

EXECUTIVE SERVICES

BOARD OF SELECTMEN



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

The Board is pleased to submit our annual report for 2012 to Arlington residents. The Board is composed of five elected residents who set policy and oversee the management of municipal functions of the Town.

2012 brought two new Selectman to the Board, Steven M. Byrne and Joseph A. Curro, Jr.

Mr. Byrne brings his statehouse experience to the board and Mr. Curro brings his four years experience from the Arlington School Committee.

Clarissa Rowe and Annie LaCourt resigned from the Board in 2012. The Town has benefitted from both Ms. LaCourt's and Ms. Rowe's efforts. In her seven years on the Board, Ms. LaCourt was instrumental in supporting a focus on technology and encouraged the creation of a Town/School Information Technology Department and the addition of the Request/Answer Center to the Town's website. She was also active in the Town's budgeting process and an advocate of the Town's long-range planning activities. In her six years on the Board, Ms. Rowe was a thoughtful advocate for the Town's open spaces, tourism and economic development. Her work outside the Board with the Arlington Land Trust helped secure Elizabeth Island for the enjoyment of residents to share for future generations.

We thank both Ms. LaCourt and Ms. Rowe for their valuable years of service to Arlington.

Changes Around Town

The first year of working with Arlington Town Manager, Adam W. Chapdelaine has been extremely rewarding. In his first year he has continued the fine tradition of fiscal responsibility spearheaded by Brian Sullivan and has brought new enthusiasm in the areas of energy conservation, technology, and community outreach.

Mr. Chapdelaine has also brought on board an exceptional Deputy Town Manager in Andrew P. Flanagan. Mr. Flanagan formerly served as the Director of Policy and Administration for the City of Newburyport and has a long history in municipal government.

Library Director, Maryellen Remmert Loud, retired in April after 27 years overseeing Arlington's library system. Maryellen was a visionary leader with the management skills to see the libraries through some difficult times, though the system flourished with an addition to the Robbins Library in the 90's and the system entering the digital age. She will be greatly missed.



Maryellen Remmert Loud

Year in Review

Residents and businesses now enjoy weekly recycling collection. As this had been one of the top requests to the Board, I'm pleased the Public Works staff was able to provide this service without extra cost to the Town. Construction of the new Thompson Elementary School is fully underway and the project on track to be open for the start of the 2013-2014 school year. A comprehensive municipal Master Plan is being developed to serve as the Town's primary policy statement on future physical development in Arlington. An interactive public kick-off meeting was held in October, with future public events planned.

Designated as a "Green Community" in 2010, Arlington continues its energy and conservation initiatives. The Town was awarded a \$250,000 competitive Green Communities Grant for energy reduction improvements at the high school, several elementary schools and Robbins Library. The new Highland Fire Station was awarded LEED® Silver Green Building Certification and plans to complete the LED streetlight installations in 2013 are on track. The US Environmental Protection Agency (EPA) awarded the Town a grant to install a porous pavement parking lot at Hurd Field. Porous pave-

EXECUTIVE SERVICES

ment is designed to handle stormwater run-off to better protect the local waterways, such as the Mill Brook.

Cyrus E. Dallin's 150 Anniversary was celebrated in Arlington. Events were held throughout the year to honor the famed American sculptor and Arlington resident. Dallin created many iconic statues that adorn the cover of this year's annual report. These are just a few of the highlights in Arlington this year. More highlights are included in this report.



EcoFest 2012

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 event is fast becoming an annual event. The theme in 2012 was "Locavoracious ...about Food," where local vendors and authors spoke about local food gardening options and provided insights about where our food comes from.



Town Day Celebration

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

Acknowledgements & Recognitions

The Town experienced the loss of two valued contributors to the community with the deaths of long time contributor to the Town, Bill Shea, and former Deputy Town Manager, Nancy T. Galkowski.

Bill Shea was active in Arlington Town government for over forty years, serving as a Town Meeting Member, a member of the Finance Committee and most recently as a member of the Permanent Town Building Committee. Bill's contributions to the Town are too long to list, but a significant part of his legacy includes the construction and renovation of the Town's elementary schools over the past decade. The library at the newly constructed Thompson Elementary School will be named in his honor.

Nancy T. Galkowski passed away in early 2013 from pancreatic cancer. During her 23 years with the Town, Ms. Galkowski influenced many with her professional work ethic and warm sense of humor.

Both of 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 also like to thank all Department Heads, Committees and Boards, as well as the entire staff of the Selectmen's office for their tireless and intelligent work on our behalf. We thank Marie Krepelka, Board Administrator, MaryAnn Sullivan, Frances (Fran) Reidy, and Jean Burg for their exceptional commitment and their dedication and service to the entire Town of Arlington.

