

EXECUTIVE SERVICES

SELECT BOARD

The Select Board is pleased to submit its annual report for 2020 to Arlington residents.

The Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town. In June 2020 Diane M. Mahon was re-elected to a three-year term. Lenard Diggins was also elected to a three-year term, his first term on the Board. John V. Hurd was elected by his colleagues as Board Chair, and Joseph A. Curro Jr. was elected Vice Chair. Stephen W. DeCoursey rounds out the board.

Year in Review

2020 was an unprecedented year. A year in which the Town, through several initiatives and activities, continued to advocate action toward combating climate change and systemic racism amid the backdrop of a global pandemic. At the writing of this report, Massachusetts is still under a state of emergency, but is reopening after a year of living with the pandemic. Arlington has lost 83 residents to COVID-19 and reported more than 1,000 cases. When it is safe to do so, there are plans to pay tribute to those we have lost.

In this report you will read how COVID-19 affected every aspect of Town operations and how staff faced many challenges with professionalism and resilience. The Board is proud and grateful for the continuing commitment of all Town staff as we work together to combat the virus and return to normal. We would like to highlight the tremendous efforts by the Health & Human Services Department (H&HS) for leading the Town's emergency efforts. Throughout the pandemic they have provided expert guidance to keep our community safe, while also supporting our more vulnerable residents. The Council on Aging has been active in distributing donated masks, launched a Telephone Call Reassurance Program to keep track of our most isolated residents, and founded a Technology Loan Library, which provided seniors with devices and internet access so they could connect with their loved ones and receive critical services.

When the vaccine was available the Health Department was ready to administer it. Leading a regional partnership with Lexington and Belmont, the Health Department has administered over 3,000 doses to first



Vaccine being administered at a Health Dept. run regional clinic.

responders, school nurses, and seniors from all three communities. They continue vaccination efforts within the State's vaccination plan. Town continues to take COVID-19 seriously, while looking forward to resumption of regular civic activities.



Town officials raise the Black Lives Banner at Town Hall.

Addressing Systemic Racism

In June the Board unanimously voted to adopt the Black Lives Matter Proclamation and make July 13, 2020 Black Lives Matter Day in Arlington. The proclamation acknowledges and deplores the history of systemic racism across the country and in Arlington and condemns racist acts of oppression in all forms. Over the summer Arlington's Human Rights Commission along with the Town's new Director of Diversity, Equity & Inclusion (DEI) and Powerful Pathways, a DEI Community consultant, hosted a series of Community Conversations that reflected on systemic racism and its implications for Arlington. More conversations are planned for the summer of 2021.



Arlington Select Board : John V. Hurd (Chair), Joseph P. Curro Jr. (Vice Chair), Diane M. Mahon, Stephen W. DeCoursey, and Lenard Diggins.

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Climate

In 2018 the Board adopted a goal to achieve net zero greenhouse gas pollution by 2050. That same year it created the Clean Energy Future Committee to guide the Town's efforts to reach that goal. During 2020 this Committee, along with support from the Department of Planning and Community Development (DPCD) and Metropolitan Area Planning Council (MAPC), sought input from numerous community groups and individuals. A survey and virtual open house was also held to gather input. The completed plan was presented in early 2021.

Economic Development Recovery Task Force

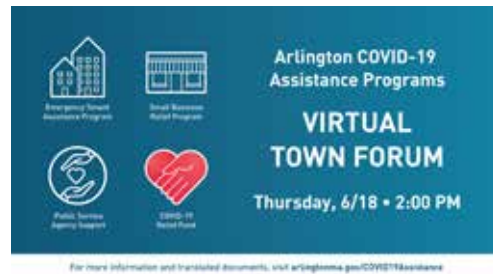
This Task Force was created in response to COVID-19 and is compiled of Town officials, staff, businesses owners, and nonprofits to help revive Arlington's economic recovery from the pandemic and beyond. The Task Force was instrumental in fast-tracking temporary outdoor dining, and outdoor fitness, and outdoor arts activities, as well as the Shop Arlington First campaign.



