



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 expenses by \$445 for FY22. The Reserve Fund is one percent (1%) of General Fund Revenue, plus a reserve of \$1,094,055 for school enrollment growth.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Reserve Fund				
Expenses	1,553,287	1,604,584	1,556,724	2,814,200
Total	1,553,287	1,604,584	1,556,724	2,814,200

FY2022 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 Committee (ITAC), and the Budget and Revenue Task Force.

Major Accomplishments for 2020

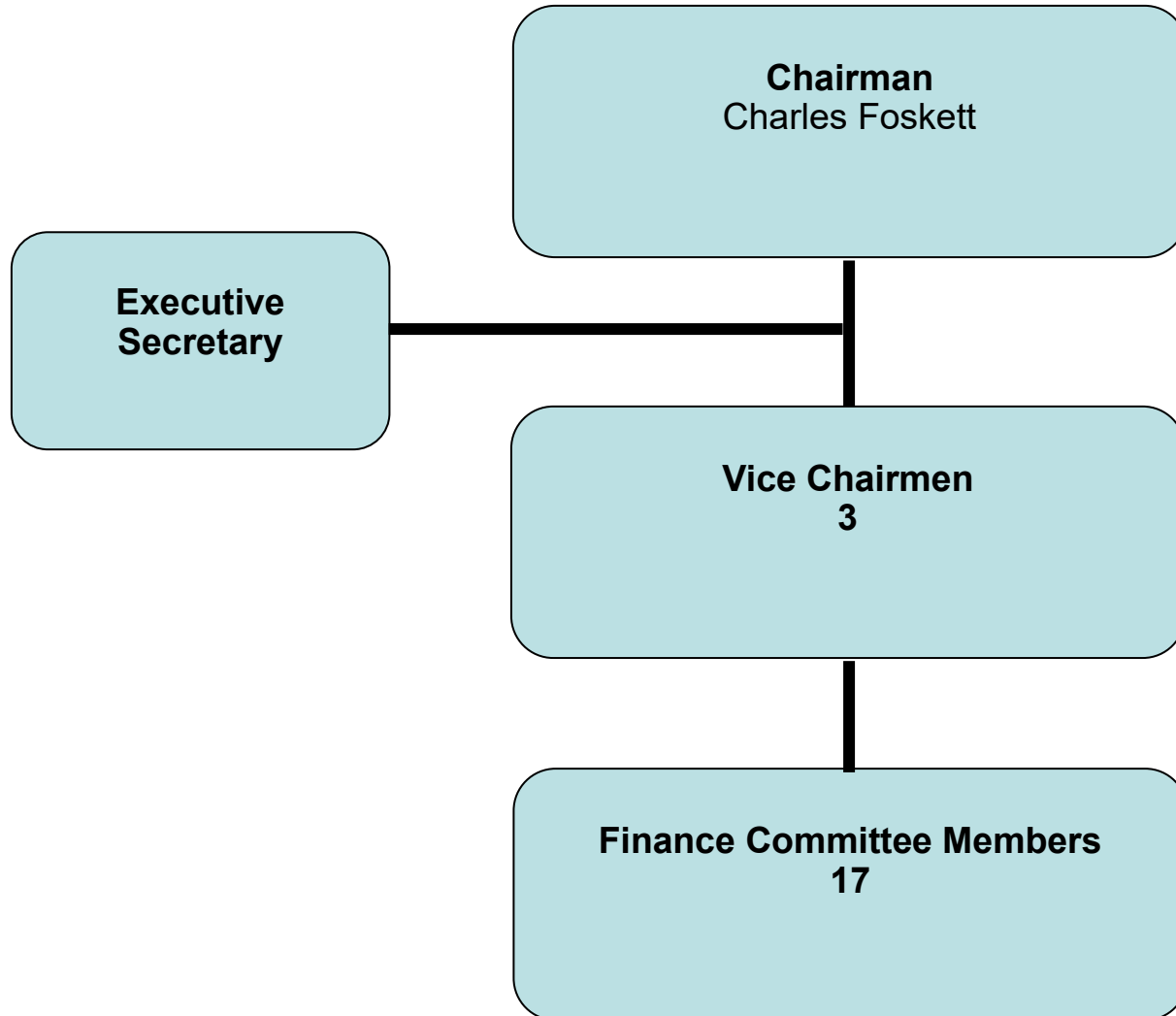
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Finance Committee				
Personnel Services	7,400	6,550	8,201	8,201
Expenses	1,312	1,139	2,500	2,945
Total	8,712	7,689	10,701	11,146

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
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 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

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Select Board				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2022 Objectives

- Work to develop a memorandum of agreement with the Town Clerk’s Office and the Board of Registrars regarding the management and administrative of elections.
- Continue to update the Select Board’s Policy Handbook as necessary.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the possibility of remote participation for Select Board Meetings post COVID-19.
- Continue to implement the State mandated Early Voting Process for State and Federal Elections
- Facilitate reorganization of the Select Board files.
- Facilitate reorganization of electronic archives.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Select Board				
Personnel Services	284,563	295,763	304,499	307,359
Expenses	20,199	17,459	22,550	22,550
Total	304,762	313,222	327,049	329,909



Major Accomplishments for 2020

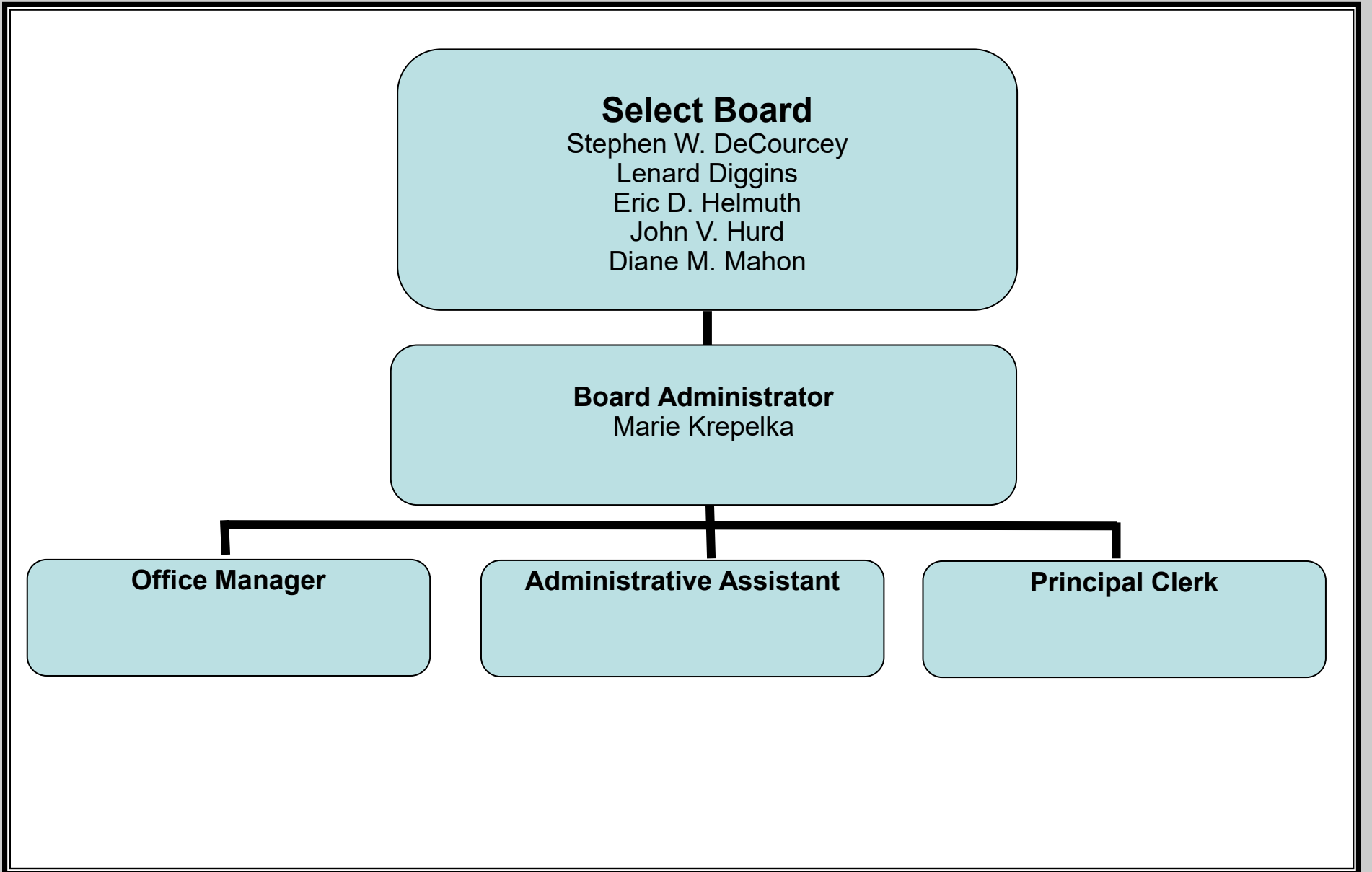
- Managed four elections: the Presidential Primary (March 2020), the Annual Town Election (June 2020), State Primary (September 2020) and the Presidential State Election (November 2020).
- Successfully staffed, trained, and implemented five days of Early Voting for the Presidential Primary Election and fourteen days for the Presidential State Election.
- Worked with Town Departments to coordinate a successful, socially-distanced Annual Town Meeting located on the Arlington High School Football Field.
- Worked with the Town Moderator and Town Departments to implement the use of Virtual Special Town Meeting through the Zoom Videoconferencing Platform and ZPato Research of Lexington.
- Updated and reorganized the content on the Select Board webpage, specifically the Policies and Licenses and Permits sections.
- Successful transition from in-person Select Board Meetings to virtual during COVID-19.
- Successfully completed the installment of carpet and painted the Select Board Office.
- Successfully implemented the Local State of Emergency Declaration, allowing Town Departments and Committees to operate virtually in accordance with the Commonwealth of Massachusetts.

Performance / Workload Indicators

Select Board	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Meetings:				
Town Meeting Preparations	4	8	1	8
Special Town Meeting Preparations	3	2	-	4
Select Board Meeting Preparations	26	28	24	26
Budget & Revenue Task Force	1	1	-	1
Select Board Goal Setting	1	1	1	1

SUB PROGRAM COSTS

Elections	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	47,210	49,882	161,191	49,333
Expenses	151,915	43,074	24,820	23,610
Total	199,125	92,956	186,011	72,943





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 teamwork.

Budget Statement

The FY2022 budget contains an increase \$8,352 in the expense budget to pay for website support services to enhance the Town’s website ADA compliance.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Town Manager				
Personnel Services	761,833	774,239	900,493	910,850
Expenses	36,817	45,507	55,200	63,552
Total	798,650	819,746	955,693	974,402

FY2022 Objectives

Long Range Financial Goals

- Work with Long Range Planning Committee to update existing multi-year financial plan, while considering opportunities to reduce the Town’s structural deficit .
- Continue to evaluate current methods of delivering services to ensure 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 legislative delegation.

Capital Projects and Maintenance

- Continue to work with the School Department on ongoing implementation of the joint Town/School Facilities Department with a focus on asset inventory and for maintenance scheduling.

Long Range Community Planning, Land Use, and Development

- 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.
- 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.

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
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



FY2022 Objectives (cont.)

- 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 identify land for storm debris and snow storage, with a particular focus on engaging 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.

Transportation and Parking

- 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 Arlington Bicycle Advisory Committee and the Transportation Advisory Committee to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town.
- Work with the Disabilities Commission and the Department of Public Works to continue to aggressively fund and implement ADA-accessible curb ramp improvements.
- 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.

FY2022 Objectives (cont.)

Public Communication and Customer Service

- 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 Select Board.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Public Information Officer to maintain and expand traditional and alternative means to enhance public communication.

Information Technology

- 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.

Energy Efficiency/Sustainability

- 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 works to implement Arlington's Net Zero (greenhouse gas emissions) by 2050 Plan.

Organizational

- Begin bargaining with unions for agreements beginning in FY2022.
- 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.
- Work to provide organization-wide professional development, focused on customer service training, with a focus on training mid-level managers and supervisors in FY2022.



