

CENTRAL MANAGEMENT SERVICES

PERSONNEL DEPARTMENT

The Personnel Department serves all of the employees of the Town that are appointed by the Board of Selectmen, the Town Manager, the Comptroller, the Town Treasurer, the Town Clerk, and the Board of Assessors. The purpose of the Department is to administer the Town's compensation and benefits programs. Additionally, the Department deals with a wide variety of issues relative to quality of life in the workplace and seeks to improve the effectiveness of Town services by recruiting the best employees and reviewing and improving the Departments' organizational structure.

The Department handled over one-hundred personnel transactions relating to a myriad of positions. This includes retirements, resignations, promotions, vacancy postings and advertisements, interviewing, selection, and enrollment of new employees. The Town had twenty-four new hires in the year 2011.

The past year was an extraordinary one for the Personnel Department. Early 2011 made for many difficult discussions with employee groups as the future of the Town's finances was uncertain. Without a successful override there would have been significant service cuts including reductions in manning in both the police and fire departments, cuts to library hours and public works staffing; all of these potential impacts needed to be bargained with the employee unions well in advance of their possible implementation.

Also in early 2011 the Director assisted the Arlington Public Schools (APS) in the recruitment of a Human Resources Officer. The APS hired Mr. Robert Spiegel as their first Human Resources Officer in 10 years. Immediately, Mr. Spiegel has shown himself to be an enormous asset and we are hopeful that he will be successful in the development of a fully staffed Human Resources Department for the Arlington Public Schools to support them in best utilizing their talented staff, preventing liability, and fostering good labor relations.

This summer the Board of Selectmen voted to adopt new legislative provisions to allow the Town to transfer its health insurance subscribers to the Commonwealth's Group Insurance Commission (GIC). The Director of the Department served as part of the collective bargaining team that for many years had discussed with the employee unions health insurance changes, including the possibility of going to the GIC. In September the Town and the employee unions, through its Public Employee Committee (PEC), reached an agreement on entering the GIC. The Department was then charged with the task of transferring 3,000 people to the GIC with an effective date of January 1, 2012. Additionally the Department had to offer a new dental plan, new health reimbursement account and for the first time, a health insurance opt-out program was offered to retirees as well as all active employees enrolled in our

plans as of July 1, 2011. By any measure, the transfer was very successful. The Department offered over 25 information sessions to employees and retirees in addition to offering extended weekend walk-in hours for personal assistance.

In the late fall Town Manager Brian F. Sullivan and long-term Library Director MaryEllen Remmert-Loud announced their plans to retire. The Director of the Department will serve the Board of Selectmen in their search to replace Mr. Sullivan and will be instrumental in the process to select a new Library Director.

The Department also worked closely with Department Heads to successfully facilitate a number of disciplinary issues and workplace investigations.

2012 Objectives

The Department of Personnel will continue to assist departments in the recruitment and retention of high caliber employees committed to excellent public service. The Department will strive to provide excellent support to all employees and retirees who may have questions about the new insurance plans. The Department looks forward to settling into our new benefit plans and to efficiently and capably administer them.

The Department will also continue to audit our policies and practices to ensure compliance to various collective bargaining agreements and employments laws.

EQUAL OPPORTUNITY

The Town of Arlington has established the following mission statement relative to Equal Opportunity:

"The Town of Arlington recognizes its legal obligation and moral responsibility to provide Equal Employment Opportunity to its employees and potential employees. The Equal Opportunity Advisory Committee, a volunteer committee appointed by the Town Manager, is committed to the Equal Opportunity program to prevent discriminatory employment practices. The Committee assists the Town in implementing its Equal Opportunity Plan which creates the mechanism and sets the standards by which Equal Opportunity will be assured."

The Equal Opportunity Advisory Committee (EOAC) meets monthly, on the 2nd Wednesday, in the Town Hall Annex. The Committee meetings are open to the public and public attendance is encouraged.

