
GENERAL GOVERNMENT



FINANCE COMMITTEE • RESERVE FUND •
SELECT BOARD • TOWN MANAGER •
HUMAN RESOURCES • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS • FACILITIES



Program Description

The Finance Committee is comprised of 21 members appointed to represent each of the 21 precincts in Town. The purpose of the Committee is to recommend to Town Meeting a balanced and fiscally responsible budget and to make recommendations on all warrant articles requiring an appropriation or having a fiscal impact upon the Town.

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 Committee, and other committees voted by Town Meeting.

STAFFING

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Finance Committee				
Managerial				
Clerical	0.2	0.2	0.2	0.2
Professional/Technical				
Total	0.2	0.2	0.2	0.2

FY2024 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), the Long Range Planning Committee, and the Budget and Revenue Task Force.

Budget Statement

The Finance Committee has a level service budget. The Reserve Fund is one percent (1%) of General Fund Revenue.

Major Accomplishments for 2022

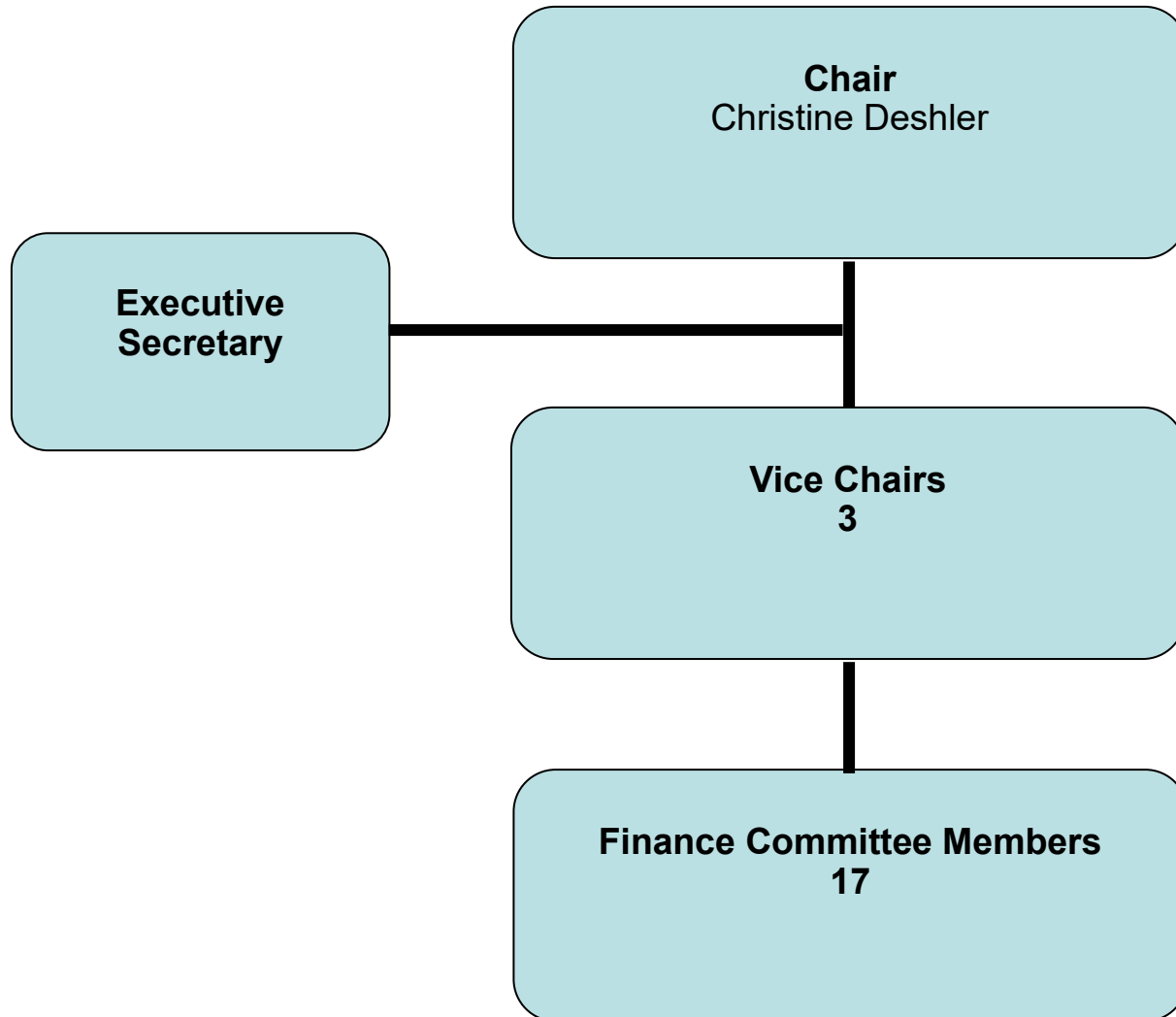
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long-term plan of the Town.
- Successfully guided the spending plan through Town Meeting.
- Finalized comprehensive Handbook for members of the Committee as well as to serve as an aid to the public.
- Increased community outreach by publishing informational articles on the Committee’s work.
- Produced and provided to Town Meeting an analysis of the Town’s solid waste costs.

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Finance Committee				
Personnel Services	7,500	8,708	8,788	8,353
Expenses	2,500	2,018	2,945	3,495
Total	10,000	10,726	11,733	11,848

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Reserve Fund				
Expenses	-	-	1,753,178	1,900,782
Total	-	-	1,753,178	1,900,782





Program Description

The Office of the Select Board serves as the initial contact for the Select Board to the public, providing general information and assistance. The Office of the Select Board processes and issues licenses and permits approved by the Board. The Office of the Select Board, on behalf of the Chair, is responsible for filing appropriate public notice of any Board meeting or hearing with the Town Clerk. The Office of the Select Board, including the Board Administrator, shall take all steps necessary to ensure Board notices comply with requirements of the Open Meeting Law, as well as any other notice requirements germane to a given public hearing or agenda item under the laws of the Commonwealth. The Office prepares agendas and information packets for the Select Board; prepares the minutes for meetings of the Select Board, ensuring accuracy and that minutes reflect the true nature of the issues discussed. Agendas and Minutes for the Select Board are available online through the Towns website. The Office of the Select Board prepares the Annual Town Meeting Warrant and the Select Board’s Report to Town Meeting, which records votes of the Select Board on each warrant article; ensures that the report is distributed to Town Meeting members.

The Select Board serve as the Licensing Authority responsible for issuing and renewing licenses for the following categories: common victualler, food vendor, alcohol, lodging houses/inn keeper, class I and II, secondhand dealer, hackney, public entertainment, automatic amusement, and contractor drainlayer. The Select Board also serve as the permitting authority for the following categories: parking permit exceptions, block party, street performer, and special events. The Select Board are responsible for the appointment of the Town Manager, the Board Administrator, the Registrar of Voters (except the Town Clerk), the Zoning Board of Appeals, select advisory committees, and election officers; and further, confirm a host of appointments by the Town Manager. The Select Board shall open the annual Warrant and call Town Meetings and Special Town Meetings and make recommendations regarding articles under same.

Budget Statement

The budget is a level-services budget.

PROGRAM COSTS

Select Board	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	300,216	260,553	317,377	279,920
Expenses	81,351	84,357	100,550	100,550
Total	381,567	344,910	417,927	380,470

STAFFING

Select Board	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	3	3	3	2.54
Professional/Technical	0	0	0	0
Total	4	4	4	3.54

FY2024 Objectives

- 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.
- Continue to implement the State mandated Early Voting Process for State and Federal Elections
- Facilitate reorganization of the Select Board files and electronic archives.
- Work with all departments involved to enhance the Private Way/Betterment Process and Application.
- Work with the Treasurer’s Office to explore the option of online payment for various departmental functions.
- Approval of application process and license for one Host Community Agreement for cannabis delivery only.
- Continue to work with the IT Department on the possibility of online applications.
- Restructure the process for Special One-Day Liquor Licenses.
- Create templates for memorandums sent to all boards and committees.
- Continue conversations for the consideration of an overnight parking pilot.



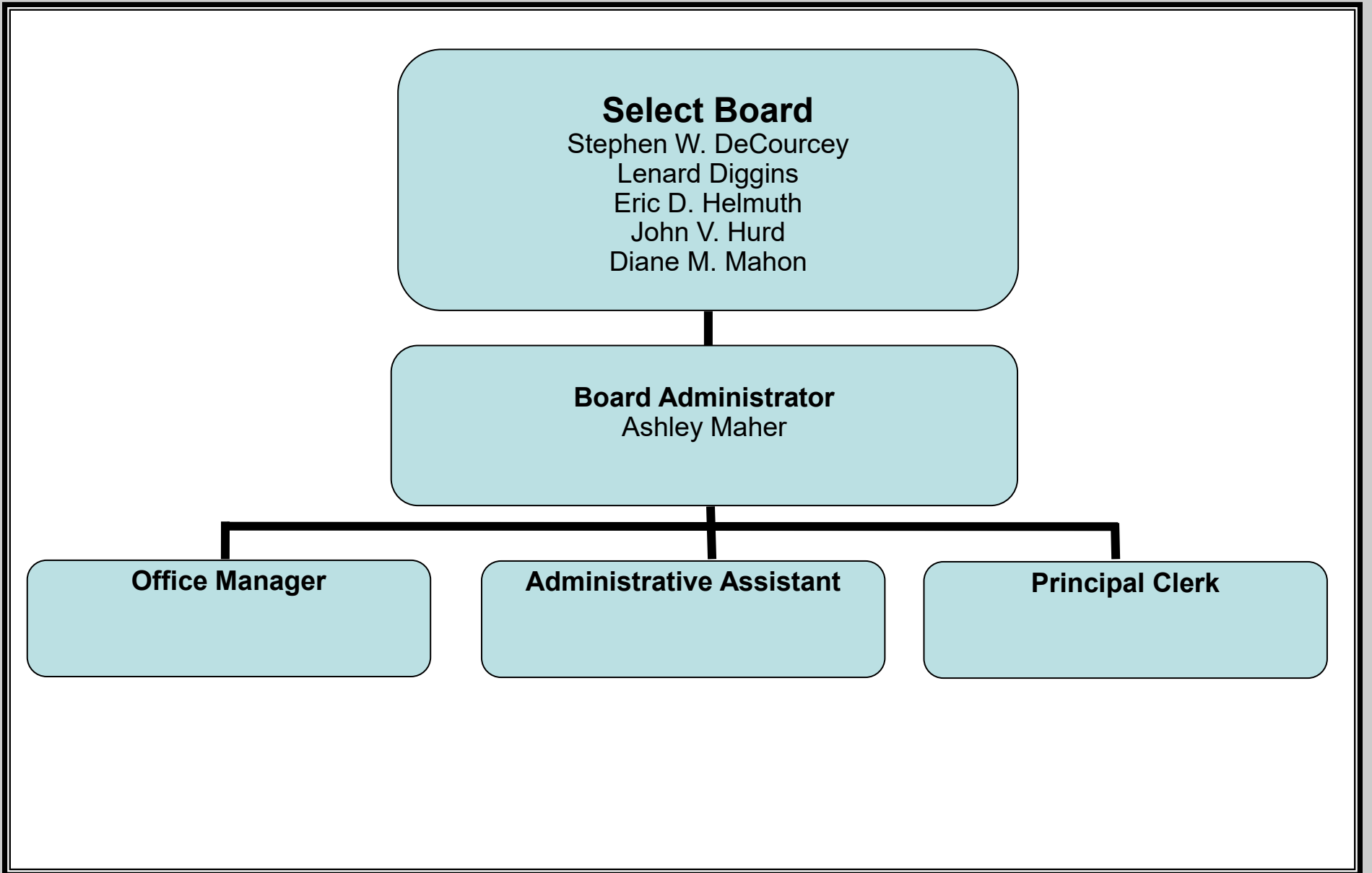
Major Accomplishments for 2022

- Implemented the use of Virtual Annual Town Meeting through the Zoom Videoconferencing Platform and ZPato Research of Lexington. Town Meeting ran thirteen nights.
- Revised and approved polling locations to include Gibbs School as a polling location.
- Successfully held 17 hybrid Select Board Meetings in 2022.
- Updated and improved all licenses including Liquor, Common Victualler, Class I and II, Food Vendor, etc.
- Approved 10 various business establishments for operation in Town including one All Alcohol License and three Wine and Malt Licenses.
- Worked together with the Planning Department to create a new Outdoor Seating Policy and Application for restaurants.
- Approved four private way betterment projects in Town, Elmhurst Road, Reed Street, Thesda Street and Governor Road and totaling \$246,013. This is higher than the Town's typical two per year.
- Successfully updated and implemented changes to the All-Alcohol License Regulations Changes to include Brewery Licenses.
- Made significant changes to the Banner and Sign Policy to exclude Town Hall as a Banner Location. Held first Town Day since September 14, 2019.