Major Accomplishments for 2020

- Worked with an interdepartmental team to lead the Town’s response to the COVID-19 pandemic.
- Worked with various departments, boards and committees to launch remote meetings due to the impacts of COVID-19.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the seventh consecutive year.
- Appointed Joseph Connelly as 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 to begin construction of the new Arlington High School.
- Worked with the ARB and the PTBC to begin construction on the Central School focused on improving the space used as a Community 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 Diversity, Equity, and Inclusion Director to continue Race, Equality, and Leadership (REAL) training, facilitated by the National League of Cities, for Town mid-level and management staff.
- Worked with the Clean Energy Future Committee to develop and finalize a plan for achieving Net Zero status in Arlington by 2050.
- Working with DPW, completed the sidewalk improvement project in Arlington Center, enhancing mobility for all users of the Center.
- 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 DPW to complete construction of the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.

Public Records Center

The Public Records Center is Arlington’s online customer service portal where residents can make requests for and receive public records. The system was launched in 2017 to foster compliance with the updated Public Records Law that went into effect January 1, 2017. In its ongoing commitment to open government and transparency, the Town proactively posts many commonly requested documents to its website and provides access to or copies of public records upon request. Although public record requests can be submitted in any fashion, the Public Records Center is growing in popularity each year due to its convenience, as well as increased public interest in local government matters.

Some public records requests are simple in nature, seeking only a copy of a single permit or plan, while others are labor intensive, requiring input from a number of Departments or time consuming searches of historical archives or electronic records. The Public Records Law requires municipalities to designate a Records Access Officer to coordinate the response to public record requests. In Arlington, this function is performed by the Deputy Town Manager for Operations. Below is a summary table of common request types.

Public Records Requests	CY 2019	CY 2020
Fire Department Reports	43	36
Maps / GIS Data	56	89
Municipal Records	169	278
Property / Building Specific Information	177	181
Total Requests	445	584



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, transparency, and staff productivity. The PIO also manages these systems and trains staff to post content in compliance of 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, the Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), and local media.

In the past two years the Town has used Site Improve to improve its ADA compliance. Site Improve is a software program that scans the Town's website and reports ADA and quality assurance issues making it easier for the Town to maintain a higher level of compliance.

This is the sixth 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, dissemination, and related ADA compliance. As of late 2020, active staff users on the main communications systems are as followed: Website CMS, 75 users; R/A Center, 75 users; Site Improve, 28 users; social media, 20 users; and Arlington Alerts, 20 users.

FY2022 Objectives

- Continue to meet daily with the COVID-19 team to provide coordinated public health, safety, and economic development advisories and information related to the pandemic.
- Develop bi-weekly video updates with the Department of Planning and Community Development Director.
- Conduct website/communications survey to measure user satisfaction of 2020 redesign.
- Respond to ADA compliance issues identified in the Town's ADA Self-Evaluation Report released over the summer. Updates need to be made by both vendors and Town staff. A follow-up report will be issued.
- Identify and implement reporting mechanisms that engage Town staff, so they can better understand and focus their resources toward better communications initiatives, such as using Google Analytics dashboards by department (website analytics).
- Work with Public Works Department to improve communications on projects around town.



Major Accomplishments for 2020

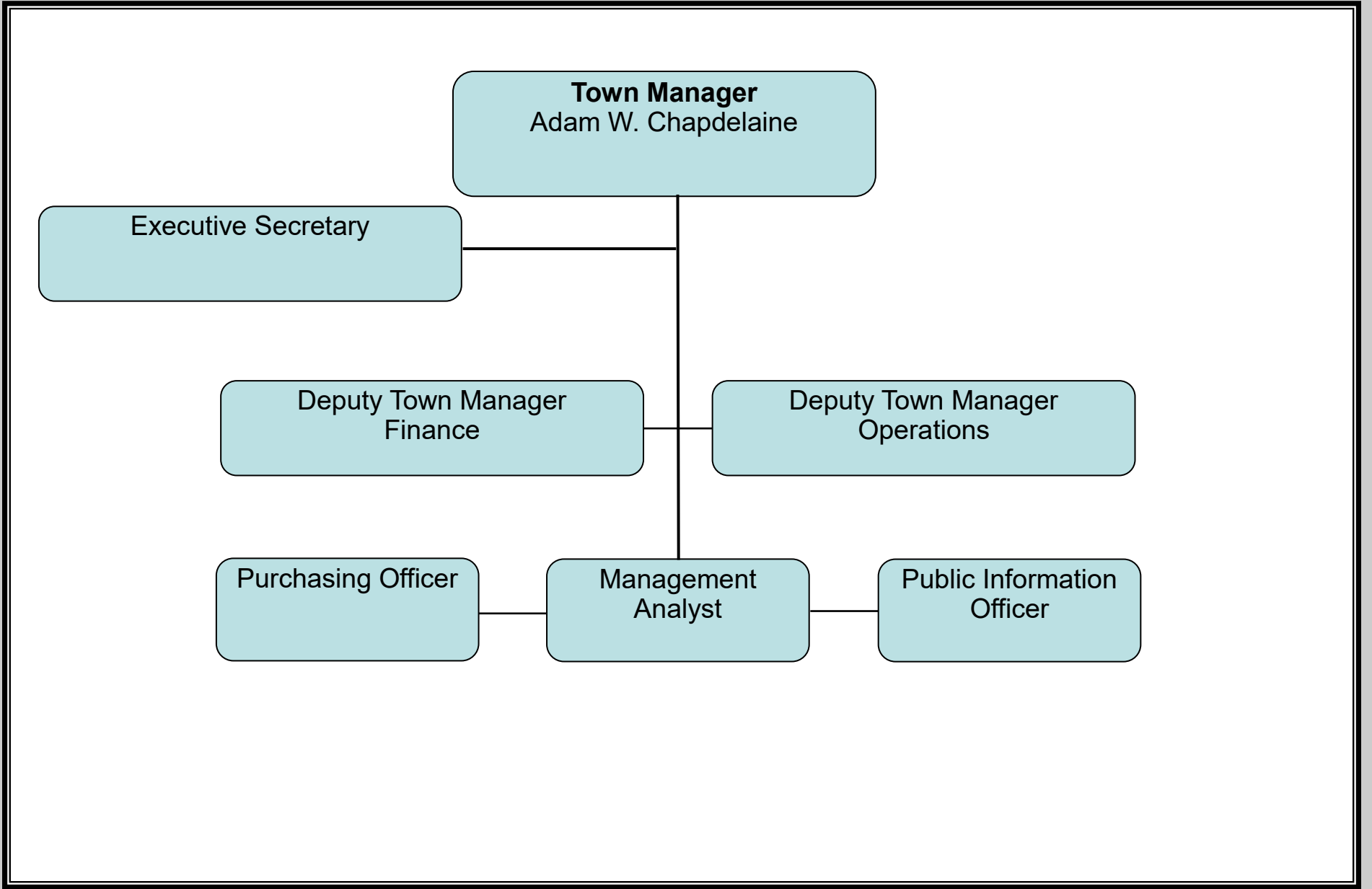
- Provided communications support to the Town's COVID-19 team. This includes, but is not limited to, writing/disseminating COVID-19 updates since March 8, 2020 (web, social, email, and phone). Created graphics and/or provided creative direction for graphics created in-house, coordinated messaging across departments with state messaging to maximize compliance with public health safety protocols and economic development initiatives.
- Video Content: To help off-set the lack of in-person availability of staff and reassure the public during the pandemic, the Town has greatly increased the production of video content. With ACMi the Town broadcast and live-streamed virtual town forums and specialty forums e.g., Community Conversations. The Town Manager has offered weekly video updates since March 24, 2020, which will serve as a model for future programming.
- In October 2020, the Town launched a modernized, updated and streamlined website. The redesign updated the home page, refreshed its overall look, and improved navigation on both desktop and mobile devices. Larger text and better contrast greatly improved ADA compliance and accessibility for all users.
- 2019 Annual Report placed 2nd, Category 1, Mass Municipal Association (MMA) town reports awards.
- Major campaigns and events supported in 2020 included: COVID-19 Communications, Arlington Community Electricity rebranding (formerly ArlingtonCCA), Community Conversations Series, Town Meeting (June), Special Town Meeting (Nov). AHS Building Project, Arlington Center Sidewalk Project, local elections, primaries, and general elections. Publications Produced: 2019 Annual Report.
- National League of Cities (NLC) Prescription Drug Card Program launched Dec. 2009 continues. In calendar year 2020, the program saved residents \$9,848; cumulative savings since the program started is \$340,320. Arlington continues to lead the state in annual and cumulative saving.

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,226	5,250	5,950	6,129
% of Growth from previous year	1%	0%	12%	3%
% of households (19,000)	28%	28%	31%	32%
Social Media Town of Arlington Channel only				
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Facebook Likes	1,688	1,900	2,505	3,000
Twitter Followers	2,395	2,550	3,500	4,000
Website Traffic (arlingtonma.gov)				
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Page Views	1,684,500	1,652,904	1,989,003	1,700,000
Visits/Sessions	632,051	618,850	829,464	675,000
Unique Visitors/Users	280,866	297,362	392,968	310,000
Visitor Loyalty- # of Uniques Visited Over 200 Times	26,018	22,790	26,355	24,000
Request/Answer Center: System Stats				
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
New Customer Registrations	1,614	1,809	1,166	1,000
Questions/Requests Created	3,352	3,332	2,630	2,700
Questions/Requests Closed	3,300	3,204	2,190	2,500
Content Creation/Dissemination				
	CY2018 Actual	CY2019 Actual	CY2020 Actual	CY2021 Estimated
Calendar Events	964	1,202	883	1,000
News Articles	419	493	444	430
Email Notices (News, Agendas, RFPs)	625	550	523	540

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Town Manager				
Purchase Orders Processed	7,970	6,200	6,300	5,500
Bids Processed	44	74	61	50





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 (a budget of approximately \$20 million) 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 protect the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY22 is level funded.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Human Resources				
Personnel Services	297,316	306,678	326,741	326,741
Expenses	37,666	69,705	56,450	56,450
Total	334,982	376,383	383,191	383,191

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Human Resources				
Health Insurance Contracts Managed	1,910	1,930	1,981	1,968
Opt Outs	69	69	70	68
Life Insurance Contracts Managed	976	980	962	970
Life Insurance Claims Processed	27	20	26	30
Vacancy Postings	40	60	44	50
New Hires	40	58	45*	50
Promotions	7	10	14	15
Retirements	15	18	18	18
Resignations/Separations	17	25	26	30

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
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



