

## SUMMIT IV RESULTS

### 1 these items have been implemented or will be implemented/acted upon shortly: 1-2 years

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#### 1. Increase investment in:

##### a. Parking enforcement – better equipment (electronic meters)

##### b. More police, increase traffic enforcement

*Viability: High*

*Status: Ongoing*

Traffic/Parking Enforcement – again, despite our extraordinary efforts to fund and maintain a full-time Traffic Unit within the police department we have been unable to do so due to limited funds. In the FY2009 budget an additional \$20,000 was requested to increase overtime funds for traffic enforcement.

We have requested funding for new handheld parking ticket devices in the FY09 Capital budget. Once implemented, these devices will enhance the productivity of enforcement officers and data entry clerks.

The parking meters were recently upgraded and installed in the municipal parking lot. The effectiveness of these is monitored continually.

Conduct cost benefit analysis of the additional \$20,000 appropriation

##### c. Purchasing Quint fire trucks

*Viability: High*

*Status: Pending Town Meeting Approval*

*Current Status: Quint was approved at 2008 Annual Town Meeting*

The Fire department has requested a Quint in the FY2009 Capital Budget. A Quint has the capability to serve as a ladder or an engine. It will be housed at the new Park Circle Fire Station until the other fire stations are renovated when all apparatus will be reviewed again for appropriate location.

#### 2. Revenue enhancement –higher parking fees

*Viability: Medium*

*Status: Ongoing review*

Enhancing revenue through parking fees and fines has been initiated in Arlington:

- Municipal lot time period increased to 3 hours- **Implemented**
- “Failure-to-Pay” Notice fine increased- **Implemented**
- 2<sup>nd</sup> “Failure to Pay” Notice fine authorized- **Implemented**
- Parking Violation Waiver filing fee authorized- **Implemented**
- 6 Month Parking lot permit authorized- **Implemented**
- Overnight School/Town Lot Parking Permit fee increased **-Not approved**

A new database management tool is being developed to monitor and track these new changes.

#### 3. Reform Minuteman Tech

*Viability: Very good*

*Status: Actively pursuing*

More than 10 meetings and conversations have been held with Minuteman. FY09 spending will be held to 1% increase (the smallest increase) in many years. A plan is being developed with the new superintendent to reduce Minuteman per pupil costs significantly over the next 3 years.

#### 4. Special Education – create attractive and magnet schools

*Viability: Very Good*

*Status: Actively pursuing*

The district added 5 new programs last year, which reduced the number of children who would be leaving the district for special education services. At least 1 more program will be added next year, and some children will transition back to the district from out of district placements.

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### 5. School building alternative uses

*Viability: Very good*

*Status: Actively pursuing*

The Town is conducting an appraisal of the market value of the Parmenter and Crosby schools for possible sale.

Coordinate town and school facility personnel.

### 6. Curriculum reform – need and priority

*Viability: Good*

*Status: Ongoing*

The curriculum is regularly reviewed and updated. This is part of the school budget and fully funded.

### 7. School purchasing – internal to Arlington and external with other districts

*Viability: Very good*

*Status: Implemented*

The school district hired a cost containment director. In 4 months we have documented \$125,000 savings this year, and estimate over \$300,000 savings over the next 3 years.

### 8. High priority -Review and reorganize DPW for efficiency

*Viability: Very Good*

*Status: Actively pursuing*

A departmental reorganization this past year has eliminated one supervisory position. The department is in the process of reviewing each of its divisions for possible efficiencies and cost savings. These will be implemented as dictated by the review.

### 9. Consider in next 5 year plan - Regionalization of purchasing

*Viability: Excellent*

*Status: Actively pursuing*

We have been actively working with a group of communities to regionalize some of our purchases and other services. Examples of some of the items we have collectively bid or collaborated in include office supplies, public works products, salt, fuel, library services, and health services.

### 10. High Priority - Privatize grass maintenance

*Viability: Very Good*

*Status: Actively pursuing*

We have recently contracted out for mowing and trimming services for the Mt. Pleasant Cemetery. The initial indications are that this could save as much as \$50,000 per year. If we are successful with this effort, we will then evaluate whether to expand this to park and public land mowing/trimming.

