

# CENTRAL MANAGEMENT SERVICES

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## HUMAN RESOURCES DEPARTMENT

The Human Resources Department serves all of the employees of the Town that are appointed by the Board of Selectmen, Town Manager, Comptroller, Town Treasurer, Town Clerk, and 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 over 27 new hires in the year 2015.

Among the searches the Director facilitated over the course of the year were recruitments for Facilities Director, Deputy Town Manager, and Director of Planning and Community Development. These searches featured assessment center style evaluations and utilized by talented professionals from across Town departments and from within the community. The result is the recruitment of three highly talented and well qualified individuals to these positions.

In early 2015 the Director, as a part of the Town's collective bargaining team engaged, in intensive successor bargaining with all six labor unions under the purview of the Town Manager. The Town came to agreement with all six collective bargaining units prior to the conclusion of the Annual Town Meeting. The AFSCME Local 680 union rejected its initial agreement with the Town but by the fall of 2015 a new agreement was successfully reached and ratified by its membership.

In the late summer the Department went out to bid for its Flexible Spending and Dental Plans. As a result, the Dental program, fully funded by employees, enjoyed rate stability while offering enhanced benefits. The Flexible Spending program, funded by the Town, saw a savings almost \$20,000 while offering enhanced online and mobile tools to employees.

Throughout 2015 the Department worked closely with other departments in preparing to meet the new employer reporting requirements under the Affordable Care Act.

The Department also worked closely with department heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

## 2016 Objectives

The Department of Human Resources will continue to assist departments in the recruitment and retention of high caliber employees committed to excellent public service. The Department will engage in its first recruitment in using its online application system. The Department will strive to provide quality service and support to all employees and retirees who may have questions about their insurance plans. The Department looks forward to engaging in its second comprehensive salary study; the Town and Unions worked together to develop an updated list of comparable communities and the last reviewed Fiscal Year 2014 salaries. 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.

Throughout 2015 the Committee reviewed monthly reports from the Human Resources 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. In 2015 just under 13% of those interviewed for Town Positions identified as being a minority; this is a decrease from the percentage as it was in 2013 and 2014 (18%). The Committee continues the ongoing process of strategizing new and inventive ways in which to attract qualified minority applicants.

The Committee takes every opportunity to meet with Department Heads and Elected Officials to express the importance of valuing diversity in the workplace and

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having fair and equitable hiring practices. The Committee continues to monitor all construction projects that exceed \$200,000 which in 2015 included the conclusion of the rehabilitation of the Central Fire Station and the initiation of the last phase of rehabilitation for the Community Safety Building. This year also included the ongoing Water and Sewer rehabilitation projects. The Committee looks forward to monitoring future projects including the reconstruction of the Stratton Elementary School.

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](mailto:cmalloy@town.arlington.ma.us).

## FACILITIES DEPARTMENT

The Facilities Department provides the Town with quality custodial services, maintenance, and improvements to its public buildings and facilities. The Department also focuses on a long-term preventive maintenance schedule for all buildings in order to support the life cycle of the Town's assets and to increase the operating efficiency of the buildings. The Department is responsible for the maintenance of thirty individual public buildings listed in the table below.

<p><b>Arlington Schools</b> Arlington High School Athletic Field Snack Shack Ottoson Middle School Peirce Elementary School Dallin Elementary School Bracket Elementary School Bishop Elementary School Hardy Elementary Thompson Elementary Stratton Elementary</p> <p><b>Non-Public Schools</b> Gibbs (private use) Parmenter (private use)</p> <p><b>Library</b> Robbins Library Fox Library</p> <p><b>Central Services</b> Town Hall Town Hall Annex</p> <p><b>Recreation</b> Recreation Ice Rink Spy Pond Fieldhouse Reservoir Bath House</p>	<p><b>Public Works</b> Administration Hall Director/Engineering/ Inspection Snow Fighting Garage Maintenance Garage Cemetery Chapel Cemetery Garage</p> <p><b>Public Safety</b> Community Safety Building Central Fire Station HQ Park Circle Fire Station Highland Fire Station</p> <p><b>Miscellaneous</b> Robbins House Robbins Cottage Jarvis House (Legal Dept.) Jefferson Cutter House Mount Gilboa 23 Maple Street (Senior Center) 27 Maple Street (House)</p> <p><i>37 Buildings</i></p>
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## Performance Measurements

