

# CENTRAL MANAGEMENT SERVICES

## HUMAN RESOURCES DEPARTMENT

The Human Resources (HR) 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 38 new hires in the year 2017.

Among the searches the Director facilitated over the course of the year were recruitments for Energy and Project Manager and Deputy and Assistant Director of IT. 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 2017 the Department successfully navigated its second 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.

Over the course of 2017 the Director facilitated meetings with Union and Retiree leadership to consider whether or not the Town should continue to receive health insurance benefits through the Group Insurance Commission (GIC). The Town would have needed to notify the GIC by December 1, 2017 if it intended to withdraw from the GIC effective July 1, 2018. The decision to remain in the GIC commits the Town to the Commonwealth's plans for a minimum of another two fiscal years (FY19 and FY20).

The Department successfully updated comprehensive Town and School Benchmark Survey and initiated successor bargaining discussions with Town unions for agreements to commence July 1, 2018. In the summer of 2017 the Town engaged in the update to the salary study of 100 Town and 100 School positions in relationship to our comparable communities. The list of comparable communities (Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester) was developed in 2012 in partnership with Town, School, and Union elected and appointed officials.

The HR Department believes strongly that crucial to the successful delivery of Town services is a rigorous Human Resources program. In 2017 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

### 2018 Objectives

The Department will continue to assist all departments in the recruitment and retention of high caliber employees committed to excellent public service.

The Department plans to facilitate Department Head level diversity and inclusion training on unconscious bias in the hiring process and managing and hiring a diverse and inclusive workforce. We also look forward to enhancing our use of technology as it relates to the streamlining of Human Resource Functions. We intend to fully transition to digital management of all personnel actions and successfully support other Town personnel in the implementation of MUNIS payroll functions.

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 2017 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

# CENTRAL MANAGEMENT SERVICES

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of employment. For the past three years, 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.

Early in 2017 the Human Resources Director/Equal Opportunity Officer partnered with the Arlington Police and Massachusetts Human Resources Division to host a regional information session on the state-wide entry level police officer examination. The session was part of an effort to increase the diversity of candidates taking the exam making them eligible for hire.

The Committee monitors all Town-funded construction projects exceeding a \$200,000 budget. In 2017 these projects included the expansion of the Thompson School 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 requiring Contractors to disclose specific efforts being made to diversify their workforce. Additionally, the Committee took a proactive stance in communicating with the Minuteman School Building Committee about the female and minority business participation goals for the reconstruction of the Regional Technical Vocational High School slated for 2018.

In April the Committee completed its review and update of the Town's Equal Opportunity Plan. Among the updates to the plan is the expansion of non-discrimination language to expressly prohibit discrimination based on gender identity or expression in hiring or the provision of Town services.

Through their membership in the School Superintendent's Diversity Task Force, members Barbara Boltz and Lori Lennon participated in a long term and ultimately successful effort to make cultural competency training mandatory for staff of the Arlington Public Schools. The first teacher training took place in the fall of 2017 and was very well received by staff. The Committee plans to initiate the expansion of training to Town staff in 2018.

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-nine individual public buildings listed in the table below. In late 2017 Facilities Director, Ruthy Bennett, left the position. A new Facilities Director will begin in March.

### Performance Measurements

- Successfully applied for, received and completed \$179,698 Green Communities grant for sustainable projects including the following:
  - Brackett School - LED Lighting Upgrades.
  - Dallin School - Gym Air Handler VFD and Control.
  - Ottoson School - LED Lighting Upgrades.
  - Town - Purchased two Electric Vehicles.
- AHS - Worked on request for proposal and selection process for Owner's Project Manager (OPM), Skanska.
- DPW - Worked on request for proposal and selection process for Owner's Project Manager (OPM), KV Associates.
- Bishop School parking lot storm water retention tank project - Worked on proposal and bid specs.
- Robbins Library - Selected design team and worked on requests for proposal for building envelope repairs.
- Completed multiple roofing projects at the Department of Public Works.
- Ottoson Middle School - Replaced failing roof top heating/cooling unit.
- Ottoson Middle School - Remodeled front vestibule, with security upgrades.
- Arlington High School completed major repairs to elevator.
- DPW Cemetery Chapel - Ongoing repairs and upgrades; completed roofing, heating and cooling systems, and masonry work.
- Brackett School - Installed new domestic hot water system.
- Hardy School repairs to roof top unit heating/cooling unit.
- Preventive Maintenance on all HVAC equipment throughout the Town's buildings.
- Decreased phone calls for work orders to close to 0% by using the online work order system, SchoolDude.

