## Human Resources Department

The Human Resources 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 over 57 new hires in the year 2016; due to the large number of retirements and resignations this number is over double what it was in 2015.

Among the searches the Director facilitated, over the course of the year, were recruitments for Assistant Town Manager and Director of Recreation. These searches utilized assessment center style evaluations and talented professionals from across Town departments and from within the community. The result is the successful recruitment of highly talented and well qualified individuals to these positions.

In early 2016 the department successfully navigated its first year of reporting under the Affordable Care Act. This involved distribution of a W-2 type form to every benefit eligible employee and electronic transmittal to the IRS. Successful compliance with the law protects the Town from liability and fines.

Also in early 2016 the Department implemented Flexible Spending and the Health Reimbursement program through a new 3rd party vendor, saving $20,000 while offering enhanced online and mobile tools to employees. The Department has worked diligently over the course of the year to make the programs run as smoothly as possible.

The HR department believes strongly that crucial the successful delivery of Town services is a rigorous Human Resources program. In 2016 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters and workplace investigations.

### 2017 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 the second comparative compensation study for FY2017. The first study, which reviewed the compensation of 100 town and 100 school positions examined Arlington's pay as compared to 12 other comparable towns for FY2014 and largely informed the Town's last round of collective bargaining discussions. The list of comparable towns was developed in partnership with the Union and Town and School elected officials.

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 will also continue to audit our policies and practices to ensure compliance to various collective bargaining agreements and employment 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 2016 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 race, gender, and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington.

The Committee is dedicated to increasing the number of minority and female applicants for positions of employment. In 2016 and 2015, nearly 13% of candidates interviewed for Town Positions identified as a minority applicant. This is a 5% decrease from 2014 and 2013 (18%). The Committee continues the ongoing process of strategizing new and inventive ways to attract a qualified and diverse applicant pool.

The Committee also continues to monitor all construction projects exceeding a $200,000 budget. In 2016 these projects included the rehabilitation of the Community Safety Building, and the renovation of the Stratton School. In order to help promote equal opportunity and diversity on construction projects in Arlington, the Committee developed a detailed Contractor Certification last year, which requires Contractors to disclose specific efforts being made to diversify their workforce. The

Committee looks forward to monitoring future projects, including the expansion of the Thompson School and the reconstruction of the Gibbs Middle School in East Arlington.

The Committee takes every opportunity to meet with Department Heads and Elected Officials to express the importance of valuing diversity in the workplace and having fair and equitable hiring practices. In 2016 the Committee met with Sandy Pooler, Deputy Town Manager, Jim Feeney, Assistant Town Manager and Jon Marshall, Recreation Director.

In 2016 the Committee regretfully accepted the resignation of Howard Winkler. Howard diligently and fervently served the EOAC for over 20 years. In 1999 Howard helped champion the Town Bylaw that sets participation goals for female and minority participation in construction contracts over $200,000. The Town of Arlington is a friendlier more diverse community because of Howard's efforts and accomplishments.

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.

## 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 nine individual public buildings listed in the table below.

**Performance Measurements**
- Oversaw interior lighting upgrades at Town Hall and Ottoson Middle School as well as exterior lighting upgrades at Town Hall, Robbins Library, Ed Burns Arena and Dallin, Stratton, Brackett, Hardy and Ottoson Schools.
- Energy Management Systems additions and upgrades at the Town Hall.
- Repaired pipes and valves at Town Hall heating system.
- Installed 3-way boiler valve at Hardy Elementary School.
- Created new AHS preschool classroom.
- Installed new AHS preschool playground rubber surface.
- Installed new retaining wall at Ottoson parking lot.
- Repaired steam traps at AHS, Town Hall and Parmenter building.

