

# EXECUTIVE SERVICES

## BOARD OF SELECTMEN

The Board is pleased to submit its annual report for 2013 to Arlington residents. The Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town.

In 2013 Kevin F. Greeley was elected to the Board of Selectmen for his 8th consecutive term. During 2013 Daniel J. Dunn served as Board Chair, and Diane M. Mahon as Vice Chair.



*Arlington Board of Selectmen clockwise, left to right: Diane M. Mahon (Vice Chair), Joseph A. Curro, Jr., Steven M. Byrne, Daniel J. Dunn (Chair), Kevin F. Greeley*

### Changes Around Town

Atty. Juliana Rice left her role as Arlington Town Counsel to return to the state's Attorney General's Office in the Government Bureau as its Deputy Bureau Chief. Atty. Rice served with distinction as Arlington's Town Counsel since 2008 and during her tenure she guided the Town through changes in the Open Meeting Law, advised and informed on numerous Town Meeting debates, and created a Town Legal Handbook for all Town departments. We wish Atty. Rice well in her new role.

In December of 2013, the Town Manager appointed Doug Heim as Arlington's Town Counsel. Atty. Heim has worked for the City of Boston Law Department in the Office of Legal Advisor to Boston Public Schools, and the New York City Office of the Corporation Counsel, Special Federal Litigation Division. We look forward to working with Atty. Heim and feel confident he will provide high quality legal services to the Town.

### Year in Review

Construction of the new Thompson Elementary School was completed in time for the 2013-2014 school year. In September the new library at the school was dedicated to Bill Shea who was active in the construction and renovation of the Town's elementary schools

over the past decade. The Board is proud that the newly constructed school is MA CHPS certified, meaning that it was designed and built to sustainable standards.

The Arlington 360 project (former Symmes site) is near completion and its first residents have already moved in. Federal funding was approved for the Mass. Ave. Rebuild and construction is slated to begin in the summer of 2014. The project aims to upgrade aging infrastructure as well as improve safety for all users of this road. The project is expected to take two construction seasons to complete.



Arlington continues its once-in-a-generation Master Plan process on land use and physical development in Town. This includes public facilities (including school buildings), housing, transportation, economic development, land use, open space, recreation land, natural, historic, and cultural resources. A Master Plan for Arlington will guide the Town in these uses over the next twenty years. Interactive workshops were held throughout the year to gather public input and will continue throughout 2014.

Designated as a "Green Community" in 2010, Arlington continues its energy and conservation initiatives. In recognition of these accomplishments and initiatives, the Town was honored by the state in 2013 with the "Leading By Example" (LBE) award. The LBE Awards recognize outstanding efforts among Commonwealth agencies, public colleges and universities, and municipalities that have implemented policies and programs that have led to significant and measurable environmental and energy benefits.

### Town Hall Centennial Celebration

In June Arlington Town Hall turned 100. A centennial celebration was held at Town Hall and its historic gardens and enjoyed by many. Hundreds of residents attended an evening celebration with four 25-year sections of the building's history, punctuated by music of the era. Additionally, the Arlington Historical Society presented "Town Hall in Character" a program where

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participants could meet extraordinary characters from Arlington's history. Historic images of Arlington Town Hall grace the cover of this Annual Report in tribute to this architectural gem.



*This photograph, taken from 5 Academy Street, shows a site cleared of buildings, circa 1907, in anticipation of construction of the present Town Hall.*

## Volunteerism

Arlington's many volunteer committees continue to provide valuable contributions to the community by helping those in need, participating in Town governance, and educating the public on important issues.

One such example of volunteer participation is EcoFest. Co-sponsored by Vision 2020's Sustainable Arlington, the Arlington Garden Club, and Public Works and held at Town Hall. The theme in 2013 was *Eco-Footprints: Arlington People, Places, Spaces*, where local vendors and environmental groups highlighted the many aspects of Arlington's open spaces and how we can enjoy and preserve them.