COVID-19 Assistance Programs

In addition to traditional annual CDBG activities, in 2020 special funds were designated through the Coronavirus Aid, Relief, and Economic Security (CARES) Act to provide \$980,388 in funding for tenant assistance, business assistance, and public services. Managed by DPCD, this funding—also known as CD-BG-CV—enabled public service agencies who support those impacted by the COVID-19 pandemic to assist an additional 18,360 residents. As a result, 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: the Emergency Tenant Rental Assistance program helped 88 individuals and the Housing Corporation of Arlington aided 21 people in maintaining stable housing. The Arlington Microenterprise program supported the small business community with grants of \$10,000 to 25 businesses.

Arlington Youth Counseling Center partnered with the Arlington Health and Human Services Corporation to establish the Arlington COVID-19 Relief Fund. To date the fund has raised over \$200,000 in community donations, sponsorships, and grants to support the essential needs of community members impacted by the pandemic. So far over \$100,000 in emergency financial assistance from the fund has been administered to 60 community members in need.



Transportation & Parking

The Parking Advisory Committee advanced several projects despite the pandemic. PaybyPhone was selected as the Town's mobile parking payment vendor and launched when parking collections resumed in November. Parking meters had been turned off due to safety concerns related to COVID-19. The Arlington Center Sidewalk Project continued and was completed this year as scheduled. The project was partially funded with \$185,000 in Parking Benefits District funds.



The Town began testing the "shared streets" model in May 2020 to calm traffic and encourage socially-distanced mobility for bicyclists and pedestrians. The shared streets pilot on Brooks Avenue in East Arlington was successful in limiting traffic volumes and speed while encouraging residents to use the street for walking and biking. The Town received a grant from the Massachusetts Department of Transportation Shared Streets and Spaces Grant Program in fall 2020 to perform a follow-up shared streets project on Mary Street, also in East Arlington. The Mary Street project included testing additional traffic calming strategies to slow traffic at intersections. DPCD is in the process of analyzing

data from the pilot project; preliminary results indicate that it was successful in slowing traffic and reducing traffic volumes on Mary Street.

Bluebikes

The Town became part of the Bluebikes regional bike share program in the fall with Arlington's first four stations open in September 2020. Based on trip data, Arlington has thus far been one of the most successful expansion communities for the BlueBike network. More Bluebikes stations are planned for installation throughout 2021. The Town has received \$80,000 in Community Connections Grant funding from the Boston Region Metropolitan Planning Organization and is also considering additional grant opportunities and long-term local funding for the program.



Mass Ave/Appleton Design Review Committee

The pandemic led to a large increase in the use of the Bikeway as a recreation facility as opposed to a commuting facility, and also led to an increase in the number of cyclists using Mass Ave as the Bikeway became crowded with many users. Unfortunately, a fatal bike crash occurred at the intersection of Mass Ave and Appleton Street in May 2020 which killed Charlie Proctor, a resident of Somerville. Working with the Town and Proctor's family, MassBike set up a "ghost bike" near the site of the crash at the end of 2020. The Mass Ave/Appleton Design Review Committee has been created to improve safety at this intersection and will begin meeting in early 2021.

Facilities and Fiscal Planning

The new Arlington High School remains on schedule and on budget despite the ongoing pandemic. Site work for the new school began in April 2020; Phase 1 construction began in November 2020 when the first steel beams were raised. The Performing Arts and STEAM (Science, Technology, Engineering, Arts & Mathematics) wings are expected to be open to students in February 2022, with the school fully constructed in 2024 (followed by one year of additional site work). With the Long Range Planning Committee, the Board worked to develop a plan to reduce the MWRA

debt shift as a means of offsetting tax bill impacts of the AHS debt exclusion and the operating override of 2019. The Board pledges to live by the budget commitments outlined in the Town Manager's Budget and Financial Plan, in the next section of this report.