- Oversaw lighting upgrades at Bishop, Peirce, Ottoson and High School
- Energy Management Systems additions and upgrades at Bishop, Dallin and Hardy schools followed by selective retro-commissioning at several buildings
- Brackett School: Installed Fault Detection and Diagnostic software program onto HVAC systems
- Hardy School: Maintenance to building envelope: pointing, waterproofing and masonry repairs
- Ottoson stage upgrades and improvements and wood gym floor refurbishment
- Turf Field Replacement at High School
- All Schools, addition of CO2 sensors.
- Brackett, Ottoson, Bishop and high school - striped and replaced vinyl and rubber floor tiles
- High School - Replaced the F building domestic hot water heater
- Interior painting: Peirce, Brackett, Ottoson, and High School
- AHS, Bishop, Pierce, Dallin - Repaired damaged exterior sidewalks, steps and high traffic areas
- Bishop - Installed 22 projectors in classrooms
- Thorough cleaning of all schools over summer break
- Provided assistance to Schools and Town Departments for building maintenance
- Installed electric charging station for Town Manager's new hybrid plug-in vehicle
- Fire stations - Ran cable for security system in all 3 fire stations
- Central Fire station – Upgraded 9 existing street light poles



## Sustainability Initiatives

In 2010 Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington performed 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

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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.

More recently in 2014, Arlington was one of only seven communities statewide that was honored by the Green Communities Division for having reached its 20% energy reduction goal within a five-year time span. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received four grant awards over the past four years, totaling \$945,976. The most recent grant award of \$240,000 was awarded in 2015 and provided funding for numerous efficiency upgrades at the Bishop School including the installation of a new energy management system, the installation of a Fault Detection and Diagnostic system at the Brackett School and exterior lighting upgrades at the Bishop, Peirce, Ottoson and High Schools. Looking forward, the Town is preparing to apply for another round of Green Communities grant funding in 2016 for further energy efficiency upgrades. In June, the Town signed a power purchase agreement with Ameresco for the installation of solar photovoltaic panels on six school roofs. The panels were delivering power starting in late December and the power purchase agreement projects to save the Town nearly \$2,000,000 over the course of the next twenty years.



*Solar panel installation at Dallin School.*

## Recognitions

We would like to commend the extraordinary efforts of the custodial and maintenance staff for the Town and School buildings. They have worked tirelessly to clean and maintain the Town’s physical assets to a high standard. These employees play a large role in keeping our buildings functioning and operating at an efficient and effective level and providing a safe and secure place to live, learn, and play.

## INFORMATION TECHNOLOGY

### Overview

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 2,000 personal computers, 100 PDA’s, over 300 printers, 4,500 iPads and Chromebooks, and twenty five servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, 600 wireless access points, electronic communication systems, the Munis financial software system, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, electronic security systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK) and numerous Town and School Web sites.

### Initiative Overview

In 2015 IT continued to upgrade the Town and School information technology infrastructures, and improved the systems performance and security, while accommodating various departmental requests. IT supports the Town and School’s files, applications, websites, database servers, data, voice, and security networks, and hosted services environments. IT IS also responsible for testing and evaluating new equipment and systems while consolidating systems as needed. We have begun Phase 2 of the IT Strategic Plan.

Ongoing improvements are being made to the security infrastructure by continually upgrading anti-virus, anti-spyware, content filters, firewalls, and spam protection services. We continue to upgrade and reconfigure Town network switches with the capability to support wireless connectivity, Voice Over Internet Protocol, gigabit speeds and to provide better performance and greater security. Work is being completed on the creation of the RFP for the replacement of the Town and School Telephone Systems. Wireless Network capability is installed in all of our Town and School buildings. Our Systems Analyst, in conjunction with the IT staff, has spearheaded an initiative to better enable IT to support its users and also enable users to be more self-sufficient. The initiative includes the creation of an IT Liaison Program, newly created Troubleshooting Guide and IT Request Policy and Tool Assessment.

We have partnered with our Director of Facilities and Manager of Energy Management and have finished the build out of our consolidated data centers. We have completed the replacement our ancient air conditioning system with a more energy efficient system that will take advantage of new technologies allowing the unit to use outside air to assist with cooling.

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## Strategic Initiatives

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Security systems and Energy Management systems.
- Instituted both 1 to 1 iPad environment and BYOD (Bring Your Own Device) across all Sixth Grade Clusters at the Ottoson Middle School.
- Completed the installation and transfer of Telephone and network systems in the newly renovated Fire Department Headquarters.
- Participated in the planning sessions for the renovation of the Stratton School and created infrastructure design elements to be relocated to the Modular Classrooms.
- Expanded Apple iPad pilot by 500 iPads and 30 Carts in order to continue to bring equity across six of our seven Elementary Schools (Bishop, Brackett, Dallin, Hardy, Peirce, and Stratton). The Thompson Elementary School already has a 1 to 1 iPad environment.
- Begun the collection of requirements for aiding in the creation of an RFP to replace our ancient Collections System (ICS). Hired consultant to assist with interviews and documenting business processes.
- Completed Phase 2 of VOIP Project. Creation of RFP is completed.
- The creation of the Town Day Application, Pet Registration Tool, and the Human Resource Online Job Applications tool continue our commitment to the use of GIS tools and the Town Web Site environments to aid departments and better service our citizens.
- Continued to add School Buildings to Energy Management System Network as part of Phase 1 of School/Town Energy Management Project
- Add new IT Services and network Infrastructure to Community Safety Renovation Project