*"Trashformations" student-created art from recycled materials on display*

## Town Day Celebration

Arlington Town Day continued on with its proud tradition and another successful day. Resident and vendor participation was at an all-time high. Again, the Town Day Committee is grateful for the strong community par-

ticipation that has become well-known as a source for Arlington's strong and thriving spirit. The Board would like to extend its thanks and congratulations to the Town Day Committee, and especially the Co-chairs, Marie Krepelka and Kathleen Darcy. The Board also wants to extend the same thanks to the many businesses and tireless volunteers whose loyalty, dedication, and hard work made this celebration a success again. All Town Day activities are privately funded and this event continues without any Town funding.

## Pancreatic Cancer Awareness

In November the Selectmen proclaimed the month of November 2013 to be Pancreatic Cancer Awareness Month in Arlington. The board remembered the community members that have been lost to this terrible disease, and talked with family members and activists (<http://www.pancreatic.org>) about how to help raise awareness and support for finding a cure.

These are just a few of the highlights in Arlington this year. More highlights are included in this report.

## Acknowledgments & Recognitions

The Town experienced the loss of valued contributors to the community with the deaths of long time contributor to the Town, Dr. Mike Foley, former selectman Robert Murray, and administrative assistant for the Department of Planning and Community Development, Anne Marie Casey.

Dr. Foley was a lifelong resident of Arlington who among his other professional accomplishments once led the medical staff at the former Symmes Hospital. He also mentored many students in Arlington who were interested in pursuing a career in medicine. His dedication to the Arlington community will be missed.

Robert Murray was a Selectman from 1976-87, and he was an early champion of affordable housing in town. He took his passion to other parts of the Commonwealth, and never stopped working to improve housing opportunities across the state.

Anne Marie Casey passed away in September of 2013. During her nine years with the Town Ms. Casey served the public with respect, patience and concern for their needs.

Their contributions were numerous and they leave a rich legacy for all Arlington residents to enjoy and for us to remember.

The Board of Selectmen would like to thank all Town employees for the work they do to make this town what it is. We also thank the volunteers who spend thousands of hours each year performing a labor of love for their community; Arlington would not be the same without them. We particularly thank the staff of the Selectmen's Office for their tireless and intelligent work on our behalf: Marie Krepelka, Board Administrator, MaryAnn Sullivan, Frances (Fran) Reidy, and Jean Burg.

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## TOWN MANAGER

I am very pleased to deliver my second Annual Report to the Town of Arlington in the capacity of Town Manager. I am honored and humbled to have been selected to serve the Town of Arlington in this capacity and I am thankful to the Board of Selectmen for entrusting me with this role. Arlington has a long tradition of professional management, and having the opportunity to continue this tradition fills me with much gratitude. I also feel very fortunate to be working in a Town that is made up of so many dedicated, committed, and talented residents. Without the contributions of volunteers, many of Arlington's successes would not be possible.

2013 was a year of many challenges in Arlington. Arlington's Police and Fire Departments were challenged on a number of occasions in 2013 with issues both inside and outside the borders of Arlington. They faced all of these challenges with professionalism, expertise, and compassion and demonstrated to us all how fortunate we are to have them providing us with public safety services.

2013 was also a year in which the Town's commitment to financial planning and transparency was recognized by both local and national organizations. In the fall of 2013 the Town released Arlington Visual Budget (AVB), a data visualization tool that was developed in cooperation with Town volunteers and InVolution Studios, an Arlington based software design firm. This tool was honored by the Massachusetts Municipal Association with the Kenneth Pickard Municipal Innovation Award. AVB can be viewed at [arlingtonma.gov/budgets](http://arlingtonma.gov/budgets). The Town Manager's Annual Budget and Financial Plan was also recognized by the Governmental Finance Officers' Association with the Distinguished Budget Presentation Award in 2013.

My goal in making this report is to provide an overview of the financial, organizational, and community based efforts that took place during 2013. I also hope that through this report, residents will learn about the Town's commitment to transparent and user-friendly communication channels that provide Town information that is both relevant and timely. Please note that in several sections of this Annual Report, we have included a link to a webpage where more information about a project or effort can be found.