Performance / Workload Indicators

Select Board	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Meetings:				
Town Meeting Sessions	1	11	13	12
Special Town Meetings	0	5	1	2
Select Board Meetings	24	30	33	30
Budget & Revenue Task Force	0	0	0	1
Select Board Goal Setting	1	1	1	1
Private Way Repairs			4	5

Type of Restaurant	Total Allowed	Total in Town	Available	Requirement
All Alcohol Restaurants	20	13	7	50 seat min.
Wine and Malt Restaraunts	Unlimited	15		19 seat min.
Theatre	Unlimited	2		100 seat min.
Package Store	7	6	1	
Club	Unlimited	7		





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 FY2024 budget is a level-services budget.

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Town Manager				
Personnel Services	838,000	886,919	934,450	983,396
Expenses	42,903	53,395	63,552	63,552
Total	880,903	940,314	998,002	1,046,948

FY2024 Objectives

Long Range Financial Goals

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of potential override in 2023 (FY2024).
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost-efficient method is utilized.
- Continue to maximize grant funding and other revenue enhancing opportunities including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town’s legislative priorities to the local delegation.

Capital Projects and Maintenance

- Continue to work with the School Department on implementation of the joint Town/School Facilities Department with a focus on scheduled reporting of progress to the Select Board at agreed upon intervals.
- Work with the Arlington High School Building Committee as it works to manage the Arlington High School construction project which is currently underway.
- Work with the PTBC as they manage the renovation and construction at the DPW facility.
- Work with the Library Board of Trustees as it advances the "Reimagining Our Libraries" program and begins to seek funding for improvements to the Robbins and Fox Libraries.
- Consider the best use of the space at the Parmenter School which will be vacated in 2023.
- Pursue a public-private partnership for the development of sports fields at Poets Corner.

STAFFING

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Town Manager				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	3	3	3	4
Total	7	7	7	8



Long Range Community Planning, Land Use, and Development

- Continue to work with the Master Plan Implementation Committee as it implements the key strategies and recommendations contained within the Master Plan.
- Implement the Housing Production Plan while also advocating for funding sources for the Affordable Housing Trust Fund, including the Town Meeting approved real estate transfer fee.
- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on economic recovery from the impacts of the pandemic and preparation for the 2025 Town anniversary celebration.
- 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, work to promote the cultural district, and further work to develop metrics for measuring the impact of investments in arts and culture.
- Work with the Cemetery Commission to consider the expansion of cemetery space inclusive of expansion of green burial space and appropriate space for the internment of cremains.
- Work with stakeholders on identifying land for storm debris and snow storage.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
 - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway. Work with newly formed Save the Alewife Brook advocacy group to broaden these efforts.
 - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that state agencies uphold their commitment to maintenance and vegetation management.
- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows.

FY2024 Objectives (cont.)

Transportation and Parking

- Work with Arlington Bicycle Advisory Committee (ABAC) and the Transportation Advisory Committee (TAC) to begin implementation of Connect Arlington, the Town's sustainable transportation plan.
- Continue to work with the Parking Advisory Committee on managing the Arlington Center Parking Management Strategy and work to prepare proposals for the Parking Benefit District.
- Work with TAC to establish a schedule for periodic updates from TAC to the Select Board.
- Work with Town staff to explore continuation of BlueBikes program in Arlington along with potential expansion of stations further west along the Minuteman Bikeway.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.
- Investigate the potential for changes, either temporary or permanent, to the Town's overnight parking ban.
- Work with Town staff and the Design Review Committee to design permanent improvements to the Mass Ave and Appleton intersection and also work to apply for grant funding project implementation.
- Work with Town staff and TAC to design permanent improvements to the Chestnut St./Mystic St. intersection.

Public Communications, Customer Service, & Resident Engagement

- Continue exploring options for customer service enhancement including enhanced use of website and enhancing the "New to Arlington" section to the Town website.
- Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged? Monitor long term unanswered requests and explore further metrics that provide value to the 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 including investigating the implementation of community engagement training.



FY2024 Objectives (cont.)

- Work with Remote Participation Study Committee to implement remote and hybrid meeting technology, in a phased approach for all interested boards, committees and commissions.
- Develop data metrics and dashboard for analyzing, publicizing, and managing department operations.

Information Technology

- Work with the Chief Information Officer to renew the 3-year IT Strategic Plan.
- Working with state funded Cybersecurity grant program, assess potential improvements to Town and School network security.
- Assess future of planning and assessing technology related work in the Town.

Energy Efficiency/Sustainability

- Continue work with the Clean Energy Future Committee to implement the measures included in the Net Zero Action Plan.
- Continue promotion of the Arlington Community Electricity (ACE) program and work to increase the default amount of renewable energy in future contracts.
- Work with the Facilities Director to incorporate the building electrification study of six school buildings into future capital planning.
- Work to implement the Town Meeting vote to ban fossil fuels in new building in town.

Organizational

- Continue bargaining, utilizing the results of the compensation study, with bargaining units not yet settled for a new contract 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 provide organization-wide professional development, focused on enhancing employee resiliency.

Major Accomplishments for 2022

- Added new technology to Town spaces to enhance hybrid meetings. Equipped three conference rooms with permanent hybrid meeting infrastructure and procured two mobile hybrid meeting technology carts. Existing hybrid meeting infrastructure has been used in a number of other applications, including expanding access to programming and activities, including for homebound seniors, as well as for panel interviews and staff meetings. Continuing to explore further technology installations in larger meeting spaces to support hybrid meetings and streamline coverage by ACMI.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the tenth consecutive year.
- Appointed Anna Litten as Libraries Director, Dana Mann as Director of Assessments, and Claire Ricker as Director of Planning and Community Development. Hired new Purchasing Officer Mary Ellen De Natale.
- Completed the reduction of the MWRA debt shift from the tax rate and incorporating it into the Water and Sewer rates.
- Worked with the Arlington High School Building Committee to complete Phase 1 and begin Phase 2 of the new Arlington High School.
- Continued work with the PTBC on construction of the DPW facility.
- Broadened staff Diversity, Equity, and Inclusion training to include all staff. Each staff person attended four, four-hour sessions. The goal of the sessions was to engage employees in building greater racial equity in their work, in the way that they work and ultimately, in the way that the Town conducts and manages its business on behalf of the public.
- Completed a Community Equity Audit for the Town to help understand and identify barriers to access for community members, including language and communication needs for residents, and provide a road map toward Arlington being a more equitable community.



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 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), plus local media, ACMi, and the Town’s network of boards and committees.

This is the eighth full fiscal year utilizing the Town’s content management system (CMS) that powers the 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 2022, active staff users on the main communications systems are as follows: Website CMS, 60 users; R/A Center, 76 users; Siteimprove, 38 users; social media management, 11 users; and Arlington Alerts, three users. Siteimprove is a software program that crawls our website and reports ADA issues for staff and vendors to fix.

FY2024 Objectives

- Supported by the ARPA-funded position of Communications Coordinator
- Develop/implement Online ADA Compliance Strategy & Training Plan to address ADA issues identified in Siteimprove and Arlington’s ADA Self-Evaluation Report.
- Communicate ARPA funded projects.
- Work to implement language access options as identified by the DEI Division.

FY2024 Objectives (cont.)

- Develop Citizen Academy Program to provide enhanced education of how Town government works to enhance community engagement. First class anticipated for fall 2023.
- Continue to produce video content with ACMi for regular "Updates" with departments and officials (Town Hall, DPCD, DEI, and APD).
- Conduct bi-annual Communications Survey.
- Increase subscriptions to Town Notices (email) as they consistently rank high in Communications surveys in how residents receive information about the Town.
- Expand use of Arlington Alert System
- Research feasibility of using Arlington Alerts emergency communication system to provide targeted notifications (phone, text, and/or email) about infrastructure improvements, such as repaving streets, and move away from paper notifications.
- Promote and encourage residents and businesses to provide their text and email information the Arlington Alert System to take advantage of targeted notification via these methods.
- Google is “sunsetting” Universal Google Analytics (GA) July 1, 2023. Need to migrate arlingtonma.gov and associated online properties to Google Analytics 4 prior to sunset date.
- Continue to work with Public Works and Recreation Departments to improve communications on projects around town.

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Town Manager				
Purchase Orders Processed	6,300	4,360	4,118	4,500
Bids Processed	61	73	64	60



Major Accomplishments for 2022

- Continued to provide communications support to the Town's COVID-19 team and coordination across departments.
- Created Welcome to Arlington page on website and postcards for Chamber of Commerce and physical offices around Town: arlingtonma.gov/welcome.
- Onboarded Communications Coordinator to help re-start our online ADA efforts and support ARPA communications.
- Successfully migrated to new emergency alert system (CodeRED to Everbridge) with a cumulative savings of \$5K over the 3-year contract (APD budget).
- Successfully migrated to new email alert system for Town Notices, GovDelivery at no cost to the Town. Vendor had sunset the previous system.
- Continued to produce video content "Updates" including: Town Hall Updates, DPCD Updates, DEI Updates, and APD Updates.
- Major campaigns and events supported in 2022 to date included: COVID -19 Communications, ARPA program and project outreach campaigns, AHS Building Project, Public Works Facilities Project, Arlington Center Sidewalk/Broadway Plaza, Arlington Community Electricity, and elections. Publications Produced: 2021 Annual Report.

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

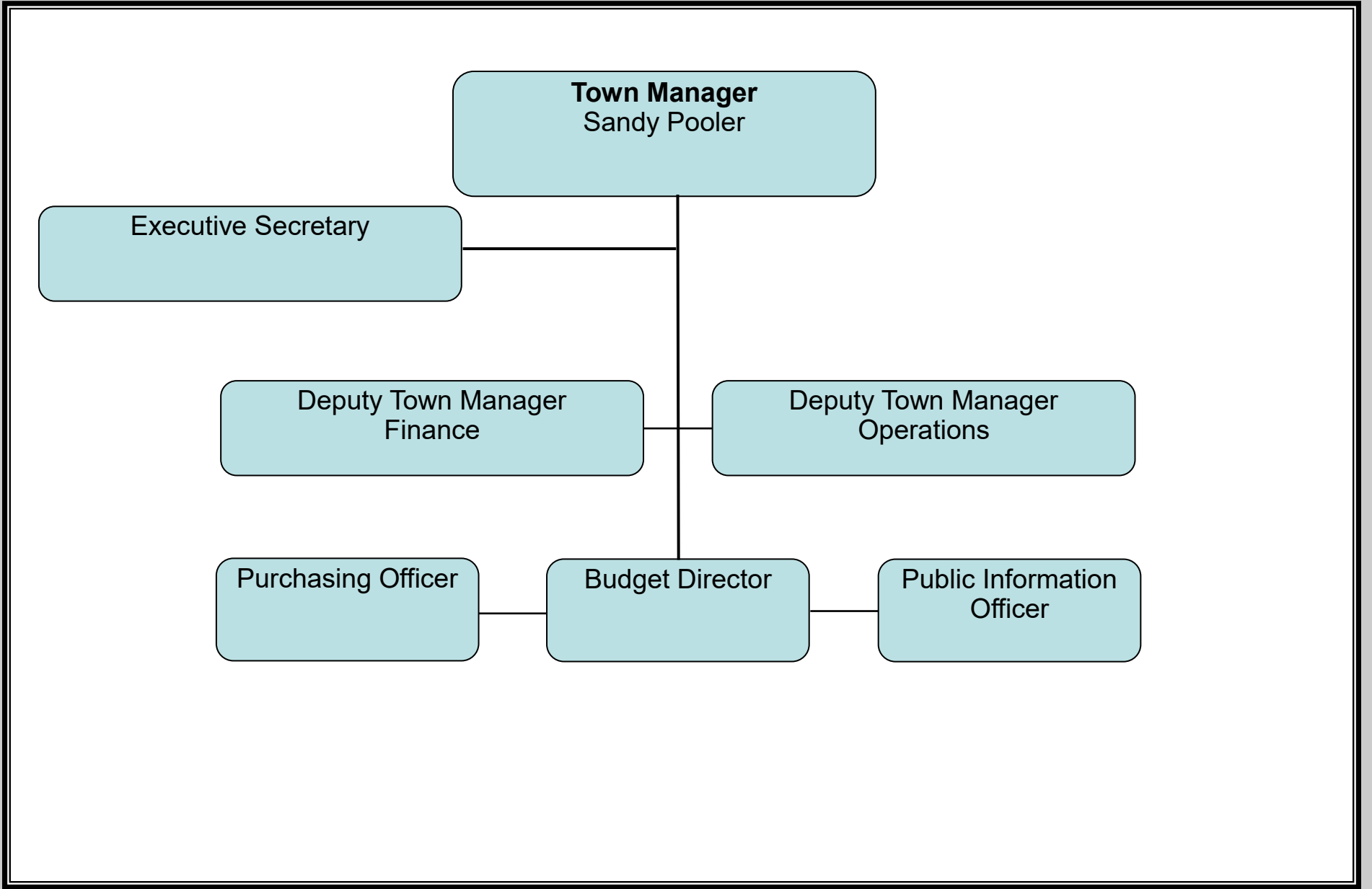
Public Records Center (cont.)