Major Accomplishments 2020

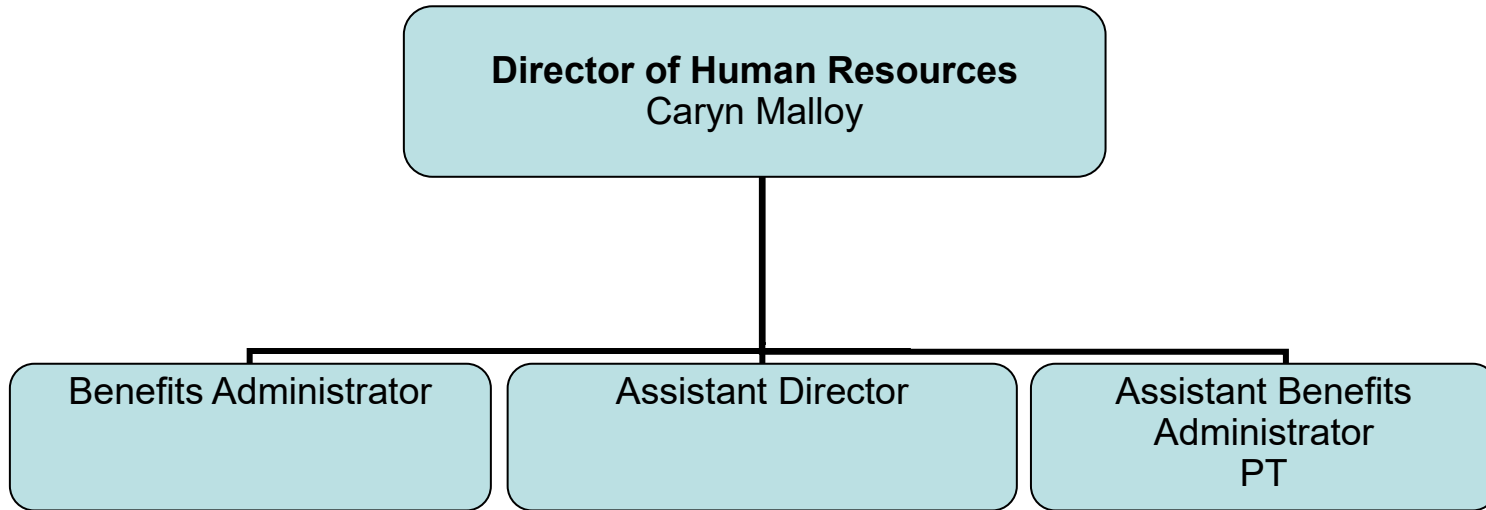
- Due to the Coronavirus pandemic in March 2020 the Town switched to remote operations. Over 2/3s of the Town’s frontline essential workers continued to physically report to work. The HR Director advised all departments on operational issues, focusing on employee safety and maintaining quality services. HR worked with DPW and Facilities to implement A & B week staff rotations. With the Health Department, the Director crafted the Town’s mask policy. The Director served on the COVID-19 pandemic advisory group.
- Implemented the Families First Coronavirus Response Act (FFCRA). The Director served as the point of contact for employees on Federal and State leave entitlements and travel restrictions. The Director advocated that Emergency Paid Sick Leave entitlements under the FFCRA be extended to our essential front line employees, leaving the Town in the position to receive up to \$100,000 in reimbursement from the CARES (Coronavirus Aid, Relief, and Economic Security) Act.
- The Director facilitated recruitment over the year for: Police Chief, Recreation Director, Deputy Town Counsel, Facilities Director, Executive Director of the Council on Aging, Diversity, Equity, and Inclusion Assistant, CDBG Grants Administrator, and many other titles. The department used tailored assessment tools based around tasks specific to each position. This year the department redacted job applicants’ contact and other information in an effort to lessen unconscious bias in the hiring process.
- The Benefits Administrator navigated the first year of a fully remote GIC health insurance open enrollment process, with extended deadlines due to the pandemic and managed unscheduled premium holidays by our dental carrier due to pandemic service disruptions.
- The Assistant Director of the department responded multiple fraudulent unemployment claims. The Town and School Human Resources teams worked together to protect the Town from liability and provide consistent and clear instruction to employees on how to protect themselves from identity theft. The departments responded to over 350 unemployment claims, the majority of which were fraudulent.
- The Assistant Director partnered with the HR Coordinator of the Arlington Public Schools to file the Affordable Care Act submission. It is a complex process that, done incorrectly, would subject the town to significant fines.
- The Assistant Director provided extensive and detailed data on health insurance and other benefits used in preparation of the Town’s Other

Major Accomplishments 2020 (cont.)

- Post Employment Benefits (OPEB) liability projection.
- The Assistant Benefits Administrator supported the Town’s transition to full direct deposit and electronic advice statements as the frontline contact for the Employee Self-Serve Munis Application.
- Initiated benchmark salary study for 100 town and 100 school positions in preparation for collective bargaining of contracts that expire June 2021. This is the 3rd comprehensive study initiated; the others were completed for Fiscal Years 2014 and 2017
- Partnered with School HR, Payroll, Town Manager, and IT staff in the transition to paperless management of all personnel actions.
- Worked closely with Department Heads to facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.
- Worked with the Deputy Town Manager and Police Chief in preparation for labor arbitration with the Patrol Officers’ Association.

FY2022 Objectives

- Recruit and retain the very best employees to work in Arlington.
- Implement updated online employment application software that complements Munis personnel actions and payroll functions. Further develop ways to conduct secure HR business remotely.
- Administer the GIC health insurance plans and ensure our employees and retirees feel supported in understanding their benefits, including understanding of the Health Reimbursement Account Program.
- Support departments and employees through the COVID-19 pandemic and long term impacts. Maintain high quality services, work through accommodation issues and keep employees safe.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Monitor and implement changes to employment laws including but not limited to the Families First Coronavirus Response Act , 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. Initiate bargaining successor agreements with all six town unions.
- Implement the third year of training staff on racial equity.





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 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.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Comptroller				
Personnel Services	333,770	338,959	349,389	349,230
Expenses	9,086	33,654	27,600	27,600
Total	342,857	372,613	376,989	376,830

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Comptroller				
General Fund - Free Cash Certified	11,119,563	11,802,775	11,318,368	9,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	7,844,907	6,220,101	5,799,829	3,000,000
Youth Services Enterprise Fund- Retained Earnings certified	36,214	53,212	64,843	35,000
COA Transportation Enterprise Fund- Retained Earnings certified	66,053	61,707	92,657	50,000
Rink- Retained Earnings certified	49,265	14,728	41,021	30,000
Recreation- Retained Earnings certified	683,996	765,855	371,447	250,000
Checks/Wires processed	16,502	15,763	12,853	15,000
Invoices processed	32,645	31,939	26,604	30,000
Accounts Payable Batches	710	471	270	300
Digital support for journal entries (TCM)		100%	100%	100%

Budget Statement

The Comptroller's office has a level service budget.

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Comptroller				
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

Major Accomplishments for 2020

- 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 for the Fiscal Year Ending June 30, 2019. Prepared the Comprehensive Annual Financial Report to show that the Town and the Comptroller's office will, for the 5th year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence the spirit of transparency and full disclosure.
- Closed the books on FY2020 and completed the Town's independent audit in accordance with generally accepted auditing standards (GAAS). The detailed and organized accounting records led to clean audits with no findings and no material weakness.



Major Accomplishments (cont.)

- Worked closely with departments receiving state/federal funding to ensure timely grant reimbursements and avoid deficits.
- Closely monitored General Fund and Enterprise Funds revenue collection and worked with department to adjust spending accordingly to prevent significant drops in fund balances caused by the uncertain economic conditions during COVID-19.
- Reviewed all the outstanding encumbrances and liquidated old purchase orders, which helped maintain a healthy unrestricted and unreserved fund balance.
- Certified \$11,318,368 free cash – strict spending controls and restricted purchase commitments contributed to the positive operating results.
- Created salary and expense COVID-19 accounts for all departments to separate regular operating expenses from COVID related expenses and facilitate CARES Act reimbursement application through an efficient and accurate system. Monitored and reconciled COVID-19 accounts to ensure that all COVID-related expenses are captured and accounted for in the CARES fund.
- Reviewed and corrected the employee reimbursement process in accordance with IRS guidelines to ensure compliance with payroll taxes.
- Worked with Treasurer and IT department on implementation of EFT (Electronic Funds Transfer) process for expedited vendor payments. All the AYCC clinicians are paid on a separate weekly warrant and their funds become available as soon as the Town posts the wire, instead of waiting for paper checks.
- Maintained the Internal Controls for Federal and State Grants to ensure compliance with the new federal reporting requirements. Internal controls are designed to provide reasonable assurance that the following objectives are achieved: 1) Effectiveness and efficiency of operations; 2) Adequate safeguarding of property; 3) Assurance that property and money is spent in accordance with grant program, and 4) Compliance with applicable laws and regulations.
- Strengthened the internal controls for accounts payable by restricting G/L posting access by Comptroller's office only. Worked with School Department to improve the process of approving its vendor payments to ensure timeliness and transparency for School Committee reporting.

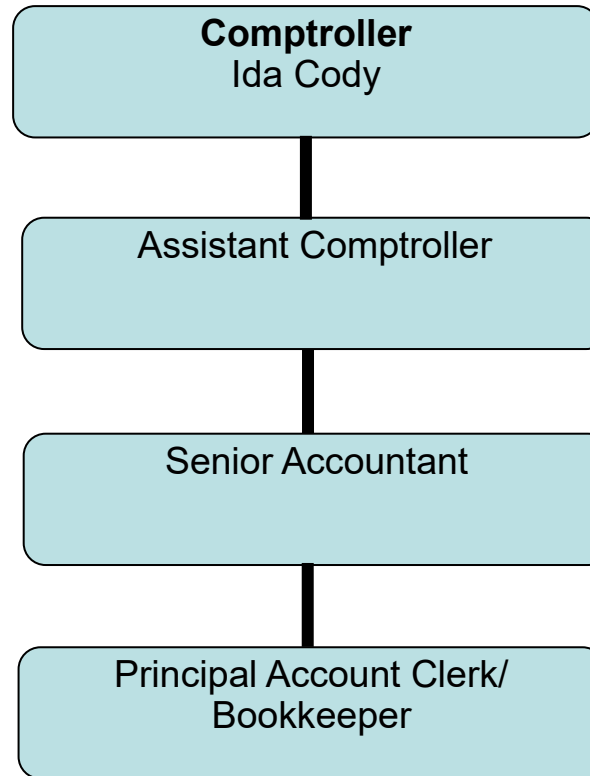
Major Accomplishments (cont.)

- Improved the efficiency of the A/P process by reducing the number of batches while processing the same amount of invoices. School invoices are entered in the system and posted as one batch after review and approval.
- Enhanced the internal controls for payroll posting and approval process. This policy ensures that the department heads reviewed and approved the final payroll proof. Comptroller's office keeps a copy of the signed payroll sheet for each department.
- Centralized all the data in digital folders for easy remote access. We have replaced the physical drawers with digital folders and saved all the contracts, warrants, audits, financial statements, budget reports and DOR reports in the shared drive.
- As a response to COVID-19 we have implemented solid operating procedures which allow the Comptroller's office to carry out the accounting functions in a virtual environment without disruptions in case of emergency. The staff has been equipped with personal computers and can perform all their duties from home.
- Implemented the DocuSign process and migrated from wet signatures to electronic signatures for warrants and contracts. This translated in increased efficiency and timeliness.
- Increased use of TCM (Tyler Content Manager) on accounts payable for audit transparency. The independent auditors can now retrieve the supporting documentation directly from Munis as opposed to paper backup uploaded to P&S (Powers and Sullivan) client portal.
- Continued to work on the new chart of accounts (COA). Created the base of the COA and worked with School and Enterprise departments to ensure that new chart will satisfy their operating and reporting needs.



FY2022 Objectives

- Continue to work with IT and Treasurer's Office on the Utility Billing module for Water and Sewer and synergize the operations between the Treasurer's and Comptroller's Office. Implement the water/sewer conversion, test the transactions and reconcile all the accounts to ensure a smooth transition to the new system.
- Finalize the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines.
- Monitor COVID-19 related expenditures to ensure that we maximize federal COVID grants and avoid putting the burden on the general fund.
- Increase utilization of Tyler Content Manager 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.
- Work with IT to review and adjust user profiles and approval trees in Munis.
- Perform departmental audits as necessary to identify, assess, and evaluate internal controls of Town Departments.
- Ensure a smooth transition to the new Munis version and assist departments with all financial transactions and reporting.





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 her 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

Treasurer	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	552,508	590,944	664,314	672,516
Expenses	114,594	80,480	166,663	166,663
Total	667,102	671,424	830,977	839,179

FY2022 Objectives

- Cross train staff on processing Water/Sewer transactions in the updated financial software system for utility billing expected to be fully implemented in FY2022.
- Issue bids for printing tax and water/sewer bills to ensure we are receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system by issuing a bid for services.
- Continue to address unpaid tax title balances on properties that have liens for unpaid taxes.



