

EXECUTIVE SERVICES

SELECT BOARD

The Select Board is pleased to submit its annual report for 2019 to Arlington residents.

The Select Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town. In April 2019 Stephen W. DeCoursey was elected to a three-year term. This is his first term on the Board. Diane M. Mahon was elected by her colleagues as Board Chair, and Daniel J. Dunn was elected Vice Chair.



Arlington Select Board left to right, clockwise: Stephen W. DeCoursey, John V. Hurd, Joseph A. Curro, Jr., Diane M. Mahon (Chair), and Daniel J. Dunn (Vice-chair).

Year in Review

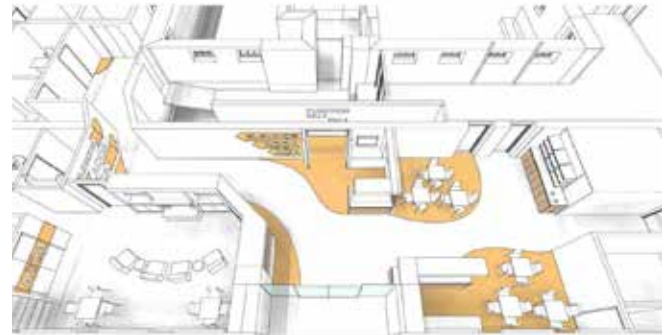


Arlington High School design concept, Mass. Ave. entrance view.

Facilities and Fiscal Planning

On June 11, 2019 Arlington voters approved a debt exclusion to pay for a new high school and a general tax override to maintain Town services and supplement school budgets in anticipation of growing student enrollment. Including contingencies' cost, the Massachusetts School Building Authority (MSBA) funding to the \$291M High School Project will be \$86M, about a third of the cost. To help relieve a portion of the tax burden, the Board promoted new tax relief measures for seniors, veterans, and disabled individuals it has advocated since 2017 Town Meeting. In early 2020, the

Board moved to reduce the MWRA debt shift by a third, which puts more control in the hands of all residents. The Board thanks voters for their continued support by passing these measures. The Board pledges to live by the budget commitments outlined in the Town Manager's Budget and Financial Plan, which may be found at arlingtonma.gov/budgets.



Renovation Plans for the new Community Center at the site of the current Central School/Senior Center.

Central School Renovation / Senior Center

Progress continued on renovations at the Central School Building at 27 Maple Street. Detailed design and construction documents were completed in 2019, with construction planned for spring of 2020. The project is expected to take one year to complete and will be renamed Arlington Community Center and will continue to house the Council on Aging programs, Health & Human Services Offices, as well as Arlington Center for the Arts. During the construction Council on Aging programs will be relocated to other locations around town. That information can be found at arlingtonma.gov/coa.

The Board was pleased to see \$250,000 invested to support senior services. \$200,000 was earmarked for capital improvements, outside of the current renovation project and \$50,000 for transportation services for the Council on Aging.

Transportation & Parking

The Parking Benefits District allows meter revenue to be devoted to infrastructure and maintenance improvements in Arlington Center. In 2019 the focus of these funds went to improvements at Russell Common and Railroad parking lots as well as Broadway Plaza. A conceptual design plan for both parking lots was completed and efforts to improve sidewalks in Broadway Plaza is slated for 2020. Other key transportation initiatives in Arlington include making the Boston Rapid Transit (BRT) pilot bus lane on Mass. Ave. in East Arlington permanent, the installation of additional electronic vehicle (EV) stations in town, and furthering efforts on Complete Streets, and Safe Routes to School.

Economic Development

The pop-up beer garden at Whittemore Park returned in 2019, plus two pop-up markets at Uncle Sam Plaza during the summer in collaboration with Boston Women's Market. A revitalization plan for Whittemore Park continued. The plan includes improving ADA accessibility in the park, installing new seating and lighting, upgrading the landscape, and improving historical and cultural signage. Revitalization of the park will be completed in phases utilizing CPA, Community Development Block Grant, and Town capital funds. The Board looks forward to these improvements that will turn this seldom-used park into a jewel of the Center.