## Infrastructure/Instructional/Operational Initiatives

- Completed Phase 2 of Wireless Network Project by increasing wireless network density in all Elementary Schools by adding access points to all classrooms that had not been upgraded in Phase 1. All Schools should now have wireless access points in all classrooms.
- Continued upgrading Desktop software to Windows 7 & 10 along with upgrading to Office 2010 across the Town and Schools.
- Integration of CPA Sur-Charge into the Real Estate Module of ICS (Integrated Collection System).

- Upgraded shared Town and School Wireless Network Controller
- Replaced Town and School Spam, Malware, and Virus Protection System
- Upgraded all (4500) APS iPads to iOS 8.
- Added Google Classroom to both APS Google domains.
- Piloting new Network Access Control(NAC) device to support BYOD (Bring Your Own Device) at AHS and Ottoson Middle School.
- Replaced Town Network Fire Wall/Content Filter and configured to manage additional Internet Bandwidth.
- Configured and enrolled over 500 new iPads, 250 ChromeBooks into the Mobil Device Management System.
- Enabled Electronic Lock Box, Direct Deposit, Electronic File Transfer and Check Reconciliation services with new Town Bank (Century Bank) with Treasurer's Integrated Collection System and Munis.
- Selected and installed new consolidated HelpDesk for Town and School.
- Wrote replacement applications and upgraded web services for Inspectional Services.
- Built new network infrastructure for AHS shared Computer Lab Space.
- Began software development work on water meter replacement project.
- Upgraded Cad and Digital Media Lab with new iMacs.
- Installed and configured new Credit Union Account System (FedCorp) and moved Credit union network services to new provider.
- Consolidated Town and School server rooms into new Data Center.
- Upgraded Virtual Server environment to increase the ability to virtualize additional servers and to add storage capacity.
- Add new Facilities HelpDesk Tool and Student Registration area's on the School website.

## FY2016 Objectives

- Begin execution of Phase 3 of the newly created IT Strategic Plan (establish IT Liaison Program and select and implement new HelpDesk Tool.
- Complete Install of IT Services in the newly renovated Community Safety Building.
- Begin Assessment process for replacing/upgrading School Web Site.
- Choose VOIP (Voice Over Internet Protocol) vendor and begin implementation.
- Build redundant Wireless network Control-



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lers to support Town and School Wireless Network.

- Install and Test NAT (Network Access Control device) for use in registration of non School owned devices.
- Develop and Implement Room Reservation Tool.
- Evaluate and Implement School Emergency Communication System.
- Upgrade 200 Teacher Laptops across the School District.
- Add and replace 400 pad's in Elementary Schools across the District.
- Form Munis Workgroup made up of subject matter experts from Town and School department's.
- Relocate School IT offices and consolidate Town and School Groups into newly renovated Office and IT Lab Space.
- Create new layout for School Web Site and also add new Dynamic Menu system and Quick Links for easier navigation
- Implement BYOD programs at AHS and Ot-ton Middle School.

## 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. The Town Counsel researches, drafts, and pre-

pare 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.

Performance / Workload Indicators	FY2015 Actual	FY2016 Est.	FY2017 Est.
<i>MGL Chapter 84 Claims - Personal injury or property damage as a result of a claimed defect in a public way.</i>			
Total	50	23	23
Claims Closed	13	20	20
New Claims	8	15	15
<i>MGL Chapter 258 Claims - Massachusetts Tort Claims Act</i>			
Total	50	45	45
Claims Closed	14	14	14
New Claims	21	21	21
Fire - Injured on Duty Claims	27	25	25
Police - Injured on Duty Claims	5	9	9

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.

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. The Legal De-



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partment 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.

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.

## Future Objectives

- Continue to work with other Town departments in an effort to recover various amounts owed to the Town,

as well as develop legal options for enhancing use of Town resources.

- Complete the codification of policies and practices of the Board of Selectmen into a Selectmen's Handbook and a Policies and Applications Manual.

- Revise and update the Legal Department webpage to provide resources for Town personnel, and volunteers, as well as assist in the identification and management of claims against the Town.

- Reduce costs associated with the accidents and asset losses to the greatest extent practicable by preventing losses and managing exposure to loss.

- Work with the Town's management team to develop requested legal and policy positions in a variety of substantive areas.

- Work with Town departments to identify and control potential workplace hazards and help improve worker safety.



*Arlington Town Hall through Robbins Memorial Garden in spring.*