

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, health insurance, 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.

In early 2020 the Department provided support and coordination in bringing the National League of Cities Race Equity and Leadership (REAL) team to Arlington. The REAL team provided training to the Select Board and wide cross section of (75) employees and managers from all Town departments. REAL 101 provided an introductory overview on the history of institutional and structural racism in America. Participants learned about shared language for racial equity, examined existing racial disparities in the town and its implication for advancing racial equity.

Due to the Coronavirus pandemic, in March the Town switched to remote operations wherever possible. Over 2/3rds of the Town's workforce is comprised of frontline essential workers required to continue to physically report to work. The Director of HR advised all departments on a myriad of operational issues with a focus on keeping employees safe while maintaining a high quality Town services. For example, in the early spring HR worked with DPW and Facilities in the implementation of A & B week staff rotations. With input from the Health Department the Director drafted and distributed the Town's mask policy. The Director of the Department serves as a core member of the Town and School COVID-19 pandemic advisory group. In calendar year 2020 there were no in-work transmissions of COVID-19 among Town departments.

In early April the Department implemented the Families First Coronavirus Response Act (FFCRA). The Director of the Department serves as the primary point of contact for employees on Federal and State leave entitlements and travel restrictions during the pandemic. With an eye toward keeping employees safe and their families better supported, the Director advocated that Emergency Paid Sick Leave entitlements under the FFCRA be extended to our essential frontline employees. Successful documentation and administration of these leaves positions the Town to receive up to \$100,000 in reimbursements from the CARES (Coronavirus Aid, Relief, and Economic Security) Act.

The Department handled over one-hundred personnel transactions relating to a myriad of positions. This includes retirements, resignations, promotions, vacancy postings and advertisements, interviewing, se-

lection, and enrollment of new employees. Among the searches the Director facilitated over the course of the year were recruitments for Police Chief, Recreation Director, Deputy Town Counsel, Facilities Director, Executive Director of the Council on Aging, Diversity Equity and Inclusion Assistant, CDBG Grants Administrator as well as many other titles across Town departments. The Department uses tailored processes for each hiring, using assessment tools based around tasks specific to each position. This year the Department implemented a process whereby job applicants contact and other information is redacted in an effort to lessen unconscious bias in the hiring process.

The Director of HR and the Deputy Town Manager serve as the Town's collective bargaining team. Successor bargaining agreements are in place through Fiscal Year 2021 with five of the six Town Unions: Ranking Officers, Fire, Robbins Professional Librarians, Service Employees International, and the Association of Federal, State, County and Municipal Employees (AFSCME). In the fall of 2020 the HR Director worked closely with the Deputy Town Manager and Police Chief in extensive preparations for state administered labor arbitration with the Patrol Officers' Association

The HR department believes strongly that the successful delivery of Town services relies on a rigorous Human Resources program. In 2020 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

2021 Objectives

The Department will continue to support departments and employees through the navigation of the COVID-19 pandemic and long-term impacts; maintain high quality services, work through accommodation issues, and keep employees safe.

The Department of Human Resources will continue to assist departments in the recruitment and retention of high caliber employees committed to excellent public service. We will continue to partner with the Director of Diversity, Equity, and Inclusion (DEI) in supporting training and education for staff. Additionally, the Department will work with the Director of DEI in strategizing ways in which to recruit a diversified staff. The National League of Cities REAL Team will be conducting REAL 102 for Town employees in early 2021. This training will be held virtually due to the pandemic. The Town plans to conduct two additional trainings with REAL before the end of calendar 2021.

We look forward to enhancing our use of technology as it relates to the streamlining of Human Resource Functions. The Department secured capital funds to acquire an online applicant tracking system that will eliminate duplicative work among the Human Resources and Payroll Departments. Implementation of this

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product is scheduled for the spring of 2021.

The Director of HR in partnership with the Deputy Town Manager for Finance will initiate successor bargaining with the Town's six collective bargaining units. Following up on studies conducted for FY14 and FY17 the Director is working with a consultant on the production of the third benchmark salary and benefits study.