New bus priority lane in East Arlington on a Mass. Ave.

Volunteerism

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

Arlington benefits not only from Town committees and organizations, but also from a vibrant and active non-profit sector. The Board is proud to support through Community Development Block Grant (CDBG) funding many of these organizations and programs. Food Link, Inc. was supported with funding for site work at their new facility on Summer Street. The Housing Corporation of Arlington made capital improvements to existing properties in their portfolio, and will utilize funding to install solar panels at their Capitol Square Apartments to help reduce energy costs.

Town Celebrations

Patriots' Day Parade

The Arlington Patriots' Day Parade has celebrated Arlington's role in America's battle for Independence for more than a century. Local re-enactors, veterans, and other celebrants have marched down Massachusetts Avenue year after year, raising our patriotic spirit and uniting the Town in honor of our historic role.

This year's Grand Marshal was WWII Veteran and Purple Heart recipient, Elias Katsos. Mr. Katsos was accompanied by his 9 year old grand-daughter, who has written a book chronicling his military service. The Honorary Grand Marshal was Bob Bowes. For over 50 years, Mr. Bowes has graciously donated his time, resources, and services to the citizens of Arlington.

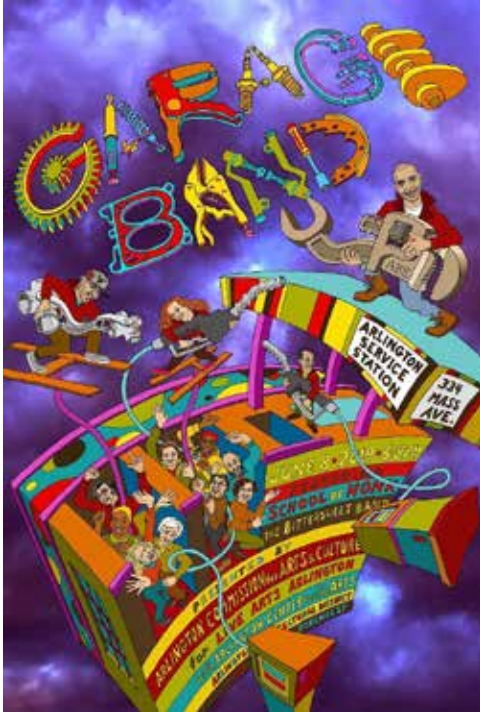
The Board would like to thank our Veterans' Services Director, Jeffrey Chunglo, and the Patriots' Day Committee volunteers for their continued effort in presenting this annual event and making it an Arlington tradition. The Board also congratulates the efforts of Mr. Chunglo and the Veterans Council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

Town Day

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



Vendors at Town Day on the front lawn of the Jefferson Cutter House.



Garage Band Pop-up Dance Parties

After Town Day, Arlington Commission for the Arts and Culture (ACAC) offered a pop-up dance party, Garage Band, at Arlington's Global Service Station on Mass. Ave. The station was covered in festive polka dots and many attendees enjoyed a program of swing, Latin, and Japanese musical traditions. ACAC also partnered with Arlington Center for the Arts (ACA) and put on a Garage Band dance party after Arlington Porchfest.

Acknowledgments & Recognitions

The Board would like to thank all Town employees for the work they perform to make Arlington a special place to live, work, and enjoy. We also thank the volunteers who spend thousands of hours each year performing a labor of love for their community; Arlington

would not be the same without them.

The Board would also like to thank Fire Chief Robert Jefferson for his 37 years of service to Arlington. Bobby retired in June 2019 after 12 years as Arlington's Fire Chief. Among his many accomplishments, Chief Jefferson oversaw the renovation of two fire stations, including Highland Station on Mass. Ave. and the Arlington Center Station, which also serves as Fire headquarters. During his tenure, Bobby has served many positions in the Departments as well as serving as Arlington Firefighter union president, Local 1297 and honor guard. He was a strong proponent of supporting others and was heavily involved with raising funds for Muscular Dystrophy Association. And through the annual truck pull he raised funds for the American Cancer Society. A natural team builder, Bobby's leadership within the department and his dedication and commitment to public safety was a benefit to all of Arlington. The Board wishes him well in the next chapter of his life.