Central School Renovation / Arlington Community Center

Renovations at the Central School building at 27 Maple Street began in the spring of 2020 and were only slightly delayed due to the pandemic. The project is expected to take one year to complete. The Board has already approved the renaming of the building to Arlington Community Center. The building will continue to house the Council on Aging staff, programs, and activities, Health & Human Services Offices, and the Arlington Center for the Arts. A capital campaign continued through 2020 to raise additional funds to furnish the center and make it a more accessible and modern space.

Volunteerism & Town Celebrations

Due to the pandemic all in-person Town public events were cancelled. The Board looks forward to when we can safely return to these traditions. However, the Board would like to acknowledge with pride the Town's spirit of volunteerism during the pandemic and extend thanks to many in the community who gave so much during this time. In the early days of COVID-19 more than 80 community members in precincts across town responded to a call from the Town, forming the group Amazing Arlington. This Town-sponsored group of volunteers developed community-wide programs and activities that offered safe community connection and helped residents mitigate feelings of social distancing and isolation, beginning with 6 Feet at 6 PM. Volunteers worked to connect residents in need with organizations, information, and Town departmental services that provide additional assistance. In addition, the Board thanks those who donated to Arlington's COVID-19 Relief Fund, those who donated personal protective equipment (PPE), made masks, worked at vaccination clinics, delivered groceries to Arlington seniors, or prepared meals to Arlington public school students.

Veteran Acknowledgments

Due to the COVID-19 pandemic, the military halted the Military Funeral Honors Program that provides graveside honors to our veterans with TAPs and the ceremonial flag folding.

The Arlington community lost two veterans this year unrelated to COVID-19. Mary Foley, an Air Force veteran and long-time Arlington resident was a Korean and Vietnam era veteran who passed away in April with no living family members. In November, Army Chief Warrant Officer Marwan S. Ghabour, an active duty helicopter pilot, was killed during a peacekeeping mission in Egypt. Ghabour, 27, grew up in Arlington and attended Arlington Public Schools. Well-attended funeral processions through town were organized for both veterans by Arlington's Veterans Services Director, Jeffrey Chunglo. The Board thanks Foley and Ghabour for their service and Mr. Chunglo for arranging these processions for the community to show their respects.



Residents show their respects for Army Chief Warrant Officer Marwan S. Ghabour on Mass. Ave.

Acknowledgments & Recognitions

The Board would like to thank Dan Dunn for 9 years of service on the Board. His leadership, technical background, and commitment to Arlington has left an indelible mark that will be enjoyed by the community for years to come.

The Board also wishes to welcome Juli Brazile as the newly elected Town Clerk and wish former Town Clerk, Stephanie Lucarelli well in her retirement. Ms. Lucarelli provided thirty years of service, most recently serving as Town Clerk since 2011 and previously as Assistant Town Clerk.

The Board will miss Fran Reidy who served as our Office Manager for 16 years. Fran was always professional and personable with all her interactions with the public and the Board.

The Board would like to thank David Good, who retired in early 2021 as the Town's Director of Information Technology after 13 years with Arlington. David brought commitment and humor to a very challenging job. The Board wishes Dan, Stephanie, Fran, and David well on their retirements and thank them for their many years of exemplary service.

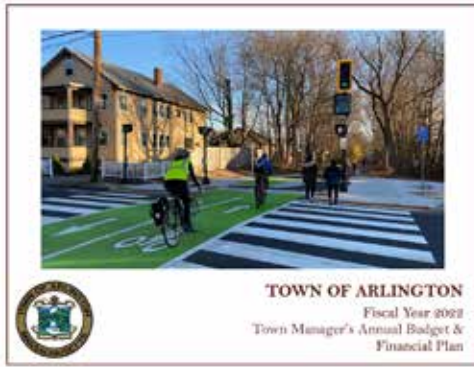


Adam Chapdelaine, Arlington Town Manager

TOWN MANAGER

I am pleased to deliver what will now be my ninth Annual Report to the Town of Arlington in the capacity of Town Manager. I am honored to serve the Town and I am thankful to the Select Board for continuing to entrust me with this role. My goal in making this report is to provide an overview of the financial, organizational, and community-based efforts that took place during 2020.

