions in addition to employer contributions. 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 Patrol Officers and integration of successor agreements into collective bargaining agreements and make them available on the Town's website.
- Facilitate the second year of training for Department Heads and middle managers on racial equity.
- Initiate and complete benchmark salary study for 100 town and school positions in preparation for collective bargaining of contracts that expire at the end of Fiscal Year 2021. This is the 3rd comprehensive study initiated; the others were completed for Fiscal Years 2014 and 2017.

Major Accomplishments 2019

- In partnership with the Deputy Town Manager, successfully bargained an agreement with Arlington's Ranking Police Officers. Agreements with the Fire, Professional Library Unions, AFSCME, and SEIU Unions were reached in late 2018. Settled agreements allowed the Town to implement direct deposit and electronic advice statements, adding security, saving time and resources. Bargaining with the Patrol Officer's Union is ongoing.
- Among the searches the Director facilitated over the course of the year were recruitments for Fire Chief, Police Chief and Coordinator of Diversity Equity and Inclusion.
- Supported Town departments in successful recruitment processes for over 50 positions. The department uses tailored processes for each hiring, using assessment tools based around tasks specific to each position.
- Successfully responded to two IRS audits of the Town's ACA reporting, protecting the Town from significant fines.
- Coordinated a comprehensive assessment of Town and School restroom facilities in an effort to bolster Arlington's Municipal Equality Index Score.
- Partnered with School HR, Payroll, Town Manager, and Information Technology staff in the transition to digital management of all personnel actions in MUNIS.
- Facilitated multiple customer service trainings for employees across town and school departments qualifying the town for premium discount rewards from our 3rd party liability insurer.
- 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 has a level service budget for expenses and contractual increase for salaries.

STAFFING

Comptroller	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

PROGRAM COSTS

Comptroller	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	333,770	342,941	349,389	349,389
Expenses	9,086	27,600	27,600	27,600
Total	342,857	370,541	376,989	376,989

Performance / Workload Indicators

Comptroller	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Esimate d
General Fund - Free Cash Certified	\$ 9,186,749	\$ 11,119,563	\$ 11,802,775	\$ 11,500,000
Water/Sewer Enterprise Fund- Retained Earnings certified	\$ 7,299,339	\$ 7,844,907	\$ 6,220,101	\$ 5,500,000
Youth Services Enterprise Fund- Retained Earnings certified	\$ 44,349	\$ 36,214	\$ 53,212	\$ 35,000
COA Transportation Enterprise Fund- Retained Earnings certified	\$ 50,658	\$ 66,053	\$ 61,707	\$ 50,000
Rink- Retained Earnings certified	\$ 357,573	\$ 49,265	\$ 14,728	\$ 20,000
Recreation- Retained Earnings certified	\$ 446,480	\$ 683,996	\$ 765,855	\$ 600,000
Accounts Payable batches	1,552	710	471	500
Digital support for journal entries (TCM)			100%	100%

Major Accomplishments for 2019

- 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, 2018.
- Closed books on FY2019 and completed 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 4th 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 closely with departments receiving state/federal funding to ensure timely grant reimbursements and avoid deficits.

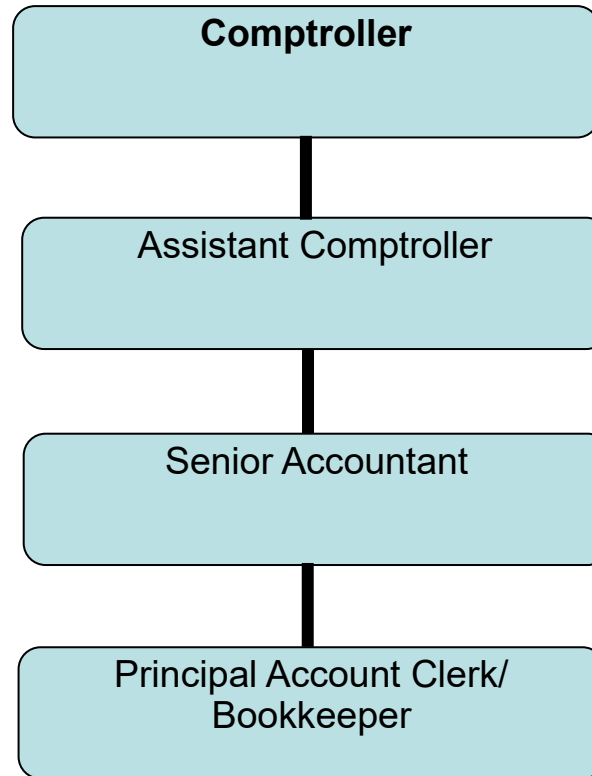


Major Accomplishments (cont.)

- Certified \$11,802,775 Free Cash, the highest amount in the Town's history.
- Trained various town departments on Accounts Payable process and Munis reporting.
- Developed an Internal Control Manual for Federal Grants to ensure compliance with new federal reporting requirements.
- Strengthened the internal controls across the town with an emphasis on: credit card expenditures, school accounts structure, and adherence to public purpose purchases guidelines issued by Department of Revenue (DOR).
- 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.
- Improved the year end reporting to DOR by creating digital files and supporting documentation for Schedule A, balance sheet, financial statements, and tax recapitulation.
- Worked with IT department to improve the Accounts Payable by creating a process that will allow departments to upload the invoices in the accounting system via Tyler Content Management (TCM) and migrate to paperless warrants.
- Encourage the use of standard forms for setting up new grant accounts providing the following information:
 - New grant request form
 - Award letter
 - Funding source: federal (CFDA), state, or private
 - Approved budget
- Worked with the school department on grants reconciliation and implemented standard procedures focusing on the following activities:
 - Create new grant
 - Monitor the activity and carryover
 - Close the grant
- Developed the foundation of the new chart of accounts with input from the Finance Team and DOR.
- Eliminated the paper back-up for all the journal entries and replaced it with digital supporting documentation attached to the budget, expense, and revenue journal entries.
- Maintained detailed and organized accounting records which resulted in clean annual audits and communicated the results to the Audit Committee.

FY2021 Objectives

- Continue to work with IT and Treasurer's Office on the Utility Billing module and synergize the operations between the Treasurer's and Comptroller's Office.
- Continue to work on the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines.
- 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.
- Utilize the Tyler Content Manager (TCM) scanning technology and train all the clerks on how to attach the invoices to the A/P batches and cash receipts back up to the revenue batches.
- Strengthen the utilization of the purchase order system to reduce manual carry forwards and ensure automatic transfer of available balance into subsequent fiscal year.
- Update and improve the internal controls for federal and state grants manual to ensure compliance with new federal reporting requirements.
 - Work with the school department to eliminate all the manual requisitions and create electronic requisitions to eliminate the risk of making a purchase from an account that does not have funds.
 - Perform departmental audits, as necessary, to identify, assess, and evaluate internal controls of Town Departments.
 - Develop and implement a fraud risk assessment program to identify, analyze and manage the risk of asset misappropriation.
 - Revamp and improve the fixed assets database in accordance with Governmental Accounting Standards Board (GASB) regulations.





Program Description

The Office of Treasurer & 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 directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs his 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 seminars and conferences.

Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest, and/or process revenues.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Treasurer				
Personnel Services	552,508	675,356	664,314	664,314
Expenses	114,594	162,663	166,663	166,663
Total	667,102	838,019	830,977	830,977

FY2021 Objectives

- Complete conversion of Water/Sewer collection systems.
- Issue bids for investment of funds to ensure we are receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system.
- Reduce tax title balances.



Major Accomplishments for 2019

- Worked with IT and DPW (Water) to begin the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Worked with our vendors to maintain or reduce fees across the board and increase earnings.
- Installed cash drawers integrated with financial software to improve efficiency and prepare for conversion of Utility Billing.
- Worked with IT and Human Resources to schedule training for staff and improve cross training to assist office processing during peak periods of workload when quarterly taxes and quarterly utility bills are due.
- Increased investment income from \$438,759 in FY18 to \$900,000 in FY19.
- 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 for consolidated net is 5.86% and the one year performance for consolidated net is 1.95%..
- Managed the successful borrowing of \$5,555,000 in General Obligation Bonds, \$3,135,558 in Bond Anticipation Notes, and \$200,000 in MWRA Sewer Bond.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 101 scholarships totaling \$154,000 were awarded in June, 2019.