EXECUTIVE SERVICES

TOWN MANAGER

I am very pleased to deliver my first Annual Report to the Town of Arlington, having been officially sworn in as Town Manager on February 24, 2012. 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, which includes the exemplary tenures of both Donald Marquis and Brian Sullivan. 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.

The year 2012 was a very busy year in Arlington. The unexpected microburst in July and Hurricane Sandy in August resulted in the removal of approximately 200 Town trees, torn up sidewalks, and power outages. Fortunately, no serious injuries were reported, but the loss of trees was felt Town-wide. The Town is currently working on strategies to recover from the loss. These strategies include a funding commitment in FY14 to replant many of the trees lost in 2012. During these emergencies, the efforts of the Town's Emergency Management Team and the sense of cooperation in the community was commendable. Overall, these storms and their impacts have demonstrated Arlington's strength and resilience as a community. When faced with adversity we continue to meet our challenges head on with professionalism and care.

My goal in making this report is to provide an overview of the financial, organizational, and community based efforts that took place during 2012. 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 report, I have included a link to a webpage where more information about a project or effort can be found.

Town's Financial Outlook

FY2013, the current fiscal year, is the second 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.*



Arlington Town Manager, Adam W. Chapdelaine

2) If the override passes there will be no 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 projects to reduce 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 this year's Town operating budget is being held below the 3.5% cap.*

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:

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. The \$400,000 increase in the budget for road improvements has allowed for the Department of Public Works*

EXECUTIVE SERVICES

to increase the amount of roadways that are repaired and resurfaced on an annual basis.

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.

Dedication to Efficiency and Technology

The Town has continuously pursued numerous strategies for reducing costs and becoming more productive. Recently the Town hosted a regionalization forum, which was attended by officials from Bedford, Belmont, Burlington, Lexington, and Winchester. This forum was facilitated by the Metropolitan Area Planning Council (MAPC) and resulted in several areas where regional efforts are being set for further research and discussion. These areas included animal control, public transportation, and e-government initiatives. In addition to this, the Town currently has many service and purchasing contracts that are being implemented regionally. Most recently, the Town has entered into an agreement with Bedford to hire a Regional Energy Manager. This position will work with both Arlington and Bedford in meeting their goals as Green Communities.

The Town has also continued moving forward with its implementation of a GIS Strategy. Since the hiring of the GIS Coordinator the Town has saved a significant amount of funding due to expanded internal capacity. As GIS moves toward full implementation, it is anticipated that it will continue to provide annual improvements in productivity and property address based data tracking. You can view some of these efforts, including the interactive SimpliCITY Mapping feature online at arlingtonma.gov/maps.

In order to increase productivity each year, the Town must continue to make better and more effective use of technology. This certainly is not unique to Arlington as any organization worldwide that does not keep up with productivity enhancements gained through the effective use of technology will not be able to compete. To meet this need, the FY2014 budget proposes the addition of a Systems Analyst to the Information Technology Department. This position is added with the goal of enhancing the Town's ability to analyze vendor applications, which may increase departmental efficiency as well as expand internal development capacity also aimed at updating the business practices of our departments. These efforts are undertaken in cooperation with the Information Technology Advisory Committee (ITAC) and are focused on investigating other new advances in technology that can enhance the efficiency and effectiveness of the Town's service delivery.

Working with Town Employees

During my first year as Town Manager, I devoted a great deal of time to establishing a strong relationship with the Town's employee unions. I have worked to establish a relationship that is based on trust and open communication. I have focused on making it clear that although I don't expect for agreement on all fronts all the time, I do expect all parties to come to the bargaining table with a commitment to open and honest dialogue based on facts and figures. I believe that the groundwork for such a relationship has been set in 2012 and the outcome of that is Town and school employee unions have contracts in place through FY2015 with the exception of the Patrol union, whose current contract expires at the close of the current fiscal year (FY2013). However, negotiations with the Patrol union are underway for a contract extension.



Sustainability Initiatives

Since being designated as a "Green Community" in 2010, Arlington continues its energy and conservation initiatives. In 2012, weekly recycling was introduced in conjunction with mandatory recycling and generous trash allowances. Weekly recycling was a frequent request from residents and we are glad we were able to find a contractor to offer this service without increased cost. Arlington was already doing a good job of recycling, but the added incentive of a trash limit and mandatory recycling has already resulted in a reduction in the solid waste tonnage and an increase in the amount of materials recycled. The shift in the amount of materials recycled translates to savings for all residents.

