

CENTRAL MANAGEMENT SERVICES

HUMAN RESOURCES DEPARTMENT

The Human Resources Department serves all of the employees of the Town that are appointed by the Select Board, 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 48 new hires in the year 2018.

Among the searches the Director facilitated over the course of the year were recruitments for Comptroller, Assistant Director of Recreation, Assistant Director of Planning and Community Development, and Town's first appointed Treasurer. 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.

The HR Director and the Deputy Town Manager serve as the Town's collective bargaining team. They conducted bargaining sessions with all Town Unions throughout 2018. Together they reached successor bargaining agreements with four of the six Town Unions: Fire, Robbins Professional Librarians, Service Employees International, and the Association of Federal, State, County and Municipal Employees (AFSCME). Bargaining conversations with both police unions are ongoing.

The Town receives its group health insurance plans through the Commonwealth's Group Insurance Commission (GIC). In early 2018 the GIC announced that it would be eliminating a number of its health plans including the active plans under Tufts and Harvard – the most popular plans for Town of Arlington Employees. The Director facilitated meetings with Union and Retiree leadership to navigate these changes and develop a communication strategy with employees and retirees. Ultimately the GIC reversed its decision to eliminate the plans. The Department continues to work in partnership with Union and Retiree leadership to monitor its group insurance plans.

The HR department believes strongly that crucial the successful delivery of Town services is a rigorous Human Resources program. In 2018 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

2019 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 administers civil service for the Town and in 2019 there will be four promotional processes conducted to develop eligible promotional lists for the titles of Police Sergeant, Police Lieutenant, Deputy Fire Chief, and Fire Chief. The Department will look to provide quality support to the Town Manager in the permanent selection of a Police Chief to replace retired Police Chief, Fred Ryan.

The Department plans to facilitate Department Head level training on racial bias. We look forward to enhancing our use of technology as it relates to the streamlining of Human Resource Functions. We will continue with the 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 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 2018 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. For the past four years, nearly 13% of

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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 monitors all Town-funded construction projects exceeding a \$200,000 budget. In 2018 these projects included the renovation of the Gibbs Middle School and the expansion of the Hardy 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. This Certification was developed by Committee member Tricia O'Donoghue who retired from the committee in April. Tricia served as Chair of the Committee 7 years and was a member of the Committee for over 15 years. Her experience and knowledge in the construction trades was invaluable to the Committee and she will be sorely missed.

Through their membership in the School Superintendent's Diversity Task Force, members Barbara Boltz and Lori Lennon worked with School Committee members to maintain cultural competency as one of the District Goals for the Arlington Public Schools.

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 and School District with quality custodial services, repair and maintenance services, and the implementation of building upgrades and capital improvement projects 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 and School assets and to increase the operating efficiency of the buildings. The Department is responsible for the maintenance of thirty-four buildings listed in the following table.



A view of Robbins Library, one of 34 buildings managed by Arlington's Facilities Department.

Public Buildings maintained by the Facilities Dept.	
<p>Arlington Schools Arlington High Ottoson Middle Peirce Elementary Dallin Elementary Bracket Elementary Bishop Elementary Hardy Elementary Thompson Elementary Stratton Elementary Gibbs Middle</p> <p>Non-Public Schools Parmenter Dallin Library Building</p> <p>Public Safety Police Headquarters Central Fire Station Park Circle Fire Station Highland Fire Station</p> <p>Library Robbins Library Fox Library</p>	<p>Public Works Administration Hall Director/Engineering/ Inspection Snow Fighting Garage Maintenance Garage Salt Sheds (2) Cemetery Chapel Cemetery Garage</p> <p>Central Services Town Hall and Annex</p> <p>Miscellaneous 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>34 Buildings</i></p>

Performance Measurements

Organizational

- Re-aligned work responsibilities to improve operational efficiencies.
- Hired and trained 2 new supervisors, 2 craftsmen, 1 plumber, 1 electrician, and 5 custodians.
- Improved communication between Facilities team and building users including the implementation of a Facilities Help Line.

Major Projects

- Completed the \$27M Gibbs School renovation and \$4.8M Hardy School addition with a new \$200K Lake Street playground.
- Closed out Stratton and Thompson School renovation projects.
- Provided support to the proposed DPW and Central School planning and design process.

Capital Projects and Building Upgrades

- Completed several building upgrades and HVAC replacements at a total cost of over \$1.3M including the Ottoson Middle School chillers, Dallin chillers, Robbins Library exterior envelope repairs, Robbins Library elevator upgrades, Bishop School drainage improvements, modifications to various classrooms at AHS and Ottoson, and the

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- installation of new water bubblers.
- Implemented security upgrades at 5 elementary schools.
- Installed energy saving LED lighting at 3 elementary schools.