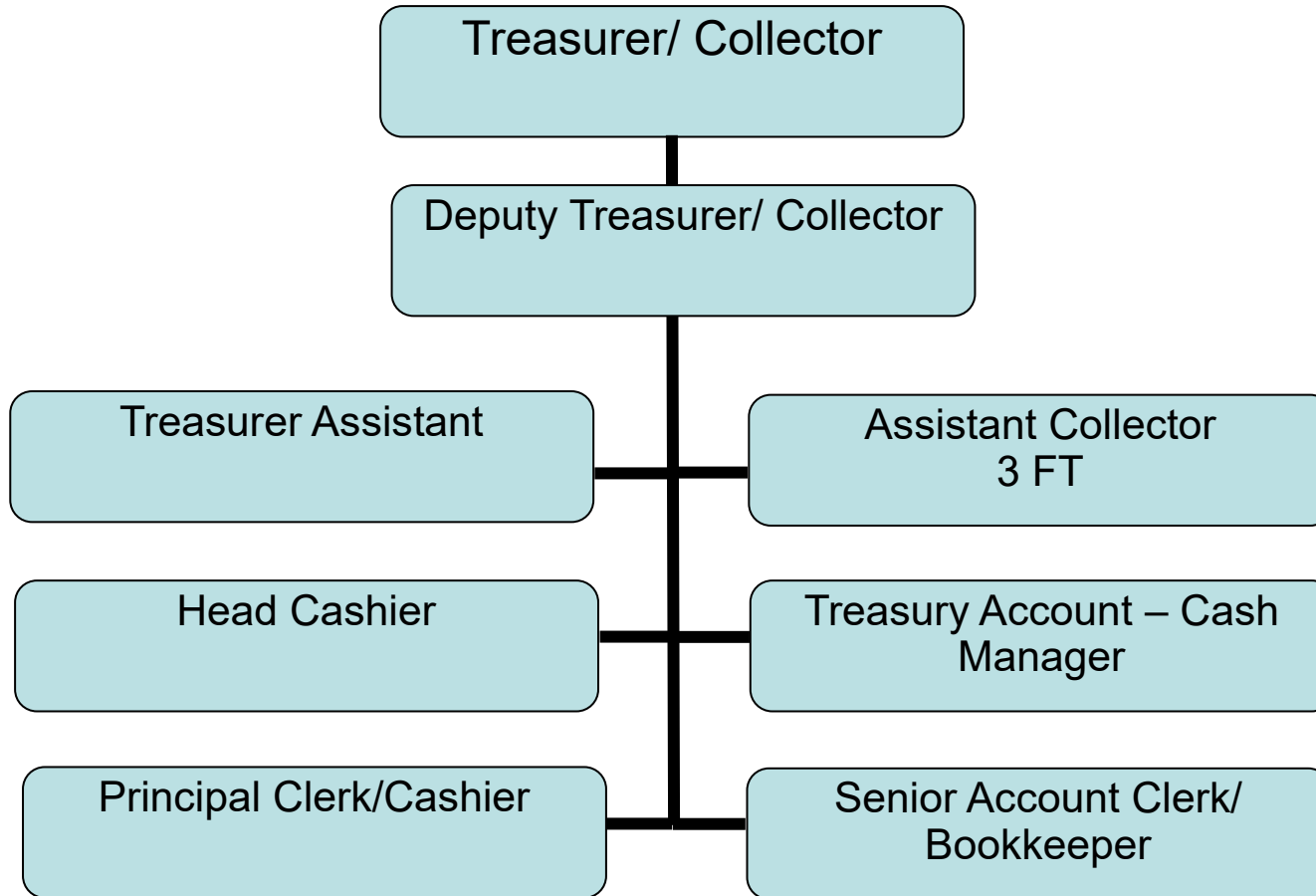
STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Treasurer				
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	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Real Estate Bills Processed	61,094	61,472	61,231	61,500
Motor Excise Bills Processed	36,767	36,850	36,854	37,000
Water Sewer Bills Processed	50,309	50,350	50,340	50,350
Delinquent Notices - Combined	20,059	19,818	17,733	19,900
Total Bills Issued:	168,229	168,490	168,850	168,750
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 220,873	\$ 217,275	\$ 171,905	\$ 190,500
Municipal Lien Certificates processed	996	1,031	1,043	1,050
Municipal Lien Certificate revenue	\$ 49,805	\$ 51,550	\$ 52,150	\$ 52,500
Deputy Tax Collection revenue	\$ 43,163	\$ 8,636	\$ 56,852	\$ 58,000
Total Various Liens / Collections:	\$ 313,841	\$ 277,461	\$ 290,230	\$ 301,000

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, bills, and Parking Notices for unpaid tickets.
- 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 2019

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 236,139 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate by Town mailroom and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.39 per piece for mail printed by third party printer.
- Reduced delinquent notices being sent by increased collection efforts and liens for water and sewer unpaid amounts.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Postage				
Personnel Services	32,147	33,265	33,847	33,847
Expenses	90,331	190,883	190,883	190,883
Total	122,478	224,148	224,730	224,730

Budget Statement

All mailing is evaluated to determine lowest rate available for posting in-house and by printer.

STAFFING

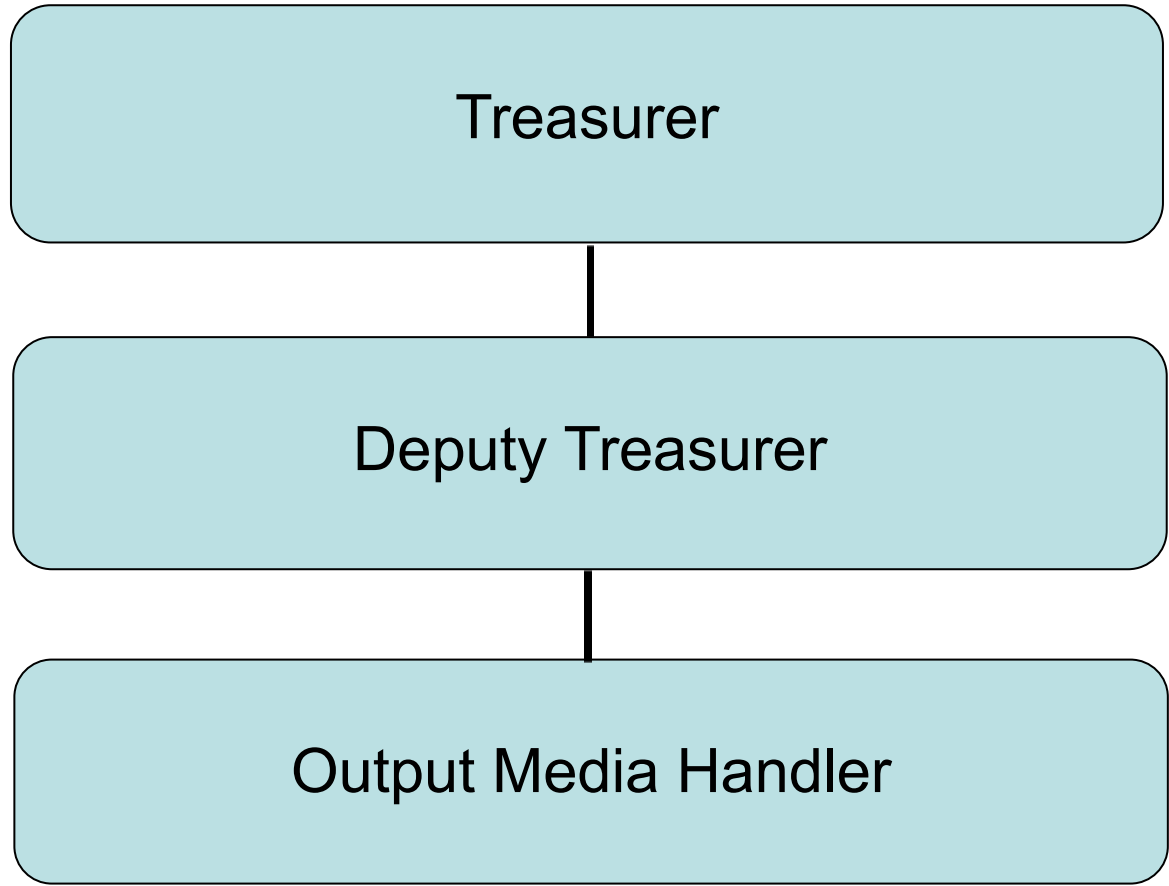
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Postage				
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

FY2021 Objectives

- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Work with departments and Town Manager to reduce number of Town and School mailings and where possible work to size mailing to assure that postage is most cost effective.
- Parking Notices are expected to return to prior year volume following successful implementation to Parking Ticket software.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	148,170	131,178	131,280	140,000
Other Town Mailings	91,627	82,617	71,459	84,000
Other School Mailings	34,920	39,575	33,400	44,000
Total	274,717	253,370	236,139	268,000





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 FY2021 budget will be a level services budget.