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. Provided is a summary table of common requests.

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,950	5,583	5825	6,000
% of Growth from previous year	12%	-7%	4%	3%
% of households (19,000)	31%	29%	31%	32%
Social Media Town of Arlington Channel only				
Facebook Likes	2,505	3,100	3,350	3,600
Twitter Followers	3,500	4,061	4,180	4,300
Website Traffic (arlingtonma.gov)				
Page Views	1,989,003	2,484,367	1,993,858	1,900,000
Visits/Sessions	829,464	1,271,778	852,677	850,000
Vistor Loyalty- # of Uniques Visited Over 200 Times	26,355	33,287	33,679	33,000
Request/Answer Center: System Stats				
New Customer Registrations	1,166	1,320	1,299	1,300
Questions/Requests Created	2,630	2,853	1,898	1,900
Questions/Requests Closed	2,190	2,794	1,888	1,900

Public Records Requests	CY 2019	CY 2020	CY 2021	CY 2022
Fire Department Reports	43	36	29	20
Maps / GIS Data	56	89	100	114
Municipal Records	169	278	175	155
Property / Building Specific Information	177	181	213	196
Other	0	0	97	47
Total Requests	445	584	614	532





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 FY24 is a level-services budget.

PROGRAM COSTS

Human Resources	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	315,391	324,485	332,826	347,317
Expenses	50,667	37,486	56,450	56,450
Total	366,058	361,971	389,276	403,767

STAFFING

Human Resources	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	2.8	2.8	2.8	2.8
Professional/Technical	0	0	0	0
Total	3.8	3.8	3.8	3.8

FY2024 Objectives

- Recruit and retain the very best employees for Arlington in an extremely competitive job market.
- Complete the fourth Benchmark Salary Study for 100 town and school positions; the first study was produced for FY2014.
- Complete implementation of digitization of hiring and onboarding process.
- Leverage knowledge of seasoned department staff to document department policies and procedures.
- Monitor and implement changes to a myriad of employment laws including: COVID-19 vaccinations and testing, the Massachusetts Equal Pay Law, FMLA, the Affordable Care Act, CROWN Act (2022), ADA Reasonable Accommodations, Discrimination and Harassment prevention; improve communication with employees and protect the Town from employment liability issues.
- Continue participation in the Town's Diversity, Equity, and Inclusion team. Support implementation of the fifth year of training staff on racial equity.

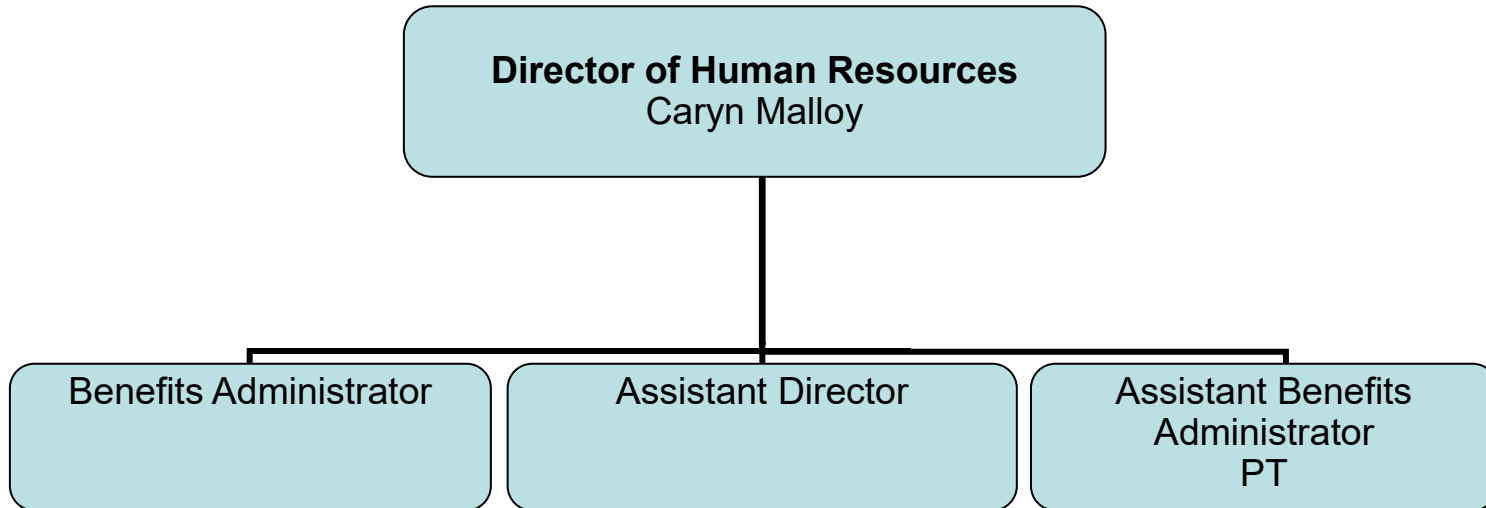


Major Accomplishments 2022

- Developed the policy for and facilitated the distribution of over \$4 million in federally-funded Premium Pay to essential employees who worked in person during the Pandemic. The team also developed the policy for and oversaw the distribution payments to employees who were fully boosted against COVID-19.
- Oversaw implementation of the COVID-19 Massachusetts Emergency Paid Sick Leave program and successfully received \$23,000 in reimbursements from the Commonwealth for employee absences associated with COVID-19.
- Reached agreements with four of the six town Unions. Successfully bargained use of GPS in non-public safety town vehicles and summer Saturday hours at Arlington’s libraries.
- Facilitated recruitments for Facilities Director, Director of Planning and Community Development, and Director of Libraries. Began search for a new Deputy Town Manager for Finance. Each selection process and used tailored assessment tools based around tasks specific to each position.
- Continued practice of redacting job applicants’ contact and other information to mitigate the impact of unconscious bias in the hiring process.
- 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.
- Coordinated multiple DEI workshops of almost 400 town employees across all departments. The workshops will conclude with a day-long meeting of all participants in early 2023.
- The Assistant Director and Benefits Administrator provided extensive and detailed data on health insurance and other benefits used in preparation of the Town’s Other Post-Employment Benefits (OPEB) liability projection.
- Worked closely with Department Heads to facilitate a number of labor relations issues, accommodation issues, disciplinary matters, and workplace investigations.

Performance / Workload Indicators

Human Resources	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Health Insurance Contracts Managed	1,981	1,986	2,035	2059
Opt Outs	70	68	66	69
Life Insurance Contracts Managed	962	1,000	1,021	1072
Life Insurance Claims Processed	26	25	32	34
Vacancy Postings	44	49	57	55
New Hires	45	40	63	60
Promotions	14	25	14	15
Retirements	18	29	34	36
Resignations/Separations	26	38	34	36





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's office maintains all records of grants, gifts and other special revenue funds as well as records of the Town's debt as authorized by the Town Meeting. 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.

Budget Statement

The Comptroller's office has a level-services budget.

PROGRAM COSTS

Comptroller	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	338,015	333,742	348,427	351,456
Expenses	5,594	11,822	27,600	27,600
Total	343,609	345,564	376,027	379,056

STAFFING

Comptroller	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

FY2024 Objectives

- Implement the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines. The current chart of accounts is 20 years old and requires numerous manual entries. The initial plan was to outsource the project to a CPA firm at a cost of approximately \$60K. We have changed the plans and decided to complete the project inhouse 100%. The new structure will provide increased automation and improved reporting at all levels such as: year to date reports, departmental reports, independent audit, tax recap, schedule A, end of the year report for school, eliminate most manual entries, stricter budgetary controls.
- Monitor and report on the American Rescue Plan Act (ARPA) fund to ensure all the charges are in compliance with the federal regulations. Implement strict budgetary controls and mirror ARPA spending categories by creating individual Munis projects.
- Revamp user profiles and approval trees in Munis based on the new chart of accounts.
- Perform departmental audits as necessary to identify, assess, and evaluate internal controls of Town departments.
- Assist all departments with documentation of Fraud Risk Assessment and perform yearly reviews of said policies to ensure accuracy and applicability.
- Work with the Treasurer and Purchasing to expand the Electronic Fund Transfer (EFT) by enrolling more vendors in paperless payments.
- Work with Purchasing Department on attracting and retaining competitive vendors which will result in significant savings.
- Expand Tyler Content Manager (TCM) utilization to the Revenue module by uploading all back up for cash receipts in Munis.



Major Accomplishments for 2022

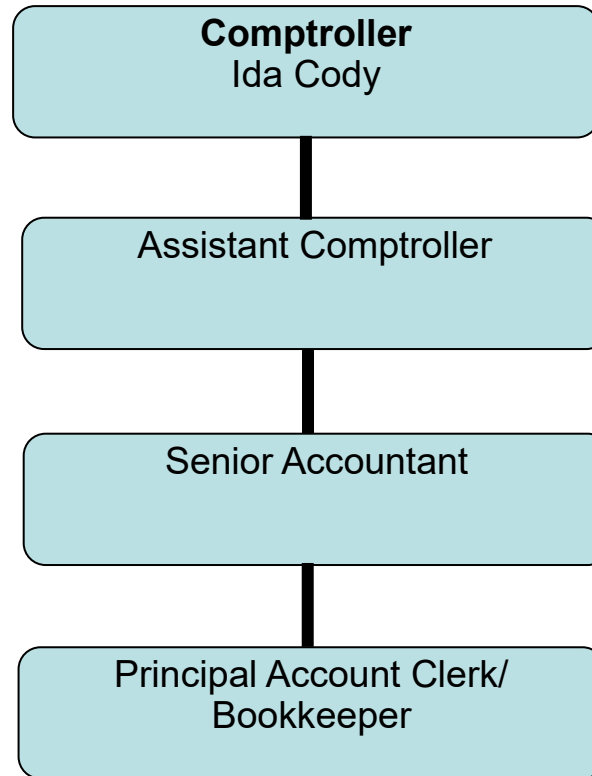
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the Town of Arlington's Annual Comprehensive Financial Report (ACFR) for the Fiscal Year Ending June 30, 2021. Prepared the ACFR to show that the Town and the Comptroller's office will, for the 6th year, go beyond the minimum requirements of Generally Accepted Accounting Principles (GAAP) to prepare comprehensive annual financial statements and reports that evidence the spirit of transparency and full disclosure.
- Closed the books on FY2022 and completed the Town's independent audit in accordance with GAAP. The detailed and organized accounting records led to clean audits with no findings and no material weakness.
- Successfully implemented the Utility Billing module for Water and Sewer in collaboration with IT, Water / Sewer and Treasurer's Department. The conversion process went smoothly and led to integrated operations between the Treasurer, Comptroller and Water/Sewer Department. We processed the first billing in Munis and all Water/Sewer accounts have been reconciled without write offs.
- Achieved 100% utilization of Tyler Content Manager scanning technology in the Accounts Payable module and increased audit transparency. All invoices are now uploaded into Munis and can be viewed when performing account inquiries.
- Coordinated with IT and transitioned Munis to the cloud environment. Achieved a smooth transition and confirmed the integrity of the database.
- Certified \$15,912,087 free cash which is an increase of \$4.8M over FY21. The increase in fund balance is attributed to prior year reimbursements for COVID-19-related expenses and a boost in local receipts due to the economic rebound post pandemic.
- Closed out all COVID-19 grants (CARES, FEMA) and provided comprehensive reports to the independent auditors to ensure compliance with the Office of Management and Budget (OMB) circular A-133 Schedule of Expenditures of Federal Awards (SEFA).
- Maintained the Internal Controls for Federal and State Grants to ensure compliance with the new federal reporting requirements.

Major Accomplishments (cont.)

- 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.
- Continued to centralize all data in digital folders for easy remote access: replaced physical drawers with digital folders and saved all vendor contracts, warrants, audits, financial statements, budget reports and DOR reports in the shared drive.
- Continue to use DocuSign for warrants and contracts. After the COVID-19 state of emergency was lifted, the Division of Local Services (DLS) legal department approved permanent use of electronic signatures which increased efficiency and timeliness.
- Finalized and uploaded the new chart of accounts in Munis. Mapped the new accounts to the old ones and prepared the system for the first pass conversion.
- Produce and present to Select Board quarterly report on Town's revenue and expenditures.