Major Accomplishments for 2020

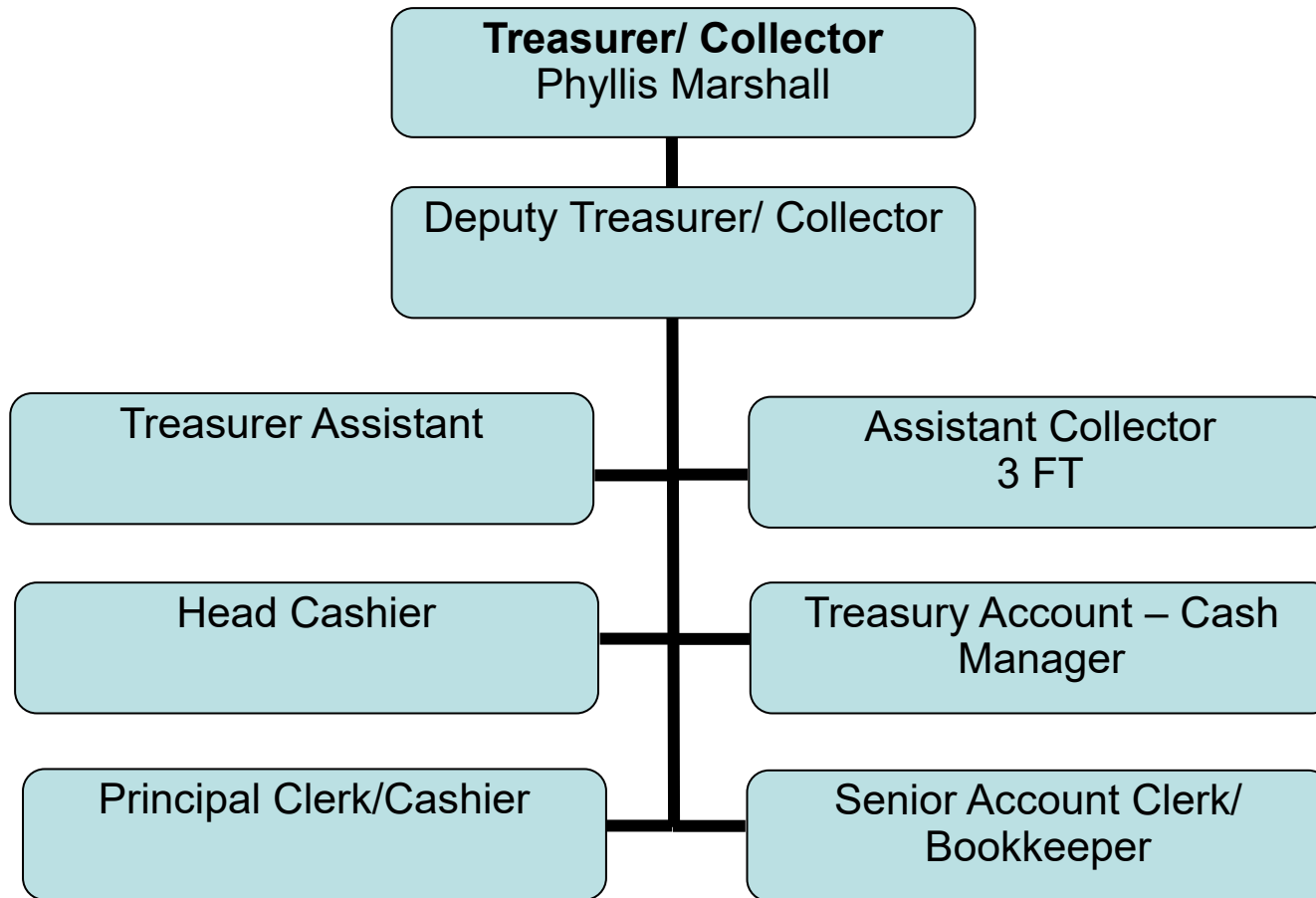
- Worked with IT and DPW (Water) to continue the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Worked with our vendors to maintain or reduce fees across the board.
- Continue to improve cross-training for maintaining workload during peak periods when quarterly taxes and utility bills are due as well as during excise tax collections.
- Investment income decreased slightly from \$900,774 in FY19 to \$876,400 in FY20.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Trust Funds 5-Year performance for consolidated net vs. benchmark is 5.31% and the one year performance for consolidated net vs. benchmark is 3.94%. The benchmark is a standard against which the investment manager can be compared. The benchmark is comprised of combined market indexes such as S&P 500 Index, Barclays Gov/ Credit Index, Russell 2000 Index and 90 day T-Bill.
- Managed the successful borrowing of \$66,190,000 in General Obligation Bonds consisting of the first portion of the authorized debt for Arlington High School Construction/Reconstruction in the amount \$55,033,000, Senior Center/Community Center (Central School) Renovation in the amount of \$7,600,000 in addition to other equipment and projects appropriated by Annual Town Meeting.
- Managed the successful borrowing of \$200,000 in an interest free ten year MWRA Sewer Bond.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 74 scholarships totaling \$80,100 were awarded in June, 2020.

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Treasurer & Collector				
Real Estate Bills Processed	61,472	61,231	61,566	61,600
Motor Excise Bills Processed	36,850	36,854	35,738	36,850
Water Sewer Bills Processed	50,350	50,340	50,352	50,360
Delinquent Notices - Combined	19,818	17,733	12,895	19,000
Total Bills Issued:	168,490	168,850	160,551	167,810
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 217,275	\$ 171,905	\$210,297	\$ 200,000
Municipal Lien Certificates processed	1,031	1,043	1,449	1,500
Municipal Lien Certificate revenue	\$ 51,550	\$ 52,150	\$ 72,460	\$ 75,000
Deputy Tax Collection revenue	\$ 8,636	\$ 56,852	\$ 40,739	\$ 50,000
Total Various Liens / Collections:	\$ 277,461	\$ 290,230	\$323,496	\$ 325,000





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 Vehicle Excise, Real Estate, and 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.

Budget Statement

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

This is a level service budget.

FY2022 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.

Major Accomplishments for 2020

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses. 730 accounts have registered for electronic real estate bills at this time.
- Processed and mailed 259,956 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 Actual	FY2021 Budget	FY2022 Request
Postage				
Personnel Services	32,147	33,027	33,847	33,847
Expenses	90,331	140,871	190,883	190,883
Total	122,478	173,898	224,730	224,730

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
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

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	131,178	131,280	147,656	150,000
Other Town Mailings	82,617	71,459	82,837	84,000
Other School Mailings	39,575	33,400	29,463	35,000
Total	253,370	236,139	259,956	269,000



Treasurer

Deputy Treasurer

Output Media Handler



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 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 FY2022 budget is a level services budget.

FY2022 Objectives

- Ensure that all staff members are provided training to work remotely, as necessary.
- Pursue technological advances to complete field work due to restraints caused by COVID-19, i.e. laser measure of homes.
- 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 Actual	FY2021 Budget	FY2022 Request
Assessors				
Personnel Services	279,070	298,279	308,615	311,837
Expenses	27,755	23,158	33,248	33,248
Total	306,825	321,437	341,863	345,085

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Assessors				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

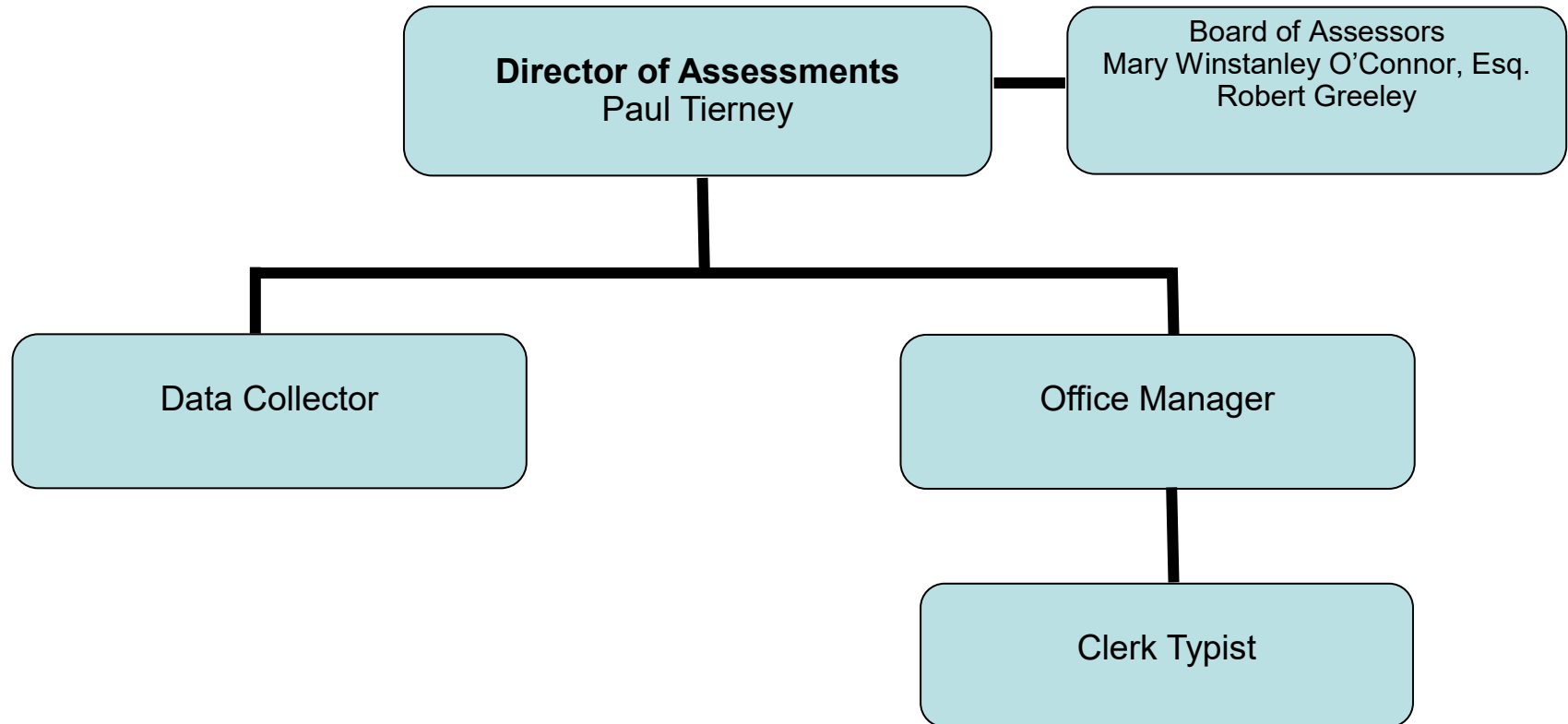


Major Accomplishments for 2020

- Successfully settled Real Estate abatement appeals after the onset of COVID-19. Residents agreed to email pictures of the interior of their homes to determine the condition of the interior of the property.
- Collaborated to determine value on affordable housing resulting in savings of \$53,733 for the Housing Corporation of Arlington.
- Put the High School override on the preliminary tax bills to more evenly spread out the impact of this project over all four bills during the tax the year.
- Successfully defended five out of six appeals at the Appellate Tax Board.
- 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	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Real Estate Bills processed	15,022	15,043	15,140	15,175
Motor Vehicle bills processed	36,850	35,063	35,335	35,000
Personal Property bills processed	363	330	389	390
Real Estate and Personal Property Abatements Filed	112	300	168	100
Real Estate and Personal Property Abatements Granted	36	209	107	50
Motor Vehicle Excise abatements	1,800	1,365	1,371	1,300





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.

Information Technology	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7

Budget Statement

The operating budget increased by over \$61,210 to pay for the Town's permit software and increases to the yearly Munis maintenance contract.

FY2022 Objectives

- Install IT Infrastructure as part of Central School Renovation.
- Install IT Infrastructure as part of DPW New Construction and Renovation Projects (Ongoing Multi Year)
- Replace existing Email system with Hosted version of Office 365.
- Relocate IT Data Center and Staff relocation to the renovated DPW facility.
- Participate in IT Infrastructure design of new High School and DPW Buildings
- Implement Munis Utility Billing over a two year period.

PROGRAM COSTS

Information Technology	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Personnel Services	690,878	744,162	703,264	698,926
Expenses	409,818	390,018	563,003	624,213
Total	1,100,696	1,134,180	1,266,267	1,323,139



Major Accomplishments 2020

- COVID-19 affected the delivery of all Town and School Services to the public. The COVID-19 related state mandated school closure forced the district to implement remote learning in March 2020. The department successfully distributed 4,000 devices to students.
- The IT Department implemented a cloud-based firewall/content filtering solution to mitigate risks of students' online, remote learning environment:
 - to proactively and automatically provision and maintain every device;
 - to deploy software remotely and adjust device settings and configurations;
 - to offer remote support tools that enabled IT staff to seamlessly connect to an end user device;
 - to provide support in a proactive manner by automatically detect flaws while repairing, and installing missing or corrupted applications or updates; and
 - to provide remote troubleshooting, technical assistance, and deploy software all in a zero-touch environment.
- Purchased, provisioned, and made appointments to distribute 600 Teacher MacBook Airs. Teaching and Learning Models changed back in March with the influx of the COVID-19 pandemic. Students and staff were required to work from home. All teachers needed to have devices that would perform remotely at a high rate of efficiency and power.
- Support of Multiple Devices from home required the purchase of 600 Port Replicators. Home teaching required the use of multiple monitors and other devices normally available in the classroom. We needed the ability to connect these devices from a home office/classroom.
- Teaching models shift during pandemic led to classrooms being outfitted with new AV equipment.