- Finished 3 year cycle of Hardy envelope weatherization.
- Repaired DPW garage roof.
- Repair and weatherization of cemetery chapel.
- Interior painting at portions of all schools.
- Repaired doors at AHS.
- Thorough cleaning of all schools over summer break.
- Provided assistance to Schools and Town Departments for building maintenance.

| Arlington Schools | Public Works |
|---|---|
| Arlington High School | Administration Hall |
| Athletic Field Snack Shack | Director/Engineering/ Inspection |
| Ottoson Middle School | Snow Fighting Garage |
| Peirce Elementary School | Maintenance Garage |
| Dallin Elementary School | Salt Sheds (2) |
| Bracket Elementary School | Cemetery Chapel |
| Bishop Elementary School | Cemetery Garage |
| Hardy Elementary | |
| Thompson Elementary | **Public Safety** |
| Stratton Elementary | Community Safety Building |
| Gibbs (6th grade academy 2018) | Central Fire Station HQ |
| | Park Circle Fire Station |
| **Non-Public Schools** | Highland Fire Station |
| Parmenter (private use) | |
| | **Miscellaneous** |
| **Library** | Robbins House |
| Robbins Library | Robbins Cottage |
| Fox Library | Jarvis House (Legal Dept.) |
| | Jefferson Cutter House |
| **Central Services** | Mount Gilboa |
| Town Hall | 23 Maple Street (Senior Center) |
| Town Hall Annex | 27 Maple Street (House) |
| | |
| **Recreation** | *39 Buildings* |
| Recreation Ice Rink | |
| Spy Pond Fieldhouse | |
| Reservoir Bath House | |
| Reservoir Pump House | |

**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 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 five grant awards over the past four years, totaling over $1M. The most recent grant award of $247,000 was awarded in 2016 and provided funding for numerous lighting and efficiency upgrades at schools and Town buildings. Looking forward, the Town is preparing to apply for another round of Green Communities grant funding in 2017 for further energy efficiency upgrades including continued lighting upgrades and HVAC upgrades. The solar panels on 6 school roofs started to deliver power in late December 2015 and have been producing power without issues since that time.



## Recognitions

We would like to offer our thanks to the custodial and maintenance staff for the Town and School buildings for their extraordinary efforts over the last year. They have worked tirelessly to clean and maintain the Town's physical assets to a high standard. These employees play a critical 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, 4,000 Tablets and twenty five servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, ACMi building and network switch management, 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, Energy Management 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 websites.

## Initiative Overview

In 2016 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 continue to execute 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 was 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.

Renovation and Construction projects required a wide variety of IT services this past year. The Stratton and Thompson Modular Classroom Projects were completed on time for the opening of School in September. The renovation of the Stratton School and the Thompson School addition continue on schedule. The Police station renovation was successfully completed. The Gibbs design-build work is ongoing and the Hardy conceptual infrastructure design has begun.

**Strategic Initiatives**

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Security systems and Energy Management systems.
- Expanded both 1 to 1 iPad environment and BYOD (Bring Your Own Device) across all Grades at the Ottoson Middle School and Arlington High School.
- Inter-departmental team created that included the Treasurer, Town Manager's Office, Comptroller, and IT Department to develop a project scope and RFP for the tax collection system, Excise Tax system, and Utility Billing system. The team also reviewed proposals and awarded contracts for each of the RFPs.
- Completed the 2 year process of coordinating the Massachusetts Orthoimagery. Consortium (MassOrtho), a 60 community regional procure of aerial imagery for use in GIS. Arlington was also the fiscal agent and liaison between the federal government (USGS) and the participants for the ~$800,000 project.
- Completed IT service upgrades and installs in the Thompson and Stratton Modular Classrooms as well as the Police Station and Central School/AHS Millbrook sites.

**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.
- Replaced Town and School Spam, Malware, and Virus Protection System.
- Upgraded all (4500) APS iPads to iOS 8.
- Development and successful implementation of an improved fire hydrant inspection program through collaboration with Fire Department staff. The resulting products were GIS generated maps and checklists allowing Fire Department to efficient track and complete annual hydrant inspections Town-wide.
- Conducted a needs assessment and facilitated advanced training for Recreation Department staff on MyRec, their scheduling and management system. This effort is a piece of the overall effort to modernize the room and event reservation system, which is on-going.
- Conducted a review of the existing capital budget submission and review process and

technology used to support this effort. Collaborated with Capital Budget Committee, Town Manager's Office, ITAC, and IT Director to develop an online form based submission, review, and management system, which interfaces with the existing Capital Budget database and reporting tools.