Preventative Maintenance and Repairs

- Completed annual life safety inspections and added annual inspections for all school playgrounds.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs including repairs to Community Safety building chiller controls, Hardy School boiler system/glycol replacement and hot water tank, and the Peirce and Central School cooling units.

Recognitions

We would like to offer our appreciation to the custodial and craftsmen teams for their continued service and dedication in providing the Town and School District with a safe, clean, and well maintained facilities.

INFORMATION TECHNOLOGY

Overview

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMi video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, 600 wireless access points. IT also manages the Munis financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video 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.

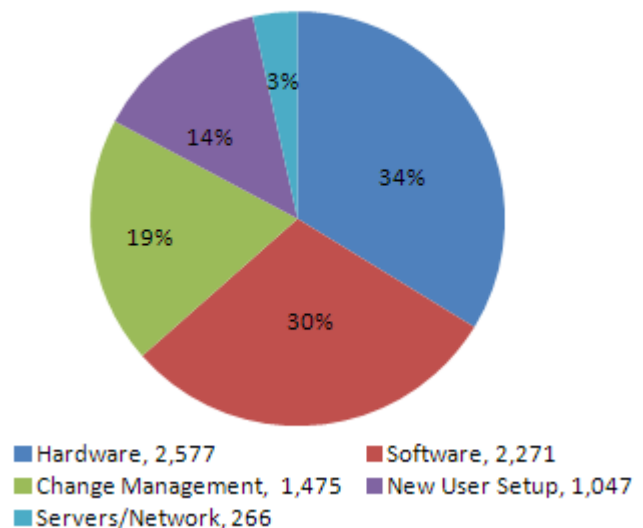
Initiative Overview

In 2018 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 and implementing systems as needed.

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 project was kicked off with the installation of VOIP in the newly renovated Gibbs School, gigabit speeds and to provide better performance and greater security. VOIP Wireless Network capability is now installed in all of our Town and School buildings. Our Systems Analyst, in conjunction with the IT staff, has spearheaded an initiative to implement a Town and School wide Help-Desk System.

Help Desk Tickets by Category
Total Tickets 7,636



Software category includes all Web site, operating systems and applications software for business practice.

Hardware category includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems, and does not include servers or networks.

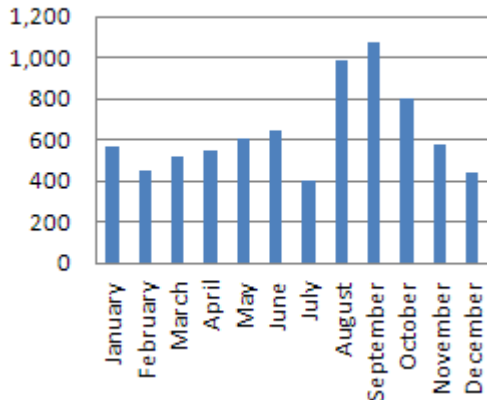
Servers/networks category includes all backend work including hardware and software related events.

New user category includes new computer and account setup for staff and students.

Change management is alterations to existing systems (backups, patches, updates/upgrades).

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Help Desk Tickets by Month



Renovation and Construction projects required a wide variety of IT services this past year. The Gibbs 6th Grade School renovation Project was completed on time for the opening of School in September. The Hardy School six classroom addition was completed and opened during the December break. AHS, DPW, and Central School building projects are in design phases.

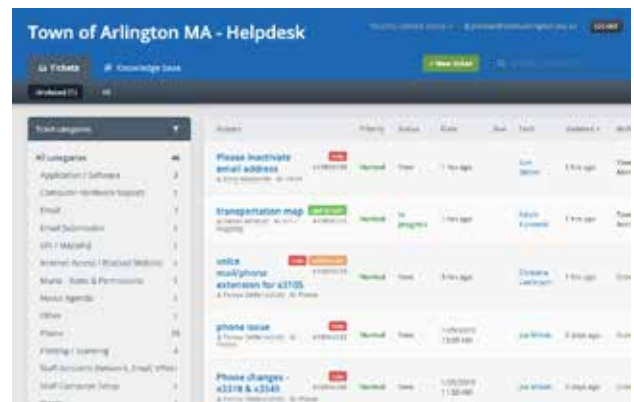
Strategic Initiatives

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Video and Building Security systems and Energy Management systems.
- VOIP (Voice Over Internet Protocol) project implementation began with Gibbs 6th Grade School Building Renovation.
- Planning and Preparation for the expansion of MCAS electronic testing to include all 3rd Grades.
- MUNIS Financial System Project continues to make progress completing 3rd Qtr. Real Estate Bills, Parking System Conversion, Motor Vehicle and Excise Conversion, and Employee Self Service.
- Completed IT service upgrades and installs in the newly renovated Gibbs 6th Grade School and the Hardy 6 Classroom Addition.
- Ottoson Middle School Classroom Reconfiguration as a result of the movement of the 6th Grade Students to the newly Renovated Gibbs School.