The Board would also like to thank Jack Jones. Jack worked for the Town for 44 years serving as Coordinator of the Menotomy Weatherization Program and the Town's ADA Coordinator working closely with the Disability Commission. He also oversaw the Home Improvement Loan Program. We thank him for his years of service to the Town.

The Board would also like to thank Joe Miksis for his 30+ years of service to the Town. Joe was the man behind the IT curtain, always making himself available so Arlington's information technology systems kept going, day or night. We wish Joe only the best in his retirement.

We particularly want to thank the staff of the Board's Office for their tireless and intelligent work on our behalf: Board Administrator Marie Krepelka, Fran Reidy, Ashley Maher, and Lauren Costa. They all provide professionalism and congeniality to everyone who visits the office.



Restored Cyrus E. Dallin Menotomy Hunter statue and reflecting pool in the Winfield Robbins Memorial Garden in spring 2019.

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TOWN MANAGER

I am very pleased to deliver what will now be my eighth Annual Report to the Town of Arlington in the capacity of Town Manager. I am honored to serve the Town and I am thankful to the Select Board for continuing to entrust me with this role. My goal in making this report is to provide an overview of the financial, organizational, and community based efforts that took place during 2019 and some future outlook.

As the Select Board mentioned in their report, Arlington voters approved a general override and debt exclusion in June. The general override will go towards Town and school operation costs with a focus to respond to ongoing school enrollment growth pressures and improve mobility for all residents. The debt exclusion vote allows the Town to move forward with rebuilding Arlington High School (AHS) into a 21st century learning institution that supports our booming enrollment growth and allow students to achieve their highest potential. The vote follows a multi-year process led by the Arlington High School Building Committee, with significant public participation. Since the vote, detailed designs have been developed and phased construction has begun. The AHS Building Committee continues to oversee this project and communicate about its progress. You can learn more at ahsbuilding.org.

In the spring of 2019 we celebrated the renovation of the Cyrus E. Dallin Menotomy Hunter statue and adjacent water feature in the Robbins Memorial Garden at Town Hall. The statue, water feature, and surrounding gardens are a popular destination in Town and we have featured it on this year's report cover as well as the FY2021 Financial Plan. Phase 1 of the Arlington Reservoir Master Plan improvements began last fall and included a complete overhaul of the circulation, filtration and disinfection system inside the pump house as well as the piping under the beach to the water. Later phases will include a new playground, a perimeter loop trail around the Res, as well as improvements to the parking lot and a boat ramp.

Plans to renovate the Central School Building at the corner of Academy and Maple Streets were completed in 2019 and construction has already started. When completed the building will serve as Arlington's new Community Center. Also at the end of 2019 the construction management team to renovate DPW Town Yard on Grove Street was selected. Construction is scheduled to begin later this year.

Information on these initiatives and more are included in this report. They are part of the Town's ongoing commitment to seek efficiencies and improvements in service delivery, while providing transparency and information that is both relevant and timely. It is my hope that through this report, residents will learn about this

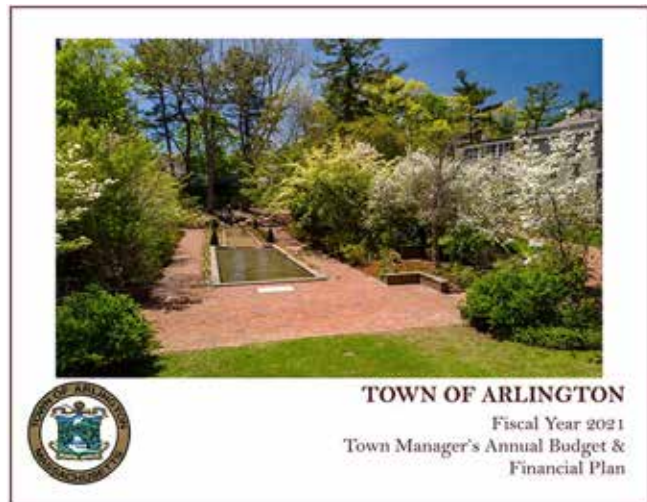


Adam Chapdelaine, Arlington Town Manager

commitment. Residents can also receive information about Town activities year-round by visiting the Communications Center at arlingtonma.gov and signing up to one of our many communication methods. Please also note that in several sections of this Annual Report, we have included a link to a webpage where more information about a project or effort can be found.