Equipment

- The Brackett and Peirce Elementary School classrooms and multipurpose rooms had ceiling mounted projectors and light-speed sound systems installed to bring their projection and sound systems on par with other elementary schools across the District.
- Purchased, provisioned, and distributed 1,000 iPads for students in Grades Pre K-3. Our iPad inventory had not been refreshed totally over the last 4 years. We were also outfitting the Menotomy Pre School with devices in case they all went remote. We distributed 975 iPads to be used in class and at home. The safety purpose was to eliminate the shared cart model in the classrooms.

Major Accomplishments 2020 (cont.)

- Purchased, provisioned, and distributed 1,200 Chromebooks to support remote learning. We replaced and upgraded a number of aging Chromebooks whose CPU's and memory would not support the variety of remote learning tools that were needed to deliver classes and content to remote and hybrid teaching models.
- Migration of Inspectional Services application, database, and webpage
- Conducted an incremental and continual data transfer from 16+ year old Inspectional Services database system to newer database on a new server. Work continues to migrate the web application working on the new server to better enable residents, contractors, and staff seamless access to permitting data.

Town computer operating system upgrades

- IT staff upgraded all Town computers (300+) from Windows 7 to Windows 10, which provides improved tool and security. IT educated and empowered users to assist with the upgrade, which will allow people to move to Office 365.
- Conducted an audit and created an inventory of all Chromebooks in Ottoson School. The results justified the replacement of a majority of devices older than 3 years with refurbished devices returned from the elementary schools after their upgrade over the summer. In total, we replaced 11 carts of Chromebooks, totaling over 600 devices having their condition verified, as well as being physically moved.
- Migration of automated water meter reading system. In collaboration with DPW, IT continued with the migration of automated meter reading (AMR) migrating from the Itron AMR system to a Sensus AMR system. This work involves extracting data out of Arlington's ICS, reconfiguring that data, and adding new data to match the AMR System
- MUNIS Utility Billing. Water and sewer is the remaining billing system using the Town's custom built ICS system and is slated for conversion to MUNIS in 2021. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. The team is focusing on building the foundation for the new system, including table set up and file layouts for communication between databases.
- VOIP migration complete. Completed migration of every Town and School Buildings to the new VOIP telephone system.
- Town computer operating system upgrades to support Office 365 Roll Out. IT is in the process of updating and upgrading the domain controller server and the backup domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation.



Major Accomplishments 2020 (cont.)

- Development to support to migration to Sensus water meter platform. IT developed tools to extract ICS data for use in Sensus Analytics, and to read raw Sensus Analytics data and import into ICS's quarterly meter read snapshot.
- Town building construction support. IT is providing support and technical consultation to project teams and other consultants for construction projects at Parmenter School, Arlington High School, Community Center, and DPW.
- Cost saving transition solar panel displays. IT upgraded and replaced AHS, Thompson, Dallin, Peirce, and Stratton schools' solar panel display computers from Windows 7 devices to Chromebit devices with Chrome Operating System. This resulted in several cost savings and security improvements that will benefit the Schools and Facilities Departments.
- Development and launch of smoke and carbon dioxide scheduling tool. IT built a smoke and CO2 inspection scheduler and an internal management system for the Fire Department. This tool replaces the previous phone call and paper system, empowers customers, provides transparency, provides 24/7 access to scheduling, and automates staff workflows.
- Public Records Requests. There has been a sharp increase public records requests on both the Town and School Departments. More resources have been dedicated to this activity.
- Inspectional Services' system upgrades. The department's document scanning application was tested and enhancements made to improve reliability and efficiency. IT Staff also completed a rebuild of inspections application to improve the web display to be more compatible with various web browsers.
- PowerSchool SIS and GIS interface. IT has re-designed and improved the system to be able to map the assignment of students in buffer zones.
- Installed and Provisioned IT Infrastructure and Student Devices for the Parmenter School. Provisioned and Installed all IT and RCN Fiber Services to support classrooms and administrative areas under budget and on-time for the opening of School at the Menotomy Pre-School.

Major Accomplishments 2020 (cont.)

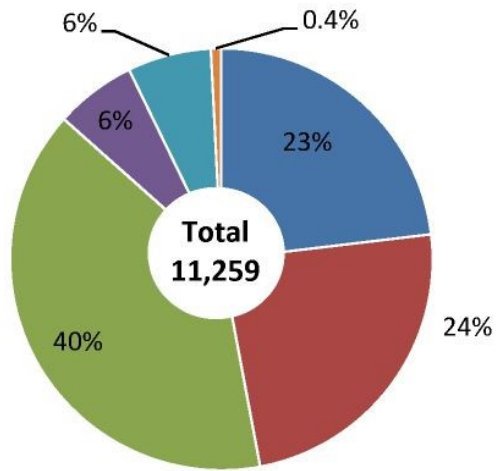
- Expanded the Capability of Town's Virtual Private Network to Support Work From Home Program. The COVID-19 pandemic caused the Town and Schools to implement an "Essential Personnel Only On-Site" policy and the rest of the Town and School workforce worked remotely to continue delivering uninterrupted services to the residents of Arlington.
- Purchased and Provisioned Laptops and Tablets to Support Town Employees Working Remotely. We configured and re-provisioned 100 laptops and tablets for Town employees who were now required to work remotely as most Town offices were closed during the pandemic.
- Managed early Zoom Video Conferences and wrote "Best Practices Document" for Zoom users. The increased use of video conferencing tools drove the need for the early centralized management of video conferencing tools such as, Zoom, Google Meets, and WebEx drove the need for user training and best practices documentation to be written and distributed to new users of the tools.
- Created and Managed Technical Support Teams to assist with the production of the first "Virtual Town Meeting".



Performance / Workload Indicators

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

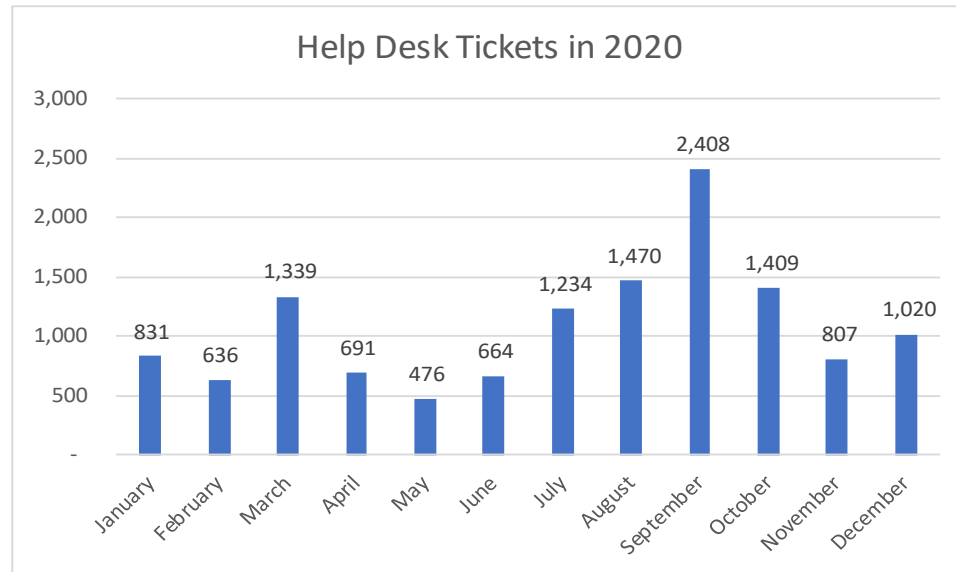
Help Desk Tickets by Category

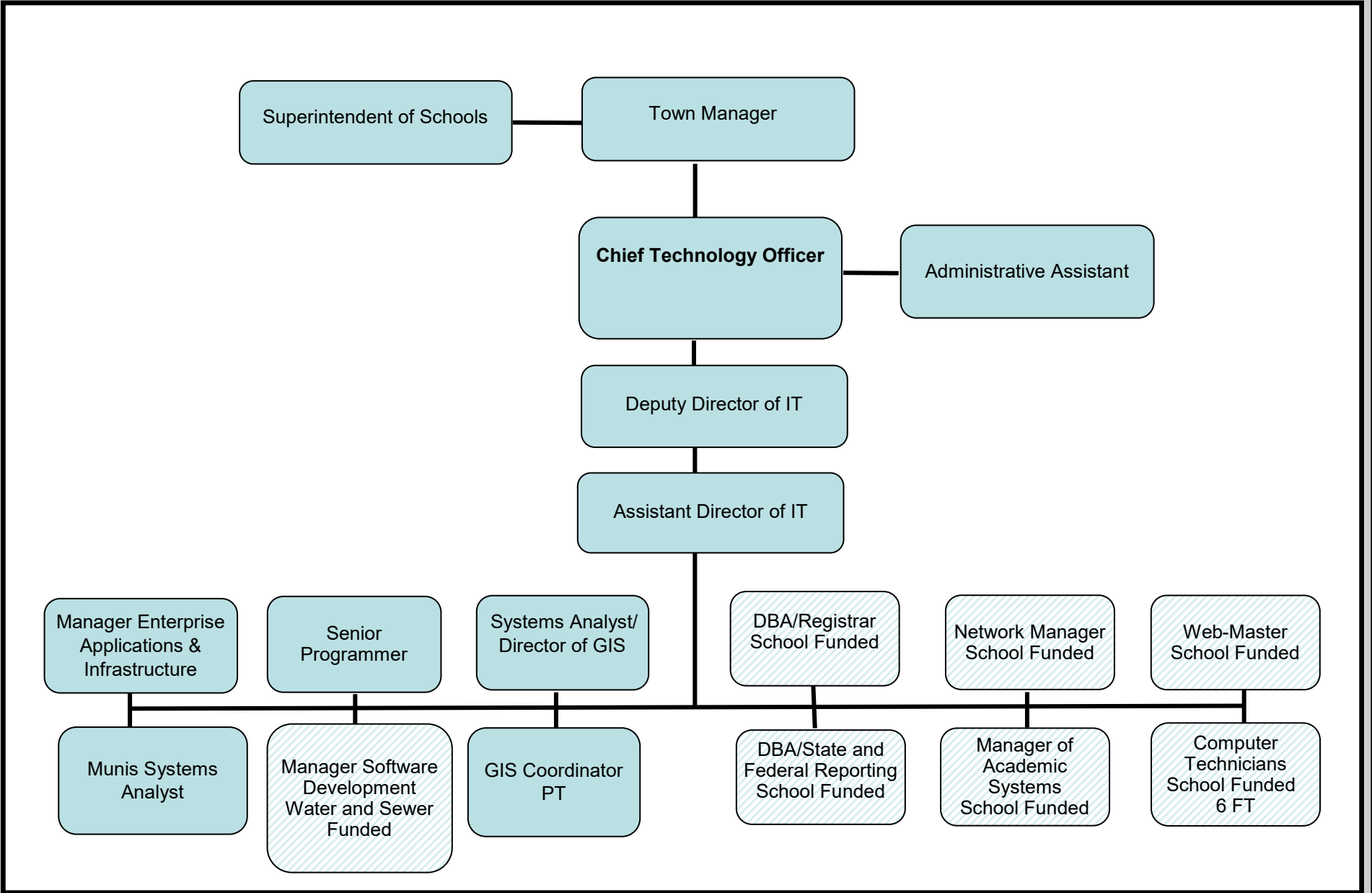


- Hardware, 2,602
- Software/Saas, 2,696
- New User Setup, 4,451
- Change Management, 699
- Servers/Network/Security, 720
- School Door/Video Security, 91

Hardware category includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems, and does not include servers or networks.
Software category includes Web site, operating systems, and applications software for business and academic use.
New user category includes new computer and account setup for staff and students.
Change management is alterations to existing systems (backups, patches, updates/upgrades)
Servers/networks category includes all backend work including server and network switch hardware and also includes software related events.
Building Security/Video Security category includes Card Access systems and Video Surveillance systems.

Help Desk Tickets in 2020







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 Actual	FY2021 Budget	FY2022 Budget
Legal				
Personnel Services	520,663	584,239	467,157	457,006
Expenses	104,760	147,374	136,665	136,665
Total	625,423	731,613	603,822	593,671

Budget Statement

This is a level services budget.

Major Accomplishments for 2020

- Appeared regularly in the courts and administrative bodies of the Commonwealth ranging from Superior Court litigation to administrative appeals to mandamus requests to the Supreme Judicial court in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, including in the Supreme Judicial Court, successful hearings, and favorable resolutions of matters, which limited Town liability.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-one 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 11 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.
- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town.



Major Accomplishments (cont.)