# CENTRAL MANAGEMENT SERVICES

<p><b>Arlington Schools</b>  Arlington High School  Athletic Field Snack Shack  Ottoeson Middle School  Peirce Elementary School  Dallin Elementary School  Bracket Elementary School  Bishop Elementary School  Hardy Elementary  Thompson Elementary  Stratton Elementary  Gibbs (6th grade academy 2018)</p> <p><b>Non-Public Schools</b>  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  Reservoir Pump House</p>	<p><b>Public Works</b>  Administration Hall  Director/Engineering/ Inspection  Snow Fighting Garage  Maintenance Garage  Salt Sheds (2)  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>39 Buildings</i></p>
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## 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 six grant awards over the past five years, totaling over \$1.3M. The most recent grant award of \$179,698 was awarded in 2017 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 2018 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 1,000 personal computers, 100 PDA's, over 300 printers, 5,000 Tablets, and twenty servers, across Town and School Departments. Also under the purview of IT 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, People-GIS, 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 2017 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.

# CENTRAL MANAGEMENT SERVICES

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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 re-configure Town network switches with the capability to support wireless connectivity, Voice Over Internet Protocol (VOIP), gigabit speeds and to provide better performance and greater security. 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 renovation Projects were completed and some IT services were relocated from the modular classrooms. The Gibbs renovation is on schedule and plans for IT services are being designed.

## Strategic Initiatives

- Continued to upgrade Town and School Network infrastructure to support the growing increase in the use of VOIP, Wireless Networking, Security systems and Energy Management systems.
- Installed 1,200 new tablets and re-distributed 1,800 tablets in a number of schools across the District.
- Design and build IT Infrastructure for the Gibbs Sixth Grade school renovation project.
- AHS Building Project Feasibility Study (includes review of existing conditions, educational use, preliminary evaluation of alternatives).
- Completed Town Network and Systems Security Audit and are implementing recommendations.
- Completed IT service upgrades and installs in the newly renovated Thompson and Stratton Schools. Relocated AHS Millbrook program and installed wireless network, telephone services.
- Real estate tax and motor vehicle excise tax, formerly maintained in ICS, was converted to MUNIS, providing a single source for tax bill processing and general ledger accounting. The conversion of tax data to MUNIS was complex with implementation spanning twelve months. The conversion of motor vehicle excise tax is especially timely as the Registry of Motor Vehicles is converting to a new registry system in 2018.