### 11. High priority - Standardize contracts with other communities

*Viability: Very Good*

*Status: Actively pursuing*

We are a participating community in the Metro Northwest Consortium, which is a group of 12 communities that will be cooperatively bidding roadway and sidewalk projects as a single regional bid / contract. It is expected that we will do more than \$800,000 of needed construction next summer and fall by this procurement method. We will be looking for other such regional efforts if this proves successful.

### 12. High priority - Push for rental income at Fox Library

*Viability: Good*

*Status: Actively pursuing*

The eight-member Fox Revenue Study Committee has been meeting since December 2006 to explore ways to make the Fox Branch Library Community Center self-supporting to the maximum extent possible and at a minimum to raise revenue for building maintenance and utilities. The Committee is exploring installation of a vending machine for refreshments, increasing the rental fees for use of the meeting rooms, and renting out space on the first floor.

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### 13. High priority - Higher user fees for inoculations

*Viability: Very good*

*Status: In progress*

We currently offer flu and pneumonia vaccinations. We charge \$5.00 per person for those under age 65, but are consulting with other communities for their current rate of charge and will increase fee to cover the cost of offering services. We can anticipate that if the fee is raised to \$10.00 per person, that we will collect an additional \$1,500 per year.

### 14. High priority - Allow businesses to use the meeting rooms at the Robbins Library for a fee

*Viability: Good*

*Status: Under review*

The Library Director is conducting a study of practices and rental rates charged by the other libraries in the Minuteman Library Network. The Board of Trustees has agreed to charge a rental fee to businesses. The Library Director will make a recommendation on the rates to the Board of Trustees and Town Manager in April.

### 15. High priority - Increase fundraising for library, Council on Aging and youth services Library

*Viability: Good*

*Status: Actively pursuing*

The Board of Library Trustees conducts a yearly mail solicitation of individuals and businesses. The Board is exploring ways to increase its donor database, will review the practices of other public libraries with successful campaigns, and explore other fundraising options. The Board is also considering ways to recognize donors to increase both the level and number of donations.

### Council on Aging/Youth Services

*Viability: Very Good*

*Status: In progress*

The Council on Aging receives donations from the public for specific programs that they run. The Board has begun a fundraising campaign through the local funeral homes for family and friends of deceased to make financial gift donations in lieu of flowers. Youth Services holds fundraising efforts for the food pantry and the fuel assistance fund on a regular basis. Additional fundraising efforts have been investigated, but because of the limited staff hours, board members will conduct additional fundraising efforts.

### 16. High priority - Increase advertising for rental of town special spaces

Library

*Viability: Good*

*Status: Actively pursuing*

The Robbins Library rents out the Reading Room and first floor lobby for special functions. This is advertised on the library and town web pages and periodically in the Arlington Advocate. Recently a semi-permanent display to promote this availability has been installed in the library's lobby. Future possibilities include advertising in statewide publications and marketing to local businesses.

### Whittemore Robbins House/Town Hall

*Viability: Very Good*

*Status: Ongoing*

There are a number of facilities in town that are available for rent. In order to begin advertising these spaces on a larger scale, we have developed a new web address that can be put into advertising to be able to easily direct potential customers: [www.arlingtoneventsites.org](http://www.arlingtoneventsites.org)

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The Webmaster has changed the layout of the site and has made it more user-friendly and easier to navigate. A plan is in the works to reach out to wedding planners, caterers and other potential web sites where we can advertise the rental spaces.

### 17. High priority - Group Insurance Commission

**Viability: Good**

**Status: Actively Investigating**

Municipalities must notify the Group Insurance Commission by October of their interest in joining the State's health insurance plans for the next July benefit period. A three year commitment is required by the municipality. The Group Insurance Commission recently bid the health insurance for the three year period July 2008 – June 2011 and is expected to release the new plans and rates in mid-March 2008.

Representatives of the Town have regularly been attending meetings on the GIC program. The Deputy Town Manager and Personnel Director have worked together on constructing conservative estimates on potential savings. We are also exploring how many employees would be able to retain their current physicians if the Town were to join the program. Thus far, six municipalities and four regional school districts have joined the GIC. Representatives from the Town and School will be meeting in the Spring to discuss the possibility of initiating a conversation with our employees on the prospect of joining the program.

### 18. High priority - Invest retirement funds in PRIT

**Viability: Good**

**Status: Actively Investigating**

**Current Status:** Retirement Board: approved transfer of Pension Funds to PRIT in March 2008. Town Treasurer presented Warrant Article at 2008 Town Meeting for Pension Obligation Bond Special Legislation. Article passed, legislation currently under process at State Legislature.