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Comptroller				
General Fund - Free Cash Certified	11,318,368	11,078,429	15,912,078	12,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	5,799,829	7,748,848	6,807,899	6,000,000
Youth Services Enterprise Fund- Retained Earnings	64,843	68,724	12,794	10,000
COA Transportation Enterprise Fund- Retained Earnings certified	92,657	79,028	38,319	40,000
Rink- Retained Earnings certified	41,021	102,392	112,193	80,000
Recreation- Retained Earnings certified	371,447	733,459	1,190,830	800,000
Total Invoices processed	26,604	26,871	30,345	32,000
# of check invoices	31,736	25,725	29,804	28,000
# of wire invoices	203	182	188	180
# of EFT invoices	-	964	353	500
# of new funds set up (grants and special revenue)	46	59	37	30
Digital support for invoices (TCM)	-	71.8%	100%	100%





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

This budget is a level-services budget.

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Treasurer Personnel Services	663,891	516,132	674,871	681,747
Expenses	83,710	88,316	166,663	166,663
Total	747,601	604,447.80	841,534	848,410

STAFFING

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Treasurer				
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

FY2024 Objectives

- Cross train staff on processing Water/Sewer transactions in the updated financial software system for utility billing, following the full implementation in FY2022.
- Solicit bids for printing tax and water/sewer bills to ensure the Town is receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system by soliciting bids for services working with IT department. Allowing paperless billing option and customer automatic payment option as well as better automation of adjustment files to reflect payments.
- Continue to address unpaid tax title balances on properties that have liens for unpaid taxes.
- Continue working with IT on planned upgrade for financial software beginning in FY23 and into FY24.
- Continue work with banking institutions to increase investment income.

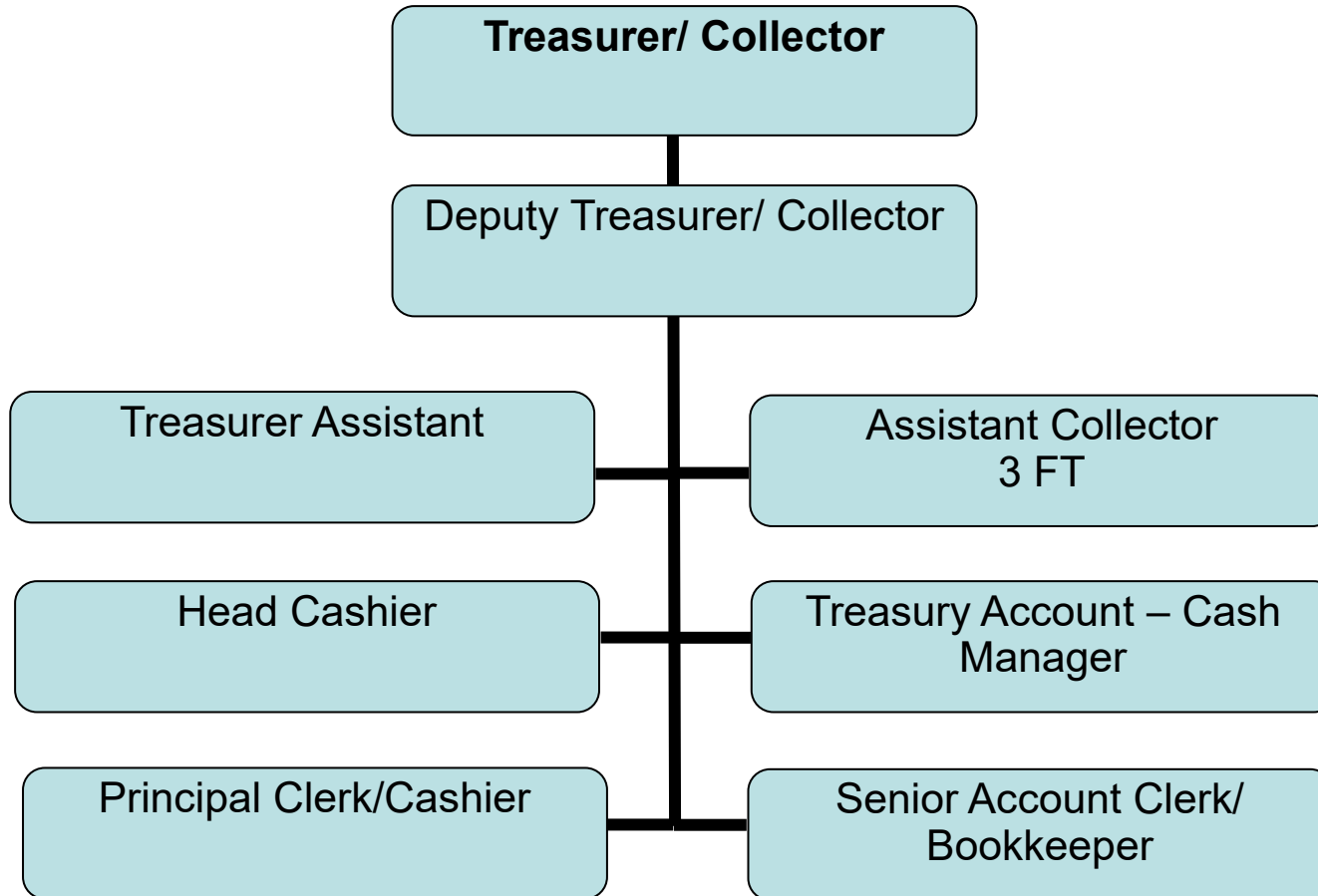


Major Accomplishments for 2022

- Worked with IT and DPW (Water) to complete the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Continued to improve cross-training for maintaining workload during peak volume when quarterly taxes and utility bills are due as well as during excise tax collections.
- Worked with Comptroller’s Office on updated Chart of Accounts.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor’s rating agency.
- Town Audit found Treasurer’s operation in full compliance.
- Trust Fund one year performance for FY2022 was 4.88% vs. the benchmark down –8.95%. The benchmark is a standard against which the investment manager can be compared. It is comprised of combined market indexes such as S&P 500 Index, Barclays Intermediate US Government Bond Index, and Citigroup 3-month Treasury Bill Index (USD).
- Managed the successful sale of \$86,990,000 in General Obligation Bonds consisting of the second portion of the authorized debt for Arlington High School Project in the amount \$75,000,000, DPW/ Municipal Facility in the amount of \$11,389,225 in addition to other equipment and projects appropriated by Annual Town Meeting at Net Interest Rate of 2.416%.
- Managed the successful borrowing of \$196,000 in an interest-free ten-year bond with MWRA for sewer improvements.
- Managed the successful borrowing of \$2,600,000 in an interest-free ten-year bond with MWRA for water improvements.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 84 scholarships totaling \$85,850 were awarded in June 2022.

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Treasurer & Collector				
Real Estate Bills Processed	61,566	61,914	61,506	61,660
Paperless Bills Requested	N/A	3,080	4,129	5,000
Motor Excise Bills Processed	35,738	32,891	33,892	34,150
Water Sewer Bills Processed	50,352	50,386	50,439	50,500
Delinquent Notices - Combined	12,895	11,351	14,310	14,000
Total Bills Issued:	160,551	159,622	164,276	165,310
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$210,297	\$ 175,115	\$ 278,252	\$275,000
Municipal Lien Certificates processed	1,449	1,983	1,244	1,300
Municipal Lien Certificate revenue	\$ 72,460	\$ 99,150	\$ 62,200	\$ 65,000
Deputy Tax Collection revenue	\$ 40,739	\$ 31,174	\$ 74,785	\$ 60,000
Total Various Liens / Collections:	\$323,496	\$ 305,439	\$ 415,237	\$ 400,000





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

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Postage	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	33,935	37,189	38,635	38,994
Expenses	172,745	124,467	188,257	188,257
Total	206,680	161,656.23	226,892	227,251

STAFFING

Postage	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
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

FY2024 Objectives

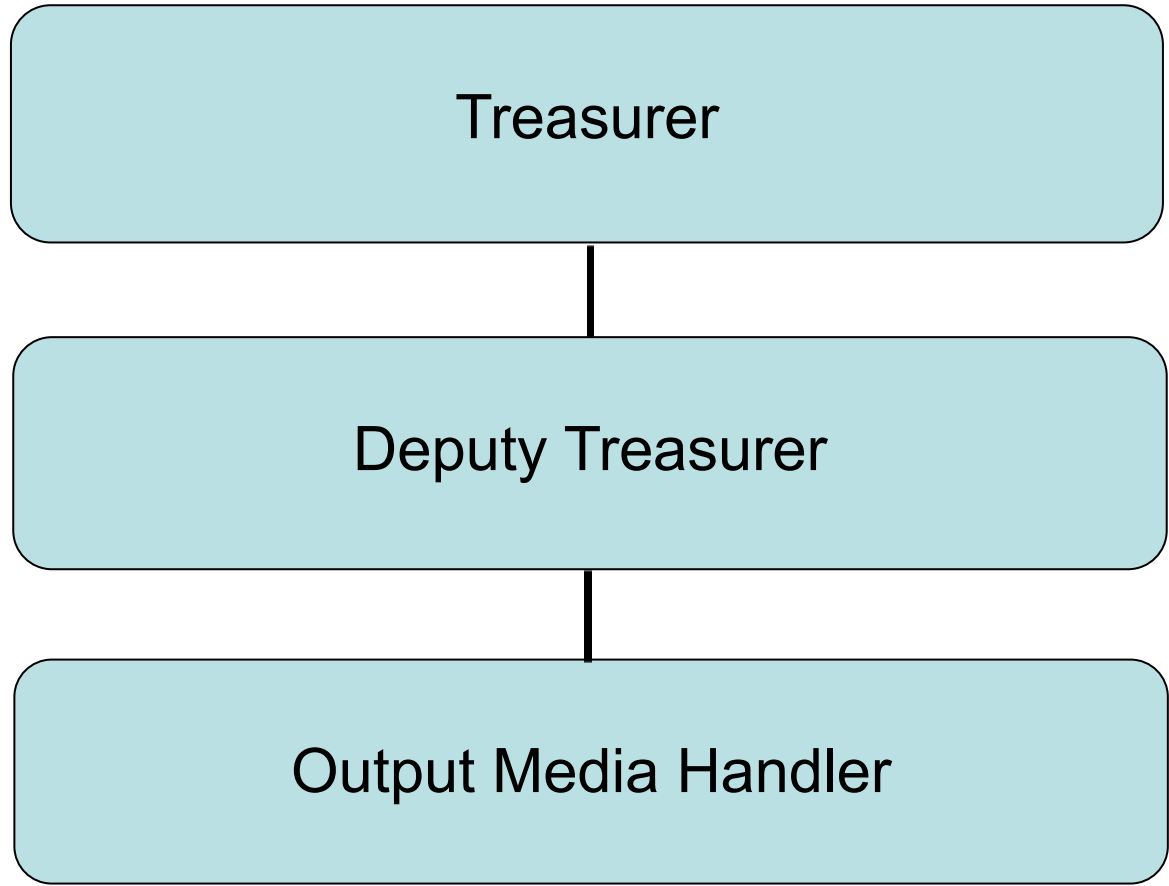
- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Implement option for paperless billing of water and sewer bills.
- Work with departments and Town Manager to reduce number of Town and School mailings and, where possible, work to size mailing to assure that postage is most cost-effective.
- Parking notices are expected to return to previous volume following

Major Accomplishments for 2022

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses. The total bills issued during FY22 that were sent as paperless electronic real estate bills were 4,129.
- Processed and mailed 95,286 pieces of Town and School mail in addition to the bills mailed by vendors.
- 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, \$.4596 cents per piece for 5-digit zip code pre-sort for mail printed by third party printer.

Performance / Workload Indicators

Postage	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	147,656	156,542	146,250	150,149
Other Town Mailings	82,837	77,786	72,530	77,718
Other School Mailings	29,463	29,408	18,690	77,561
Total	259,956	263,736	237,470	305,428





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 34,000 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.

STAFFING

Assessors	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2024 Objectives

- Seek new strategies to direct residents to online services.
- Determine and strategize the collection of data and inspections to comply with all necessary safety measures with respect to COVID-19.
- Provide public access to assessment data and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor’s Office to serve the taxpayers more efficiently.
- Clarify senior work-off program process.

Budget Statement

The Board of Assessor’s FY2024 budget is a level services budget.