In early 2011 the Committee encouraged the Personnel Director/Equal Opportunity Officer to pursue filing a warrant article to change the way original Labor Service Appointments are made in the Town of Arlington. The Committee wrote to Town Meeting members expressing their support for favorable action under the article and in the spring Town Meeting voted overwhelmingly in favor of the article and the home rule legislation was enacted in late 2011. Under the former system, people would sign up for Labor Service positions on a

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roster and were considered for appointment in the order in which they appeared on the list. The Committee felt strongly that the Labor Service roster hiring system rewarded people who understood how the system worked rather than allowing hiring on the basis of merit. Dispensing with this system allows for a more open process for hiring prospective applicants for Labor Service Positions within the Town. As it was enacted, the legislation allows current and prospective employees to continue to enjoy the protections of civil service.

Throughout 2011 the Committee reviewed monthly reports from the Personnel Director /Equal Opportunity Officer regarding employment opportunities for the Town. The principal focus of the Committee is to ensure that people of all races and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington. The Committee continues to try to increase the number of minority and female applicants for positions of employment by communicating with the population at large through posting Town positions in media that serve different minority communities in the area. In 2008 the percentage of minority applicants interviewed for Town positions was 4%, and since that time we have seen a modest improvement to 10% in 2011. The Committee continues to strategize about new and inventive ways in which to attract qualified minority applicants.

The Personnel Director worked closely with the Committee in ensuring compliance to the Town's By-laws with regard to female and minority participation goals for all construction projects exceeding \$200,000 which include the renovation of the Stratton Elementary School, and ongoing Water and Sewer rehabilitation projects.

The Committee closed out the year by meeting with newly elected Town Clerk Stephanie Lucarelli, Public Works Director Michael Rademacher, and Deputy Town Manager Adam Chapdelaine. The Committee takes these in-person meetings as an opportunity to express the importance of valuing diversity in the workplace and having fair and equitable hiring practices.

Any person interested in this issue of Equal Opportunity is encouraged to contact the Equal Opportunity Officer at 781-316-3121 or email cmalloy@town.arlington.ma.us.

INFORMATION TECHNOLOGY

Effective July 2007, the Annual Town Meeting voted to establish a consolidated Town-wide Information Systems and Technology Department under the general supervision of the Town Manager. The functions of the Department fall into three broad categories:

- Town and School hardware, networking, telecommunications, and software infrastructure

support;

- Town and School administrative applications, implementation, training, and support; and
- School Academic applications implementation, training, and support.

The first two categories shall be under the management of the Town Manager and are supported in this budget item. The third shall be under School Superintendent and is supported in the school budget. The Information Technology Department is responsible for supporting, implementing, and upgrading over nineteen-hundred personal computers across Town and School departments, fifty PDA's, over four hundred printers, thirty six servers, Town and School network infrastructure, electronic communication systems, the Munis financial software system, PowerSchool (student information system), electronic security systems, Integrated Collection System, Automated Meter Reading System, and numerous Town and School websites.

Initiative Overview

In 2011 the Information Technology Department continued to upgrade the Town and School information technology infrastructures, and improve the systems performance and security, while accommodating various departmental requests. The Department supports the Town and School's files, applications, websites, database servers, network, hosted environments, adding new equipment and consolidating systems as needed.

Ongoing improvements are being made to the security infrastructure by continually upgrading anti-virus, anti-spyware, and spam protection services. We continue to upgrade and reconfigure Network switches with the capability to support wireless connectivity, Voice Over Internet Protocol, gigabit speeds and to provide better performance and greater security. Arlington Public Schools continued its expansion of its cloud computing initiative by adding an AHS student domain within the Google environment for e-mail, Google Docs, Calendar, and Google Sites. Construction and renovation projects were a big part of last year's project scope for the IT group and many other departments throughout the Town and School.

Strategic Initiatives

- Hired GIS (Geographic Information Specialist) and began hardware and software evaluations to support an enterprise GIS system.
- Began building-security assessment project with the contracting of a security specialist to investigate and recommend solutions to better secure Town and School buildings.
- Thompson School de-commission. Remove and relocate network, telephone, and desktop equipment to the Bishop, Stratton, and Hardy Schools to support Thompson

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students moving to those elementary schools during construction of the new Thompson School.