Town's Financial Outlook

Budgets as proposed in January and in the FY2021 Budget and Financial Plan have been amended due to the impacts of COVID-19. These amended budgets will be presented to Town Meeting in June 2020. These amended budgets along with FY2021 Budget and Financial Plan will be posted at arlingtonma.gov/budgets.



Sustainability/Energy Conservation

In 2010, Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received seven grant awards over the past eight years with a cumulative total of \$1,673,983, the highest in the state. The most recent

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grant award of \$98,052 came in 2019 and will be used to replace inefficient lighting fixtures with high efficiency LEDs at Ottoson Middle School, Bishop Elementary School, and the Jefferson Cutter House.

In August of 2017, the Town launched the Arlington Community Choice Aggregation (CCA) program for residents and businesses to provide rate stability for participating consumers. The program also offers participants exciting renewable energy options from which to choose. The program was approved by Arlington Town Meeting, Select Board, and Massachusetts Department of Public Utilities. In late 2019, after a competitive bid process, Direct Energy was selected as Arlington's Electricity Supplier with a 35-month contract term beginning December 2019 and ending in November 2022. Under the new contract, the default percentage of extra renewable energy for Arlington Green will increase from 5 to 11 percent, while remaining cost-competitive.



Partnering with Winchester, Arlington launched the HeatSmart program. This Massachusetts Clean Energy Center and the Department of Energy Resources program educates the public about, and facilitates adoption of, highly-efficient, all-electric heating and cooling technologies, plus central wood pellet boilers. With significant support by Sustainable Arlington, the program has almost 200 signed contracts by the end of 2019.

The Clean Energy Future Committee, created in 2018, to begin planning to achieve the goal of Net Zero status by 2050. Arlington is partnering with the City of Melrose, Town of Natick and the Metropolitan Area Planning Council (MAPC) on a joint project to develop greenhouse gas inventories and a Net Zero Plan for Arlington at the end of 2020. In the near-term, to reduce the amount of solid waste the Town sends to incinerators, a food scrap diversion program will be announced in 2020.

In July Arlington was recognized along with Newton, Watertown, and Somerville for its leadership in clean energy as the Town works toward 100% renewable energy. Cited by Environment Massachusetts Research & Policy Center's report on innovative clean energy programs, Arlington was recognized for its newly implemented designated bus lane in East Arlington.

Master Plan

The 2019 Annual Town Meeting approved funding for the creation of a Sustainable Transportation Plan (STP). The STP will provide a vision for the develop-

ment of the transportation system in Arlington over the next 20 years, building upon the Traffic and Circulation section of the Master Plan and its recommendations. Goals and recommendations will be developed to prioritize next steps for projects, programs, and policies to achieve this vision. It will focus on all aspects of transportation and mobility in Arlington, including walking, bicycling, public transportation, driving, shared mobility, and micro-mobility. In early 2020 the Connect Arlington campaign was created and public outreach has started.



NLC Prescription Drug Card Program Savings

The Town continues periodic outreach on the National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At the end of calendar year 2019, Arlington leads the state in cumulative savings to residents with \$330,473, with \$11,723 this year. The free program offers residents an average savings of 30% on non-insured prescriptions. Residents can obtain the free card online at arlingtonma.gov/prescriptioncards.