*Arlington Visual Budget can be seen at [arlingtonma.gov/budgets](http://arlingtonma.gov/budgets)*



*Adam Chapdelaine, Arlington Town Manager*

### Town's Financial Outlook

FY2014, the current fiscal year, is the third and final year of what was initially intended to be a three-year plan that incorporated the Proposition 2 ½ override of 2011 designed to carry the Town's budgets through FY2014. The key commitments along with updates on the status of meeting the commitments of that three-year plan are listed as follows:

1) Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – **Current projections have extended the plan to cover FY2012-FY2018.**

2) If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. - **This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.**

3) Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – **This commitment has been maintained and the FY2015 Town operating budget proposes a 3.5% increase. Due to enrollment growth, a school funding increase above the 3.5% is proposed for FY2015.**

4) Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:

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a) Deposited into the override stabilization fund to extend the three year override period;  
b) Used to preserve services; and  
c) To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees. – **The override period has been extended to seven years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units.**

5) An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – **This commitment has been met.**

6) Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – **This commitment is being maintained.**

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

## Dedication to Efficiency and Innovation

The Town has recently released a new Strategic Plan for Information Technology (IT Plan) which is the result of a yearlong effort to develop a plan that will aid the Town in enhancing its use of technology as a means of delivering more efficient and more effective services to the residents of Arlington. One key part of enabling the implementation of this plan was the addition of a Systems Analyst to the Information Technology Department in the FY2014 budget. The hiring process resulted in the promotion of the Town's GIS Coordinator to the position of Systems Analyst/Director of GIS.

The first step that is recommended by the IT Plan is the performance of a needs assessment across all departments in order to determine priority areas for investment in technology. This needs assessment has been led by the Systems Analyst/Director of GIS in cooperation with the Town's Director of Information Technology and the Town Manager. Also, the Systems Analyst/Director of GIS has begun working with both the Board of Selectmen and the School Committee in order to analyze and implement a digital solution for meeting materials. Such a solution will be focused on achieving cost savings attributable to the reduction of paper use and also the increased transparency of making documents available online for the public.

In FY2015 and beyond the Town will also remain committed to finding other means of reducing costs, which may include, but will not be limited to, regionaliza-

tion of services and the outsourcing of certain municipal functions.

## Working with Town Employees

Over the past year, Town and School unions have worked with management to develop a comprehensive compensation and benefits survey for all Town and School employees. This work resulted in twelve communities being selected as relevant comparables to Arlington. Among the criteria used for selection were: population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess as a % of maximum levy and residential valuation as a percentage of the total tax levy. After thorough analysis the group developed the following list of comparable communities: Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester. Working with an outside consultant, these communities were surveyed and a compensation study was completed. The results of this survey will be used by both management and union leadership to inform future bargaining discussions. A copy of this report can be viewed at [arlingtonma.gov/townmanager](http://arlingtonma.gov/townmanager).



## Sustainability Initiatives

In 2010 Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. In 2013, based on significant fulfillment of these plans, the State's Department of Energy Resources (DOER) honored Arlington with the "Leading By Example" award. This award is given to only four municipalities on an annual basis, and Arlington was proud to have earned the designation. Also in 2013 the Town hired a Regional Energy Manager (REM) in cooperation with the Town of Bedford. The REM works two days per week in Arlington, and has already demonstrated tremendous value through the implementation of a number of energy conservation measures (ECM) and through the successful submission of several grant applications on behalf of the Town. Using a portion of the \$200,000 appropriated by Town

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Meeting in 2012 for the implementation of ECM's, the REM has successfully managed the installation of new energy efficient boilers in the Robbins Library, a lighting retrofit/occupancy sensor project at the Robbins Library, and a lighting retrofit/occupancy sensor project at the DPW facility on Grove Street. All of these projects have a payback of less than five years, and also serve to reduce the Town's greenhouse gas emissions.

In regard to successful grant applications, through the work of the REM, the Town has received a grant from DOER to hire an Owner's Agent to manage the process of installing solar panels on municipal and school buildings, a grant from DOER to install an electric vehicle charging station and assist in the purchase of an electric vehicle, and additional grants to allow the Town to assess the energy performance of Town Hall and both the Town and School server rooms.