FY2021 Objectives

- Collaborate with the Redevelopment Board and the Housing Corporation of Arlington on planned new housing projects that are in the beginning stages of development.
- Coordinate with Information Technology Department and the GIS Director to ensure a smooth transition in updating the Assessor's public data base.
- 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

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Assessors				
Personnel Services	279,070	298,723	308,615	308,615
Expenses	27,755	33,248	33,248	33,248
Total	306,825	331,971	341,863	341,863

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Assessors				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

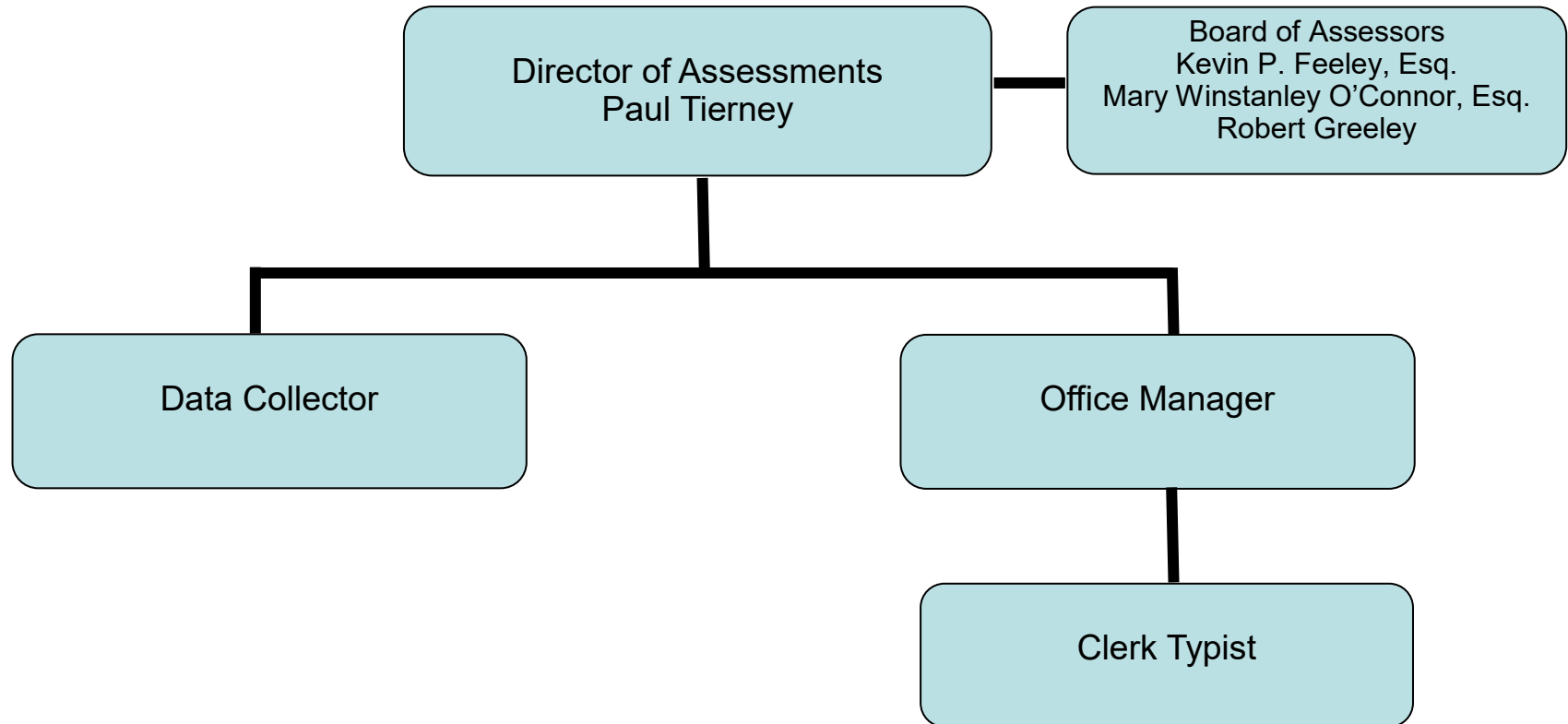


Major Accomplishments for 2019

- Completed Division of Local Services mandatory five year Recertification program. The goal of the revaluation program is to ensure accurate assessment of all properties in Arlington.
- Collaborated with Health and Human Services to establish guidelines for the real estate tax relief program for seniors funded by donations from taxpayers.
- Successfully contributed to the Senior Property Tax Work-Off Program , which allows seniors to work in Town offices for a reduction of their real estate tax bill. Twenty residents participated in the program.
- Appellate Tax Board upheld the Town’s real estate assessment valuations at a success rate of 88%.
- 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	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Real Estate bills processed	14,959	15,022	15,043	15,100
Motor Vehicle bills processed	35,400	36,850	35,063	36,000
Personal Property bills processed	374	363	330	400
Real Estate and Personal Property abatements	100	112	300	150
Motor Vehicle Excise abatements	1,810	1,800	1,365	1,500





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.

Budget Statement

The operating budget increased by over \$150,000 to pay for the Town's Munis Hosting Services and increase to the yearly maintenance contract. This increase also includes funding for a cyber security audit and assessment.

FY2021 Objectives

- Relocate Comptroller's Office to Town Hall.
- Install IT Infrastructure as part of Central School Renovation.
- Install Ottoson School Video Surveillance system.
- Replace existing Email system with Hosted version of Office 365.
- Continue developing IT Data Center and Staff relocation.
- Participate in IT Infrastructure design of new High School and DPW Buildings.
- Implement Munis Utility Billing over a two year period.

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Information Technology				
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7



Major Accomplishments 2019

- Increased Schools Internet Bandwidth to two 3 Gig redundant circuits located at the Ottoson Middle School and Arlington High School.
- Launched Munis Web based Employee Self Service Module that provides 7x24 online access to pay/tax information and accruals.
- Town Hall Annex Conference Room Presentation Equipment Installation.
- Major Participant in the development of RFP's for Water/Utility Billing System, Meter Device Management system, and Automated Meter Reading system.
- Major PowerSchool SIS and PowerTeacher Pro upgrades to further the expansion and the enhancements to the "Student Contact" Module.
- Successfully completed electronic MCAS testing District-wide.
- Munis Financial, Excel. and PowerSchool trainings held during the year for Department Heads and Staff.
- School Registration Department registered 533 Kindergartners and an additional 374 upper class enrollees this year.
- Installed Network and Computer infrastructure at the new Police Sub Station in the Menotomy Manor.
- As part of School Chromebook Refresh Program, we purchased, provisioned, and inventoried 1,000 new Chromebooks and built 40 new Chromebook carts. In addition, 900 older Chromebooks were also redistributed throughout the District.
- Upgraded/Replaced Video Surveillance system in the Treasures Office .
- Town Hall Auditorium Network enhancements made as part of Town Meeting Assessment Committee recommendations,
- Munis Parking Module implemented as part of our on-going Financial system upgrade.
- Continued Voice Over Internet Protocol implementation, bringing an additional 14 buildings online for a total of 18 buildings.
- Increased enrollment required the addition two new Elementary classrooms and two AHS Science classrooms to be outfitted with Academic Technology Package.
- Upgrade Recreation Department video surveillance system to Town wide standard system.
- Assisted with selection of School Bus Video Camera system.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Information Technology				
Personnel Services	690,878	699,665	703,264	703,264
Expenses	409,818	409,853	563,003	563,003
Total	1,100,696	1,109,518	1,266,267	1,266,267

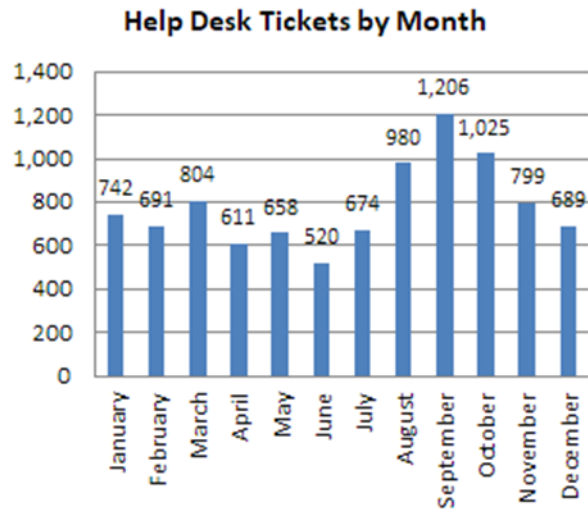
Major Accomplishments 2019 (cont.)