The Town Treasurer, as Custodian of Funds, has the ability to purview pension funds. The Treasurer continually reviews pension fund performance. It should be noted that all Management decisions for the pension fund(s) is directly under the authority of the Arlington Contributory Retirement Board.

The discussion taking place for enabling the Comm.-MA PRIT (Pension Retirement Investment Trust) managers to oversee the investment of Arlington's pension fund has a surface view of becoming beneficial. This perceived benefit is derived from the PRIT setting their actuarial-rate-of-return (ARR) at 8.25%, being slightly higher than the Town's actuarial-rate-of-return being set at 7.75%. The "setting" of an ARR target is for planning purposes. Keep in mind that this "discussion" becomes somewhat moot upon the pension fund(s) being "fully-funded". It is the issue of having an unfunded liability that emphasizes the need for higher rates of return. The potential for issuing Pension Obligation Bonds, as recommended by the Treasurer, will negate the unfunded liability, and save the Town at least \$1,000,000 per year.

PRIT's actual rate of return, averaged over 21 years, at 11.51% is slightly higher than Town's 10.40% over the same period. Arlington and PRIT performance metrics were evenly matched prior to the state investing in hedge funds, timber, and real estate. These investment products are sometimes considered volatile.

When comparing investment results, other factors must be included:

Arlington's cost-to-manage is 40 basis points (0.040%), which is less than PRIT's cost of 55 basis points (0.055%); the difference in dollars being \$225,000 per year more expensive. It should be noted that Arlington's ability to opt-in to PRIT bears other costs. Whatever portion of Arlington's portfolio is to be transferred (10% to 100%) into PRIT requires a complete sell-off of all assets for cash, the transfer of funds, and then the asset allocation plus specific product purchases. The costs for these management fees and broker transaction cannot be determined prior to execution.

Additionally, the current PRIT Board of Trustees, appointed by Governor Romney and State Treasurer Cahill, is being changed. Our newly elected governor has appointed 3 new board members. A shift in investment product is forthcoming. Also, hedge funds, real estate, and timber will begin to experience market corrections given the current manifestations seen in the securities market. A change in policy, management, and product will likely impact results.

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Any decision for Arlington to opt-in, must be weighed very carefully, with scrutiny towards the policy and operational management of PRIT. If performance metrics gain advantage, then Arlington's consideration of apportioning monies to PRIT should be heightened.

POB not viable at this time.

### **19. High priority - Implement and expand opt-out program for health insurance**

***Viability: Excellent***

***Status: Accepting Applicants***

The Town has already offered the opt out program to all Town and School non union employees as well as five of six of the Town union groups. The Town is offering that anyone on the insurance as of January 1, 2007 would be eligible to be paid if they "opt out" of our plans and presumably go on their spouse's (or some other plan). Those on a family plan have been offered \$2,000 per year and those on an individual plan have been offered \$1,000 per year. So far, we have had one participant in the program. However, we are hopeful that as the summer approaches we may get additional participation as employer open enrollments are most commonly held in January and July of each year. This program will be reviewed every year to see if adjustments need to be made.

### **20. High priority - Wellness plan**

***Viability: Excellent***

***Status: Actively Pursuing***

Representatives of the Personnel Department and Health and Human Services department met with Blue Cross Blue Shield's Wellness Coordinator in mid February to discuss the implementation of programs that specifically address the health needs of Arlington's employees. One of the new programs being offered by Blue Cross is a "consumerism workshop" that has proven very helpful in educating and engaging people in understanding health insurance costs and what they can do to help control them. We are also exploring working with area gyms on possible incentives to encourage our employees to become regular, participating members. Other wellness and disease management programs are being explored.

### **21. High priority - Utilize state DPU regulations to require utility companies to clean up after digging up our streets**

***Viability: Very Good***

***Status: Actively pursuing***

The Massachusetts DPU does have guidelines for municipalities to follow that both allow and restrict certain enforcement actions. Once our Engineering Department has gotten caught up on the backlog of funded construction projects; drafting improved enforcement regulations will be a very high priority. Savings from these efforts will be largely hidden costs that will allow our Chapter 90 road resurfacing monies to go further.

Direct effort at state level to give us more authority to enforce this.