The Central Fire Station is being designed to LEED® Silver Green Building standards and construction is anticipated to begin in 2014. By using less energy and water, LEED certified buildings save money for families, businesses and taxpayers; reduce greenhouse gas emissions; and contribute to a healthier environment for residents, workers, and the larger community.

## Around Town

The Arlington 360 construction project as well as the Brightview Senior Living facility were very near completion at the end of 2013. In fact, Arlington 360 welcomed some its first tenants in November of 2013. Both sites expect to be completed and fully open to occupancy during 2014. The East Arlington Massachusetts Avenue Rebuild received all final approvals from the Federal Highway Administration in 2013 and construction is expected to begin in the summer of 2014.

## NLC Prescription Drug Card Program Savings

The Town continues periodic outreach on the National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2013, Arlington leads the state in cumulative savings to residents with \$181,570.39 and is rated #11 in the program nationally (out of 645 participating municipalities). The free program offers residents an average savings of over 20% on non-insured prescriptions. Residents can obtain the free card online at [arlingtonma.gov/prescriptioncards](http://arlingtonma.gov/prescriptioncards).



## Communications & Customer Service

The Board of Selectmen and I continue to make improving public communications and customer service one of our priority goals. This annual report is one such communication vehicle in which we put a great deal of effort to make it informative, easy to read, and attractive. In 2013 the Massachusetts Municipal Management Association (MMA) awarded Arlington second place for its 2012 report. The Town also makes these reports available online at [arlingtonma.gov/annualreports](http://arlingtonma.gov/annualreports).

We strive to inform the public about general Town activities and during emergencies, plus build a stronger relationship with our residents and improve efficiencies for our staff. To meet these needs and increasing demand for them, we utilize the following information channels in conjunction with local media.

### *Arlingtonma.gov*

[Arlingtonma.gov](http://Arlingtonma.gov) is the Town's communication hub supporting one the priority goals of the Board of Selectmen: enhance public communication and customer service and leverage technology to improve efficiencies. The site is made up of over 10,000 pages/documents and growing, serving a population of 42,000, surrounding communities, and beyond. The site also supports the online information and outreach activities of fifteen departments, and over sixty-five boards, committees, and commissions, who are much more active with the institution of the Open Meeting Law (OML) in July 2010. The workload generated by the OML compliance alone, adds approximately 1,000 documents to the site annually.

In 2013 [arlingtonma.gov](http://arlingtonma.gov) recorded approximately 1.4 million Page Views, 586,584 Visits, and 322,708 Unique Visits. Although there is a decrease in Visitor Loyalty between 2012 and 2013 (6%) it appears it may be a leveling off of the changes made in Google Analytics. Prior to 2012 the metric called "Loyalty" was changed and with its change came a substantial decrease between 2011 and 2012 (22%). That being said, reviewing the combined website metrics indicate that traffic is relatively stable and the site continues to be heavily utilized.

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<b>Request/Answer Center: System Stats</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Answers Viewed on Portal	90,249	203,484	196,393	188,367
*Productivity Preserved in Hours/Answers Viewed	7,521	16,957	16,366	15,697
**New Customer Registrations	1,872	3,071	2,338	2,373
Requests Created	2,314	2,868	2,951	2,772
Requests Closed	2,214	2,616	2,731	2,811
% Questions/Requests Remain Open System	13%	11%	22%	24%
<b>Request/Answer Center: PIO Requests</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Requests Created	739	897	888	610
Requests Closed	708	934	888	462
% Questions/Requests Remain Open System	10%	8%	5%	7%

<b>Website Traffic (arlingtonma.gov)</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Page Views	1,315,370	1,354,141	1,399,333	1,381,574
Visits	511,409	547,114	573,288	586,584
Unique Visitors	257,987	276,345	300,853	322,708
Vistor Loyalty- # of Uniques Visited Over 200 Times	29,585	24,157	18,810	17,637