## Infrastructure/Instructional/Operational and Application Development Initiatives

- Replaced Town and School Spam, Malware, and Virus Protection System.
- With the goal of reducing paper processes, a number of workflows were implemented in 2017. Workflows for requisitions, purchase orders, payment entry, and invoice processing eliminate duplications of efforts between departments entering information, reduces the amount of paper transferred between departments, and expedites the entry of receivables and payables into MUNIS, all while maintaining proper controls.
- A MUNIS cashiering product, Tyler Cashiering, was also implemented. The new system allows the Treasurer's office the ability to quickly and efficiently retrieve resident tax account information, process payments, scan checks, and print receipts.
- Accounts Receivable (AR) Processing – a new schema for AR accounting was created in MUNIS allowing the decentralization of accounts receivable entries. Previously, the receivable process was largely manual and included several duplications of effort where individual departments manually created deposit forms, the information of which was entered by the Treasurer into a customized tracking system, ICS, and then entered into MUNIS by the Comptroller. Now deposit entry is done at the department level, with workflow approvals by the Treasurer and Comptroller, providing proper controls without the duplication of effort.
- Online application development for department requests: Public Records Requests, Vacant Storefront Registrations, APS Student Flu Vaccine Registrations.
- Develop workflows and implement digital meeting management using Novus Agenda for Arlington Redevelopment Board for Planning and Town Meeting for Town Moderator.
- Replace Open Checkbook online in support of Town Manager's Office.
- Migrate Point of Sale system from RecTrac to MyRec for Recreation Department in the Rink and in conjunction with wifi initiative at the Arlington Reservoir.
- Increased the size of both of the School Internet Circuits from 500mb to 1Gig each
- Relocated Telephony infrastructure along with iPad, Chromebook carts and all teacher and administrative laptops, Apple TV's and printers from the modular classrooms and into the newly renovated Stratton classrooms



# CENTRAL MANAGEMENT SERVICES

- for September opening of School.
- Installed two portable video security cameras at AHS.
- Moved Classroom Technology infrastructure (Wireless, Apple TV's, iPads and Carts) from Thompson temporary classrooms into the newly constructed Thompson Classrooms.
- Built data and voice infrastructure for the relocated AHS MillBrook program.
- Tested and implemented "Follow Me" printing system to enable teachers and school administrators to print documents anywhere in the district with the use of a secure card access module for 47 Richoh Fax, Printer and Scanner devices throughout the Arlington Public School System.
- 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.
- Continue to add multiple building Energy Management Systems to network infrastructure.
- School Interoperability Framework implemented for all State Reporting, SIMS, SCS, EPIMS, SSSDR.
- Implementation of Standard Based Report Cards for the Elementary Schools.
- MCAS electronic testing by this year for grade 4 at 5 elementary schools, grades 3, 4, 5 at 2 elementary schools and the entire Ottoson middle school (6, 7, 8). Electronic MCAS and ELL testing will increase to all Elementary Grades next year.
- Setup pilot for Science (STE) electronic testing grade 8 and 5 (Brackett).
- Managed logistical movement and supported network wiring drops needed for Ottoson front office re-design.
- Rolling out new cloud hosted Town Helpdesk tool.
- Integrated a number of new billing applications with new electronic payments provider, Invoice Cloud.

- Investigate, choose, and implement new Enterprise Wide Messaging System.
- Complete Feasibility Study for AHS Building Project and finish design of IT infrastructure.

## 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 <i>Legal/Line-of-Duty</i>	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<i>MGL Chapter 84 Claims - Personal injury/property damage as a result of a claimed defect in a public way</i>			
Total	30	31	42
Claims closed	9	9	10
New claims	17	9	15
<i>MGL Chapter 258 Claims- Massachusetts Tort Claims Act</i>			
Total	46	43	43
Claims Closed	14	18	18
New claims	13	16	15
Fire - Injured on Duty Claims	33	12	20
Police - Injured on Duty Claims	10	9	15

As with any corporation, The Town of Arlington has constant involvement in development of policies, as well as 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 re-

### FY2018 Objectives

- Perform School Network Security Audit, Choose vendor, run tests.
- Issue VOIP RFP, Choose Vendor, and begin implementation.
- Complete Implementation of Munis Tax Collection's System as well as Munis Employee Self Service.
- Move instructional technology and IT Infrastructure into newly renovated Gibbs School.

# CENTRAL MANAGEMENT SERVICES

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quired 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, Superior, and Appellate Courts of the Commonwealth as well as administrative legal bodies for hearings on motions, including many significant dispositive motions, as well as many successful hearings and trials.

## Future Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town Departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies for land use, zoning, and emerging issues.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.
- Develop a workers' compensation risk management skills cross-training program.
- 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.



*A winter view of Town Hall from the Robbins Memorial Garden.*