PROGRAM COSTS

Assessors	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	306,782	280,398	297,764	301,343
Expenses	26,725	25,650	32,248	35,248
Total	333,506	306,048.01	330,012	336,591

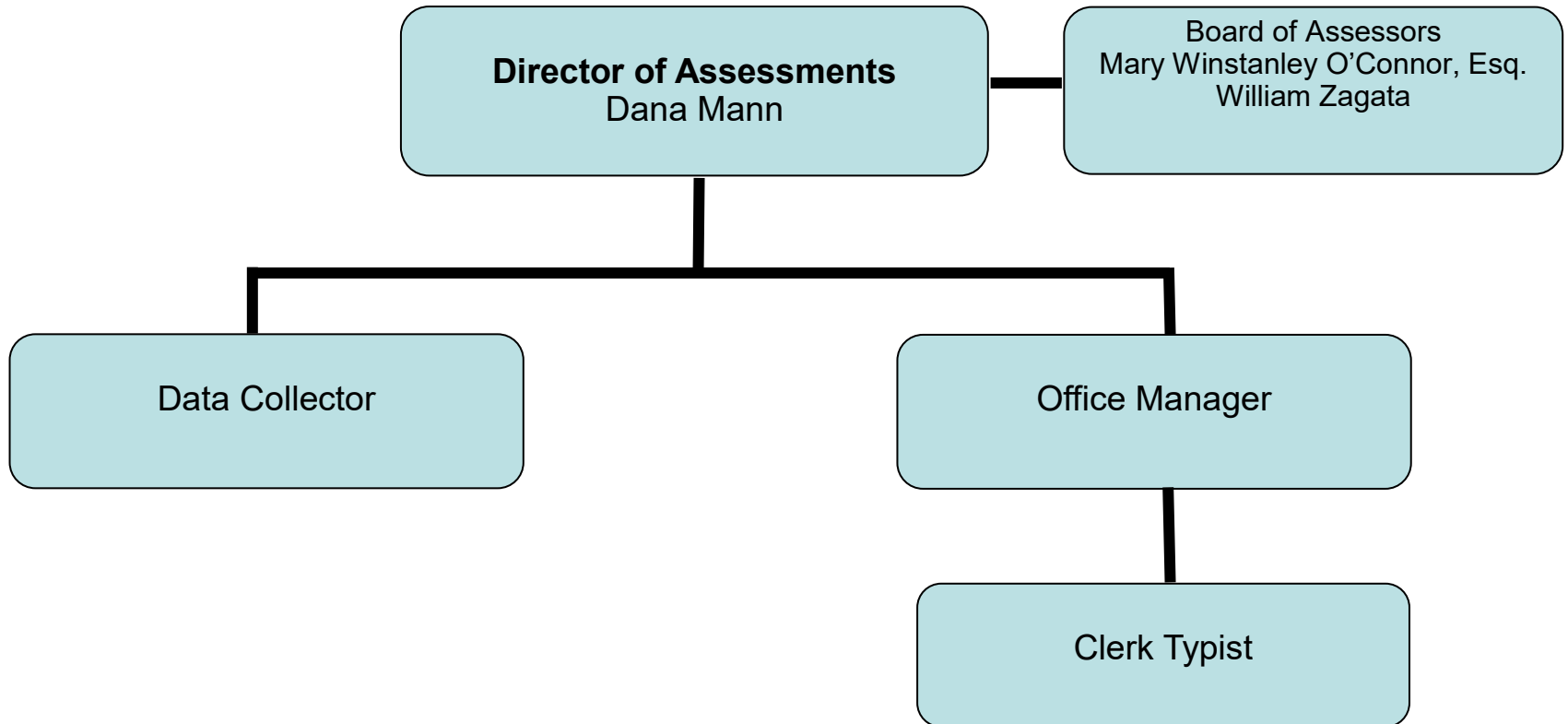


Major Accomplishments for 2022

- Added new construction parcels to the preliminary tax bills where there was a significant increase in valuation and taxes for FY22.
- Continued success at the Appellate Tax Board in defending the Town's real estate values. Had the lowest number of real estate abatements filed in six years.
- 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 year.
- Hired and trained for Data Collector position to ensure data accuracy.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements for residents who make a low-income, Seniors, Veterans or people who are blind.
- Applied COVID compliant Data Collection methods to ensure consistent and effective collection of New Growth data, including calling ahead to schedule visits.
- Implemented departmental use of RMV's new ATLAS software to assist taxpayers and facilitate processing of Excise Abatements, making the process more transparent and efficient.

Performance / Workload Indicators

Assessor	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Real Estate bills processed	15,140	15,132	15,132	15,140
Motor Vehicle bills processed	35,335	32,177	37,069	37,100
Personal Property bills processed	389	359	332	325
Real Estate and Personal Property abatements filed	168	44	37	45
Real Estate and Personal Property abatements granted	107	25	12	20
Motor Vehicle Excise abatements	1,371	1,014	1,078	1,100
Exemption applications	457	419	406	410





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 1,500 personal computers, 156 cellular PDA's, over 200 printers, 5,500 educational tablets/chromebooks and 49 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 166 network switches, 25 VOIP Telephone switches, 750 Phones, and 677 wireless access points. IT also manages Munis, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

Budget Statement

The operating budget increased to pay for a new application and permitting software.

PROGRAM COSTS

Information Technology	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	736,142	691,736	712,784	720,367
Expenses	426,700	537,939	639,213	678,813
Total	1,162,843	1,229,675	1,351,997	1,399,180

STAFFING

Information Technology	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7

FY2024 Objectives

- Onboard additional departments to the Online Applications and Permitting service including Health & Human Services, Town Clerk, and Planning & Community Development.
- Complete MUNIS Cashiering upgrade.
- Review GIS infrastructure and modernize platform and tools in conjunction with DPW.
- Roll out additional Office 365 functionality for Teams and OneDrive.
- Continue to reduce on site footprint (data center) by migrating services to the cloud.
- Implement MUNIS Steering Committee recommendations regarding Personnel Action Forms and Position Control.
- Upgrade MUNIS to version 2021x.



Major Accomplishments 2022

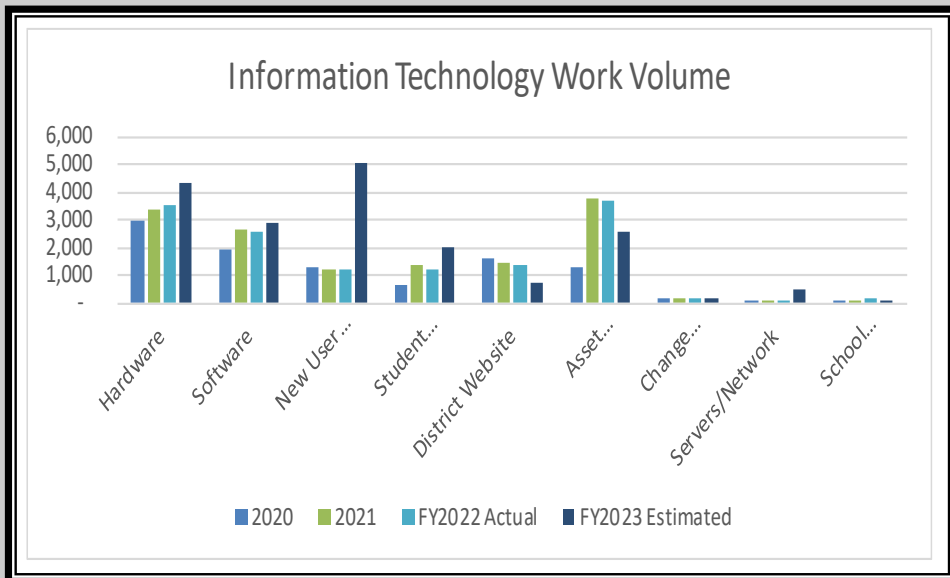
- Migration of temporary data center infrastructure to Grove Street in January 2022. IT continues work with DPW on constructing the permanent facility. Estimated completion spring 2023.
- Onboarded State Reporting Data Analyst & District Registrar for the APS community in January 2022.
- IT continued to provide building construction support for infrastructure. IT is providing technical consultation and implementation to project teams and other consultants for construction projects at Arlington High School, 27 Maple St., and DPW.
- Awarded state Cybersecurity Grant January 2022. Launched educational initiative as per grant guidelines in February 2022. Estimated completion date December 2022.
- 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.
- Automated student start date notifications using PowerSchool Enrollment in February 2022.
- Introduced scheduled drop-in hours for family registration support as part of the new Arlington Community Center in February 2022. We have serviced 110 families in person as of November 2022.
- Launched new series of 'always-on' forms directly within APS Parent Portal allowing families access to directly update addresses, contacts, and permissions.
- 2022 DESE State Reporting cycle completed, working with schools and departments to resolve errors with their data to ensure final certification.
- Launched Utility Billing in April 2022. Water and sewer remained the only billing system using the Town's custom-built applications. IT led a team comprised of Public Works, Treasurer, Comptroller, and consultants to build the foundation for the new system, including table set up and file layouts for communication between databases and online platforms.
- Supported Office 365 roll out. IT upgraded the domain controller server and the backup domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation in early 2023. Multifactor authentication will be part of final roll out to prevent

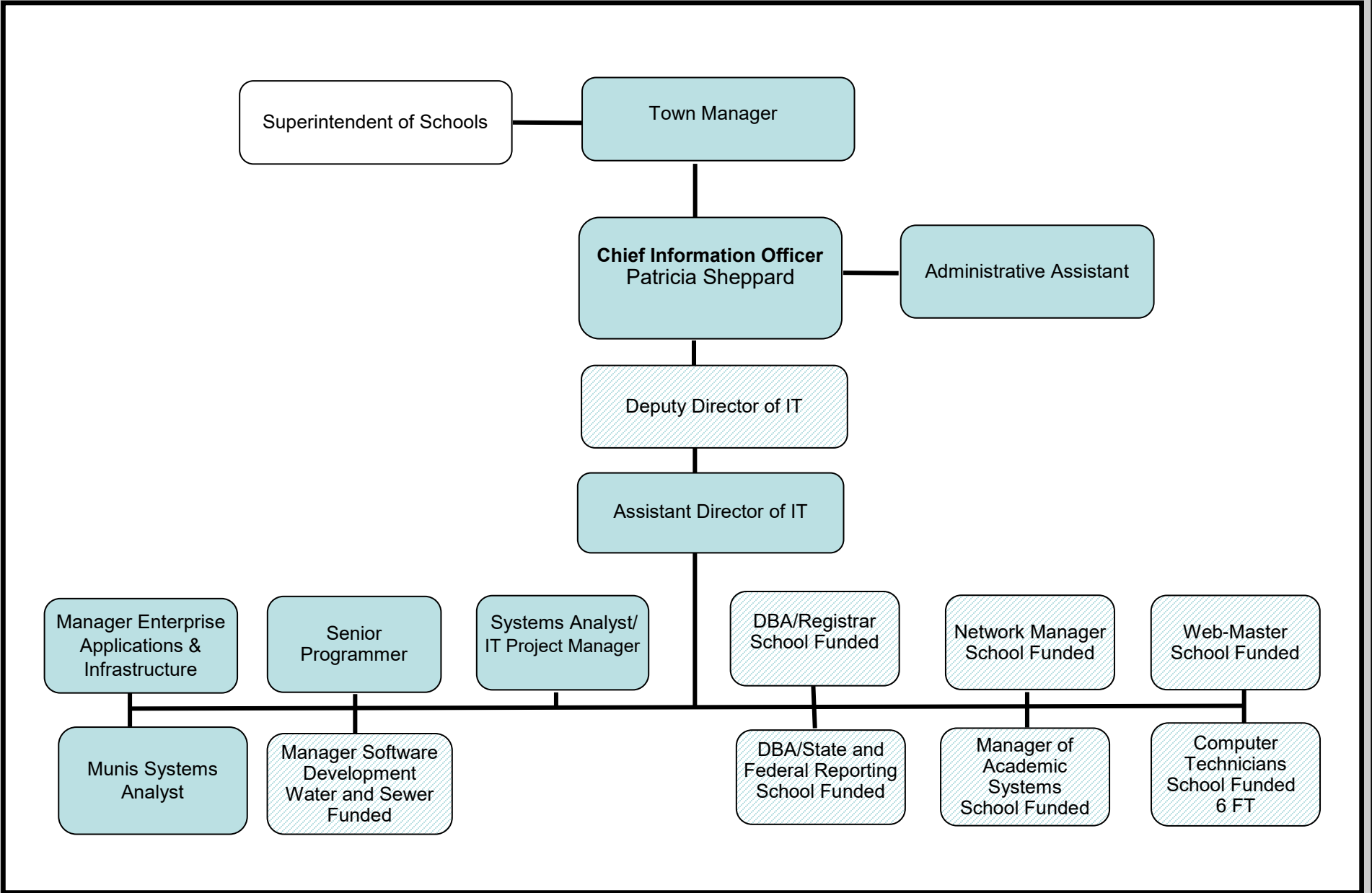
Major Accomplishments (cont.)