As the Select Board mentioned in their report, 2020 was an unprecedented year. Leaning into discussions about systemic racism and moving forward on climate change had an added challenge during a global pandemic. As challenging a year as 2020 was, I'm proud of the way staff across all departments were able to adapt to new safety protocols and to new ways of conducting the Town's business to accomplish so much. From maintenance staff being called upon to perform wide-scale sanitization efforts at schools to office staff learning new skills to provide Town services remotely. From the senior leadership team meeting daily and working together to keep the public safe, to those in the field providing assistance to those in need. From conducting multiple elections using new vote-by-mail methods to conducting Special Town Meeting, virtually. From the leadership of the Select Board to the support of many residents and businesses in the community -- there are many stories of commitment and dedication, of leadership and sacrifice, that could fill a hundred pages. I want to thank you and acknowledge your continued efforts. In many ways large and small, Arlington continues to prove it is a caring and resilient community. I'm truly confident we will get through this together and be stronger for it.



Town's Financial Outlook

FY2021, the current fiscal year, is the second year of a four-year plan that incorporated the Proposition 2 ½ override of 2019 designed to carry the Town's budgets through FY2023. The Select Board adopted a set of commitments which served as the basis for the \$5,500,000 operating override. The Board's commitments and the status of fulfilling them are as follows:

1) Exercise fiscal discipline, and provide quality municipal services.

a. Commit to no Proposition 2½ overrides for at least four years. – **The FY2022 budget submission maintains this commitment.**

b. Continue to increase general education operating budgets by 3.5% annually. – **This commitment is maintained.**

c. Continue to increase general government operating budgets by 3.25% annually. – **This commitment is maintained with a proposed Town budget increase of 2.60%.**

d. Continue to fund special education cost growth at a rate of 7% per year. – **This commitment is maintained.**

2) Respond to ongoing school enrollment growth pressures. Increase the education budget for future enrollment increases at a rate of 50% of per pupil expenditures. – **Due to decreases in enrollment, this is being reviewed.**

3) Build Arlington's future.

a. Phase in funding of the School Committee's Multi-Year Plan to: address the impact of explosive enrollment growth of 27% since 2011; improve instruction; close the achievement gap for high needs students; ensure safe and supportive schools; and attract, retain, and develop talented staff. Adopt the following schedule of increases to base operating budgets: FY20 - \$600,000; FY21 - \$600,000; FY22 - \$800,000; FY23 - \$800,000. – **This commitment is maintained, but the schedule of funding has changed due to the economic impacts of the pandemic.**

b. Improve mobility for all residents, and support the goals of the Town's Complete Streets and Age-Friendly Community initiatives by adding \$250,000 to the base budget for pedestrian infrastructure -- including sidewalk brick removal and repair -- and senior transportation, such investments to be guided by the Town's sustainable mobility planning efforts. – **This commitment is maintained, with \$200,000 for mobility improvements being included in the capital budget and \$50,000 in funding included in the Council on Aging Transportation Enterprise Fund.**

4) Minimize impact on taxpayers, particularly seniors and others with income challenges.

a. Advance new tax relief programs, including a municipal circuit breaker and increased eligibility for property tax deferral options, and publicize existing relief programs. – **Several programs under this category were approved by Town Meeting in the spring of 2019 and have recently been approved by the state legislature.**

b. Remove certain water and sewer debt costs from property tax bills. – **The Select Board has initiated the reduction of the MWRA Debt Shift in coordination with the issuance of debt related to the Arlington High School Project.**

c. Pursue new revenue sources. – **This commitment is fulfilled on a year over year basis. Most recently the adoptions of a short-term rental tax and adult use marijuana tax have been approved.**

d. Work with financial leadership to develop bonding schedules that will minimize single-year tax increases and debt service costs related to the Arlington High School rebuild. – **This commitment is being maintained by the Town's Finance Department.**

5) Protect against future fiscal shocks, and maintain the Town's strong bond rating. Maintain financial reserves at 5% or better for the duration of the four-year plan. – **This commitment is maintained.**

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

Leveraging CARES Act and State funding to support COVID19 efforts.