### **22. High priority - Increase range of user fees**

***Viability: Excellent***

***Status: On-going***

The town is constantly reviewing its fees and programs to insure that the maximum allowable fees are charged for services provided.

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### **2. these items should be reviewed in the near future – 3 to 5 years**

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**a. Police lockups**  
***Viability: Medium***

***Status: Researching***

Regional Lockup – this is an initiative for which there would likely be strong support. The most viable option would be to have the Sheriff's Department provide lock-ups for the region. Currently the Sheriff's Department is not allowed to house pre-arraigned detainees in their facility. It is recommended that a preliminary discussion with the Sheriff's Department and other regional law enforcement agencies on this matter be considered. Again, this would require an upfront investment, however, once implemented it would result in Arlington police officers being available for patrol activities within the community as opposed to supervising detainees.

**23. Future Consideration- Special Education – Out of District tuition and transportation back to town – out of school budget.**

***Viability: Possible***

***Status: Pending next 5 year plan***

This will be part of the discussion as the next 5-year plan is developed.

**24. Future Consideration - Increase state aid for public schools and special education.**

***Viability: Low***

***Status: Actively pursuing***

The State is facing a \$1 billion shortfall and is likely to reduce, not increase funding. Despite this, multiple meetings have been held with our representatives and the Superintendent has raised the issue directly with the Commissioner of Education, the Chairman of the State Board of Education, and the Director of the Mass Association of School Superintendents.

**25. Future Consideration - Special Education – more focus on third party reimbursements**

***Viability: Limited***

***Status: Actively pursuing***

Special education costs cannot by law be reimbursed by third party insurance, but we are establishing 3<sup>rd</sup> party reimbursement for some counseling services that are not special ed related.

**26. Consider in next 5 year plan -Pay-As-You-Throw**

***Viability: Very Good***

***Status: Pending next 5 year plan.***

Communities that adopt PAYT realize a 20% reduction in trash disposal costs and a 25 to 50% increase in their annual recycling tonnage. A 20% reduction in Arlington's disposal fees results in a direct cost savings of \$267,000. A \$1.50 per bag fee on all curbside and dumpster trash should result in \$950,000 in new net revenues. PAYT is controversial because taxpayers prefer to have solid waste services included in their tax bill. PAYT is a policy decision by the Town and should be carefully considered.

**27. Consider in next 5 year plan - Increase playing field user fees**

***Viability: Low***

***Status: The current fee system has just been enacted. Could consider increases a year from now.***

Public Works Response:

A fee system for field users was instituted last year and the revenue received will be utilized to increase turf enhancement contracts this spring, summer, and fall. We will also be attempting to institute a field resting cycle for full turf recovery. It is recommended that consideration for Field User fee increases be postponed until we can gauge the results of the current turf maintenance effort.

Recreation Response:

It is not recommended that the playing field user fees be further increased. The current fee structure was recommended by the Field Use Committee and then supported by the 2006 Town Meeting. The new fee

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structure has only been in place for one year and together with the new field maintenance agreement is still being implemented. Current field fee revenues suggest that the Committee's estimates of yearly field fee revenue collections between \$32,000 and \$35,000 are accurate. These revenues combined with the yearly commitment of \$40,000 from the Natural Resources Division's budget, should cover the necessary field maintenance needs. The field maintenance contract is currently in the bidding process, but recent price quotes have been received in the amount of \$72,000. It is recommended that the field fees and field maintenance policy be reviewed in one year's time.

Index fees to CPI.

### **28. Priority - More user fees for needs based health services**

***Viability: Very Good***

***Status: In progress***

The Council on Aging provides health screenings such as podiatry clinic, dental clinic and blood pressure clinic. The screenings are provided to low-income elders. The agency is investigating whether they can bill Medicare or Medicaid to provide these services. Youth Services charges a fee for service on a sliding scale and also serves the low-income population. Health insurance companies are billed for mental health services offered by Youth Services. The agency is investigating state funding to cover these services.

Only viable service is podiatry

### **29. Medium priority - Enhance tourism**

***Viability: Very Good***

***Status: Ongoing***

Will take a long term concerted effort by many parties. Have joined with Lexington, Lincoln, Concord and Minuteman National Park to establish Mass Ave as a State designated Scenic Byway; have received a grant to have Metropolitan Area Planning Council develop a management plan for the byway – has heavy emphasis on tourism; granted CDBG funds to Jason Russell House (Arl. Historical Society) to establish feasibility and scope of restoration. Currently surveying and documenting condition and rehab needs of Old Burying Ground. Will look into tourist bus needs such as parking and rest rooms.