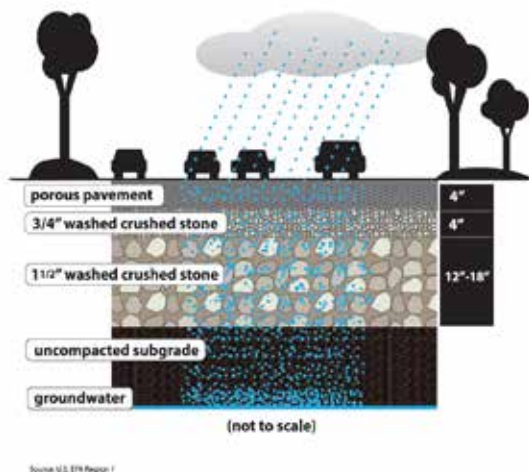
The Town was awarded a \$250,000 competitive Green Communities Grant for energy reduction improvements at the high school, several elementary schools, and Robbins Library. The grant was the highest amount awarded and the upgrades will help by saving the Town operational costs over time.

The new Highland Fire Station was awarded LEED® Silver Green Building Certification. The Station achieved this certification for energy use, lighting, water, and material use as well as incorporating a variety of other sustainable strategies. 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.

EXECUTIVE SERVICES

A significant effort to reduce energy consumption is to update the Town's current High Pressure Sodium (HPS) streetlights to Light Emitting Diode (LED) streetlight technology. Over time, this upgrade will cut the Town's annual street lighting costs in half, from \$300,000 to \$150,000. In 2011 the Town started this project by installing LED streetlights in East Arlington. The Town plans to complete the LED streetlight installations for the rest of Arlington in 2013.

The Town's Engineering Department spearheaded several initiatives focused on both addressing stormwater impacts on water bodies in Arlington and how the Town and its residents can reduce those impacts. The educational Stormwater Awareness Series was launched in 2012 and will continue into 2013. The US Environmental Protection Agency (EPA) awarded the Town a grant to install a porous pavement parking lot at Hurd Field. Porous pavement is designed to handle stormwater run-off to better protect local waterways, such as the Mill Brook. The project will be a showcase for the EPA to educate community members and other municipalities about the benefits of using porous pavement to improve water quality. Residents can learn more about the Hurd Field Porous Pavement Education Project at <http://www.epa.gov/mysticriver/porouspavementproject.html>.



Hurd Field Porous Pavement Project diagram.

Vision2020's Sustainable Arlington mounted a very successful campaign to help Arlington residents acquire discount pricing on the installation of solar PV through the Solarize Mass program. The Solarize Arlington team not only reached the lowest pricing tier available in the program, they topped the state in contracts signed. I would like to acknowledge Sustainable Arlington's ongoing efforts in working with the Town on numerous sustainability efforts. Residents can learn more about Solarize Arlington and Town's clean energy initiatives online at arlingtonma.gov/energy.

Around Town

The Arlington 360 construction project, at the former Symmes site, began in April and is anticipated to last 24-36 months. The residential component will provide 176 units of housing, including 12 condominiums and 26 affordable units. There is also an assisted living facility being built on the lower portion of the Symmes site by The Shelter Group. The Shelter Group will operate the facility as Bright View Senior Living. ALTA Brigham Square began construction in 2012, and in early 2013 is renting apartments, including 17 affordable housing units. The 75% Design Plans for the Mass. Ave. Corridor Project were submitted to MassDOT and the former Crosby School was sold to longtime tenant Schools for Children.

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 2012, Arlington leads the state in cumulative savings to residents with \$147,835 and is rated #10 in the program nationally. The free program offers an average of 28% savings on non-insured prescriptions. Residents can obtain the free card online at 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 2012 the Massachusetts Municipal Association (MMA) awarded first place for last year's report. The Town also makes these reports available online at arlingtonma.gov/annualreports.

To meet the growing demands from the public to provide more real-time, in-depth information via multiple platforms and to be more accessible, we utilize the following four information channels in conjunction with local media. The aim is to inform the public about general Town activities and during emergencies, plus build a stronger relationship with our residents and efficiencies for our staff.

EXECUTIVE SERVICES

Town of Arlington Notices

Town of Arlington Notices are official notices 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 a helpful and effective tool to communicate to the public. For example, to provide information on upcoming elections, or providing daily status reports during the microburst event last July.

