

# 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, and Town Clerk. 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 43 new permanent hires, 16 senior tax work-off employees, 48 new seasonal employees and the Department transitioned 170 election workers to employees (mandated by the IRS) in the year 2019.

Among the searches the Director facilitated over the course of the year were recruitments for Fire Chief, Police Chief, and the newly created position of Coordinator of Diversity Equity and Inclusion. 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.

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 2019. 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). In the spring of 2019 agreement with the Arlington Ranking Officers' Association was reached. Bargaining conversations with the Arlington Police Patrol Officers' Association is ongoing.

The Town receives its group health insurance plans through the Commonwealth's Group Insurance Commission (GIC). In early 2019 the Town requested claims data from the GIC to initiate the process of analyzing whether or not it makes financial sense to continue with the GIC. The analysis showed that the lowest alternative health plan would have been a 20% increase over current costs (the FY2020 Group Health Appropriation is just under \$16 million). The Department continues to work in partnership with Union and Retiree leadership to monitor its group insurance plans.

The Department believes strongly that the successful delivery of Town services is a rigorous and crucial Human Resources program. In 2019 the Department

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

### 2020 Objectives

Human Resources will continue to assist departments in the recruitment and retention of high caliber employees committed to excellent public service.

In late January the Department will facilitate training on Racial Equity for Department Heads and middle-managers. This training, performed by the National League of Cities Race Equity and Leadership (REAL) institute will be the first of four intensive day-long trainings that will take place over a year.

We look forward to enhancing our use of technology as it relates to the streamlining of Human Resource Functions. We will transition to electronic personnel actions in early January. Additionally the Department has requested capital funds to support the acquisition of a free online applicant tracking system that will eliminate duplicative work among the Human Resources and Payroll Departments.

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 continues to strengthen its auditing practices in partnership with the Comptroller. 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 (EOAC), a volunteer committee appointed by the Town Manager, is committed to the Equal Opportunity program to prevent discriminatory employment practices. The Director of Human Resources serves as an ex-officio member of the EOAC. 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 EOAC meets on the 2nd Wednesday of each month at Town Hall Annex. The Committee meetings are open to the public and public attendance is encouraged.

Throughout 2019 the Committee reviewed monthly reports from the Human Resources Director/Equal

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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 2019 18% of those interviewed for open permanent positions were minority applicants, a 5% increase over 2018. Of the 43 permanent positions posted in 2019 the Town appointed six minority candidates. The Committee continues the ongoing process of strategizing new and inventive ways to attract a qualified and diverse applicant pool. The Committee looks forward to enrolling the support of the newly appointed Coordinator of Diversity Equity and Inclusion in its efforts to diversify the Town's workforce.

The Committee monitors all Town-funded construction projects exceeding a \$200,000 budget. In 2019 these projects included the Spy Pond Edge and Erosion Control Project and the Mill Brook Corridor/Wellington Park renovation. 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 year the Committee employed an educational approach resulting in positive conversations, which helped sensitize contractors to the importance of continuing their efforts to diversify their workforce. The Committee looks forward monitoring hiring efforts for the Arlington High School rebuild project.

Through membership in the School Superintendent's Diversity Task Force, Chairman Barbara Boltz 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](mailto: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 public buildings listed in the table below.

### Public Buildings maintained by the Facilities Dept.

<p><b>Arlington Schools</b> Arlington High School Ottoson Middle Peirce Elementary Dallin Elementary Brackett Elementary Bishop Elementary Hardy Elementary Thompson Elementary Stratton Elementary Gibbs Middle</p> <p><b>Non-Public Schools</b> Parmenter Dallin Library Building</p> <p><b>Public Safety</b> Police Headquarters Central Fire Station Park Circle Fire Station Highland Fire Station</p> <p><b>Library</b> Robbins Library Fox Library</p>	<p><b>Public Works</b> Administration Hall Director/Engineering/ Inspectional Services Snow Fighting Garage Maintenance Garage Salt Sheds (2) Cemetery Chapel Cemetery Garage</p> <p><b>Central Services</b> Town Hall and Annex</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>34 Buildings Total</i></p>
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### Performance Measurements

#### Organizational

- Re-aligned supervisory structure for day to day operational efficiency with Custodial and Maintenance Supervisors reporting to Superintendent of Building Maintenance.
- Hired and trained 2 new craftsmen, 4 new custodians, as well as a new 3<sup>rd</sup> party cleaning vendor servicing buildings Town-wide.
- Re-implemented work order software district-wide.