- Outfitted 10 Ottoson Classrooms with overhead projection systems.
- Central School renovation IT Infrastructure design completed
- Video surveillance assessment completed for the Ottoson School.

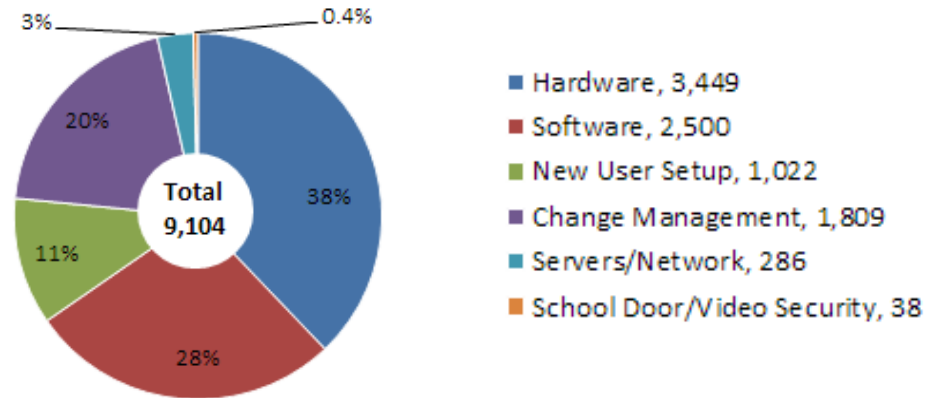


Performance / Workload Indicators

Below are the performance metrics for the Information Technology Department's recently implemented Town- and School-wide HelpDesk System.



Help Desk Tickets by Category



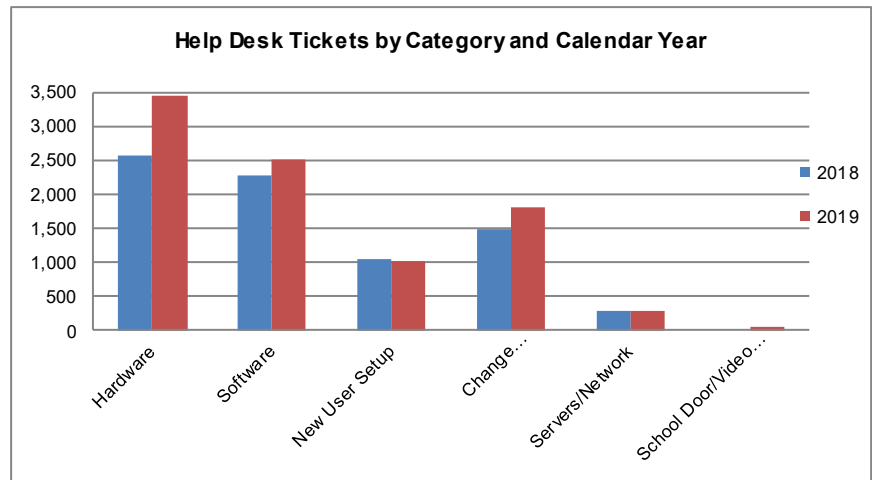
Hardware includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems, not including servers or networks.

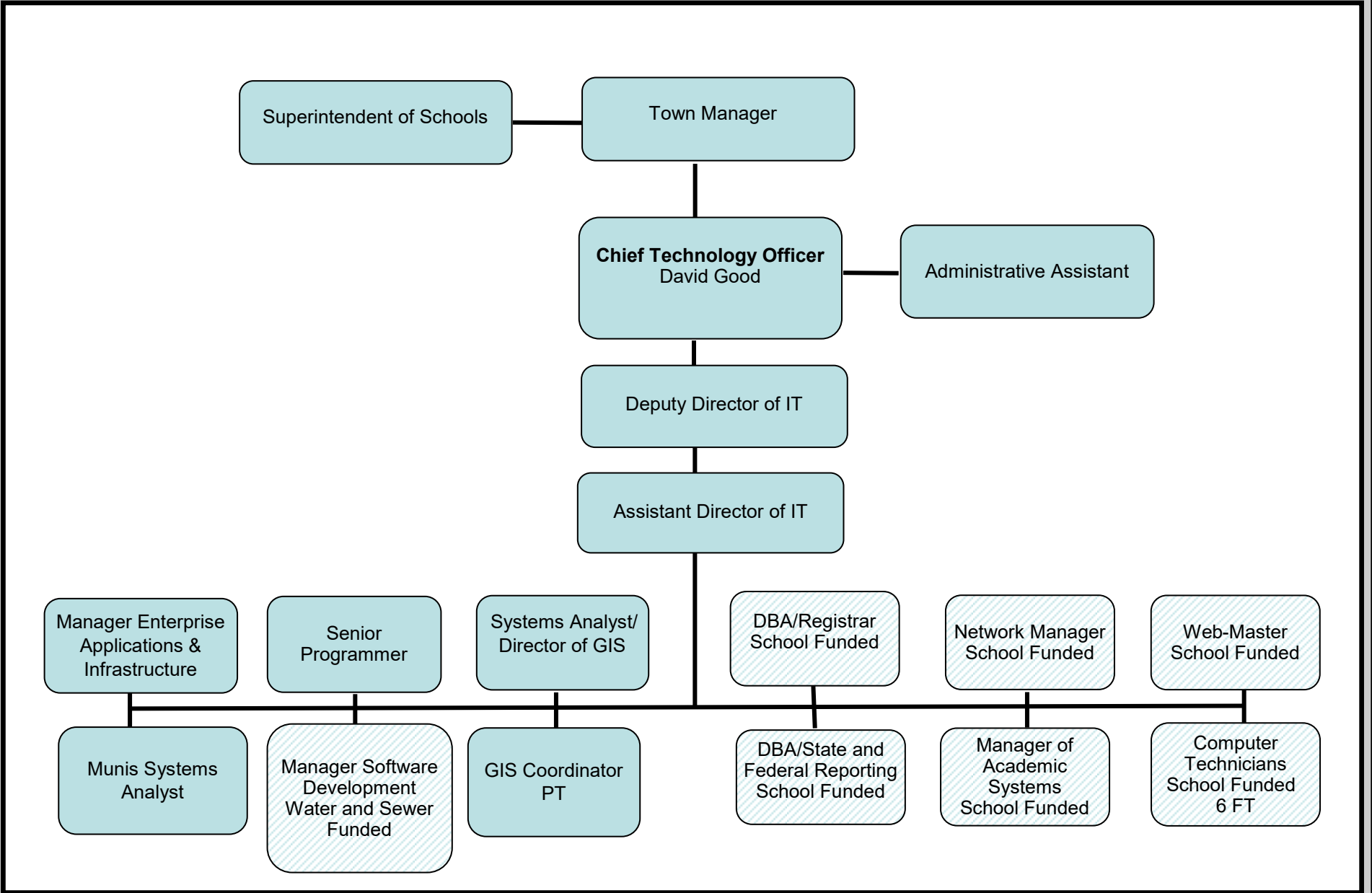
Software includes all Website, operating systems and applications software for business practice.

New User Setup includes new computer and account setup for staff and students.

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

Servers/Networks includes all backend work including hardware and software-related events.







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 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.

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

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Legal				
Personnel Services	520,663	476,875	467,157	467,157
Expenses	104,760	136,665	136,665	136,665
Total	625,423	613,540	603,822	603,822

Budget Statement

This is a level services budget.

Major Accomplishments for 2019

- 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 including dismissal of a high liability case.
- 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-two 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 41 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 2019 (cont.)