State, county, and municipal governments will benefit from approximately \$350 billion from the recent \$1.9 trillion [American Rescue Plan Act of 2021](#) (ARPA). Current estimates have Arlington receiving \$36 million in funding from this bill.



Sustainability/Energy Conservation

In 2010 Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received eight grant awards over the past nine years with a cumulative total of \$1,773,983, the highest in the state. The most recent grant award of \$100,000 came in 2020 and will be used to fund energy conservation measures, LED lighting, in municipal facilities including Hardy and Peirce Schools.

In 2020 Arlington Community Choice Aggregation (CCA) was rebranded to Arlington Community Electricity (ACE). ACE continues to provide residents and businesses rate stability and renewable energy options from which to choose. Direct Energy will be Arlington's Electricity Supplier until its term ends in November 2022.

The Clean Energy Future Committee (CEFC), created in 2018, spent 2020 developing the Town's Net Zero Action Plan. In February 2021, CEFC completed the Plan, which guides Arlington to net zero greenhouse gas pollution by 2050. Arlington partnered with the City of Melrose, Town of Natick and the Metropolitan Area Planning Council (MAPC) on a joint project to develop greenhouse gas inventories and net zero plans for all three communities. The CEFC, in concert with Sustainable Arlington and Mothers Out Front (working together as the "Clean Heat for Arlington" Coalition), successfully advocated for filing a home rule petition that would prohibit fossil fuel infrastructure in new construction and major renovations. Town meeting voted to file the home rule petition on November 18, 2020.

Commitment to Racial Equity

In 2020 the Town has deepened its budget and staffing resources committed to Racial Diversity, Equity and Inclusion (DEI) in acknowledgement of the importance of this work. Our new DEI Director, Jillian Harvey, and the Town's DEI consultant, Powerful Pathways, produced a series of compelling "Community Conversations," which covered a host of topics related to systemic racism and paved the way for future series as the Town begins its journey to end systemic racism. The Town also continued its work with the National League of Cities (NLC) Race, Equity and Leadership (REAL) Division. NLC created the REAL program to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. Working with REAL, the Town has started to train over 60 employees on racial equity and is working to identify instances of institutional racism in Arlington government and work to eliminate them.

Master Plan

The Redevelopment Board and the Department of Planning and Community Development (DPCD) completed two projects in 2020 that took cues from the Master Plan. These two projects include the development of Residential Design Guidelines and the completion of the Economic Analysis of Industrial Zoning Districts. The preparation of the Residential Design Guidelines resulted in a highly usable document for residents, architects, and builders and informed a design review process for single- and two-family homes. The Economic Analysis of Industrial Zoning Districts resulted in proposed zoning amendments to modernize the industrial zoning district and create opportunities for redevelopment in these areas that include modern uses and sustainability measures. These amendments will be submitted for consideration by the 2021 Annual Town Meeting.

Meetings Held By Remote Participation

Due to the state of emergency brought on by the pandemic, on March 10, 2020 Massachusetts ordered a suspension of certain provisions to the State's Open Meeting Law to allow remote participation in public meetings. On March 13th, the Town purchased its first Zoom account to accommodate this change and quickly developed procedures for its implementation across Arlington's 90+ boards and committees. By April Town staff, boards and committee chairs, and the public had successfully adopted the new way of conducting important business of the Town, including self-service of setting up meetings. From March 13, 2020 to the end of February in 2021, the Town hosted 2,703 virtual meetings. During these remote meetings some committees observed higher rates of participation. The

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Town is reviewing how virtual meetings can be used when the State emergency provisions to the Open Meeting Law are lifted.