The Department will continue to 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 monthly, on the 2nd Wednesday, virtually via Zoom; it is our hope that meetings in the Town Hall Annex will resume some time in 2021. The Committee meetings are open to the public and public attendance is encouraged.

Throughout 2020 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.

Due to the COVID-19 pandemic it was a very challenging year to interview candidates in person. Interview processes shifted to be conducted virtually and

this made it challenging to collect data on applicants. The Committee is dedicated to increasing the number of minority and female applicants for positions of employment. In 2020, 14% of those interviewed for open permanent positions were minority applicants, a 4% decrease from 2019. Of the 28 appointments the Town made to permanent positions posted in 2020, five minority candidates or about 18% were appointed. Also in early 2020 the Town's Equal Opportunity Officer Caryn Malloy implemented a protocol removing the name and address and other identifying information of job applicants prior to screening applicants for interview. This was recommended by area municipal Diversity Equity and Inclusion professionals and serves as one way to lessen the impact of bias. 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 continuing to support coordinated efforts with of the Director of Diversity Equity and Inclusion to diversify the Town's workforce and make Arlington a welcoming and supportive place to work.

The Committee monitors all Town-funded construction projects exceeding a \$200,000 budget. In 2020 the main focus was on the multi-year rebuild of Arlington High School. In compliance with Town female and minority participation goals on such projects, the Committee successfully advocated for the general contractor to provide the Town with detailed Labor Utilization Tables which give a more accurate reflection of the participation rates rather than aggregate reports on female and minority participation. The Committee continues to monitor this project at its monthly meetings.

In order to help promote equal opportunity and diversity on construction projects in Arlington, the Committee utilizes a detailed Contractor Certification requiring Contractors to disclose specific efforts being made to diversify their workforce. In 2020 the Committee continues to employ an educational approach resulting in positive conversations sensitizing contractors to the importance of continuing their efforts to diversify their workforce.

Through membership in the School Superintendent's Diversity Task Force (SDTG), member Barbara Boltz regularly reports to the Committee on hiring and diversity efforts in the Arlington Public Schools. The pandemic made meetings of the SDTG far less frequent but in late 2020 plans to meet more frequently resumed.

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.

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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-six public buildings listed in the table below.



Facilities staff sanitizing a restroom. One of many new COVID-19 safety protocols initiated in 2020.

Public Buildings maintained by the Facilities Dept.	
Arlington Schools Arlington High School Ottoson Middle Peirce Elementary Dallin Elementary Brackett Elementary Bishop Elementary Hardy Elementary Thompson Elementary Stratton Elementary Gibbs Middle Parmenter School	Public Works Administration Hall Director/Engineering/ Inspectional Services Snow Fighting Garage Maintenance Garage Salt Sheds (2) Cemetery Chapel Cemetery Garage
Non-Public Schools Dallin Library Building	Central Services Town Hall and Annex
Public Safety Police Headquarters Central Fire Station Park Circle Fire Station Highland Fire Station	Miscellaneous Robbins House Robbins Cottage Robbins Carriage House Jarvis House (Legal Dept.) Jefferson Cutter House 27 Maple Street (Senior Center) 23 Maple Street (House) Mount Gilboa Peirce Field (Concession)
Libraries Robbins Library Fox Library	36 Buildings

- Hired and trained 2 new craftsman, 4 new custodians, and multiple 3rd party cleaning vendors.

Major Projects

- Completed Parmenter School construction project, and moved Menotomy Preschool out of AHS.
- Completed early enabling phases of AHS building project, including moving main entrance and guidance offices.
- Began renovation of Central School building as part of Arlington Community Center project, including moving the Health and Human Services office suite.
- Provided design support for the Public Works Yard project (renovations).