- Implemented Bring Your Own Device program at the Ottoson Middle School and Arlington High School, and implemented new Network Access Control (NAC) registration device to support it.
- Selected and installed Network Registration and Security tool to support BYOD.
- Increased the size of both of the School Internet Circuits from 250mb to 500mb each.
- Added a second Wireless Controller for redundancy and performance purposes on the Town and School Wireless Networks.
- Added secure wireless to the Highland and Park Circle Fire Stations.
- Built temporary data and voice networks in the Cusack Building to support the relocation of Police Department personnel during renovation of Police Station.
- Moved all computer equipment from Police station to temporary locations including 911 Services to State loaned Trailer.
- Removed inactive network cabling from ceilings during Police Station Demo.
- Moved Police Station infrastructure to temporary electrical power during all three phases of the demo and renovation.
- Installed Smart Boards, Projectors, Speakers, TV Monitors, in all Police Station Conference rooms, Meeting rooms, and Chief's Office.
- Removed all re-usable technology equipment from the Stratton School during the week after School closed and prior to construction renovation beginning July 1, 2016.
- Installed data and voice networks along with iPad, Chromebook carts and all teacher and administrative laptops, Apple TV's and printers into the Stratton modular classrooms for September opening of School.
- Increased WAN bandwidth to all Elementary schools to 10GB.
- Added Fiber network, Wireless Antenna's and network switching in AHS press box to enable wireless access of lighting controls at all Peirce athletic complex fields.
- Installed two additional security card access devices on AHS front door and loading dock door.
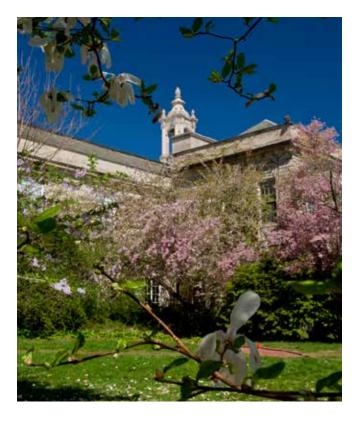
# CENTRAL MANAGEMENT SERVICES

- Extended Data, Voice, Security, and Paging systems to Thompson School Modular Classrooms.
- Installed all Classroom Technology infrastructure (Wireless, Audio Visual, Apple TV's. iPads and Carts for use in the two new Thompson Modular Classrooms.
- IT Subject Matter Expert assigned to Thompson, Stratton, Gibbs, Police Station, AHS construction project teams.
- Built data and voice infrastructure for the Mill-Brook program that was moved from Holovak/High Rock Church to the Central School.
- Built new Munis three server infrastructure to support the roll out of Munis 11-2 and a variety of Munis Modules that will run it.
- Provided and setup Munis training lab in AHS for Town and School employees training.
- Made extensive changes to the Treasurers Integrated Collection System to implement CPA tax into tax billing system.
- Created cloud based Disaster Recovery system for Town critical server infrastructure.
- Re-wrote VOIP RFP and did ROI study.
- Provisioned and installed 600 Chromebooks and carts in the Elementary Schools.
- Provisioned and Installed 300 new MacBook Pro's at the Ottoson, Thompson, Brackett, and Peirce an also re-provisioned 200 MacBooks turned in by Ottoson, Thompson, Brackett, and Peirce teachers for use at AHS.
- Installed and created server and network infrastructure for 47 Ricoh Fax, Printer and Scanner devices throughout the Arlington Public School System.
- Managed and oversaw the installation of network and desktop infrastructure that enabled the PARCC exams to be taken electronically by APS students at the Ottoson, Stratton, Pierce, Dallin, and Bishop.
- Built 30 seat wired and wireless Computer lab along with assisting Audio Visual technologies at the Ottoson Middle School.
- Replaced 50 mg Town Internet Circuit with Comcast 100 mgcircuit after existing Vendor was unable to continue to provide connectivity at the existing rate.
- Moved APS Student Information System(PowerSchool) along with SIF Agent environment(School Interoperability Framework) to a Hosted Service Environment.
- Built new School IT office and tech support center in AHS Room 105.
- Procured, tested and implemented new Parent/Teacher Conferencing System.