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. 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	2019	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

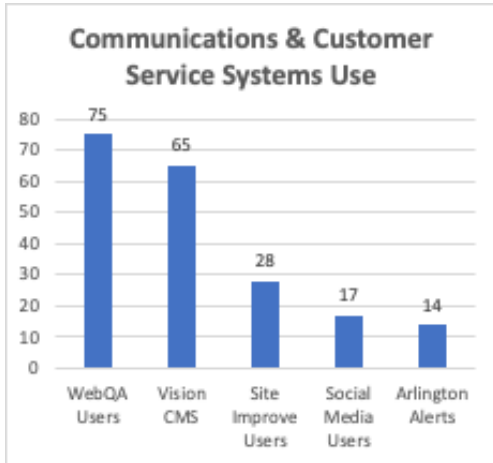
Communications & Customer Service

Public communications and customer service remains a priority. Our existing communication channels continually proved to be extremely valuable during the pandemic. These channels allowed the Town to communicate critical information about the pandemic as well as its ability to offer many services online. A whole section was created on the Town’s website devoted to COVID-19 that includes ongoing updates on safety protocols, guidance for businesses, resources for residents, and more. The Town provided daily COVID-19 updates the first three months of the pandemic, then transitioned to bi-weekly updates over the summer, and weekly since the fall. The Town published over 130 COVID-19 Updates on the web, through Town Notices, across multiple social media channels, and to local media. The Town also developed several campaigns to encourage mask wearing that were not only well received in Arlington, but were used in Somerville, Cambridge, and Bedford. I’d like to acknowledge the efforts of DPCD Senior Planner, Kelly Lynema, for those campaigns and her continued work with the Town’s PIO to support the COVID-19 team. The Town also initiated 10 Arlington Alerts. With the support of ACMi, 5 Virtual Town Forums were conducted with Town Officials, 6 updates with DPCD Director, and 35 video updates with the Town Manager. These updates not only kept the public updated on COVID-19, but other top initiatives around Arlington.



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In addition to informing the public utilizing existing technology and adopting new ones was a big theme of the year. Fortunately, the Town already utilizes several SaaS (Software as a Service) systems that support the website. These systems used to disseminate information in alignment with the Town's Communication Policy and Online Goals include the Request/Answer Center, arlingtonma.gov, Site Improve, social media channels, and Arlington Alerts. The chart below shows numbers of staff that utilize these SaaS programs.



Request/Answer Center

The Request/Answer Center is Arlington's online customer service portal where residents can make requests of Town services (and track them), ask questions, and find answers. 2020 marked the thirteenth year for the service. The Request/Answer Center has 75 staff users and is heavily used by Public Works, followed by the Town Manager's Office, and Health & Human Services.

Arlingtonma.gov

Arlingtonma.gov is the Town's communication hub. The site serves a population of approximately 43,000 residents, surrounding communities, and beyond. The site supports the online communication and outreach activities of fifteen departments, and over ninety boards, committees, and commissions. Since the institution of the Open Meeting Law (OML) in 2010 approximately 1,300-1,500 documents are added to the site annually, mostly agendas and minutes. There are currently 65 users of the content management

system (CMS) that powers the website, up from 58 users in 2019.

Traffic to arlingtonma.gov, unsurprisingly, increased between 2019 and 2020. We attribute these increases with a demand for public health information as well as residents and businesses seeking information and services online.

ADA Compliance and Website Redesign

For compliance with the Americans with Disabilities Act (ADA), the Town has used Site Improve since 2018. SiteImprove is software that scans our website and reports ADA and quality assurance issues. Communications and ADA compliance are ongoing efforts and Site Improve has been extremely useful for improving ADA compliance and institutional knowledge. In late 2020 the Town updated the look of our website. The redesigned website expanded the mega menu, updated the color scheme, and provided larger fonts that went a long way in improving ADA compliance. There are 28 staff members who utilize Site Improve and we are pleased with our accessibility score of 94.7, which is well over the Government benchmark of 74. However, we know there is more work to do. We would like to thank the Disability Commission for their support of our online ADA efforts.