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Streamlined the medical management process between the Town and its various medical providers resulting in time and cost savings.
- 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.
- Updated the Legal Department website to provide Town officials, boards, and committees with enhanced access to training and support materials for the Open Meeting Law, State Ethics, and other areas of interest.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting Special Town Meeting, including advising departments and committees; 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 the 2019 Override and Debt Exclusion matters and the development of the DPW Yard and Arlington High School projects, and drafting grant agreements, memorandum of understanding or agreement including regional bike-share regulations, licenses, and MOUs.

STAFFING

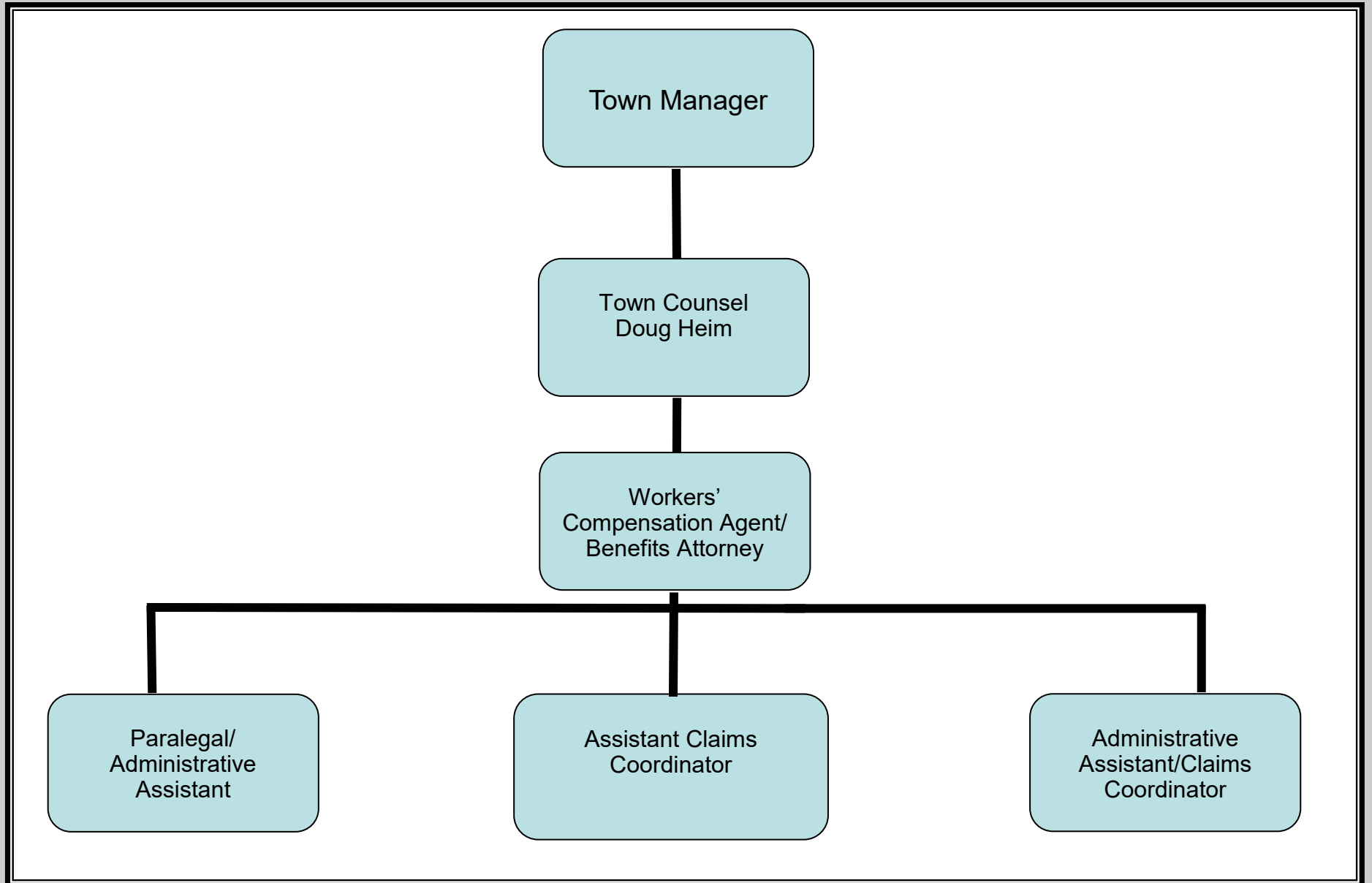
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.8	1.8
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.8	4.8

FY2021 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.
- Provide additional training opportunities for Town committees and commissions.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 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	31	23	32	32
Claims closed	9	20	5	5
New claims	9	13	14	14
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	43	41	32	32
Claims Closed	18	17	21	21
New claims	16	18	12	12
Fire - Injured on Duty Claims	12	20	23	23
Police - Injured on Duty Claims	9	13	4	4





Program Description

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

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

Budget Statement

In the past, the Town Clerk's Office and the Registrar's have requested level-funded operating budgets. For Fiscal Year 2021, the Clerk plans to update poll packs and to provide additional staff training and will require additional operating funds.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Clerk				
Personnel Services	244,169	248,875	238,959	238,959
Expenses	18,251	28,260	29,260	29,260
Total	262,420	277,135	268,219	268,219

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Clerk				
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

FY2021 Objectives

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



Major Accomplishments for 2019

- 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

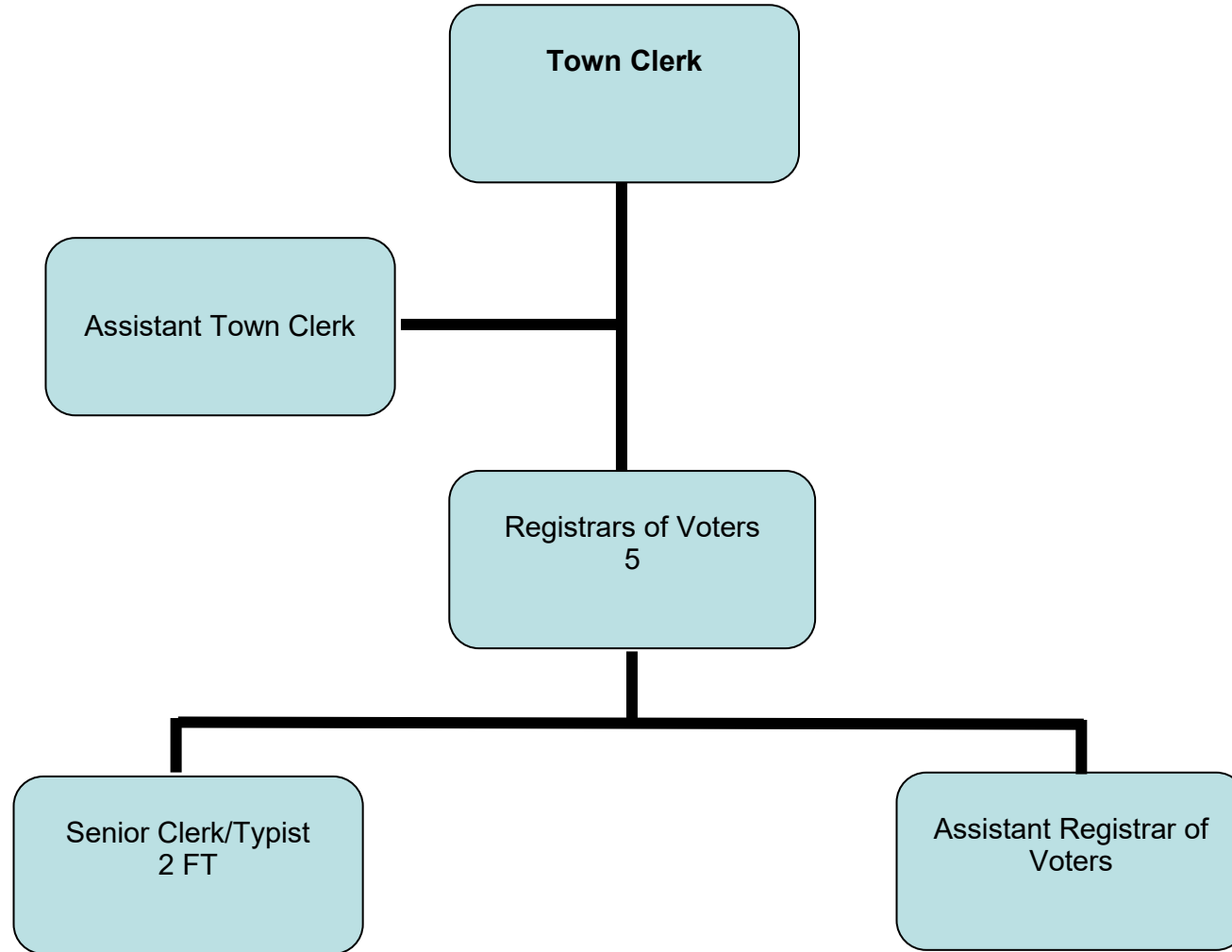
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Town Clerk				
Marriage Licenses	183	184	176	181
Death Certificates	377	357	354	352
Birth Certificates	519	506	513	512
Dog Licenses	2,277	2,047	2,200	2,176
Town Meeting Sessions	1	1	1	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	32,291	31,116	32,000	35,000
Fees Generated	\$ 91,266	\$ 104,303	\$ 113,000	\$ 105,000

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Board of Registrars				
Personnel Services	57,217	58,858	59,562	59,562
Expenses	13,250	13,250	13,250	13,250
Total	70,467	72,108	72,812	72,812

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Board of Registrars				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1





Program Description

The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals and coordinates hearing process by Hearing Officer.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town and coordinates installation of parking meters, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

Budget Statement

This is a level service budget.