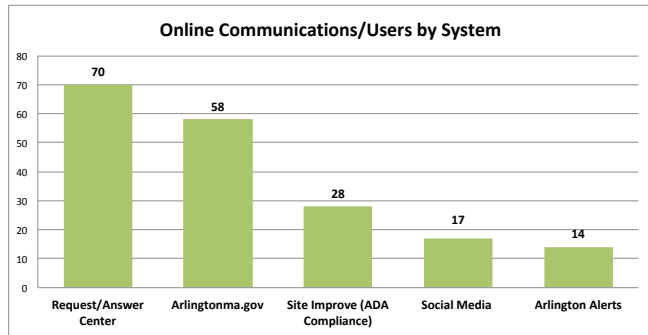
Communications & Customer Service

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

We strive to inform the public about general Town activities and during emergencies. In doing so we believe we are building a stronger relationship with our residents. Utilizing technology effectively, we also improve accessibility to our content and build staff capacity. To meet these needs, and increasing demand for them, we utilize several SaaS (Software as a Service) systems. These systems are utilized across Town and school departments to disseminate information in alignment with the Town's Communication Policy and On-

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line Goals. Communication orientations and technical training on these systems are conducted by the Town Manager's Office.



Request/Answer Center

The Request/Answer Center is Arlington's online customer service portal where residents can make requests of Town services (and track them), ask questions, and find answers. 2019 marked the twelfth year for the service. During this year we integrated the Answerbase more closely with our website and with our IT department began developing API integration with Tree Requests to our GIS systems. The Request/Answer Center has 70 staff users and is heavily used by Public Works, followed by the Town Manager's Office, and Health & Human Services.

Arlingtonma.gov

Arlingtonma.gov is the Town's communication hub. The site serves a population of approximately 43,000 residents, surrounding communities, and beyond. The site supports the online communication and outreach activities of fifteen departments, and over eighty boards, committees, and commissions. Since the institution of the Open Meeting Law (OML) in July 2010 approximately 1,300-1,500 documents are added to the site annually, mostly agendas and minutes. There are currently 58 users of the content management system (CMS) that powers the website.

During 2019, in preparation to refresh the look of our website, we have put a great effort into streamlining our content and workflow. This includes reducing the number of pages, minimizing duplication of content, and improved collaboration across departments to improve communication effectiveness.

Traffic to arlingtonma.gov remains fairly constant over time, with continual increases in user loyalty (Frequency and Recency) by those Users who visited the site more than 200 times during the year, from 29,296 in 2018 to 29,752 in 2019 (see chart below).

ADA Compliance and Website Redesign

For Americans with Disabilities Act (ADA) compliance the Town has used Site Improve since 2018, which is software that scans our website and reports ADA and quality assurance issues. Communications and ADA compliance are ongoing efforts and Site Improve has been extremely useful for improving ADA compliance and institutional knowledge of online ADA compliance. In May, staff members took the Accessibility Pledge and participated in Accessibility Weeks social media campaign. There are 28 staff members who utilize Site Improve in an effort to make arlingtonma.gov accessible to all.



Staff from DPW, HR, Schools, Libraries, Health & Human Services, Select Board, Recreation, and Police take the Accessibility Pledge.

Since 2012 Arlington Alerts have been notifying residents via phone, text, and email before, during, and after emergencies or to relay important information. When initiating a Town-wide phone call, the system reaches approximately 19,000 phone connections. In 2019 the system was utilized for APD and AFD ALICE training (8), Bear sighting on Oseolla Path (1), BRT bus priority lane beginning (1), snow emergency / parking bans (2), and the Patriots Day Parade (1). Arlington Alerts are utilized by APD dispatchers and the Town's Public Information Officer.