Arlington Alerts, Town of Arlington Notices, Social Media

Town of Arlington Notices are official notifications sent by the Town via email. This opt-in email distribution list delivers information on Town activities including: public health and public works alerts, election information, and special Town related events. Notices are one of the most helpful and effective tools to communicate to the public. In 2020 the Town saw a substantial increase (6%) in subscriptions to Town Notices, which we attribute to resident seeking local information about the pandemic.

Website Traffic (arlingtonma.gov)	2016	2017	2018	2019	2020
Page Views	1,731,811	1,692,233	1,687,147	1,590,677	2,385,342
Visits/Sessions*	649,723	648,828	648,305	603,733	1,029,520
Frequency & Recency*: Over 200 visits to website	22,625	24,532	29,296	29,752	28,138
COVID-19 Section / PageViews					300,414

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Online Communications	2016	2017	2018	2019	2020
Town of Arlington Notices Subscribers	5,103	5,210	5,242	5,713	6,046
% of Growth from previous year	3%	2%	1%	1%	6%
% Compared with # of households (19,000)	27%	27%	28%	28%	32%
Arlington Alert Emails Subscribers*	4,710	5,015	5,144	5,351	6,049
% of Growth from previous year	4%	6%	3%	4%	12%
% Compared with # of households (19,000)	25%	26%	27%	28%	32%
Arlington Alert Text Subscribers*	2,301	2,876	3,183	3,605	4,771
% of Growth from previous year	19%	20%	10%	12%	24%
% Compared with # of households (19,000)	12%	15%	17%	19%	25%

Since 2012 Arlington Alerts have been notifying residents via phone, text, and email before, during, and after emergencies or to relay important information. When initiating a Town-wide phone call, the system reaches approximately 19,000 phone connections. In 2020 the system was utilized for COVID-19 (10), three were targeted to inform different populations about the pandemic or vaccine information. DPW's Water Division also piloted the system to alert residents of upcoming hydrant flushing in their neighborhood.

Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents, plus teamwork within the organization. The pandemic certainly underscored the importance of that teamwork.



Acknowledgements

Arlington is very fortunate to have so many talented citizens willing to volunteer their time to serve the Town in various capacities including Town Meeting, Boards, and Committees. Together with our elected leaders, management team, and staff, they make Arlington a special community. I would like to thank the

Select Board for its continued leadership and support throughout my tenth year as Town Manager. I am also very grateful for the professionalism, knowledge, and support provided by Deputy Town Manager/Finance Director, Sandy Pooler and Deputy Town Manager of Operations, Jim Feeney. I would also like to thank former acting Assistant Town Manager Ray Santilli for his support during our recent operational transitions.

I would also like to recognize the retirements of Ed Marlenga and David Good. Ed Marlenga was the Town's Benefits Attorney/Workers Compensation Agent and served with distinction for 43 years. David Good served as the Town's Director of Information Technology for 13 years. David worked tirelessly to create and organize a consolidated Town/School IT Department and he leaves the organization in a much better position to meet the technology needs of the 21st century than when he started.

I would also like to express my warmest appreciation for my office staff. Kristen DeFrancisco and Domenic Lanzillotti. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office. A special nod to Kristen for taking on new roles during the pandemic, including helping with the elections. I'd also like to acknowledge Julie Wayman, the Town's Management Analyst, who jumped in to get the virtual meetings off the ground and manages the Town's Zoom accounts. She also assisted with the virtual Town Meeting held in the fall. Finally, I would like to express my sincere gratitude to Joan Roman for her efforts serving as the Town's Public Information Officer. Joan's steadfast commitment to transparency and collaborative approach throughout this pandemic continues to be an asset to both staff and the public.