Major Accomplishments for 2019

- Oversaw installation and collections of new multi-space parking meter in the library lot.
- Continued implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980.
- Regular schedule for parking ticket hearings.
- Clearly defined and implemented parking regulations for Town employees.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Parking				
Personnel Services	71,035	74,553	74,352	74,352
Expenses	6,757	20,780	20,780	20,780
Total	77,792	95,333	95,132	95,132

STAFFING

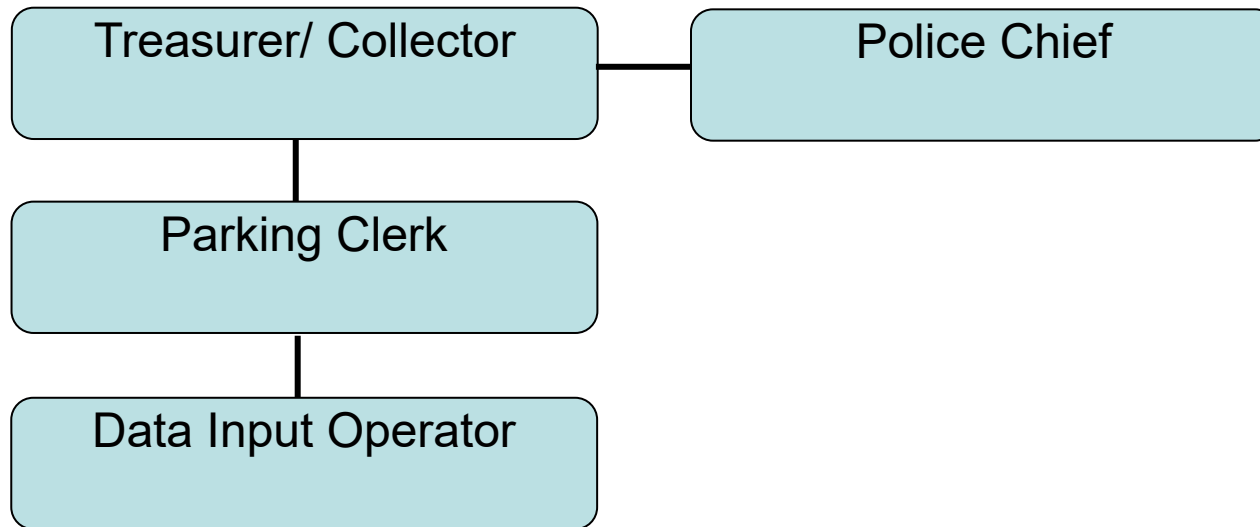
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Parking				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2021 Objectives

- Implement option for parking applications to pay for parking via phone application.
- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Parking				
Tickets Issued	18,037	16,786	14,972	16,000
Revenue	\$ 387,443	\$ 426,025	\$ 309,455	\$ 375,000
Meters Collected	\$ 357,139	\$ 548,045	\$ 546,777	\$ 550,000
Parking Permits	\$ 110,371	\$ 179,480	\$ 138,700	\$ 180,000
Total Violations / Meter / Permit Revenue	\$ 854,953	\$ 1,153,550	\$ 994,932	\$ 1,105,000





Program Description

The Arlington Department of Planning and Community Development (DPCD) oversees planning and community development activities within the town and 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 households with low- and moderate-incomes, and preserving and promoting the Town's natural, historic, and cultural resources.

The staff is involved in many key Town initiatives including Master Plan implementation, the development of a Sustainable Transportation Plan, "net zero" planning initiatives, and a range of efforts in our business districts. The Department administers the Town's federal Community Development Block Grant Program and has done so since the program's inception in 1974. The Menotomy Weatherization Program is part of the Department and serves eligible homeowners and renters in Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown to make their homes more energy efficient. The Department provides staff support to many Town boards, commissions, and committees, including the Arlington Redevelopment Board (ARB), 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.

Department staff also represents the Town on a number of regional bodies: the Boston Metropolitan Planning Organization (MPO); the North Suburban HOME Consortium; the Somerville-Arlington Continuum of Care; the Metropolitan Area Planning Council (Council, Executive Committee, and MetroCommon 2050 External Advisory Committee); Metropolitan Mayors Coalition's Climate Preparedness Taskforce and Regional Housing Partnership; Mystic River Watershed Association Resilient Mystic Collaborative; and the Charles River Watershed Association Climate Compact.

Budget Statement

While staffing levels will remain static in FY2021, the Urban Renewal Fund is depleting and will not be able to offset the Department Office Manager. Town funds will fill this gap. The training budget will increase by \$950 to reflect increased number of personnel seeking specialized certifications (American Institute of Certified Planners – AICP) and to more fairly distribute professional development funds across the eight-person planning team, including the Director. The Department will purchase software to improve tracking of commercial real estate property turnover and vacancies for \$5,200 to be paid for by fees collected from the vacant property registration.

PROGRAM COSTS

Planning & Community Development	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	508,512	652,350	678,337	678,337
Expenses	24,344	27,830	27,821	27,821
Total	532,855	680,180	706,158	706,158

STAFFING

Planning & Community Development	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	6	6	6	6
Total	8	8	8	8

PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Expenses	10,800	10,800	10,800	10,800
Parmenter	15,000	-		
Dallin Library	5,000	-		
Total	30,800	10,800	10,800	10,800



FY2021 Objectives

- Continue to carry out the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies by:
 - Work with ARB, Master Plan Implementation Committee, and Zoning Bylaw Working Group to advance zoning amendments to ensure consistency with the Master Plan.
 - Work with Sustainable Transportation Plan Advisory Committee to develop Sustainable Transportation 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.
 - Work with the Clean Energy Future Committee and the Metropolitan Area Planning Council (MAPC) to complete a plan for Arlington to become carbon-neutral (“net-zero”) by 2050.
 - Work with MAPC, Arlington Human Rights Commission, Diversity Task Group, and others to develop a Fair Housing Action Plan with local strategies to comply with fair housing laws.
 - Work with the Arlington Heights Neighborhood Action Plan Committee to advance recommendations to improve the Arlington Heights business district.
 - Continue Housing Production Plan implementation, including adding units to the Subsidized Housing Inventory, amending the Zoning Bylaw to better address housing affordability, and creating a Municipal Affordable Housing Trust Fund.
 - Continue Open Space and Recreation Plan implementation, including creating a long-range management and stewardship plan for Town-owned lands.
 - Continue Arts and Culture Action Plan implementation, including advancement of the Cultural District and assistance to the Commission for Arts and Culture.
- Administer Community Development Block Grant funds, including implementation of the 5-Year Consolidated Plan.
- Develop Stormwater Management Plan and plan for enhanced stormwater management to comply with the Municipal Separate Storm Sewer System (MS4) permit in conjunction with Department of Public Works and with technical assistance from the Environmental Protection Agency Mystic River Watershed Stormwater Management Community Support program.

FY2021 Objectives (cont.)