- phishing and other security threats.
- Supported Virtual Town Meeting April through June 2022.
- Migration of MUNIS to cloud-based offering in July 2022. This included multifactor authentication for all users for increased security.
- MUNIS Steering Committee established in July 2022 to provide governance, direction and resources for portfolio management and functional improvements for MUNIS. Project prioritization, communication and introducing new functionality to expand the use of the tool are the focus. To this end, the committee will also serve as the custodian of best practices and promote and support the effective use of both the tool and processes across the organization.
- Hired new APS District Webmaster May 2022. Launched new district website in August 2022.
- Opened start of school year within our student information system (PowerSchool) earlier this summer (July – August) and worked with schools to complete setup prior to September 2022.
- Completed audio/visual inventory across school district and developed centralized roadmap for maintenance.
- Completed upgrade of all 13 district sites to WiFi 6 in the summer of 2022.
- Developed new code to support and expand stability of Buffer Zone Management tool for APS.
- Implemented audio visual accessibility improvements in Town Hall and the Community Center including mobile and wide lens cameras (Neat Bars), projection and sound.
- Scoped out implementation of General Billing and Employee Self Service options on MUNIS platform for spring implementation.
- In conjunction with the Digital Learning team, IT is supporting expanded Lightspeed pilot at Ottoson Middle School for enhanced student and classroom internet security.
- Integration of Google Suite and Powerschool SIS to support automated student account provisioning across both portals underway for February 2023.
- Network roadmap including upgrade network bandwidth for MUNIS, audio and video streaming in development, to be finalized by spring 2023.
- Online Applications and Permitting pilot underway for launch in fall 2023.



Performance/Workload Indicators - Help Desk Tickets by Category				
Ticket Categories	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Hardware	2,977	3,405	3,550	4,392
Software	1,971	2,639	2,550	2,890
New User Setup/Account Management	1,319	1,262	1,200	5,080
Student Information System	649	1,369	1,200	2,008
District Website	1,607	1,446	1,400	776
Asset Management	1,298	3,818	3,750	2,568
Change Management	165	220	200	187
Servers/Network	98	130	120	473
School Door/Video Security	82	75	150	62
Total	10,166	14,364	14,120	18,436







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. Further, the Department 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.

Two years ago, the Legal Department reorganized and shifted the Workers' Compensation Benefits Attorney into a "Deputy Town Counsel" position that is responsible for both Workers' Compensation matters and general legal practice that includes advising and positioning the Town and its committees and commissions with additional direct counsel support. 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 will continue to be counseled in claims avoidance practices and procedures. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Legal	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	381,249	466,254	475,690	497,053
Expenses	191,358	2,180	136,665	136,665
Total	572,607	468,434.40	612,355	633,718

STAFFING

Legal	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	2	2	2	2
Clerical	1.75	1.75	1.75	1.75
Professional/Technical	1	1	1	1
Total	4.75	4.75	4.75	4.75

FY2024 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 and prosecuting contractual rights with underperforming vendors.
- Continue to enhance support for general legal matters through the Deputy Town Counsel position to meet 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 requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies, especially with respect to emerging issues and persistent challenges to best leverage the Town's legal positions.



Objectives (cont.)

- Update Legal Department online resources for employees and volunteers, including incorporating new state ethics training materials and record keeping, and materials revised by the Town Clerk for swearing in committee and board members.
- Provide additional training opportunities for Town committees and commissions focusing on incorporating the recommendations of the Remote Participation Study Committee, training specific to committee and board officers such as chairs and clerks, and providing resources for effective and efficient Town Meetings.
- Develop standard contract terms for all Town and School goods and services contracts to render smaller contracts more uniform, particularly for professional services.

Major Accomplishments for 2022

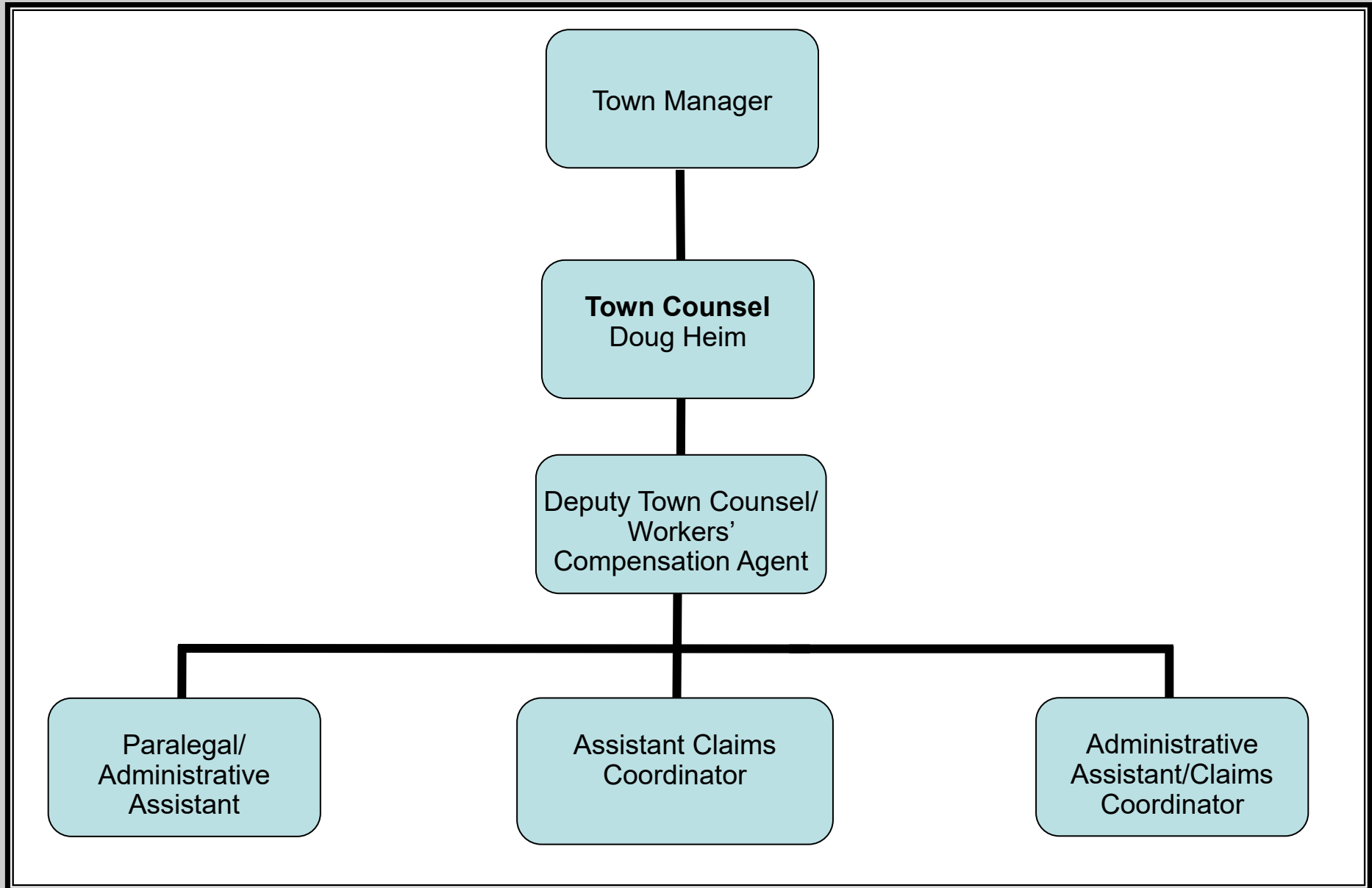
- Appeared regularly in the courts and administrative bodies of the Commonwealth and federal courts ranging from Superior Court litigation to administrative appeals in the prosecution and/or defense of the Town, including garnering dispositive motions in the Town's favor, successful hearings, and favorable resolutions of matters which limited Town liability or affirmed the Town's rights.
- 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 52 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 52 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, resolution, and cooperative efforts with other municipalities to assert the Town's rights, including Town public construction matters.
- Successfully litigated, negotiated, and concluded several workers' compensation claims and retiree indemnification claims, many of which were complicated by COVID protocols and billing. These actions resulted in a significant savings to the Town. Involved in active litigation to affirmatively recover damages from parties who failed to perform under their contracts and warranties.
- Supported ongoing transitions to remote public meetings and Hearings

Major Accomplishments (cont.)

- and offered other legal supports for COVID-19 related adjustments and programs, including Town Meeting.
- 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. Provided legal advocacy and support for special legislative measures, and follow through support for Town Meeting actions such as drafting the Declaration of Trust for the Affordable Housing Trust Fund.
- Offered enhanced trainings for Town Boards and Commissions on their operations, duties, and powers.
- Conducted a Town Meeting Warrant Articles Primer & Workshop in collaboration with the Town's Civic Engagement Group.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, and drafting grant agreements, memorandum of understanding or agreement including revised marijuana retailer permits, licenses, and MOUs; including completing the sales and leases of Town properties.
- Continue to support the Town's ongoing efforts to become more diverse, equitable and inclusive through work with the Town's Diversity, Equity and Inclusion Division.

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Legal/Worker's Compensation				
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	31	39	22	17
Claims Adjusted or Administratively Closed	10	2	15	15
New claims	11	10	5	10
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	32	54	52	59
Claims Adjusted or Administratively Closed	14	2	17	15
New claims	10	18	18	22
Fire - Injured on Duty Claims	23	4	31	10
Police - Injured on Duty Claims	4	3	2	3





Program Description

The Town Clerk's Office ensures 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, 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.
- Oversee the Elections Budget.

Budget Statement

In Fiscal Year 2024, expenses related to elections and Town Meeting have increased. This will continue as we implement the expansion of voting called for by the passage of the Votes Act.

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Town Clerk				
Personnel Services	231,664	244,354	262,162	269,204
Expenses	26,695	27,854	17,310	17,610
Total	258,360	272,208	279,472	286,814

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Board of Registrars				
Personnel Services	58,926	57,338	63,027	56,285
Expenses	12,689	9,919	15,250	15,250
Total	71,616	67,257	78,277	71,535

PROGRAM COSTS

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Elections				
Personnel Services	135,491	47,311	181,995	118,990
Expenses	23,408	18,470	63,750	76,850
Total	158,899	65,781.46	245,745	195,840

STAFFING

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 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

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 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



FY2024 Objectives

- Develop a multi-year plan to evaluate the condition of vital records so they can be digitized for improved access and the original documents preserved safely.
- Expand voting options for local elections with the use of mailings to registered voters who want to apply to vote by mail and implement in-person early voting for local elections.
- Improve language accessibility for election and Town census communication on the town website.
- Develop voter education materials or programs, possibly in conjunction with the League of Women Voters, to help residents understand the voting options made possible by passage of the Votes Act.

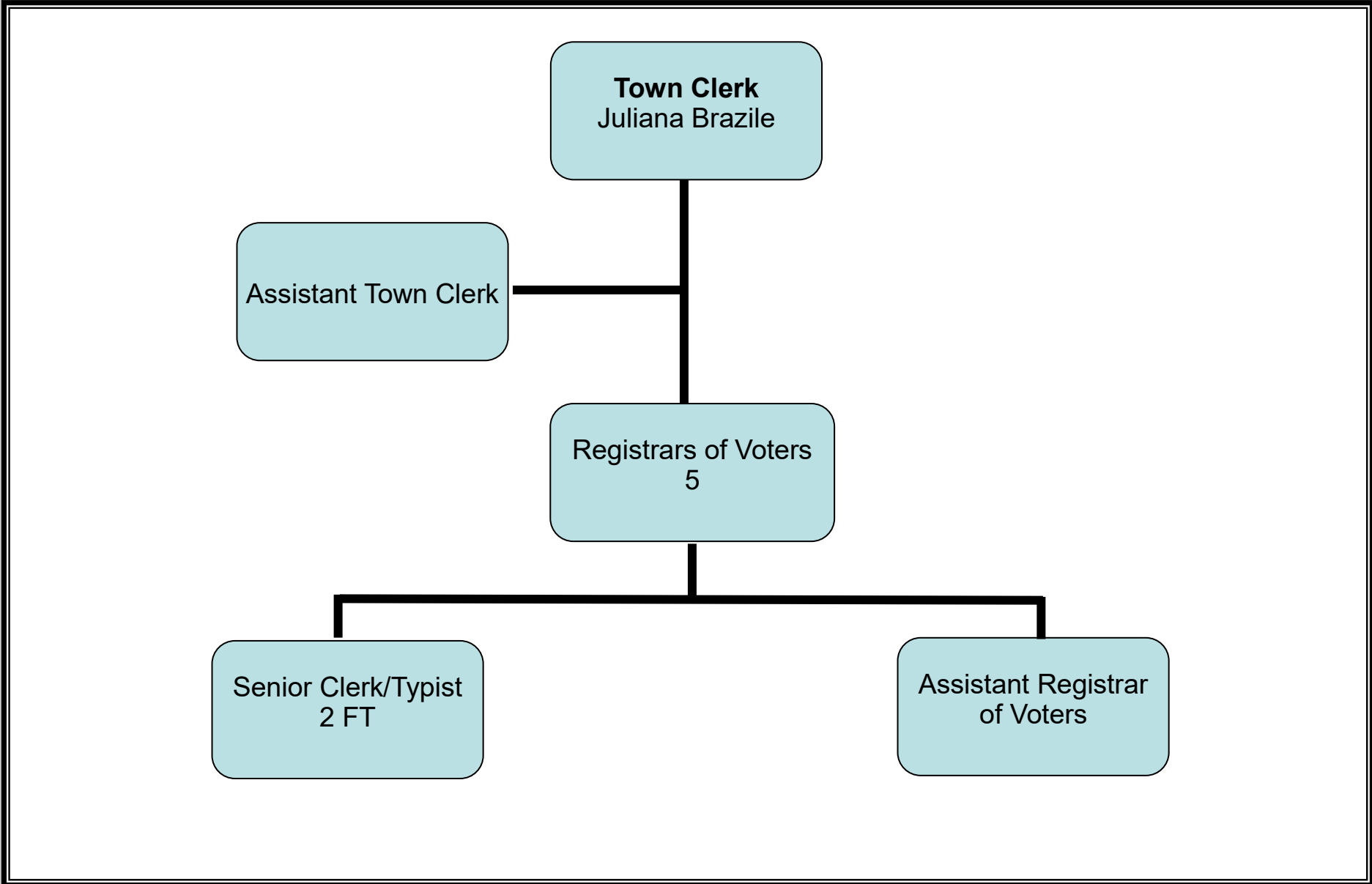
Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimate
Town Clerk				
Marriage Licenses	*101	153	143	150
Domestic Partnerships	N/A	N/A	4	12
Death Certificates	426	336	364	350
Birth Certificates	474	436	470	450
Dog Licenses	2,086	2,969	2,579	2,500
Town Meeting Sessions**	1	11	13	10
Special Town Meeting Sessions**	0	5	1	-
Registered Voters	32,475	32,025	32,120	32,000
Fees Generated	\$ 96,303	\$129,324	\$126,764	\$125,000