- 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.
- Reorganized the Legal Department following the retirement of the long-time workers' compensation and benefits agent to create Deputy Town Counsel position.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options, and other documents for Annual Town Meeting and Special Town Meeting, including advising departments and committees; appeared at all sessions to advise Town Meeting.
- Offered enhanced trainings for Town Boards and Commissions on their operations, duties, and powers.
- Provided legal support, counsel, and resources for Town staff, boards and bodies regarding the authorities and duties of the Town and its departments throughout the COVID-19 pandemic.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, drafting grant agreements, memorandum of understanding or agreement including revised regional bicycle share agreements, marijuana retailer permits, licenses, and MOUs.

STAFFING

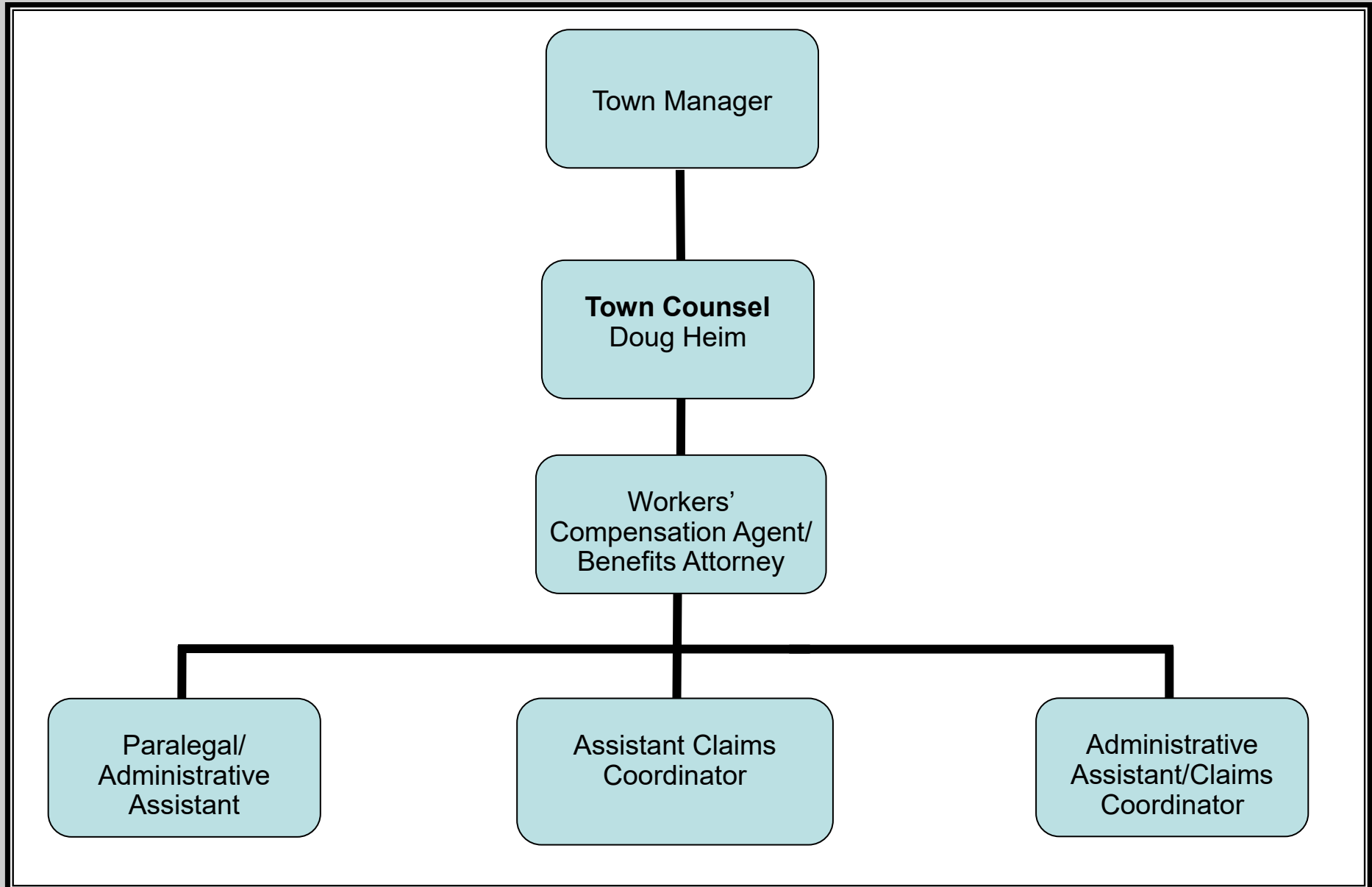
	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.8	1.8
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.8	4.8

FY2022 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.
- Enhance the level and efficiency of services for general legal matters while maintaining the Town Workers Compensation program through the assignment of the Deputy Town Counsel to assist in meeting the needs of Town departments, officers, and public bodies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate legal and policy positions in a variety of substantive areas, including assisting 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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 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	23	32	31	32
Claims closed	20	5	10	10
New claims	13	14	11	15
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	41	32	11	30
Claims Closed	17	21	14	20
New claims	18	12	10	15
Fire - Injured on Duty Claims	20	23	22	16
Police - Injured on Duty Claims	13	4	3	6





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 2022, the Clerk plans to update poll packs and to provide additional staff training and will require additional operating funds.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Town Clerk				
Personnel Services	244,169	340,794	238,959	241,716
Expenses	18,251	26,363	29,260	29,260
Total	262,420	367,157	268,219	270,976

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Board of Registrars				
Personnel Services	57,217	59,956	59,562	59,762
Expenses	13,250	8,809	13,250	13,250
Total	70,467	68,766	72,812	73,012

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Town Clerk				
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Board of Registrars				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1



FY2022 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 2020

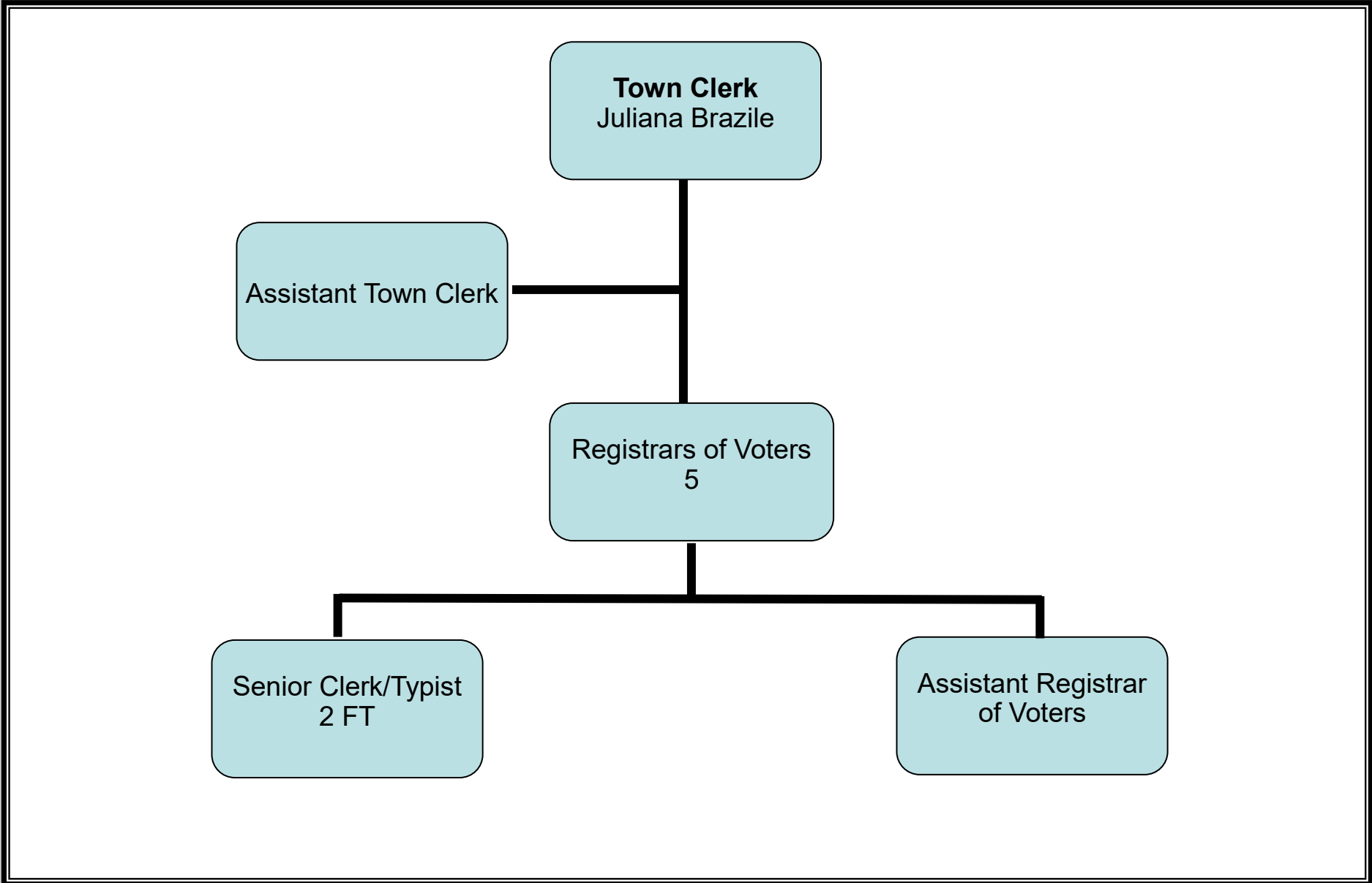
- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sent electronic documents to Town Meeting members that signed up for them.
- Emailed ballots to voters living overseas.

Performance / Workload Indicators

Town Clerk	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Marriage Licenses	184	176	*101	130
Death Certificates	357	354	426	400
Birth Certificates	506	513	474	500
Dog Licenses	2,047	2,200	2,086	2,100
Town Meeting Sessions**	4	7	1	10
Special Town Meeting Sessions**	2	2	0	6
Registered Voters	31,116	32,000	32,475	33,000
Fees Generated	\$ 104,303	\$ 113,000	\$ 96,303	\$ 100,000

*Lower number likely due to COVID-19

**Reporting the number of nights Town Meeting or Special Town Meeting are in session.





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 2020

- Oversaw installation of 19 new single space parking meters on Broadway between Franklin Street and Webster Street.
- Continued implementation of new parking collection and billing software.
- Regularly scheduled parking ticket hearings.
- Worked with Comptroller's office to establish Chart of Accounts for Parking.
- Worked with Registry of Motor Vehicles software upgrade to load Parking data files.
- Updated application and distribution process for parking permits.
- Implemented option for parking application by phone.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Parking				
Personnel Services	71,035	28,332	74,352	74,552
Expenses	6,757	9,406	20,780	20,780
Total	77,792	37,738	95,132	95,332

STAFFING

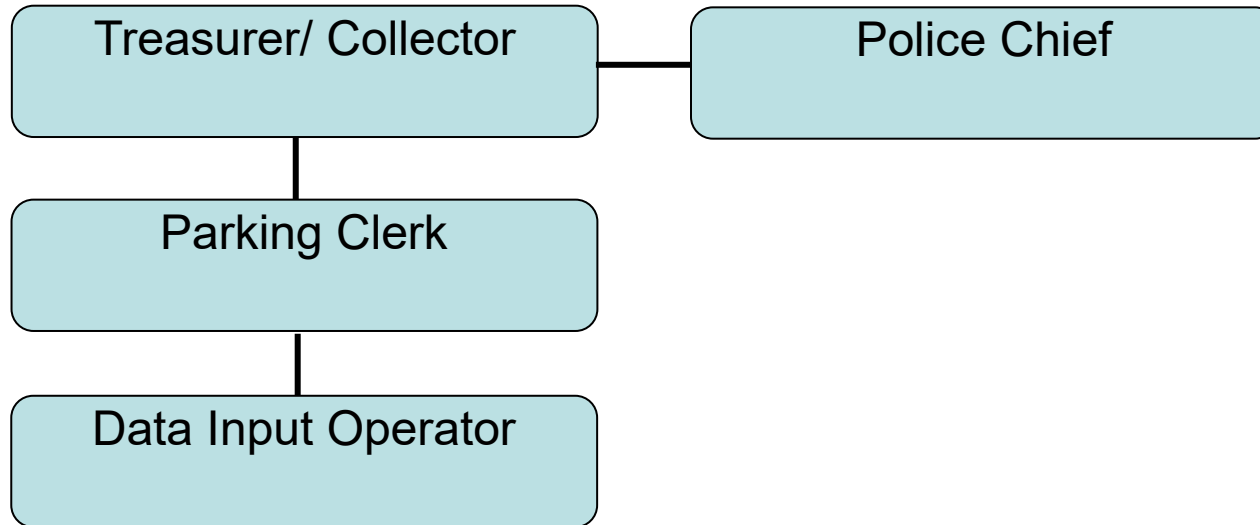
	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Parking				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2022 Objectives

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Parking				
Number of tickets issued	16,786	14,972	11,183	16,000
Revenue	\$ 426,025	\$ 309,455	\$188,550	\$ 310,000
Meters Collected	\$ 548,045	\$ 546,777	\$416,927	\$ 450,000
Parking Permits	\$ 179,480	\$ 138,700	\$112,448	\$ 150,000
Total Violations /Meter/Permit Revenue	\$1,153,550	\$ 994,932	\$717,925	\$ 910,000





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 in Arlington by improving housing opportunities, transportation access, and economic development to enhance the vitality of our business districts, and preserving and promoting our community's natural, historic, and cultural resources.