- Secure funds to assist with updating stormwater rules and regulations.
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing available spaces and coordinating installation of public art when requested.
- Continue to advance plans for streetscape improvements to Massachusetts Avenue from Pond Lane to Bartlett Street.
- Continue work on Whittemore Park, including advancing Phase II improvements.
- Make recommendations for additional locations for priority bus lanes and installation of bus rapid transit along Massachusetts Avenue and Broadway.
- Secure funds for Arlington to participate in the Bluebikes bikeshare program.
- Secure funds through the Safe Routes to School Program for the Stratton School access project.
- Secure Green Communities funding for Arlington to improve energy efficiency for town-owned buildings.
- Engage community in updating a vision for the Minuteman Bikeway that aligns with current and future use, incorporates arts and culture, and improves multi-modal connections.
- Implement Complete Streets Action Plan, including identifying funding opportunities for priority projects.
- Continue to assist with improvements to Arlington Center utilizing Parking Benefits District funds.
- Add municipally-owned properties to the Inventory of Historically or Architecturally Significant Property in the Town of Arlington.
- Produce a town wide archaeological survey to inventory known archaeological resources in Arlington, such as including the Mill Brook and industrial areas near Spy Pond, and identify areas of high archaeological potential to provide a guide for planning and preservation.
- Review ZBA cases, licenses, and permits.



Arlington Redevelopment Board FY21 Objectives

- Make capital improvements to properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School and Jefferson Cutter House and adjacent improvements to Whittemore Park.
- Develop Residential Design Guidelines and recommend options for Design Review process.
- Complete Economic Analysis of Industrial Zones.
- Advance Zoning Bylaw amendments to future Town Meeting to encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and also encourage mixed-use development, and new commercial development.
- Review progress on implementation of the Master Plan, including developing a process to amend Master Plan goals and objectives
- Work with Select Board, Conservation Commission, Historical Commission, Historic Districts Commission, Board of Health, Zoning Board of Appeals, Engineering, Inspectional Services, and Health and Human Services to ensure transparent, welcoming, and efficient permit review and delivery system.
- Participate in range of Town committees and initiatives that advance community planning goals, including Envision Arlington Standing Committee and Advisory Committee, Open Space Committee, Housing Plan Implementation Committee, and Community Preservation Act Committee.



Performance / Workload Indicators				
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Planning & Community Development				
CDBG Funds Administered	\$ 1,033,162	\$ 1,029,587	\$ 1,111,355	\$ 1,100,241
Other public or private grant funds secured	\$ 1,227,430	\$ 913,475	\$ 1,643,166	\$ 1,370,217
Plans, Designs, Analyses	40	40		
Plans initiated or created			12	12
Designs initiated or created			8	8
Analyses initiated or created			4	4
Room rental fees	\$ 14,167	\$ 10,000	\$ 10,637	\$ 10,637
Room reservations administered	416	400	778	778
Sign Permit Applications Reviewed	20	20	20	20
Contracts negotiated and administrated	10	10	10	10
Zoning Board Applications reviewed	22	20	25	25
Business/Merchants Assisted	161	200	108	108
EDR special permits administered	8	8	9	9
Licenses reviewed	24	25	21	21

Performance / Workload Indicators				
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Conservation Commission				
Commission meetings attended	23	30	22	22
Conservation Permits - Reviewed and Issued	18	20	29	30
Site inspections	19	50	30	70
Filing Fees	\$ 10,438	\$ 10,500	\$ 10,974	\$ 10,344

- Major Accomplishments for 2019**
- Installed permanent bus priority lane and related bus rapid transit elements on Massachusetts Avenue in East Arlington to advance success of Bus Rapid Transit pilot project completed in 2018, using a \$100,000 grant from the Barr Foundation and Transportation Network Company (rideshare) funds.
 - Created new flood storage and improved accessibility at Wellington Park using a \$399,260 Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Action Grant Program grant.

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 2019 (cont.)**
- The Town spent \$285,196 on energy efficiency projects at seven Town properties, which will save 192,057 kWh of electricity, 1,861 therms of natural gas, 469 gallons of gasoline, and \$39,393 in operating funds annually. All but \$25,031 of this work was paid for with electric utility incentives and a \$98,052 grant from the Green Communities Program.
 - Installed two new electric vehicle charging stations at Park Ave. and the Railroad parking lot, with support from Eversource.
 - Completed town-wide historic Survey Master Plan, using FY17 Community Preservation Act funds.
 - Completed town-wide ADA Self-Evaluation and Transition Plan to provide a comprehensive review of and prioritization of future improvements to all programs, activities, and services operated by the Town to comply with ADA Title II using a \$40,000 Massachusetts Office of Disability grant.
 - Completed Hazard Mitigation Plan using a \$19,500 MA Emergency Management Agency grant to ensure that the Town continues to be eligible for future planning and emergency grant funding hazards.
 - Amended Zoning Bylaw to ensure consistency with the Master Plan, including updates to sign regulations and bike parking regulations.
 - Completed the Mill Brook Corridor Report.
 - Completed a Study of Demolitions and Replacement Homes.
 - Completed successful program that led to 157 property owners converting to more energy efficient heating and cooling systems through HeatSmart Program.
 - Created and implemented a Complete Count Committee to ensure that Arlington is fully counted in the 2020 Census, including outreach to hard-to-reach populations and coordination with social service networks.

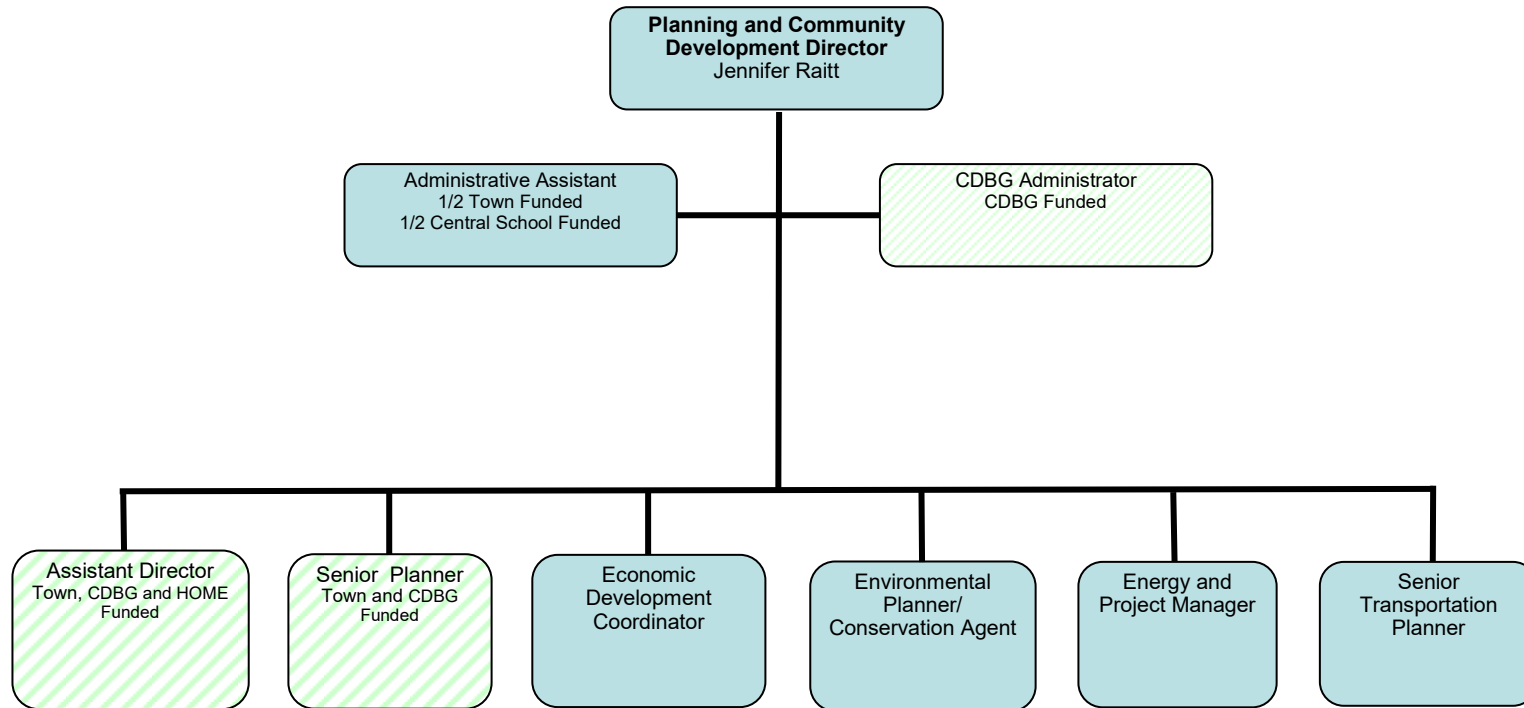


Major Accomplishments for 2019 (cont.)