#### Major Projects

- Completed the \$27M Gibbs School renovation and \$4.8M Hardy School addition with a new \$200K Lake Street playground.
- Closed out school renovation accounts.
- Provided support to the Arlington High School, DPW, and Central School planning and design process.

#### Capital Projects and Building Upgrades

- Completed several building upgrades, including installation of a chiller at the Dallin School, exterior step repairs at Ottoson Middle School, repairs to the exterior envelope and design of rooftop HVAC unit of

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the Robbins Library, modification to daycare rooms, and various accessibility upgrades at Hardy School, further installation of ADA-compliant water bubblers across the school district, refinishing of multiple gymnasium floors, exterior painting and masonry repairs at Dallin Library, upgraded video intercoms and access control at multiple sites, various acoustical upgrades to music room spaces at Ottoson Middle School.

- Installed energy saving LED lighting at Ottoson Middle School (est. cost savings \$6,721/yr.), Hardy School (est. cost savings \$13,551/yr.), Bishop School (est. cost savings \$9,582/yr.).
- Completed weatherization upgrades to loading dock at Arlington High School (est. cost savings \$1,128/yr.) and Ottoson Middle School (est. cost savings \$825/yr.).
- Installed VFD on chiller at Ed Burns Arena (est. cost savings \$6,640/yr.).

## *Preventative Maintenance and Repairs*

- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs including repairs including new heating pump installation at Thompson School and heating pump repairs at Hardy School.
- Performed in-house carpet cleaning and floor refinishing at various facilities.
- Executed and managed multiple preventive maintenance contracts with 3<sup>rd</sup> parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, water treatment, security systems, emergency generators, oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid out and managed new service contracts for electrical, plumbing, HVAC and pest control.

## **Recognitions**

We would like to offer our appreciation to the custodial and maintenance teams for their continued service and dedication to providing the Town and School District with 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 systems, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Parent Teacher Conferencing system, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, 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 2019 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 hardware and software while consolidating and implementing systems as needed. The IT department was also called on to outfit new classrooms that were added across the School District due to enrollment increases.

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, VOIP (Telephone project) is 90% completed and taking advantage of gigabit speeds to provide better performance and greater security. Wireless Network capability is installed in all of our Town and School buildings. We continue to gain valuable insights into our systems performance and user behaviors through analysis of our Help Desk ticketing system data.

**Software** category includes Web site, operating systems, and applications software for business and academic use.

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

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**Servers/networks** category includes all backend work including server and network switch hardware and also includes 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).

**Building Security/Video Security** category includes Card Access systems and Video Surveillance systems.

**Renovation and Construction** projects required a wide variety of IT resources to be dedicated to AHS, Parmenter School, DPW (New Construction), DPW existing building renovation, and Central School building projects are in progress phases.

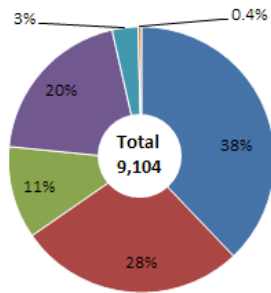
## Strategic Initiatives

- 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 is 90% completed
- Refresh Chromebooks in Grades 3,4, and 5 at the Peirce, Brackett, Dallin, and Bishop Elementary Schools per Strategic Plan.
- MUNIS Financial System Project continues to make progress completing Employee Self Service, Tyler Cashiering, while kicking off Utility Billing.
- Completed IT service upgrades and installs in new classrooms at AHS, Stratton, and Ottoson Middle School that were added due to increases in enrollments.
- Research and Plan the physical move of the Town and School Core Networks and Server Infrastructure as well as the IT Department Staff who currently reside at AHS.

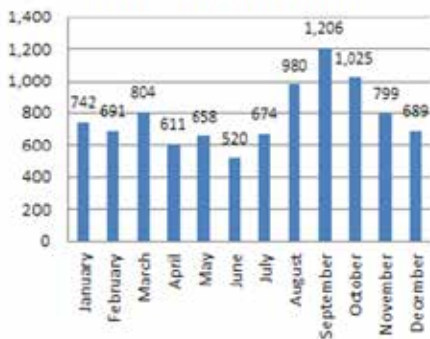
## Infrastructure/Instructional/Operational Initiatives