The Department oversees many key town-wide initiatives including Master Plan implementation, the development of Connect Arlington, the town's long-range 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 Department also 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 represent 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

This is a level service budget.

PROGRAM COSTS

Planning & Community Development	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	508,512	647,096	678,337	699,731
Expenses	24,344	25,821	27,821	27,821
Total	532,855	672,917	706,158	727,552

STAFFING

Planning & Community Development	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	6	6	6	6
Total	8	8	8	8



FY2022 Objectives

Implementation of the Arlington Master Plan, adopted in 2015, is the Department's top priority. Our Master Plan implementation activities in FY22 will be on updating the Housing Production Plan, Open Space and Recreation Plan, and a Fair Housing Action Plan, as well as amending the Zoning Bylaw to be consistent with the Master Plan to increase housing options and access to those options, incentivize new development that is sustainable and resilient in all zoning districts, and remove barriers to achieving economic development and sustainable transportation goals. This work will be accomplished with the Arlington Redevelopment Board, Master Plan Implementation Committee, and Zoning Bylaw Working Group with robust community engagement. Additionally, the Department will:

- Work with Sustainable Transportation Plan Advisory Committee to complete Connect Arlington, the town's long-range transportation plan, and begin plan implementation of near-term strategies.
- Work with the Clean Energy Future Committee to implement Net Zero Action Plan strategies.
- Work with Open Space Committee to develop a five-year Open Space and Recreation Plan for 2021 to 2026.
- Work with Housing Plan Implementation Committee to develop a five-year Housing Production Plan for 2021 to 2026.
- Work with Arlington Human Rights Commission to complete the Fair Housing Action Plan with local strategies to comply with fair housing laws.
- Continue implementation of the Arts and Culture Action Plan, including identifying new income streams to support the arts and incorporating art into town projects.
- Complete research and engagement to create a Minuteman Bikeway Vision Plan to align with current and future use, incorporate public art, and improves multi-modal connections.
- Produce a town-wide archaeological survey to inventory known archaeological resources in Arlington, such as along the Mill Brook corridor, and identify areas of high archaeological potential to provide a guide for planning and preservation.
- Develop a town-wide 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

Objectives (cont.)

- Management Community Support program.
- In partnership with the Conservation Commission, Parks and Recreation Commission, and community partners develop a long-range management and stewardship plan for Town-owned lands.
- Create new Complete Streets Action Plan for fiscal years 2022-2027.

Arlington Redevelopment Board FY2022 Objectives

- Make capital improvements to properties in the Arlington Redevelopment Board portfolio, including ADA and window upgrades at 23 Maple Street and ADA upgrades at the Jefferson Cutter House and adjacent improvements to Whittemore Park.
- Ensure that ARB properties are fully-tenanted and financially stable and that all physical assets are maintained and improved
- 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 adopting formal amendments to Master Plan based upon recent completion of long-range plans, including transportation and energy. Modify and update Master Plan Working Groups as needed.
- In alignment with Town effort to modernize permitting processes, convene representatives from the Select Board, Conservation Commission, Historical Commission, Historic Districts Commission, Zoning Board of Appeals, and Board of Health
- Review and consider amendments to Arlington's Design Standards, including Town Meeting appropriation to fully update standards.
- Participate in range of Town committees and initiatives that advance community planning goals, including Master Plan Implementation Committee and Working Groups, Envision Arlington Standing Committee, Open Space Committee, Housing Plan Implementation Committee, Arlington Heights Action Plan and Community Preservation Act Committee.



Major Accomplishments for 2020

Though the onset of the pandemic made it challenging to engage our community and slowed some of our work and achievements initially, the Department is proud to have been able to accomplish a substantial amount of short and long-range planning work. The team proved invaluable to the community continuing to permit small and larger-scale projects through the Redevelopment Board and Conservation Commission, and supporting research and reviews for the Select Board, Historical Commission, and Zoning Board of Appeals, including two Comprehensive Permit applications.

Most critically, the Planning and Community Development team members showed their nimbleness and responsiveness in the midst of uncertainty. The Department's responsiveness ensured continuation of service to the public and showed care for the Arlington community. In many cases, members of the DPCD team served in dual capacities for the Town, assuming both their regular responsibilities and additional duties to respond to the pandemic. This includes Emily Sullivan who assisted the Department of Health and Human Services with support on health inspections and contact tracing. Ms. Sullivan also supported the Town's Virtual Town Meeting. Ali Carter assisted the Leadership Response Team with assistance to and guidance for Arlington's business community. Kelly Lynema assisted the Leadership Response Team with communications strategy, graphic design, and community outreach. Erin Zwirko served as interim Community Development Program Manager advancing a multi-million dollar Community Development Block Grant Program buoyed by additional funds through the CARES Act and designed to serve those hardest hit by the pandemic. The team as a whole proved more than able to transition to remote meetings, collectively leading and facilitating numerous public meetings during the pandemic. Remote meetings were a draw in Arlington with some meeting attendance rising by large percentages as more people gained access to online meetings usually held in Town Hall meeting rooms.

The combination of three long-time staff retiring in the prior year and the onset of the pandemic which led to restrictions on inspections and to the closure of the Menotomy Weatherization Program. The Town is grateful for the years of being able to serve Arlington and area communities with home

Major Accomplishments (cont.)

energy improvements for income-eligible renters and owners. Community Action Programs Inner-City, Inc. (CAPIC) is now serving Arlington households through their well-established weatherization program.

While the pandemic altered how the Department worked, the Department continued to implement the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies by:

- Developing Connect Arlington – the Town's first Sustainable Mobility Plan with the support of the Sustainable Transportation Plan Advisory Committee. The plan provides a timeline for helping the town improve 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.
- Developing a Net Zero Action Plan – to help the town become carbon-neutral ("net-zero") by 2050 with the support of the Clean Energy Future Committee. Prohibiting fossil fuel infrastructure in new construction and in building undergoing significant rehabilitation was identified as an early strategy to advance. The Committee worked with staff and community organizations to develop a Home Rule petition and bylaw amendment which was approved by Town Meeting.
- Developing Fair Housing Action Plan, including research on current barriers to housing, discrimination complaints, and challenges to availability of housing opportunities in Arlington. Once completed, the plan will provide local strategies to comply with federal and state fair housing laws to ensure availability and accessibility of housing for protected classes.
- Continuing to implement the Arlington Heights Neighborhood Action Plan Committee to advance installation of public art and parklets in the business district.
- Continuing Housing Production Plan implementation with the Housing Plan Implementation Committee, including celebrating the groundbreaking by Housing Corporation of Arlington at 19R Park Avenue (known as Downing Square) and 117 Broadway. The two all-affordable housing developments will add 48 new homes and 117 Broadway will include ground floor space for an Arlington EATS



Major Accomplishments (cont.)

marketplace. The Downing Square Broadway Initiative is supported by a combination of local and state funds and the Low Income Housing Tax Credit Program. The HPIC also drafted a bylaw to establish a Municipal Affordable Housing Trust Fund which will be a public body that helps support and aggregate funds for the creation and preservation of affordable homes in Arlington. The Committee also worked to advance a Real Estate Transfer Fee proposal which will be advanced at a future Town Meeting.

- Continuing work with merchant associations and the Chamber of Commerce to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention, particularly to address concerns raised by the pandemic.
- Forming the Arlington Economic Development Recovery Task Force to help drive and revive our town's economic recovery and provide the Town with guidance in order to create policies and procedures in Arlington that meet real needs and address concerns of health and safety, particularly in relation to the business community. The Task Force is designed to help inform the town's longer-term economic recovery to ensure the long-term health and stability of our business districts. The Task Force successfully advanced recommendations to reduce financial burdens on local businesses, to encourage shopping locally during the holiday season, to streamline reviews and permitting, and to implement amenities for outdoor dining and outdoor classes and fitness.
- Continuing to finalize design plans and construction documents for work on Phase I of Whittemore Park.
- Securing Green Communities funding for Arlington to improve energy efficiency for town-owned buildings, including installing new LED lighting at the gym and locker rooms in the Ottoson Middle School, new LED lighting at the Bishop Elementary School, and new LED exterior flood lights at the Jefferson Cutter House.
- Reviewing ZBA cases, licenses, and permits, including M.G.L. Chapter 40B Comprehensive Permit applications and small cell wireless facilities.

Of particular note, are the following highlights:

- After years of discussions about bringing regional bikeshare options to Arlington, 2020 was the year that happened. Arlington received a

Major Accomplishments (cont.)

regional grant with Newton, Watertown, and Chelsea and an appropriation from Town Meeting to join the Bluebikes regional bikeshare system. After a public engagement and mapping process, staff identified five locations for bike stations, docks with ten bikes each. Docks were installed at the Railroad Lot and the Minuteman Bikeway, Thorndike Field, Linwood Street at the Minuteman Bikeway, Grafton Street at Mass Ave, and Broadway at Grafton Street.

- The Town implemented its annual Community Development Block Grant Program (CDBG) with over \$1.1 million which funded eight public service agencies to assist individuals and families with low-to moderate -income with daily transportation, access to jobs, food security, scholarships to athletic and summer camp programs, tutoring services, and access to mental health and adult day health services. CDBG funds enabled these social service agencies to support 1,457 Arlington residents. Two rounds of additional funding were received through an additional allocation of CDBG funds known as CDBG-CV made possible by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. \$59,903 in CDBG-CV assistance enabled public service agencies to support those impacted by the COVID-19 pandemic to assist an additional 18,360 residents. Food Link, Inc. and Arlington EATS helped families confronting food insecurity and the Arlington Boys and Girls Club provided additional childcare services. CDBG-CV also supported residents and small business owners during the pandemic. A \$400,000 Emergency Tenant Assistance Program helped 88 individuals and the Housing Corporation of Arlington aided twenty-one people in maintaining stable housing. An additional \$300,000 in Community Preservation Act funds were leveraged to provide additional funding to Arlington renters who are earning at or below 50% of the Area Median Income and are struggling to make rental payments due to the coronavirus pandemic. The \$200,000 Arlington Microenterprise Program supported 25 businesses with up to five employees; an additional \$250,000 was allocated to support businesses with up to 20 employees. \$120,485 was allocated to the School Department to support supplemental tutoring for students struggling with the altered remote schooling format and to the Health and Human Services Department to establish a COVID testing center on-site for tenants who live at housing authority properties.



Major Accomplishments (cont.)

- The Department devoted special attention to transportation and mobility activities during the pandemic by enhancing public and private outdoor seating, ensuring pedestrian safety, and providing bicycle parking infrastructure. The Town converted five parking spaces, small roadways, and pedestrian alleyways into safer areas to dine outdoors, walk, and travel by bicycle to assist businesses by providing additional public space for customer use and a safer means of access to commercial centers during the pandemic. Additionally, the Town installed traffic calming elements in East Arlington to encourage safe social distancing and additional safe, recreational amenities for residents in close proximity to the heavily-traveled Minuteman Bikeway.
- The Central School building at 20 Academy Street and 27 Maple Street, the centerpiece in the ARB's redevelopment property portfolio, received the first significant renovation to and reprogramming at the building since the 1980s. Renovations were delayed due to the pandemic, but the \$8 million renovation began in spring 2020 to achieve three goals: developing a modern, expanding space on the ground and first floors dedicated to the Council on Aging, Arlington Senior Association, and community events and activities; improving major building systems, including HVAC, electrical, bathrooms, and the building exterior; and relocating the Health and Human Services Department, including Veterans' Services, to the 2nd floor. The building will also become fully accessible and compliant with the Americans with Disabilities Act. The Department of Health and Human Services also raised funds to fully furnish and equip the new Center upon its completion.