- Initiated and will continue an economic analysis of the industrial zoning districts to help position Arlington to attract new businesses and jobs in emerging growth industries and to create opportunities for Arlington to realize greater revenue with strategic amendments to the Zoning Bylaw and Zoning Map.
- Continued [Housing Production Plan](#) implementation, including working to advance Housing Corporation of Arlington developments on Broadway and at Downing Square and adding one inclusionary zoning unit adding a total of 50 new rental homes.
- Continued [Open Space and Recreation Plan](#) implementation, including increased volunteer opportunities for land stewardship and coordination of the Mill Brook Corridor study.
- Continued [Arts and Culture Action Plan](#) implementation, including public art installations along the Minuteman Bikeway and assistance to the Commission for Arts and Culture on a strategic plan.
- Advanced phase I of Whittemore Park Plan to revitalize the Arlington Center park.
- Completed designs and secured Town funding for major renovations to the Arlington Community Center.
- Completed improvements at Spy Pond to address erosion and accessibility using \$789,000 in grants from CPA and Massachusetts Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund.
- Assisted with continued implementation of Arlington Parking Benefits District, including completing assessment of potential improvements to the Russell Common parking lot and Broadway Plaza.
- Continued implementation of the Vacant Registry bylaw, and enhanced data collection strategies to calculate vacancy rate by neighborhood business district and real estate sector.
- Introduced online Arlington Economic Development Dashboard, to help current and prospective business owners access information about the local economy, customers, and Town contacts.
- Initiated implementation of Arlington Heights Neighborhood Action Plan, including the formation of an implementation committee that will plan community events and placemaking interventions in 2020.
- Revamped the Arlington Business Guide in collaboration with the Arlington Chamber of Commerce
- Worked with MIT Department of Urban Studies and Planning Practicum class on Broadway Corridor study and planning process.

Major Accomplishments for 2019 (cont.)

- Worked with Boston University MetroBridge Program to study crash and traffic data and make recommendations for improvements.
- Worked with Northeastern University Big Data for Cities class studying housing development trends.
- Received 2019 WTS-Boston Innovative Transportation Solution Award as part of BostonBRT for the Massachusetts Avenue Bus Priority Lane.
- Administered \$1,111,355 in [Community Development Block Grant](#) funds, including preparation of the Five-Year Consolidated Plan and created a new Select Board CDBG Subcommittee to engage residents in the review and decision-making process. The \$1.1 million CDBG program accomplished the following:
 - Installed 108 ADA-compliant ramps to make streets and sidewalks more accessible.
 - Provided partial matching funds for ADA Self-Evaluation and Transition Plan.
 - Supported four public service agencies and three Town entities to assist people who make a low- to moderate-income and older people with daily transportation, access to jobs, access to 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 1,126 people.
 - Installed an ADA-compliant path at Spy Pond Park.
 - Provided acquisition funds to Food Link to help open the Summer Street operations facility.
 - Provided funds to the Arlington Housing Rehab Program for rehabilitation on one property.
 - Provided funds to Housing Corporation of Arlington (HCA) for capital improvements to three properties in their portfolio.
- Secured multiple grants:
 - \$517,965 from the Massachusetts Department of Housing and Community Development and \$401,000 from Eversource and NGrid for the Menotomy Weatherization Program.
 - \$40,000 from the District Local Technical Assistance program through MAPC to develop a Fair Housing Action Plan.
 - \$15,000 from the District Local Technical Assistance program through MAPC to assist with developing economic indicators and metrics to assess the impact of the Arlington Cultural District and related arts and culture initiatives in Town.





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 2019

- 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 FY21.

PROGRAM COSTS

Zoning Board of Appeals	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	17,948	24,391	22,834	22,834
Expenses	2,854	10,100	10,100	10,100
Total	20,802	34,491	32,934	32,934

FY2021 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	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0	0	0	0
Clerical	0.5	0.5	0.29	0.29
Professional/Technical	0	0	0	0
Total	0.5	0.5	0.29	0.29

Performance / Workload Indicators

Zoning Board of Appeals	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Applications	15	30	30	20
Hearings	34	35	45	38
Revenue	\$ 8,400	\$ 12,000	\$ 12,000	\$ 8,000



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, 11 schools and 23 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, Police Station, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House, Cottage and Carriage House, Parmenter School, Jarvis House, Community Center (Central School), 23 Maple St., Jefferson Cutter House, Dallin Library (ACMi), Mt. Gilboa House, Reservoir beach and pump houses, and Spy Pond Field House.

Facilities oversees the repair and maintenance programs based on standards for preventive 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 4 supervisory personnel and 1 administrative staff member who oversee capital projects and building upgrades, building maintenance and repairs, 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 with planning, support, and coordination from Facilities Department staff. Building maintenance is budgeted for a staff of 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.

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

Budget Statement (cont.)

year. For FY21, 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 departmental budgets managed by the individual department head. These departments include Police (Police Station), Fire (3 Fire Stations), Library (Robbins Library), Planning and Community Development (Central School/Community Center, 23 Maple St., and Jefferson Cutter House), and Health & Human Services (Whittemore Robbins House and Cottage). The total FY21 operating expenditures for facilities-related expenses allocated from these various departments are estimated at \$300K (excluding utilities).

For the remaining 10 town buildings, the Facilities Department directly manages the operating budget. The buildings include: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter School building, and the Dallin Library building. The total FY21 operating budget for these buildings is a level services budget of approximately \$400K (including utilities of \$90K and excluding salaries/wages).

FY2021 Objectives

Organizational

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

Major Projects

- Assist the design and construction teams on the Central School, DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization.
- Prepare for relocating the Facilities Department out of the High School building.
- Begin clearing out portions of the High School building, and assist with pre-construction activities on-site.

Capital Projects and Building Upgrades

- Continue implementing capital projects in accordance with the Capital Plan, including:
 - Building envelope repairs at the Hardy School
 - Update existing plan based on life-cycle expectancy of building equipment
 - Small-engine equipment
 - Fleet vehicles



Major Accomplishments 2019

Organizational

- Re-aligned supervisory structure for day-to-day operational efficiency with Custodial and Maintenance Supervisors reporting to Superintendent of Building Maintenance.
- Hired and trained 2 new craftsmen, and 3 custodians, as well as a new 3rd party cleaning vendor servicing buildings Town-wide.

Major Projects

- Closed out the \$27M Gibbs School renovation and \$4.8M Hardy School addition.
- Provided support to the DPW and Central School planning and design process.

Capital Projects and Building Upgrades

- Completed several building upgrades including:
 - Installation of a chiller at the Dallin School.
 - Replacement of rooftop HVAC unit and roof at Ottoson Middle School.
 - Exterior step repairs at Ottoson Middle School.
 - Repairs to the exterior envelope and design of rooftop HVAC unit of the Robbins Library.
 - Modification to daycare rooms and various accessibility upgrades at Hardy School.
 - Further installation of ADA-compliant water bubblers across the school district.
 - Refinishing of multiple gymnasium floors.
 - Exterior painting and masonry repairs at Dallin Library.
 - Upgrade video intercoms and access control at multiple sites.
 - Various acoustical upgrades to music room spaces at Ottoson Middle School.
- Installed energy saving LED lighting at Ottoson Middle School (est. cost savings \$6,721/yr.), Hardy School (est. cost savings \$13,551/yr.), Bishop School (est. cost savings \$9,582/yr.).
- Completed weatherization upgrades to loading dock at Arlington High School (est. cost savings \$1,128/yr.) and Ottoson Middle School (est. cost savings \$825/yr.).

Major Accomplishments 2019 (cont.)

- Installed Variable Frequency Drive (VFD) on chiller at Ed Burns Arena (est. cost savings \$6640/yr.).

Preventative Maintenance and Repairs

- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs, including new heating pump installation at Thompson School and heating pump repairs at Hardy School.
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, water treatment, security systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid and managed new service contracts for electrical, plumbing, HVAC and pest control.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	337,813	462,049	489,787	489,787
Expenses	236,237	395,044	425,044	425,044
Total	574,050	857,093	914,831	914,831

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	4.83	4.83	5.11	5.11
Total	5.83	5.83	6.11	6.11