- Installed Google Sync Student Account link to Microsoft Active Directory to assist with student registration and account setup.
- Built Azure server of Facilities Energy Management System.
- Processed the results for six elections.
- Email Server Security Upgrade. Installed Security Plus Anti-Virus Module for Additional Email Server Protection. Identified and resolved multiple issues regarding spam and malware. Solved user account hijacking issues where passwords were compromised.
- Redesigned APS Website to include site dashboard tools.
- Processed an avg. of 450 School Helpdesk Tickets a month.
- Removal of Sophos Antivirus software from Town and School desktops and servers in order to install new Kaspersky Enterprise wide Anti-Virus Server and agents.
- Begun migration of ICS tax subsystems to commercial replacements.
- Solved Water Meter Replacement programming and data problems with Itron.
- Rewrote GIC Insurance comparison for personnel. New program is simpler, localized to the desktop using Personnel's shared drive files, and can be easily maintained by someone trained in the use of Microsoft Visual Studio.
- Completed CPA tax cut into ICS real estate by re-writing key pieces of ICS refunds, journals, billing, and miscellaneous programs.
- Investigate and Configure Managed Distribution with Apple and on the Mobil Device Manager as well as installing Apple Configurator 2 on all Configurator Laptops.
- Refresh all iPads(2000) in the Hardy, Thompson, Ottoson, Brackett, Stratton, Pierce, Dallin and Bishop.
- Supplied Facilities Custodial Management Team and Tradesmen with iPad's to process work-orders.
- Provided Technical and Munis support to Comptroller's Office after the retirement of former Comptroller.
- Provided technical support, including processing of votes for three elections this year.
- Participated as Subject Matter Expert for RCN Cable Contract re negotiation as member of Cable Advisory Committee.
- Provided Infrastructure, Audio Visual and Technical Support of Town Meeting and Special Town Meeting that enables the integration of presentation material, electronic voting, cable television and wireless coverage.

- Added multiple building EMS systems to network infrastructure.
- Replaced Town Network Fire Wall/Content Filter and configured to manage additional Internet Bandwidth.

**FY2017 Objectives**
- Create RFP for Network Security Audit, Choose vendor, run tests.
- Hire VOIP Project Manager and ReWrite VOIP RFP with ROI.
- Issue VOIP RFP, Choose Vendor, and begin implementation.
- Replace existing Email system with integrated messaging system.
- Evaluate Utility Billing Systems, Choose, and implement.
- Implement Munis Tax Collection's System as well as Tyler Cashiering and multiple Munis modules.
- Move instructional technology and IT Infrastructure into newly renovated Stratton School.
- Implement IT Infrastructure and Instructional Technology in Design/Build of Thompson School addition.
- Implement IT Infrastructure and Instructional Technology in Design/Build of Gibbs School.
- Investigate, choose and implement new Enterprise Wide Messaging System.



## 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 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.

| Performance / Workload Indicators | FY2015 Actual | FY2016 Actual | FY2017 Est. |
|---|---|---|---|
| MGL Chapter 84 Claims - *Personal injury or property damage as a result of a claimed defect in a public way*. | | | |
| Total | 50 | 30 | 23 |
| Claims Closed | 13 | 9 | 20 |
| New Claims | 8 | 17 | 15 |
| MGL Chapter 258 Claims - *Massachusetts Tort Claims Act* | | | |
| Total | 50 | 46 | 45 |
| Claims Closed | 14 | 14 | 14 |
| New Claims | 21 | 13 | 21 |
| Fire - Injured on Duty Claims | 27 | 33 | 25 |
| Police - Injured on Duty Claims | 5 | 10 | 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 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.

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**

- Develop new and updated resources in conjunction with Town departments and the Records Access Officer for meeting Open Meeting Law, Public Records Law, Procurement Law, and Conflict of Interest Law advisory needs.
- Support Town boards, commissions, and study groups in developing legal options and strategies for evaluating important matters pending before them.
- Continue to defend and prosecute matters on behalf of the Town and its departments including affirmative recovery actions.
- Work with the Town's management team to develop new legal and policy positions in a variety of requested substantive areas.
- Work with the Town's first point of medical contact facility for injured employees with the goal of providing quality care in a more convenient and timely manner.
- Utilize effective case management and medical case management to the greatest extent practicable to reduce costs and exposures associated with accidents and asset losses.
- Work with Town departments to identify and control potential workplace hazards and help improve worker safety.