**Reporting number of nights Town Meeting or Special Town Meeting are in session.
Single night STM within a regular Town Meeting not reported as a Special Town Meeting.

Major Accomplishments for 2022

- Purchased election Poll Pads using capital funds and provided training to all election workers for their use for the State Primary and State Election. The poll pads provide accurate voter check-in, allow election workers to better assist voters who are unsure of their precinct, and allow direct upload of voter history to the state system.
- Implemented Domestic Partnerships in Arlington following adoption of a new bylaw by Town Meeting.
- Participated in a multi-department effort to develop new systems and documentation for the licensing of kennels.
- Updated internal systems to allow tracking the wide range of documents filed with this office.
- Expanded record-keeping to support the legal requirements related to appointed members of town boards, committees, and commissions.





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-services budget.

PROGRAM COSTS

Parking	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	36,032	64,511	74,552	65,575
Expenses	11,936	6,126	20,780	20,780
Total	47,968	70,637	95,332	86,355

STAFFING

Parking	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2024 Objectives

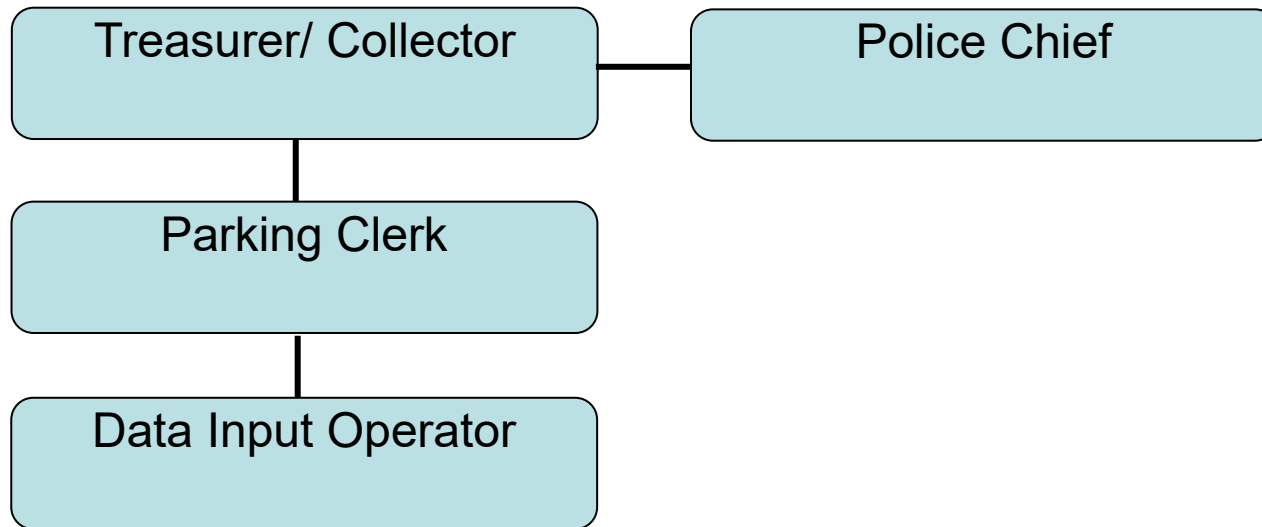
- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.

Major Accomplishments for 2022

- Continued implementation of new parking collection and billing software.
- Regularly scheduled parking ticket hearings and requests for appeal of parking tickets.
- Worked with Registry of Motor Vehicles software upgrade to load Parking data files.

Performance / Workload Indicators

Parking	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Number of tickets issued	11,183	8,316	14,594	17,000
Revenue	\$ 188,550	\$ 119,205	\$ 214,635	\$ 215,000
Meters Collected	\$ 416,927	\$ 141,625	\$ 345,149	\$ 375,000
Parking Permits	\$ 112,448	\$ 74,630	\$ 123,439	\$ 120,000
Total Violations /Meter/Permit Revenue	\$ 717,925	\$ 335,460	\$ 683,223	\$ 710,000





Program Description

The Department of Planning and Community Development (DPCD) works to advance studies and oversee projects and initiatives to support the goals expressed in Arlington’s planning documents including but not limited to the Arlington Master Plan, Connect Arlington, Open Space and Recreation Plan, Net Zero Action Plan, Housing Production Plan, Affordable Housing Action Plan, Fair Housing Action Plan, Arts and Culture Action Plan and Complete Streets Action Plan. DPCD also administers the Town’s federal Community Development Block Grant Program and has done so since the program’s inception in 1974.

The Department staff of eight provides support to 35 Town boards, commissions, and committees, including the Arlington Redevelopment Board (ARB) - the Town’s Planning Board and redevelopment authority, Conservation Commission, Affordable Housing Trust Fund Board, Commission for Arts & Culture, Clean Energy Future Committee, and the Zoning Board of Appeals. Department staff also represent the Town at eleven regional organizations.

Budget Statement

The FY2024 budget is a level-services budget.

PROGRAM COSTS

Planning & Community Development	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	579,686	586,624	794,014	799,601
Expenses	21,166	26,441	35,021	35,021
Total	600,853	613,065	829,035	834,622

STAFFING

Planning & Community Development	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	7	7	7	7
Total	9	9	9	9

FY2024 Objectives

- Complete a robust community outreach and input process leading to the adoption of a zoning district that meets the requirements of M.G.L. 40A “MBTA Communities” at a special Town Meeting in October 2023.
- Launch process to update the Arlington Master Plan leading to adoption of the new plan in 2025.
- Continue Implementation of the existing Arlington Master Plan, adopted in 2015 including
 - Amend the Zoning Bylaw to be consistent with the Master Plan.
 - Support commercial and mixed-use development along the Mass Ave and Broadway corridors via design guidelines, zoning amendments, and Environmental Design Review in order to provide predictable feedback to developers and ensure improved development outcomes.
 - Increase housing options and access to those options.
 - Incentivize new development that is sustainable and resilient in all zoning districts.
 - Update Town policies and decision-making systems to better support economic development and sustainable transportation goals.
- Continue Implementation of Connect Arlington Transportation Plan including
 - Manage MassWorks funded \$307,000 design and engineering contract to complete biddable construction design documents for the Mass Ave/Appleton Street Corridor.
 - Submit second MassWorks grant application for Mass Ave/ Appleton Street corridor for construction funding.
 - Support and promote adoption of a Vision Zero policy which helps reduce traffic-related accidents.



Objectives (cont.)

- Continue Implementation of the Net Zero Action Plan including:
 - Continue implementation of Electrify Arlington communitywide energy efficiency outreach program.
 - Study electrification of Town vehicle fleet funded with Green Communities META grant (submitted.)
 - Study the feasibility of installing public electric vehicle charging at libraries, business districts, public parking facilities, and other facilities.
 - Study the feasibility of a “community solar” program to increase options to purchase renewable energy for renters and low/mod income residents.
- Continue implementation of the Public Land Management Plan and Open Space and Recreation Plan including:
 - Identify and survey small Town-owned vacant lots for possible repurposing as open space amenities such as pollinator gardens and pocket parks.
 - Conduct a needs assessment to determine where improvements can be made to Arlington’s maintenance capacity for public lands.
- Develop Urban Ecology Framework and Climate Action Plan
 - Develop a booklet for climate-resilient ecological land management in Arlington to inform relevant Town departments, Boards and Committees.
 - Conduct a comprehensive review and presentation of current and on-going Town efforts to address the climate crisis including actions identified in the current Master Plan to inform development of the next Master Plan update.
- Continue implementation of the Housing Production Plan for 2021 to 2026 including
 - Implement the Affordable Housing Trust Fund Annual Action Plan, as approved by the Select Board in 2022.
 - Implement the Fair Housing Action Plan.
 - Increase affordable housing supply and preserve and maintain existing affordable housing.
- Continue Implementation of the Arts and Culture Action Plan, including
 - Identify new income streams to support the arts and incorporating public art into town projects.
 - Develop metrics for capturing qualitative and quantitative data on the impact of arts and culture on Arlington’s planning and community development priorities.

Major Accomplishments for 2022

The Department continued to engage our community and achieve many short and long-range community planning goals. The team continued to permit small- and large-scale projects through the Redevelopment Board and Conservation Commission; supported research and reviews for the Select Board, Historical Commission, and Zoning Board of Appeals, and advanced the multi-million-dollar CDBG program buoyed by additional funds through the ARPA designed to serve those hardest hit by the pandemic.

In FY2022, the following activities were accomplished:

- Completed the following:
 - Affordable Housing Action Plan
 - Documentation of Town-Owned Resources
 - Archaeological Reconnaissance Survey
 - Minuteman Bikeway Planning Study
 - Mystic to Minuteman Feasibility Study
 - Open Space and Recreation Plan Update
 - Public Lands Management Plan
 - Middlesex 3 REDO Grant Project

Major milestones were achieved for the following projects and initiatives including:

- Whittemore Park Phase 2 – completed December 2022
- Electrify Arlington – launched November 2022
- MBTA Communities Campaign – launched November 2022
- Ongoing work on Mass Ave/Appleton and Chestnut Street including award of MassWorks grant for design and engineering in October 2022
- Blue Bikes operation and expansion
- Transformative Growth Grant Program - \$800K ARPA funds distributed
- Using ARPA funds, DPCD issued two rounds of rent and mortgage relief payments for those made housing insecure by the pandemic.



Major Accomplishments (cont.)

- The Department received the following grant awards

Sustainability	Amount
Green Communities FY23	\$100,000
MOR-EV Trucks	\$165,000
Mass Save Education Grant	\$10,000
Peak response	\$500
Mass Save Community First Partnership	\$20,000 (annual)
DCR for Hydraulic Improvements at Mill Brook	\$200,000.00
Transportation	Amount
Shared Streets and Spaces	\$138,775
MassWorks	\$307,000
MassDOT Technical Assistance – Complete Streets	\$38,000
Economic Development/Housing	Amount
RE-DO	\$150,000
MHP Technical Assistance – MBTA Communities	\$20,000



FY2024 Objectives, Arlington Redevelopment Board

- Continued review of progress on implementation of the Master Plan including advancing a summary document detailing which goals and objectives have been achieved since 2015 in preparation for the kick-off of an updated Master Planning process.
- Develop Zoning Bylaw amendments that encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and encourage mixed-use development, and new commercial development.
- Suggest and submit updates to Zoning Districts, map amendments, dimensional regulations and use regulation updates, exploration of Form-Based codes, and updates to the Design Standards for Commercial Areas.
- Review and approve M.G.L. 40A MBTA Communities zoning district to meet state requirements in order to access state infrastructure funding to support redevelopment and neighborhood projects.
- Participate in the roll out of an online permitting system.
- [Work to transition ARB properties to the Town Facilities department.](#)
- Explore master planning options for Arlington Center including the Russell Common lot and at site-specific locations along Arlington’s main commercial corridors.
- Establish an Environmental Design Working Group to update the Environmental Design Review (EDR) process and establish early departmental review of proposed projects.
- Participate in a range of Town committees and initiatives that advance community planning goals including the: Arlington Heights Neighborhood Action Plan; Envision Arlington; Open Space Committee, Housing Plan Implementation; Community Preservation Act Committee, Master Plan Implementation Committee, Remote Participation Committee, and others on an ongoing basis.