Major Accomplishments 2020 Arlington Redevelopment Board

- Capital improvements were made to properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School and a boiler replacement at the Jefferson Cutter House.
- Developed Residential Design Guidelines and recommended options for a Design Review process.
- Completed an Economic Analysis of Industrial Zoning Districts which led to zoning recommendations being advanced to Town Meeting.
- Advanced Zoning Bylaw amendments to facilitate mixed-use

Major Accomplishments (cont.)

- development and new commercial development by amending parking reductions in the B3 and B5 Zoning Districts.
- Continued to review progress on implementation of the Master Plan.
 - Participated in a range of Town committees and initiatives that advanced community planning goals, including the Master Plan Implementation Committee, Zoning Bylaw Working Group, Arlington Heights Neighborhood Action Plan Implementation Committee, Envision Arlington Standing Committee and Advisory Committee, Open Space Committee, Housing Plan Implementation Committee, and Community Preservation Act Committee.

Performance / Workload Indicators

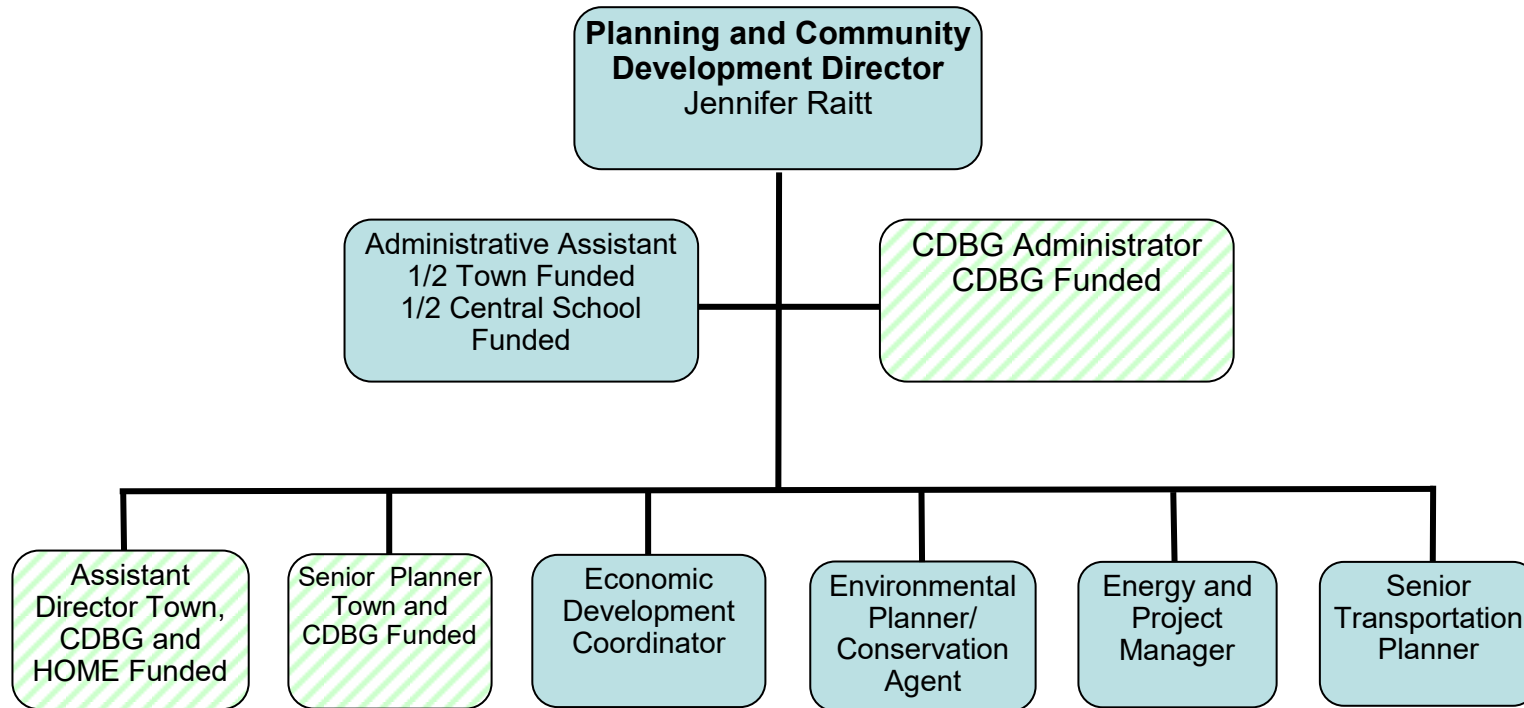
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Conservation Commission				
Commission meetings attended	30	22	31	30
Conservation Permits	20	29	29	29
Site inspections	50	30	110	80
Filing Fees	\$ 10,500	\$ 10,974	\$ 10,475	\$ 10,500

Performance / Workload Indicators

Planning & Community Development	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
CDBG Funds Administered	\$ 1,029,587	\$ 1,111,355	**\$1,781,670	\$ 1,100,000
Other public or private grant funds secured	\$ 913,475	\$ 1,643,166	\$ 439,768	\$ 500,000
Plans, Designs, Analyses	40			
Plans initiated or created		12	12	12
Designs initiated or created		8	8	8
Analyses initiated or created		4	4	4
Room rental fees	\$ 10,000	\$ 10,637	\$ 7,242	\$ 25,000
Room reservations administered	400	778	*277	500
Sign Permit Applications Reviewed	20	20	15	20
Contracts negotiated and administered	10	10		
Zoning Board Applications reviewed			10	10
Businesses/Merchants Assists	20	25	37	25
Environmental Design Review (EDR)	200	108	390	200
special permits administered	8	9	9	9
Licenses reviewed	25	21	18	25

*89 Room reservation requests were canceled due to COVID-19

**Includes \$980,388 in CARES funding





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.

Budget Statement

The Zoning Board of Appeals has a level funded budget for FY22.

FY2022 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.

Major Accomplishments for 2020

- Heard and rendered 35 petitions for special permits and variances.
- Added Novus Agenda, allowing the public to share cases more easily
- Dramatically reduced the number of continuances and instead permitted projects with conditions, allowing projects to move ahead more quickly.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Zoning Board of Appeals				
Personnel Services	17,948	8,158	22,834	22,834
Expenses	2,854	3,535	10,100	10,300
Total	20,802	11,693	32,934	33,134

STAFFING

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Zoning Board of Appeals				
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

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Zoning Board of Appeals				
Applications	30	25	22	30
Hearings	35	25	24	30
Revenue	\$ 12,000	\$ 10,000	\$ 8,000	\$ 12,000
Continuances	14	6	4	2
Decisions with Conditions	16	13	20	27



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 buildings. It oversees 34 buildings, 11 schools and 23 town totaling nearly 1.34 million square feet. School buildings include: 7 elementary schools, the Ottoson and Gibbs Schools, and Arlington High School. 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, 23 Maple St., Jefferson Cutter House, Dallin Library (ACMi), Mt. Gilboa House, Reservoir beach and pump houses, and Spy Pond Field House.

The Department oversees repair and maintenance programs based on preventive maintenance standards, inspections for life safety and legal compliance, and repairs and cleaning to maintain the facilities in good working order. The Department staff oversees capital projects, building maintenance, and custodial cleaning. The Department coordinates regular building assessments and annual evaluations.

Capital projects and building upgrades with budgets ranging from \$5k to \$500k are mostly performed by third party contractors, with planning, support, and coordination from Department staff. Building maintenance is a staff of 9 full-time craftsmen. The custodial team is 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, under the supervision of a custodial night supervisor.

Budget Statement

The Facilities Department budget is level funded for FY22, and covers costs associated with 10 Town buildings, including: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter School building, and the Dallin Library building. The budgets for other buildings remain decentralized in the respective departmental budget.

FY2022 Objectives

Organizational

- Fully staff the department by filling the current vacancies.
- 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.

Capital Projects and Building Upgrades

- Continue implementing capital projects in accordance with the Capital Plan, including:
- Incorporate on-going formal facility condition assessments at various buildings in the portfolio to allow for proactive capital planning;
- Conduct building envelope study at multiple sites, including Hardy School, Bishop School and Parmenter Building;
- Update existing plan based on life-cycle expectancy of building HVAC, vertical transportation and life safety equipment; and
- Plan, design and complete accessibility improvements in accordance with self-assessment performed by the Institute for Human Centered Design (IHCD).
- Re-launch DudeSolutions work order system across remainder of building portfolio in calendar year 21 (school buildings were re-launched in 2020). The Facilities Department is also considering migrating from the outdated Maintenance Direct and Capital Forecast modules to the upgraded Asset Essentials Platform with predictor module.

PROGRAM COSTS

Facilities	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	337,813	346,803	489,787	496,263
Expenses	236,237	278,667	425,044	425,044
Total	574,050	625,470	914,831	921,307

STAFFING

Facilities	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Professional/Technical	4.83	4.83	5.11	5.11
Total	5.83	5.83	6.11	6.11



Major Accomplishments 2020

Organizational

- Hired and trained 2 new craftsmen, and 3 custodians, as well as a new 3rd party cleaning vendor servicing buildings Town-wide.

Major Projects

- Renovated and re-occupied the Parmenter Building as a public school building housing the Menotomy Preschool.
- Completed early enabling phases of Arlington High School building project, including site work, as well as interior renovations of swing space and program relocation.
- Completed early phases of work at the Arlington Community Center.
- Capital Projects and Building Upgrades
- COVID Response: Inspected, re-commissioned, and repaired as necessary all HVAC equipment in the school district that moves air to ensure adequate ventilation for students; consulted with building occupants and users at other sites for COVID-19 protocols; procured readiness and response materials, air filters and air cleaners as necessary; increased sanitization scope and frequency at Town and School buildings.
- Installation of a new chiller on the roof of the Robbins Library.
- Exterior painting at Peirce, Dallin, Brackett, and Stratton Elementary Schools, and Ottoson Middle School.
- Interior painting at Town Hall and Robbins Library, as well as summer painting in schools.
- Installed new canopy at Stratton School.
- Repaired long-standing chronic roof leaks at Robbins Library, Bishop School, and Brackett School.
- Refinished gymnasium floor at Ottoson Middle School.
- Replaced compressor on Bishop Elementary main office rooftop unit.
- Repaired Peirce Elementary School Cafeteria rooftop unit.
- Re-lamped light towers at Peirce Field in-house, resulting in significant cost savings.
- Installed outdoor lighting for parklets.
- Upgraded Building Automation System at Dallin School.
- Completed playground surface repairs at Dallin School.
- Installed window screens at Bishop, Ottoson Middle School, AHS Downs, Parmenter, Gibbs Gym in a short timeframe with significant cost savings.
- Installed new carpeting at Bishop School in library and Principal's Office.

Major Accomplishments 2020 (cont.)

- Completed carpentry and trim repairs at Bishop School Crosby St. entrance.
- Installed new HVAC equipment in the Planning Department.
- Installed new carpeting in Planning Department and Select Board.
- New boiler system at Jefferson Cutter House.
- Installed new wheelchair lift at Ottoson School.
- Flooring repairs at Hardy and Brackett Schools.
- Installed new sinks and millwork to create an additional science classroom at Ottoson.
- Repaired the cast stone elements and front stairs at Robbins Library.
- Exterior walkway and stairway repairs at Ottoson Middle School, Brackett School, Hardy School, Stratton School and Dallin Library.
- Installed more ADA- and COVID-19-compliant school water bubblers.
- Installed new driveway and walkway at Dallin Library.
- Slate roof repairs and new gutter screen at Dallin Library.
- New public address and master clock system at Ottoson School.
- Installation of exterior security cameras at Thompson School.
- Installed energy saving LED lighting at Peirce and Hardy Schools (projected annual savings: \$18,844).
- Installed new lobby heaters and snow melting system at Ed Burns Arena.
- Reconfigured 4 classrooms at AHS, removing partition walls to create larger learning spaces.
- Completed repairs to basketball court at Brackett School.
- Preventative Maintenance and Repairs
- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Received compliance certificates for elevators, boilers and other pressure vessels.
- Performed enhanced floor care program at all schools during shutdown period.
- 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, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.