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### **2B. these items could be reviewed in the future or require considerable research and work to determine feasibility**

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#### **30. Expand Services – Police Services, enforcement pro-active crime prevention**

*Viability: Low*

*Status: Ongoing*

Expand Police Services (pro-active crime prevention) – given the fiscal realities and budget priorities it is unlikely Arlington will be able to staff its police department within acceptable norms any time in the near future. National standards would indicate that we would require 18 additional patrol officers at a cost of at least \$1,080,000. Consequently, in an effort to achieve this goal we have redirected some community policing grant funds to formulate a Pro-Active Community Enforcement (PACE) team that will be tasked with problem solving policing tasks in various hotspots in the community. We expect to deploy the PACE Team at strategic times of the day and days of the week to be determined by historical analysis of crime/incident data. This is a temporary measure intended to overcome our resource challenges and is not intended to be a permanent solution to the increased demand for police services.

#### **31. Study : Expanding Services by having more paramedics and decreasing use of Armstrong versus reducing services and increasing use of Armstrong**

*Viability: Medium*

*Status: Researching*

The Fire Department believes that public sector based EMS provides the most dedicated and reliable service to the community. Currently the AFD is providing EMS services at the Basic Life Support (BLS) level and last year generated over \$400,000 in revenue for the Town. The town derives a considerable benefit from having Armstrong Ambulance based in Town to provide Advanced Life Support (ALS) services, however, in the long run providing ALS (requires Paramedics) services through the Fire Department would be in the Town's best interest. More research will be necessary into the start-up, implementation and ongoing cost of such services prior to moving in that direction.

Investigate possibility of an Enterprise fund.

#### **32. Increase efficiencies / Reduce costs –**

##### **a. Regionalize Police / Fire Dispatch**

*Viability: Medium*

*Status: Researching*

Police/Fire/EMS Dispatch – the consolidation of public safety dispatching is achievable from a technical perspective however such an initiative would require a substantial investment of municipal resources upfront. There are considerable political and jurisdictional hurdles to overcome and there is not a lot of interest currently from area communities. This would require discussions with communities over several years to build support. The most viable option would be to have this pursued by a regional organization such as MAPC which would have the ability to seek grants to investigate the feasibility of providing regional dispatch.

#### **33. Revenue enhancement – providing additional paid parking (e.g. meters on Massachusetts Avenue)**

*Viability: Medium*

*Status: Ongoing review*

Enhancing revenue by installing individual parking space meters has its proponents. Parking fee revenues would increase. However, the implementation of new meters along Massachusetts Avenue, Broadway, and other business district roads would create backlash from both business owners and residents.

Most municipalities have eliminated individual meters for public parking. The rationale for this includes:

- Elimination of meter purchases (\$ 3,000 to \$5,000 each)
- Elimination of maintenance costs
- Elimination of labor for coin retrieval by public safety personnel
- Elimination of coin-counting by Treasurer's office

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- Elimination of fee programming changes per meter
- Improved accessibility to local business
- Consolidation of meter machines in municipal lots
- Avoidance of negative public opinion
- Mitigation of parking meter “eye pollution”

### **34. Consider in next 5 year plan – lower priority - Transition away from Taxation subsidy for the Enterprise Fund**

***Viability: Very Good***

***Status: Will be discussed with Town Manager and the Board of Selectmen.***

Last year the Board of Selectmen made a policy decision to freeze the subsidy of the Water/Sewer Enterprise Fund for MWRA debt raised from the tax levy at the amount of \$5,593,112.

The decision to further reduce this subsidy is a policy decision which should be carefully considered. There are many pros and cons to putting the debt back onto the ratepayers. A preliminary review indicates that an 11-year transition of 5% above inflation increases would result in elimination of subsidy and result in a rate (uncorrected for inflation) of 74% above the current rate. Most MWRA communities currently have rates at or above 174% of our current rates.