In 2012 the Town added 432 subscribers to the Notices email list - a 10% increase for a total of 4,573 subscribers. Compared to the number of households (19,000), and assuming one subscriber per household, this would represent 24% of households receive this email. We are pleased with any growth, but we would like to see every resident subscribed to Notices. Residents can also subscribe to other email notices such as, Senior News & Notices, Recreation programs, Playing Field Status, Selectmen Agendas, and School Committee Agendas.

Residents can subscribe online at: arlingtonma.gov/subscribe.

Subscribers to Town of Arlington Notices	2009	2010	2011	2012
Number of Subscribers	2,450	3,004	4,141	4,573
% of Growth from previous year	43%	18%	27%	10%
% Compared with # of households (19,000)	13%	16%	22%	24%

Arlingtonma.gov

The Town's website supports one the priority goals of the Board of Selectmen: enhance public communication and customer service and leverage technology to improve efficiencies. Currently the site is made up of over 10,000 pages and growing, serving a population of 42,000, surrounding communities, and more. Arlingtonma.gov 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 new Open Meeting Law (OML) in July 2010. The new workload of the OML compliance alone, adds approximately 1,000 pages to the site annually. It's just one example of the growing demand of more real-time, in-depth information from the public. To address how to handle the increased demand of information the Town, in the latter part of 2012, performed a comprehensive needs assessment with all departments and put out an RFP for an updated site.

In 2012 arlingtonma.gov recorded approximately 1.4 million Page Views, 573,288 Visits, and 300,853 Unique visits, all increases from previous years. However, Visitor Loyalty had a substantial decrease. This

may be due to Google's change in how it reports "Loyalty," now called "Frequency & Recency." In any event, other website metrics indicate that traffic is fairly stable showing that the site continues to be heavily utilized. As we update our site, we will monitor this, and other metrics.

Website Traffic (arlingtonma.gov)	2009	2010	2011	2012
Page Views	1,341,842	1,315,370	1,354,141	1,399,333
Visits	488,500	511,409	547,114	573,288
Unique Visitors	242,245	257,987	276,345	300,853
Visitor Loyalty- # of Uniques Over 200 Visits *Metric now called Frequency & Recency	27,693	29,585	24,157	18,810*

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 search an extensive knowledge base, 24 hours a day. This year marked the fifth year for the Request/Answer Center. 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 asking someone at Town Hall a question (Find Answers). If they cannot find the answer, their question is forwarded to staff for response. Since launching the service, over 675,000 answers were viewed, yet, only 1,816 questions were forwarded to staff for an answer (less than 1%). This indicates that the Request/Answer Center is working. Residents are getting their answers on their own – true self-service – and the Town is preserving productivity. In measuring productivity, "Answers Viewed" online are potential phone calls not handled by staff. If an average phone call takes 5 minutes to answer, then this feature preserved, on average, 15,188 hours for the Town annually since 2009, or the equivalent to 6.06 Full-time employees per year.

In 2012 The Request/Answer Center received over 2,951 Requests entered into the system and Town staff closed 2,731. Public Works leads the way with 1,626 Requests submitted. Previously the Department received an average about 940 Requests per year through the system, but estimates this is a small percentage of all Requests submitted to the Department and is working on entering more requests into the system. The Department encourages residents to do so directly when they can, but recognizes that during an emergency it may not be appropriate. The spike in Requests submitted by staff and in general is due in large part to tree damage from the July microburst and Hur-

EXECUTIVE SERVICES

Request/Answer Center: System Stats	2009	2010	2011	2012
Answers Viewed on Portal	107,661	90,249	203,484	196,393
**Productivity Preserved in Hours/Answers Viewed	8,972	7,521	16,957	16,366
^New Customer Registrations	1,022	1,872	3,071	2,338
Requests Created	1,951	2,314	2,868	2,951
Requests Closed	2,004	2,214	2,616	2,731
% Questions/Requests Remain Open System	18%	13%	11%	22%
Request/Answer Center: PIO Requests	2009	2010	2011	2012
Requests Created	710	739	897	888
Requests Closed	690	708	934	888
% Questions/Requests Remain Open System	6%	10%	8%	5%
**Productivity Preserved in Hours. Answers Viewed are phone calls not answered by staff. Avg length of call = 5 minutes				
^Duplicate customers ID'd - same customer using multiple emails estimated adjustment is 5-10%				