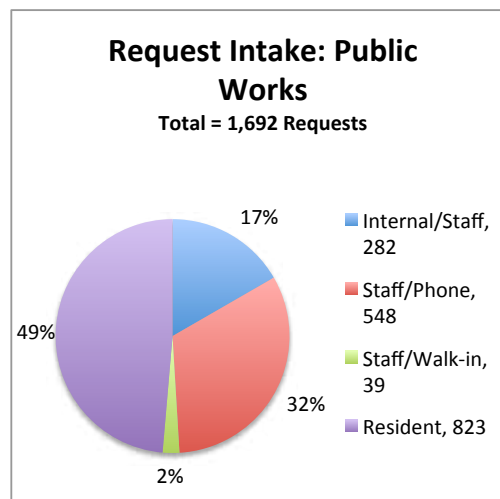
## Request/Answer Center

The Request/Answer Center is Arlington's online customer service center where residents can make requests of Town services (and track them), ask questions, and find answers. 2013 marked the sixth year for the service. The system continues to be heavily utilized by both staff and residents.

A major feature of the service is the ability for residents to easily search an extensive database before calling staff for an answer (Find Answers). If they cannot find the answer online, their question is forwarded to staff for response. Since launching the service, over 864,577 answers were viewed, yet, only 2,054 questions were forwarded to staff for an answer (less than 1%). This continues to enforce the self-serve method of providing easily accessible information so residents can find the information they need when at their convenience. One way to measure how productivity might be preserved in this self-service model is to estimate the time of phone calls to staff members. If an average phone call takes 5 minutes to answer, then this feature preserved, on average, 14,135 hours for the Town annually since 2010, or the equivalent to 7.7 full-time employees per year for just providing answers online.

In 2013 The Request/Answer Center received 2,772 Requests entered into the system and Town staff closed 2,811. Public Works leads the way with 1,692 Requests submitted, about half of these were entered by residents (49%). However, it represents a 5% decrease in resident entries from 2012 (54%). Although

the Department has been working to ensure more requests are entered (they report not all are entered), they still struggle with the challenge of multiple communication channels available to the public to report requests (online, email, phone, walk-in) and resources need to enter them. During an emergency this challenge can be exacerbated.



The decrease in PIO Requests created and closed represents the reallocation of some of the PIO's requests to other members in the Town Manager's Office or to Departments (mostly website postings) to allocate some of her time to the website project. The website project is detailed later in this report.

The Town continues to work on solutions to improve our internal functions. Residents can help by making the Request/Answer Center at arlingtonma.gov their first step when seeking information or making a Request.

## Arlington Alerts, Town of Arlington Notices

In January of 2012 the Town initiated its Arlington Alert system. Arlington Alerts notify residents via phone, text, and email before, during, and after an emergency or to relay important messages. When initiating a Town-wide phone call the system reports approximately 19,000 connections. In 2013 the Town has seen significant increases to the email (57%) and text (81%) op-

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Online Communications	2010	2011	2012	2013
Town of Arlington Notices Subscribers	3,004	4,141	4,573	4,422
% of Growth from previous year	18%	27%	9%	-3%
% Compared with # of households (19,000)	16%	22%	24%	23%
Arlington Alert Emails Subscribers*		1,543	2,149	3,795
% of Growth from previous year			72%	57%
% Compared with # of households (19,000)			11%	20%
Arlington Alert Text Subscribers*		1,188	2,688	3,310
% of Growth from previous year			44%	81%
% Compared with # of households (19,000)			14%	17%

\*Arlington Alert service launched in January 2012. 2011 numbers reflect beginning of 2012 and are included for comparative purpose.

tions offered by Arlington Alerts in the last year.

Town of Arlington Notices are official notifications sent by the Town via email to subscribers. This opt-in email distribution list delivers information on Town activities including: public health and public works alerts, election information, and special Town related events. Notices are one of the most helpful and effective tools to communicate to the public.

Receive time-sensitive notifications  
Phone \* Text \* Email

# Arlington Alerts



Register at  
[www.arlingtonma.gov/subscribe](http://www.arlingtonma.gov/subscribe)  
or call 781-643-1212

Powered by **CODE RED**  
Keeping citizens informed.