### **35. Low Priority - Standardize trash containers & use one-person lift trucks**

***Viability: Fair***

***Status: Will study in the next 12 months***

I have spoken with Waste Management and they do have communities in snow-regions that require lift barrels on wheels (60 or 90 gallon sizes are most common). In some areas in Town, this could add some efficiency but not a big boost. There are less employee injuries where the lift barrels are viable. The down side often is the cost of the barrels; at \$40 per barrel the cost to either the Town or collectively to our customers could be in excess of \$500,000. In a congested, urbanized area this may provide some challenges in implementation, such as- barrels would be larger, causing space considerations for homeowners, and vehicles on the roadway would provide difficulties in getting the barrels nearer to the truck for loading.

### **36. Medium Priority - Adopt Community Preservation Act**

***Viability: Low***

***Status: Not yet begun***

Requires a concerted, high profile political campaign. It is a difficult sell, because it has the effect of raising taxes. It is an excellent way for people to invest in their community and comes with the added bonus that some of the money invested by taxpayers will be matched by state funds. Town routinely spends money on open space, housing and historic preservation; those funds could be freed up for other purposes if Town adopted CPA. Requires a political champion (or team of champions).

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### 3. Eliminate – these items were impractical and not feasible to pursue

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**a. More fire services-**  
**Viability: Low**

**Status:**

Given the limited resources of the community for increasing services, it is unlikely that more fire services could be added at this time.

**37. Eliminate- Impractical**

**Nurses teach health – increase nurses to full time in every school with 2 in Ottoson Middle School and High School**

**Viability: Limited**

**Status: Will be discussed during budget development**

We all want more nursing, but this will require additional funds. Nursing is currently 8 nurses for 9 schools, which is as high as it has been in many years.

**38. Low priority - Regionalization of road equipment**

**Viability: Low**

**Status: Not actively pursuing**

Any equipment that is in near full time use is most cost effective to own. We have multiple backhoes, loaders and dump trucks because the different divisions are utilizing these vehicles on a daily basis. Specialty equipment that is not in near full time use can be appropriate for a shared use program, but in my experience these efforts often fail over disputes over who damaged the equipment due to improper use, which is often very hard to prove. I do plan to evaluate our fleet for cost effectiveness in use from both a percentage of utilization time and for timeliness of replacement schedule.

**39. Low priority - Regionalization of trash pick-up (1 day whole town)**

**Viability: Low**

**Status: Not actively pursuing**

From a service point of view, collection of the whole Town on a five day-a-week is a better option. If there are valid trash skips, they can be rectified within 24 hours. The question becomes: are there cost efficiencies in a multi-town bid? While cost efficiencies can result from regional bids, Arlington's a large enough market to attract very competitive prices. Regional bids would have difficulty in accommodating town-to-town differences in trash practices and policies.

**40. Eliminate - Move Fox to Gibbs as part of community center concept- sell Fox**

**Viability: Limited**

**Status: Preliminary Report**

The Library Director and Branch Librarian viewed the space at Gibbs which is located on Foster and Tufts Streets. The facility was evaluated on location, size/arrangement of space, entry, parking, handicapped accessibility and needed renovations. Other issues to be considered are the loss of rental income from Gibbs, feasibility of terminating leases with tenants, gift of Fox Library to the Town, revenues from the sale of Fox and furniture/equipment costs associated with the move. In summary, while the space at Gibbs is attractive, there are reservations about re-locating branch services only .7 miles from the Robbins Library, loss of the neighborhood library and the cost of renovations needed to the space to accommodate library services and meeting rooms. A preliminary report has been submitted and further study is continuing.

**41. Eliminate - Human Services regionalization**

**Viability: Low**

**Status: Researching**

The health departments in metro-Boston are currently working on regionalizing public health services. Through these partnerships, discussion about human services has been brought to the table. This conversation will need to continue and state funding must be awarded to communities to further develop these relationships.

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### 42. Eliminate - Regionalize software packages

**Information Technology**  
**Viability: Medium**

**Status: In progress**

The original item spoke about inventorying town software and sharing the list internally. This can be done this year. Sharing of the software itself is not permitted under our license agreement, unless a department made a purchase and never used it.

In terms of sharing outside of Arlington, software is already purchased under state contract and there probably would not be an opportunity for sharing costs as the licensing price has already been negotiated.

**Library**  
**Viability: Excellent**

**Status: On-going**

The Robbins Library participates in the Minuteman Regional Library network and all of the software programs are analyzed and purchased through that collaborative.