Website Traffic (arlingtonma.gov)	2015	2016	2017	2018	2019
Page Views	1,538,050	1,731,811	1,692,233	1,687,147	1,590,677
Visits/Sessions*	558,672	649,723	648,828	648,305	603,733
Frequency & Recency*: Over 200 visits to website	19,898	22,625	24,532	29,296	29,752

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Online Communications	2015	2016	2017	2018	2019
Town of Arlington Notices Subscribers	4,944	5,103	5,210	5,242	5,713
% of Growth from previous year	13%	3%	2%	1%	1%
% Compared with # of households (19,000)	26%	27%	27%	28%	28%
Arlington Alert Emails Subscribers*	4,507	4,710	5,015	5,144	5,351
% of Growth from previous year	13%	4%	6%	3%	4%
% Compared with # of households (19,000)	24%	25%	26%	27%	28%
Arlington Alert Text Subscribers*	1,875	2,301	2,876	3,183	3,605
% of Growth from previous year	93%	19%	20%	10%	12%
% Compared with # of households (19,000)	10%	12%	15%	17%	19%

Town of Arlington Notices are official notifications sent by the Town via email. This opt-in email distribution list delivers information on Town activities including: public health and public works alerts, election information, and special Town related events. Notices are one of the most helpful and effective tools to communicate to the public. In 2019 the Town saw a nice increase in subscriptions to Town Notices, due to outreach included in the annual Town Survey conducted by Envision Arlington.

We also saw an increase of Arlington Alert phone and email subscribers, with a 12% increase in text messaging subscribers. Although the increases are modest, the overall reach to residents via these channels remain strong.

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

an emergency with Arlington Alerts. We continue to improve our ADA compliance with all our systems so our content is accessible to all. We constantly evaluate all our channels so we can maximize service delivery and staff efficiency. It is important to note, none of the success can be realized without skillful human intervention and collaboration. From the many staff and volunteer content contributions, to residents utilizing these channels, we continue to help residents 'get connected' and 'stay connected' to Arlington's Town government.

Acknowledgements

Arlington is very fortunate to have so many talented citizens willing to volunteer their time to serve the Town in various capacities including Town Meeting, Boards, and Committees. Together with our elected leaders, management team, and staff, they make Arlington a special community. I would like to thank the Select Board for its continued leadership and support throughout my eighth year as Town Manager. I am also very grateful for the professionalism, knowledge, and support provided by Deputy Town Manager, Sandy Pooler and acting Assistant Town Manager Ray Santilli. I want to give a special nod to Assistant Town Manager, Jim Feeny, who has without hesitation taken the role



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of interim Facilities Director. Almost immediately he has instituted many improvements to that department, while still handling CPA projects associated with the Assistant Town Manager role.

On the public safety front we had a change of leadership at both the Police and Fire departments. In June, Chief Robert Jefferson retired after 12 years serving as its Chief, and 37 years of service with the Town. Deputy Fire Chief Kevin Kelley was appointed Arlington's Fire Chief bringing 25 years of exemplary service with the department. In addition to his public service in fire prevention, we fully welcome Kevin's technical expertise and collaborative spirit.

Arlington's Police Chief Frederick Ryan, retired from the department in early 2019. In early 2020 Interim Police Chief Juliann Flaherty was named APD's Chief. Juliann brings 25 years of exceptional service to the department under a philosophy of community policing that encourages procedural justice and citizen participation in solving problems of crime, fear of crime and quality of life issues. I have every confidence she will continue to lead the department and serve the community with distinction.

In early 2020 Joseph Connelly returns to Arlington as its Recreation Director. Joe has spearheaded many recreation projects and programs with Arlington in the past. We look forward to working with Joe again

as he oversees the Arlington Reservoir Master Plan and continues to provide great recreational programming.

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

Finally, I would be remiss if I did not express my warmest appreciation for my office staff. Kristen De-Francisco and Domenic Lanzillotti. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office. I'd also like to welcome Julie Wayman as the Town's Management Analyst. Julie began her service to Arlington with the Department of Planning and Community Development overseeing CDBG programming. Julie brings professionalism and an eye for detail that is appreciated in this office. I would like to express my sincere gratitude to Joan Roman for her efforts serving as the Town's Public Information Officer. Joan's dedication to providing the public with accurate and timely information and collaborative approach is an asset to the entire to both staff and the public.



A view from above in spring 2019: The hardscaping that surrounds the newly renovated water feature and Cyrus E. Dallin Menotomy Hunter statue in the Robbins Memorial Garden. Robbins library to left, Town Hall to right.