However, in 2013 the Town had its first dip in subscribers to the Notices email list (151) – representing a 3% decrease for a total of 4,422 subscribers. In May we saw a drop of 211 subscribers. Although not conclusive, we attribute this loss to AOL auto-unsubscribing reported by both the vendor and subscribers. Even with this loss and compared to the number of households (19,000), and assuming one subscriber per household, 23% of households receive Notices (1% drop).

Although we are pleased with the subscription rate for Arlington Alerts, we are watching the subscription rates to Notices and the website closely as we want to ensure residents are aware of all the Town’s activities and not only when there is an emergency.

We respectfully ask that residents who are not subscribed to these services to do so. They can subscribe to these services in the Communication Center at [arlingtonma.gov/subscriber](http://arlingtonma.gov/subscriber).

## New Website

To address the increasing demand of information and to present it in more accessible ways, while making it easier to manage for staff, the Town is in the process of updating its website. In 2013, after comprehensive vendor evaluations, the Town signed with a new website hosting and development firm, Vision Internet, to design, develop, and host a new and dynamic website.

As part of the design and development effort, the Town conducted an online survey to learn more about site visitors, who they are and why they visit the Town site as well as their perception of the Town to help guide the design of the site. Over 1,300 responses were received providing valuable feedback.



Top 15 survey feedback comments from residents

An online usability research test was also conducted to help refine navigation elements to best serve visitors to the new site. 341 participants took the test which identified common paths and areas of improvement to remedy. The Town is currently in the development and migration process. Development entails a complete redesign and major reorganizations of the site, including the implementation of dynamic pages, and responsive web design (RWD) to ensure proper display on any device. Migration entails the reorganization of over 9,000 pages and documents. The Town plans to launch the new site in 2014.

Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents. The Town also strives to

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maximize technology for efficiencies and will continue to build upon these valuable Town assets. We put a lot of effort into making sure our award-winning website is timely and accurate, the Request/Answer Center is working properly and responding to resident needs, keeping residents up-to-date through Town Notices, and to be prepared for an emergency with Arlington Alerts. We constantly evaluate all our channels so we can maximize service delivery and staff efficiency. It is important to note, none of the success can be realized without skillful human intervention and collaboration. From the many content contributions from staff, boards, and committees, to residents utilizing these channels, we continue to help residents 'get connected' and 'stay connected' to Town Hall.

## Acknowledgments

In 2013 Town Counsel, Juliana Rice, left the Town to accept a position within the office of the Massachusetts Attorney General. Juliana provided excellent legal services to the Town of Arlington during her tenure and her contributions will be sorely missed. We wish her the best in her future endeavors. After a thorough and exhaustive search process, Juliana's successor was recruited and hired in 2013. Attorney Douglas Heim was selected to serve as Arlington's new Town Counsel. Doug brings with him experience from working for both City of Boston and the City of New York in their respective legal departments. We are excited to welcome Doug to the team and look forward to working with him going forward.

2013 also saw the retirement of Veterans Services Director Bill McCarthy. Bill provided exemplary service

to the Town and he will be missed by all who worked with him. Bill's replacement has been recruited and we are happy to welcome Jeffrey Chunglo to Arlington as the new Director of Veterans Services. Jeffrey brings with him a great deal of experience in working with Veterans and we are fortunate to have him as part of the team.

## Dedicated Team

As I mentioned at the outset, Arlington is very fortunate to have so many talented citizens willing to volunteer their time to serve the Town in various capacities including Town Meeting, Boards and Committees. Together with our elected leaders, management team, and staff, they make Arlington a special community. I would like to thank the Board of Selectmen for its leadership and support throughout my second year as Town Manager. I am also very grateful for the professionalism and knowledge exhibited by Deputy Town Manager, Andrew Flanagan. I would also like to acknowledge the excellence that is regularly exhibited by the Town's Department Heads. Arlington is fortunate to have a talented, dedicated, and hard-working management team that is second to none in the Commonwealth, and I feel privileged to be able to work with them day in and day out. Going further, Arlington is lucky to have a great team of Town employees across all departments.

Finally, I would be remiss if I did not express my warmest appreciation for my office staff, Eileen Messina, Domenic Lanzillotti, Joan Roman, and Michael Bouton. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office.