**Council on Aging**  
**Viability: Medium**

**Status: Actively pursuing**

The Council on Aging is looking into how to access software packages from other councils on aging. There are no other software packages that are currently used by the other Health and Human Services divisions.

### 43. Eliminate - Explore effectiveness of combining town and school library functions

**Viability: None**

**Status: Report Completed**

After reviewing professional literature and discussions with the Children's Librarians at the Robbins and Fox Libraries, I have determined that the school and public libraries should remain separate. A complete analysis has been submitted. In summary, the Robbins Library does not have the staffing nor expertise for this; each school needs a professionally trained librarian to work with the teachers there; public librarians are not trained to be school librarians; and the roles of the public library and the schools are significantly different. The funding and administration of the school libraries belongs under the jurisdiction of the school department.

### 44. Eliminate - Explore effectiveness of merging the school nurses with the public health nurse in Health Department

**Viability: Low**

**Status: Will continue investigating**

The Health Department is currently staffed with a part time public health nurse that works 12 hours per week. The public health nurse's time is currently spent investigating infectious disease in the entire population. The public health nurse works closely with the school nurses to investigate cases of whooping cough or chicken pox, but cannot serve as the lead or substitute school nurse if the agencies are combined. Both the health department and schools are understaffed in nursing services. By combining the departments, there will be an even greater lack of resources because nursing time will be stretched even thinner than it is currently. There are communities such as the Cities of Newton and Somerville that run school-nursing supervision through the health departments; however, these cities have fully staffed public health nursing departments.

### 45. Eliminate - Increase retirement contribution for retirees under 65

**Viability: Not feasible**

**Status: Not pursuing**

Once an employee retires they no longer contribute to the system. It is assumed this is to require employees retiring prior to age 65 to contribute a higher rate. It is unknown when an employee may decide to retire prior to age 65.

Any changes in the retirement contributions would require legislative action.

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Employees hired after July 1, 1996 are paying 9% of their pay and an additional 2% for any pay over \$30,000. These employees' contributions fully fund their retirement benefits.

### **46. Eliminate - Provide option of 401K in place of the defined contribution plan (would require legislative action)**

**Viability: Low**

**Status: Not pursuing**

Municipal employees are governed by MGL Chapter 32 for pension benefits which provide a defined benefit plan and not a defined contribution plan. Town employees currently do not participate in Social Security. Any changes in the pension laws would require legislative action on a Statewide basis. Areas to explore would include whether employees would have to go into Social Security if the defined benefit pension was taken away. If this were the case then it would possibly be more expensive for the Town.

### **47. Low priority - Town Endowment Fund**

**Viability: Good**

**Status: Researching**

**Current Status:** *Currently researching other communities*

Most Municipalities have reserve funds of some type. These funds are maintained to address emergency or unforeseen circumstances, which require an immediate need for cash or capital.

An endowment fund is not a reserve fund. An endowment fund would be specifically used for the purpose of building-up principle to create future interest income, to alleviate operating budget difficulties. A policy decision is required to set parameters on the spending of this money.

The Town Treasurer has responsibility for all revenues and funds of the Town, and their investment. The investment of an endowment fund should require that no expenditures be made for a 10-year period in order to gain the best possible gain.

The creation of an endowment fund is simple to perform. The "funding" of such an account would require considering multiple approaches for sourcing revenue. The setting of a Town Policy, creating an Endowment Fund By-law, and the potential filing of special legislation may be necessary to create such a fund. Revenue sources might include, but not be limited to:

- Town annual appropriation
- Allocation of specific fees
- Private contribution
- Special event fund raising
- Issuance of taxable municipal retail bonds
- Creation of a public / private partnership
- Creation of a 501c3 corporation

The potential benefit to Arlington by the creation of an endowment fund could help mitigate any tax increases over the long-term.

Use in special accounts such as education, library, etc.

### **48. Eliminate - Sell intellectual property**

**Viability: Low**

**Status: Not actively pursuing**

There is no known intellectual property that the Town could market or sell.

### **49. Low priority - Find space (a la Symmes) for national corporations to establish campuses (currently Google is looking in this area) or provide naming rights**

**Viability: Highly unlikely**

**Status: not yet begun**

Will find out what kind of needs a corporation such as Google needs and match it with Arlington resources. Will assess the impacts upon the town and the benefits.

### **50. Eliminate - Eliminate second provider concept in mutual aid agreement**