- Stratton school renovation project included additional electrical and network connections to support a new computer lab and the students transitioning from the Thompson School.
- Highland Fire Station renovation project brought updated desktop, network, telephony, and security infrastructure to the Fire Department's newly renovated station.
- DPW renovation and administrative office consolidation project and move from Town Hall to newly constructed offices in Grove St. facility.
- Document management assessment project kicked off with Selectmen and Clerks office.
- Added Emergency Management and Auxiliary Fire Groups to enterprise inventory control system.
- Purchased and installed network wireless controller to support wireless connectivity to Town and School buildings.
- Partnered with Apple computer, the Special Education Department and the IT group to implement a Pilot project that places fifty iPads in the Special Education Department and created a plan to assess pilot results.
- Hired Library Media Specialist to first transition AHS and Ottoson Media Centers to a more research based and group oriented "Learning Commons", and second to apply lessons learned to the Elementary School Libraries.
- Partnered with Google to implement sixty donated Google Chrome Laptops to AHS and the Ottoson Middle School Media Centers/Learning Commons.
- Created and distributed RFI for Online Electronic Payment vendor. Once chosen product would be implemented across Town and School departments.
- Redesigned Tax Bills to incorporate Intelligent Mail Barcodes on bills for more efficient mass mailings.
- Created School/Academic Strategic Technology Plan.
- Purchased, implemented, and converted aging SPED system to EasyIEP. Created automated integration processes to PowerSchool (Student Information System).
- Created maps and integrated information from PowerSchool (Student Information System) in order to facilitate discussions surrounding School Re-Districting.

Infrastructure/Operational Initiatives

- Purchased and installed Enterprise wireless controller to support wireless connectivity across the Town and School.
- Upgraded Town Backbone Switch connections to all servers to 1 GB, which resulted in enhanced performance via faster file access and shorter backup windows.
- Installed Barracuda Email archiver to support Towns email archiving requirements.
- Created and printed 163,000 water, real estate, personal property, and excise tax bills.
- Upgraded the Assessor's office to the latest version of Patriot System assessment management software along with upgrading server hardware. Created automated integration links between Patriot System and ESRI GIS software
- Increased all Elementary School Computer lab capacity to thirty seats in order to support rising enrollments across the District.
- Continued upgrading Desktop software to Windows 7 and Office 2010 across the Town and Schools.
- Purchased 94 projectors, document cameras, speakers, and constructed mobile carts for distribution to classrooms.
- Removed and reinstalled over 250 desktop systems, printers, multi-purpose devices to support the de-commission of the Thompson School, Stratton Renovation project and the distribution of systems to the Bishop, Hardy, and Stratton.
- Installed wireless switching equipment to support deployment of wireless access points in the AHS Auditorium, Media Center/ Learning Commons, Computer Labs, Ottoson Media Center/Learning Commons, and in the sixth, seventh, and eighth grade cluster areas.
- Installed new projection system, remote control screen and integrated projection system with existing sound system in the AHS Auditorium for use during full school assemblies.
- Purchased and installed forty flat panel computer monitors from State's surplus hardware program and drastically reduced cost.
- Performed major electrical power system upgrade in the Town server room. Installed highly modular and upgradeable APC Battery Backup System to support new server rack and the installation of additional electrical circuits.
- Setup wireless access, Laptop computers, and printers for the Moving Wall project
- Upgraded Legal Department Worldox Soft-

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- ware and replaced aging server.
- Replaced all Police Patrol Car Panasonic Tough-books with PC Patrol mobile computing devices.
- Updates to Software Packages were done this year for Recreation Dept. Town email, ArcServe Backup product.
- Processed 6 public records requests

FY2012 Objectives

- Create Implementation plan for a Town-wide document management system.
- Create plan and implement requirements of Building Security Assessment.
- Automate the Selectmen's office meeting information packet process.
- Implement facilities booking program to coordinate reservation and use of Town and School facilities booking system.
- Upgrade Munis system platform with the possibility of taking advantage of Munis' hosting environment.
- Continue creation of enterprise GIS system. Select GIS web viewer and forms platform.
- Investigate and implement Water meter reporting System to support customer inquiries
- Continue development and implementation of a multi-year disaster recovery program.
- Perform wireless network assessments in all Schools across the District and Town Hall.
- Upgrade video surveillance system cameras.
- Create Town 3-5 year Strategic technology plan with assistance from ITAC and leadership team.
- Upgrade Voting system to support poll redistricting.
- Purchase and install 120 Laptops with Carts for use at the Ottoson in the 7th and 8th Grade Clusters and Media Center.