- VIOP (Voice Over Internet Protocol) Telephony implementations completed at the Stratton, Peirce, Bishop, Thompson, Dallin, Ottoson Schools, Cemetery, Fox Library, Central School, Recreation Dept., Town Hall and Annex, Police Dept., Legal Dept., and DPW. Project is ongoing.
- As part of School Chromebook Refresh Program we procured, provisioned, and installed 1,000 new Chromebooks and built 40 new Chromebook carts for all 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> Grade Classrooms, for the Bishop, Brackett, Dallin, and Peirce elementary schools. In addition 900 older Chromebooks were also redistributed throughout the District.
- Increased Schools Internet Bandwidth to two 3 Gig redundant circuits located at the Ottoson Middle School and Arlington High School
- Upgraded 500 Town and School from Windows 7 to Windows 10 which provided improved functionality and more robust security features.
- Town Hall Annex Conference Room Presentation Equipment Installation completed in the 1<sup>st</sup> and 2<sup>nd</sup> floor Annex conference rooms as well as the Town Manager's Conference Room.
- Major Participant in the development of RFP's and vendor selection for Water/Utility Billing System, Meter Device Management system, and Automated Meter Reading system.
- Major PowerSchool SIS and PowerTeacher Pro upgrades to further the expansion and enhancements to the "Student Contact" Module.
- Successfully completed electronic MCAS testing District wide.

Help Desk Tickets by Category



Help Desk Tickets by Month



Category	Count	Percent
Hardware	3,449	38%
Software	2,500	27%
New User Setup	1,022	11%
Change Management	1,809	20%
Servers/Network	286	3%
School Door/Video Security	38	0.4%
<b>TOTAL</b>	<b>9,104</b>	

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- MUNIS Financial, Excel and PowerSchool trainings held during the year for Department Heads and Staff.
- School Registration Department registered 573 Kindergartners and an additional 330 upper class enrollees this year.
- Installed Network and Computer infrastructure at the new Police Sub Station in the Menotomy Manor.
- Upgraded/Replaced Video Surveillance system in the Treasures Office to Town-wide system standard.
- Town Hall Auditorium Network enhancements made as part of Town Meeting Assessment Committee recommendations.
- MUNIS Parking Module, Employee Self Service implemented as part of our on-going Financial system upgrade. MUNIS Utility Billing is being provisioned and tested.
- Increased enrollment required the addition two new Elementary Classrooms and two AHS Science Classrooms to be outfitted with Academic Technology Package
- Assisted with assessment and selection of School Bus Video Camera system.
- Outfitted 10 Ottoson Classrooms with overhead projection systems.
- Central School Renovation IT Infrastructure design completed. Bids due February, 2020.
- Installed Video Surveillance system at the Ottoson Middle School.
- Recreation Dept./Burns Arena converted video surveillance system to new Town/School surveillance system standard.
- IT subject matter expert assigned to AHS, DPW, Parmenter School, and Central School construction/renovation projects.
- GIS Census 2020 LUCA (Local Update of Census Addresses) data review and submission project in progress.
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- Processed 5,502 Help/Work Request Service Desk tickets last year for Town and School users.
- Participated in Select-Board created, video surveillance study group.
- Testing of Threat Alert System for the School District is ongoing.
- Redistributed ChromeBook and iPad Carts at AHS and the Ottoson Middle School as a result of replacing Chromebooks in grades 3,4,5, at the Bishop, Brackett, Dallin, and Peirce Elementary Schools.
- All School State and Federal Reports were created and submitted on schedule

## 2020 Objectives

- Participate in the IT Infrastructure design 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 pace plans for IT Dept. Staff relocation.
- Relocate Comptroller's Office to Town Hall.
- Plan and Install IT Infrastructure as part of Central School, DPW and Parmenter School Renovations.
- Implement MUNIS Utility Billing over a two year period.

## 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, federal, and administrative proceedings.

As with any corporation, The Town of Arlington has constant involvement in the 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 accidents, the Department aims to protect workers from the economic consequences of injury, promote safe work environments, and assist injured employees

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Performance / Workload Indicators				
Legal/Line-of-Duty	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	30	31	23	32
Claims closed	9	9	20	5
New claims	17	9	13	14
MGL Chapter 258 Claims- Massachusetts Tort Claims Act				
Total	46	43	41	32
Claims Closed	14	18	17	21
New claims	13	16	18	12
Fire - Injured on Duty Claims	33	12	20	23
Police - Injured on Duty Claims	10	9	13	4

in both their medical recovery and return to work, all with the overarching 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, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.
- Provide additional training opportunities for Town committees and commissions.



Restored Cyrus E. Dallin's Menotomy Hunter statue and reflecting pool in the Winfield Robbins Memorial Garden in spring.