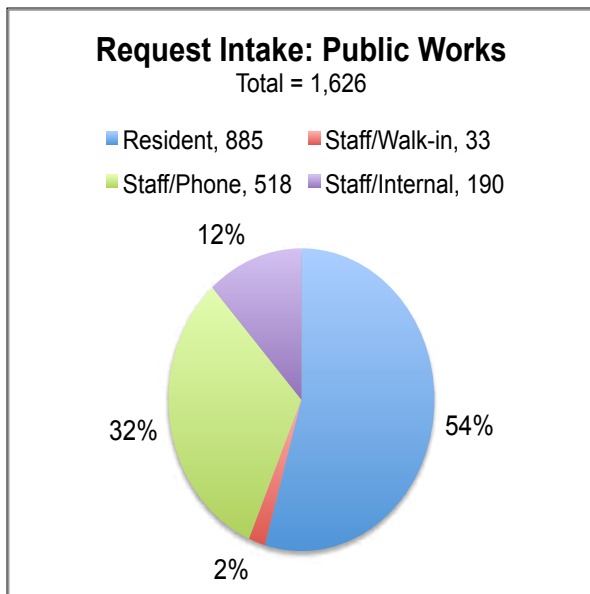
ricane Sandy. The Department still struggles with the challenge of multiple communication channels available to the public to report requests (online, email, phone, walk-in) and during an emergency this challenge can be exacerbated. Although there was a slight decrease in percentage of requests entered by residents in 2012 (59% in 2011), there was an overall increase of use (656 requests, 60% increase) during the year.

The Town is committed to being accessible, however it also needs to better resource and manage its request intake to preserve productivity. Increased outreach in this area is needed to encourage residents into a more 'self-service' model for entering their Requests online via the Request/Answer Center, so staff can focus on fulfilling them.

Receive time-sensitive notifications
Phone * Text * Email



Register at
www.arlingtonma.gov/subscribe
or call 781-643-1212



Arlington Alerts

Effectively notifying the public in an emergency is a top priority and requires tremendous coordination. Effective emergency response relies on the collaboration of many departments, groups around Town, and oftentimes with state and federal officials, working together to compile and disseminate critical information to the public, quickly and clearly. In early 2012 the Town launched the Arlington Alert System and it has proven to be extremely helpful in alerting residents prior and during Hurricane Sandy. It was also effective in alerting residents to the new Recycling and Trash program introduced over the summer. The Arlington Alert system allows residents to receive alerts via phone, text, and/or email and manage their contact information via an online self-registration system. The Town encourages all residents to register in the system online at arlingtonma.gov/subscribe.

EXECUTIVE SERVICES

Financial Communications

The Town is always reassessing how it can effectively communicate its financial status and improve understanding and provide greater transparency. The Town puts a lot of effort into preparing budget information, financial plans, and reports. However, financial information is inherently challenging to disseminate because it can be complicated, dense, and time consuming to review. To help develop strategies to improve our efforts in communicating financial information the Town conducted a resident survey. Over 1,000 responses were received and although 58% of respondents are satisfied or very satisfied with how the Town communicates financial matters there are opportunities to improve our methods and engage more residents. Key findings include the desire for executive summaries, simplified documents, and more educational information. Respondents also showed a willingness to spend more time to learn about financial matters and a preference to receive the information online or via email. Complete survey results can be viewed online at arlingtonma.gov/townmanager.



Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents. We also strive to 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 to maximize service and 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

2012 brought an end to an era of great service to Vision 2020 by Jane Howard. Jane officially stepped down from her role as Co-Chair of the Vision 2020 standing committee after serving in the position for over 20 years. Though this doesn't end Jane's participation in Vision 2020 or the many other organizations that she donates her time and energy to, it does serve as a place

in time to stop and thank Jane for her years of service. Jane embodies the volunteer spirit that makes Arlington so strong, and I feel fortunate to have the opportunity to collaborate with her on a number of Town initiatives.

The Hoarding Response Team (HRT) is a collaboration between Police, Fire and Health officials and helps remediate public health and safety issues due to hoarding. The HRT was recognized by the Massachusetts Municipal Association (MMA) for the program's innovation and was also invited to the National League of Cities, Congress of Cities and Exposition to showcase the team's program model. In early 2013 the Team was featured nationally on the Learning Channel program "Hoarding: Buried Alive."

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 first year as Town Manager. 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. The dedication and commitment of Town staff was on full display during both the microburst and Hurricane Sandy and I thank them for their service.

I would like to welcome Arlington's new Deputy Town Manager, Andrew P. Flanagan who has quickly become an integral part of the Town's management team. I would also like to welcome our new Management Analyst, Michael Bouton who will be overseeing the management of the Town's rental properties along with other responsibilities. Finally, I would be remiss if I did not express my warmest appreciation for my office staff, Eileen Messina, Domenic Lanzillotti, and Joan Roman. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office.