LEGAL DEPARTMENT

The Legal Department functions as a full-service law office that furnishes legal opinions and legal advice on a daily basis concerning matters referred to it by the Board of Selectmen, Town Manager, School Department, and all other Town departments and the various boards and commissions. The Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on operational and project-related legal issues. In 2011 the Legal Department consolidated its advice on frequently asked question in a comprehensive legal handbook for Town employees, officers, boards, and commissions concerning commonly appli-

cable state-law requirements, such as the state Conflict of Interest Law, Public Records Law, Open Meeting Law, and others. The Town Counsel researches, drafts, and prepares warrant articles and votes for Town Meeting. The Department investigates all claims made against the Town and advises and monitors Town regulatory compliance in order to coordinate all legal affairs of local government. The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal and administrative proceedings.

As with any corporation, The Town of Arlington has constant involvement in contractual and other legal instruments with public, private, and governmental agencies. These include, but are not limited to, the purchase of properties and materials, rendering of services, awarding of grants, drafting of applications, contracts, leases, deeds, and other legally binding instruments. Moreover, the Legal Department is charged with drafting and reviewing a further array of legal instruments such as licenses, releases, easements, and a multitude of other documents as required for protection of the Town's interests in increasingly complex legal matters.

Moreover, the Legal Department is responsible for the management of the Town of Arlington's Workers' Compensation Self-Insurance program. From the timely processing of claims through the vigorous investigation of accidents, the Department aims to protect workers from the economic consequences of injury, promote safe work environments, and assist injured employees in both their medical recovery and return to work, with the overall goal of limiting the Town's liability while focusing on the fair treatment of injured workers. Coordinating with participating network pharmacies, the Legal Department manages an in-house prescription program with the goal of maximizing generic alternatives, providing greater control with the authorization for drugs outside our formulary design, reducing costs to the Town commencing at the point of fill and eliminating "first-fill" out-of-pocket prescription expense to the injured employee. In addition, the Department coordinates return-to-work programs and procedures to assist those injured employees in a safe and expedient integration back into the work force following an industrial injury. The Legal Department is prepared to, and does, litigate all contested Workers' Compensation cases before the Department of Industrial Accidents as well as tracking and commenting on any pending legislation affecting the Town's Workers' Compensation program.

The Legal Department oversees line-of-duty injury claims administration for all police and fire personnel and provides complete claims management for any injured on-duty uniformed employee of the police and fire divisions consistent with appropriate provisions of law, fairness to affected employees, and prudent financial practices.

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The Legal Department appeared regularly in the District and Superior Courts of the Commonwealth for hearings on motions, including many significant dispositive motions as well as many successful hearings and trials. Furthermore, as the legal representative for the Town of Arlington the Legal Department has prevailed in several arbitrations and administrative proceedings.

Future Objectives

In cooperation with the various Town departments, the Legal Department will work to enhance a debt recovery program where monies owed to the Town of Arlington are recovered.

Additionally, the Department will be working with the Town's management team to develop requested legal and policy positions in a variety of substantive areas.

The Legal Department is engaged in continuously reviewing all Policies and Practices of the Board of Selectmen and making recommendations to make them more effective and up to date. Current examples include review and re-drafting of rules and regulations relating to taxi licensure and criminal background checks in connection with certain license and permit applications. Preparation of a policy handbook for use by the

Board of Selectmen is another future objective of the Legal Department.

In conjunction with the Cable Advisory Committee, the Legal Department has and will continue to provide assistance to the Board of Selectmen in its capacity as the Town's cable licensing authority.

In association with the Town's Information Technology Department, the existing document management system will be expanded to better support the organization, control, retrieval, and indexing of paper and electronic documents.

As opportunities arise, the Legal Department will continue to be involved in adjudicatory hearings before the Federal Environmental Protection Agency (EPA) and the State Department of Environmental Protection (DEP) in order to eliminate the Somerville and Cambridge combined sewer outflows into Alewife Brook, which when activated have caused considerable flooding of untreated effluent affecting many abutters in East Arlington. The goal of the Town's involvement is to convince these regulatory agencies and municipalities to undertake substantive and immediate action to mitigate the unwholesome effects such overflow activity has on certain Arlington neighborhoods.



Town Hall Gardens