Infrastructure/Instructional/Operational Initiatives

- VIOP (Voice Over Internet Protocol) Telephony implementations completed at the Gibbs 6th Grade School, Brackett School, Hardy Addition, and IT Dept. Project ongoing.
- Gibbs 6th Grade School IT Network, Building Security, Video, VOIP, and EMS Systems installed.

- Installed 550 ChromeBooks and 24 Carts for Gibbs Students and Teachers
- Developed Specs, Procured, and Installed Gibbs School Lobby Interactive Video Wall
- Upgraded and Moved Legal Department WorldDox System to Hosted Service Cloud Based Environment.
- APS Nursing Website developed and taken live.
- Increased the capacity of the School Internet Circuits from two 1Gig circuits to two 2Gig redundant circuits located at the Ottoson and AHS.
- Munis vendor maintenance and process improvements are on-going.
- GIS –DPW stormwater, asset management for federal MS4 permit.
- Upgraded/Replaced AHS CADD, STEM, music and digital media lab equipment.
- Partnered with DPW and Treasurer to develop RFP for Advanced Metering Infrastructure and Meter Data Management Systems.
- As part of the Hardy Classroom Addition Project we installed and connected classroom instructional technologies and building system infrastructure to the main school building and systems.
- Added additional ChromeBooks and carts to all elementary schools to support the addition of the 3rd grade students taking MCAS test electronically this year.
- Added Town Help/Service Desk to School Help/Service Desk System to better track users IT requests and small project deliverables.
- APS Library Management System, Destiny, moved to hosted service cloud based environment.
- Recreation Dept./Burns Arena converted video surveillance system to new Town/School surveillance system standard.



IT Help Desk

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- Added Network Connectivity for ACMi to Burns Arena for live production of High School hockey games and other rink events
- IT subject matter expert assigned to AHS, DPW, and Central School construction/renovation projects.
- GIS Census 2020 LUCA (Local Update of Census Addresses) data review and submission project in progress.
- AHS Building Committee website maintenance turned over to IT Department.
- Kindergarten electronic registration enabled 584 students to register for kindergarten this year.
- Partnered with Facilities Director to create Town and School building security and surveillance system standards.
- Upgrade Cardinal TicketTrac System to aid Police and Treasurers' offices to complete the Munis motor vehicle and excise conversion.
- Created School teacher and administrative Social Media Policy.
- Processed 7,600 of Help/Work Request Service Desk tickets last year for Town and School users.
- Participated in Select-Board created video surveillance study group.
- Beta Testing of Threat Alert System for the School District is on-going.
- Redistributed ChromeBook and iPad Carts at the Ottoson Middle School as a result of the 6th Grade students being housed in the new Gibbs School.
- Development of elementary school electronic report cards.
- Continued to add multiple building EMS systems to network infrastructure.
- All School State and Federal Reports were created and submitted on schedule.

2019 Objectives

- Evaluate utility billing systems, choose, and implement.
- Install IT Infrastructure as part of the Central School Renovation.
- Participate in the IT Infrastructure and instructional technology in design/build of new Arlington High School.
- Create plan for the relocation of Town/School network, VOIP, Security, and server infrastructure to renovated DPW building
- Investigate, choose, and implement new enterprise-wide messaging system.
- Create, plan, and design work place plans for IT Dept. relocation.

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 Select Board, 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			
Legal/Line-of-Duty	FY2017 Actual	FY2018 Actual	FY2019 Estimated
<i>MGL Chapter 84 Claims. Personal injury/property damage as a result of a claimed defect in a public way.</i>			
Total	31	23	30
Claims closed	5	20	10
New claims	9	13	15
<i>MGL Chapter 258 Claims- Massachusetts Tort Claims Act</i>			
Total	43	41	42
Claims Closed	18	17	18
New claims	16	18	15
Fire - Injured on Duty Claims	12	19	20
Police - Injured on Duty Claims	9	13	10

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 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

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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.
- Assist Town departments with the implementation of the new Massachusetts OSHA law with the goal of identifying and controlling potential workplace hazards and improving of worker safety.
- Update procedures for the Town's first point of medical contact facility for injured employees with the objective of providing quality care in a more and efficient manner.
- Institute new case management and medical case management procedures to the to reduce costs and exposures associated with accidents and asset losses.



Flagpole base at Arlington Town Hall, sculpted by Cyrus Dallin.