Major Accomplishments 2022, Arlington Redevelopment Board

- Significant renovations continued to the Central School where the new Community Center will occupy the ground and first floors of the building.
- Renovations to a second-floor office suite allowed the Department of Health and Human Services to move from the ground floor to that space.
- Advanced numerous Zoning Bylaw amendments including allowing for: parking reductions in all Business zoning Districts; by-right accessory

Major Accomplishments (cont.)

- dwellings in single-family, two-family homes, and accessory buildings in any Residential and Business Zoning District; marijuana delivery services in the B4 and Industrial Zoning Districts, and allowing for more energy-efficient homes to be built in lower-density residential zoning districts.
- Participated in a range of Town committees and initiatives that advanced community planning goals, including the Arlington Economic Development Recovery Task Force, 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

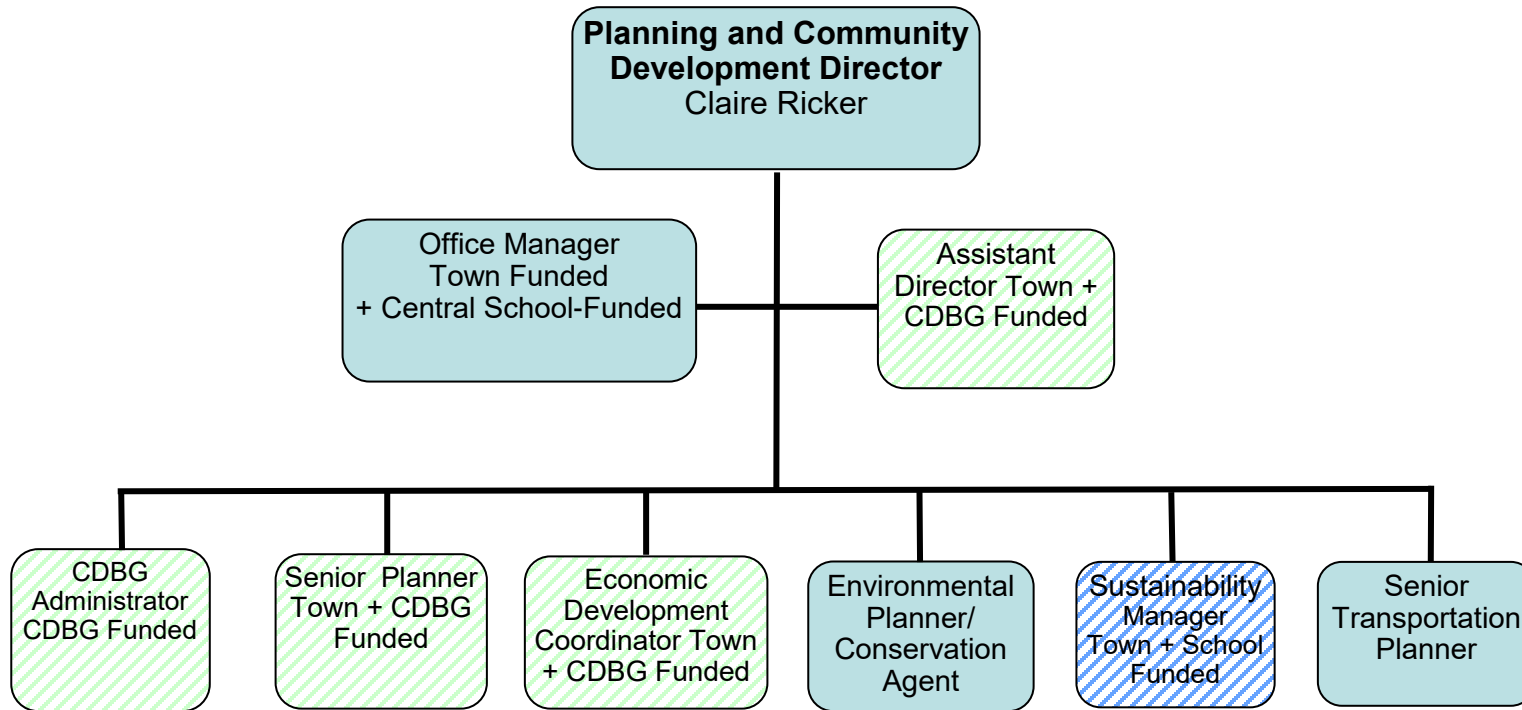
Conservation Commission	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Actual	Estimated
Commission meetings attended	31	30	30	30
Conservation Permits	29	17	46	45
Site inspections	110	80	55	55
Filing Fees	\$ 10,475	\$ 16,443	\$ 21,342	\$ 20,000

Performance / Workload Indicators

Planning & Community Development	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Actual	Estimated
CDBG Funds Administered	\$1,781,670	\$1,106,603	\$1,060,150	\$1,058,933
Other public or private grant funds secured	\$439,768	\$1,116,099	\$1,139,285	*\$4,170,000
Room rental fees	\$7,242	\$0	\$1,000	\$700
Room reservations administered	*277	0	0	*0
Sign Permit Applications Reviewed	15	13	16	15
Zoning Board Applications reviewed	37	22	33	35
Businesses/Merchants Assisted	390	598	451	550
Environmental Design Review (EDR) special permits administered	9	11	11	10
Small Cell Wireless Applications reviewed	20	25	0	0
Licenses reviewed	18	12	10	15

* includes potential \$3M MassWorks construction award for Mass Ave/Appleton

**responsibility for room rental will be transferred to facilities in 2023





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.

FY2024 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.

Budget Statement

The Zoning Board of Appeals has a level-services budget for FY24.

Major Accomplishments for 2022

- Heard and rendered 38 petitions for special permits and variances.
- Rendered decisions for two comprehensive permits, Thorndike Place and 1165R Mass Ave. Comprehensive permits are permits issued for the development of Low- and Moderate-Income Housing pursuant to M.G.L. c. 40B.

PROGRAM COSTS

Zoning Board of Appeals	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	20,361	23,549	54,468	63,610
Expenses	7,645	9,613	10,300	10,300
Total	28,006	33,162	64,768	73,910

Performance / Workload Indicators

Zoning Board of Appeals	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Applications	22	38	38	35
Hearings	24	50	32	28
Revenue	\$ 8,000	\$ 15,200	\$ 15,200	\$ 1,400
Continuances	4	16	18	12
Decisions with Conditions	20	36	33	28

STAFFING

Zoning Board of Appeals	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	0	0	0	0
Clerical	0.29	0.29	0.89	0.89
Professional/Technical	0	0	0	0
Total	0.29	0.29	0.89	0.89



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 facilities totaling nearly 1.34 million square feet. School buildings include: one preschool, seven elementary schools, the Ottoson and Gibbs Schools, and Arlington High School. Town buildings include: Robbins and Fox Libraries, Parmenter School Building, Town Hall and Annex, four DPW buildings, three Fire Stations, Police Station, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House, Cottage and Carriage House, Jarvis House, Community Center, 23 Maple St., Jefferson Cutter House, Dallin Library (ACMi), Mt. Gilboa House, Ed Burns Ice Rink, 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 annual regulatory licensing requirements for elevators, boilers, and pressure vessels as well as internal asset condition assessments.

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 will increase by \$176,000 for FY24 as a result of increased energy costs and the addition and renovations to buildings at the DPW Yard along with added maintenance responsibility at the Whittemore Robbins House and 27 Maple Street. The new buildings add equipment assets such as HVAC, elevators, emergency generators, fire and security system increasing annual maintenance costs.

PROGRAM COSTS

Facilities	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	365,201	335,361	501,826	517,601
Expenses	321,687	414,477	484,044	706,460
Total	686,888	749,838	985,870	1,224,061

STAFFING

Facilities	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Professional/Technical	5.10	5.10	5.10	5.10
Total	6.10	6.10	6.10	6.10

FY2024 Objectives

Organizational

- Fully staff the department by filling the current vacancies. Skilled trade positions have been vacant for extended periods of time despite recent changes to the pay scale.
- Assist the design and construction teams on the 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 temporary accommodations, and then into the new DPW facility. Due to some scheduling delays this will likely be Winter of 2023. This will be the first time Facilities administration, supervisory staff, and workshop activity will be located in the same building.
- Prepare to take full ownership of AHS phase-II and support phase-III demo/construction. The Department will continue to train on various new systems and identify preventative maintenance contract needs; similarly, the Department is responsible for emptying out and decommissioning many elements of the existing building and continuing to operate the portions of the building to remain.

Capital Projects and Building Upgrades

- Develop a new preventative maintenance (PM) plan for Phase II and III of the high school and the new and renovated DPW buildings.



FY2024 Objectives (cont.)

- Commission Phase I of the high school and the newly renovated Arlington Community Center. Develop operating guidelines and procedures for building automation system (BMS).
- Continue implementing capital projects in accordance with the Capital Plan, including: painting and flooring installation throughout all schools, security systems installations, HVAC upgrades, envelope improvements (Bishop roof), additional classroom spaces in elementary schools, complete and begin planning implementation of building electrification master plan.
- Use completed facilities condition assessment for the schools integrated with the electrification master plan, to develop sustainable improvements with Mechanical, Electrical, Plumbing (MEP) infrastructures.
- Focus on Ottoson School aging infrastructure and develop repair versus replacement plans.
- Conduct underground utility piping replacement and envelope repairs for Parmenter Building.
- Process data from Asset Essentials maintenance management software to develop qualitative capital expense asset replacement plans.

Major Accomplishments 2022

Organizational

- Hired a new Director of Facilities.
- Implemented COVID response-protocols across the portfolio of public buildings. Measures included erection of contact barriers, installing hand sanitizer stations, increased signage and building markings, overhauling of HVAC systems to ensure functionality and improve ventilation, upgrading filters for enhanced filtration, installing portable air cleaners, and re-inventing custodial care with a focus on disinfection. Provided substantial support and logistics on voting days.
- Hired and trained two new craftsman, four new custodians, and rebid/awarded 3rd party custodial contract.
- Onboarded thirteen new contract custodians – Verified background checks, provided orientation to the buildings and our cleaning procedures.

Major Accomplishments (cont.)

Major Projects

- Assisted with various elements of the Phase 2 building of Arlington High School.
- Assisted with planning and execution of moving Comptroller’s and IT departments from Arlington High School.

Capital Projects and Building Upgrades

- Installed new carpeting and performed painting on the 2nd Floor of the Community Center.
- Installed new elevators at the Ottoson School.
- Installed four new rooftop HVAC units at the Ottoson Middle School.
- Completed VFD upgrades for rooftop HVAC units at Brackett School.
- Completed interior painting at all schools over the summer in coordination with Principals.
- Completed playground upgrades at Hardy and Peirce Schools.
- Installed new air conditioning system at Jefferson Cutter House.
- Installed new air conditioning system for Police Headquarters server room.
- Installed new insulation in attic of Police Headquarters.
- Completed sizable VCT flooring repairs at multiple school buildings, and installed new carpets in various high traffic areas.
- Installed no-wax LVT flooring at Bishop and Hardy Schools.
- Completed next phase of envelope repairs at Robbins Library.
- Installation of exterior security cameras at Hardy, Peirce and Stratton Schools.
- Installed energy saving LED lighting at Peirce and Brackett Schools.
- Reconfigured classrooms and office spaces at Thompson and Brackett Schools, and the Arlington High School via the use of custom modular interiors.

Preventative Maintenance and Repairs

- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Received compliance certificates for fire suppression systems, elevators, boilers and other pressure vessels.
- Performed scheduled HVAC maintenance as well as emergency repairs.

Fiscal Year 2024 Budget



Major Accomplishments (cont.)

- 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.
- Bid and managed service contracts for roofing. Facilities will also bid and manage a new townwide pest control contract that includes a new policy outlining the work with no rodenticides. Additionally, fire detection and fire suppression contracts will be formalized and grouped together for cost savings and management efficiency.

Performance / Workload Indicators

Facilities	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Work Orders				
- Requested/Submitted	1,470	805	3,000	2,435
- Completed	1,322	453	1,800	2,000
- Backlog				435
Percentage Planned/Reactive Work Orders	No Data	No Data	15/85	20/80
Percentage of On Time PMs	No Data	No Data	52%	72%