Capital Projects and Building Upgrades

- Installed energy saving LED lighting at Hardy and Peirce Schools.
- Installed new chiller system at Robbins Library.
- Increased deployment of bottle fillers in public buildings.
- Completed interior painting at the Fox Library.
- Repaired doors and installed new automatic door operators at Town Hall entrance.
- Completed interior painting and flooring at Town Hall entrance vestibule and lobby.
- New walkway, driveway and drainage structure at Dallin Library building.
- Installed new boiler system at Jefferson Cutter House.
- Installed new automatic door operators on entry doors at Police Headquarters.
- Installed new public address system at Ottoson Middle School.
- Installed new camera system at Thompson

Performance Measurements

Organizational

- Implemented COVID response-protocols across the portfolio of public buildings. Measures included erection of contact barriers, increased signage and building markings, overhauling of HVAC systems to ensure functionality and improve ventilation, upgrading filters for enhanced filtration, installing portable air cleaners, and re-inventing custodial care with a focus on disinfection. Provided substantial support and logistics on voting days.

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Sub-slab snow melt system being installed at Town Hall Plaza

School.

- Installed new heat pump systems in Town Hall Annex.
- Completed repairs to exterior walkways and stairs at multiple school buildings.
- Completed sizable VCT flooring repairs at multiple school buildings, and installed new carpets in various high traffic areas.
- Completed substantial repairs to leaking heating piping at Brackett School.
- Began next phase of envelope repairs at Robbins Library.
- Began renovation of Town Hall Plaza on an accelerated timeline.



Preventative Maintenance and Repairs

- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance as well as emergency repairs.
- Performed in-house carpet cleaning and floor refinishing at various facilities.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, water treatment, security systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid and managed 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

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for evaluating, supporting, implementing, and upgrading all Town and School hardware and software applications. 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, and 600 wireless access points across 25 Town and School buildings.

IT also manages Administrative and Academic applications and systems, which include MUNIS financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation

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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 2020 the COVID-19 pandemic has created an increase in Department and user need for tools to allow the delivering of remote services to accomplish work normally done in the office and classroom. Teaching and learning models have fluctuated to meet the ever changing COVID-19 phases. IT has provided 4,500 students and 650 teaching staff with tablets and laptops to support the Remote Learning, Hybrid, and In-School Learning models.

The Department 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 Department was also called on to bring the aging Brackett and Peirce Classroom Technologies up to the District Standard.

Ongoing improvements are being made to the security infrastructure by continually upgrading antivirus, 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) was 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.

Help Desk Tickets increased during the past year as the IT Department began supporting remote students and parents. This activity along with multiple distributions of tablets increased the number of Help Desk Tickets by 2,600 over last year.

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

Software category includes website, operating systems, and applications software for business and academic use.

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

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

Servers/networks category includes all backend work including server and network switch hardware and also includes software related events.

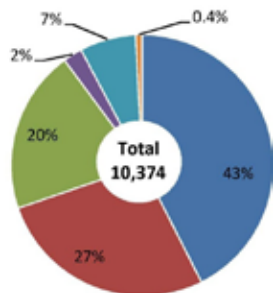
Building Security/Video Security category includes Card Access systems and Video Surveillance systems.

FY2020 Accomplishments

COVID-19 impacted the delivery of all Town and School services to the public and the related state-mandated school closure forced the district to implement remote learning in March 2020. The Department successfully distributed 4,000 devices to students. The IT Department implemented a cloud-based firewall/content filtering solution to mitigate risks of students' online, remote learning environment.

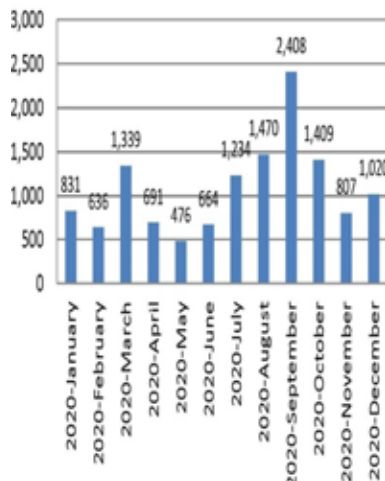
- Proactively and automatically provision and maintain every device.
- Remotely deploy software, adjust device

Help Desk Tickets by Category



Hardware	4,413
Software/SaaS	2,819
New User Setup	2,094
Change Management	246
Servers/Network/Security	718
School Door/Video Security	84

Help Desk Tickets by Month



Tickets by Month

2020-January	831	6%
2020-February	636	5%
2020-March	1,339	10%
2020-April	691	5%
2020-May	476	4%
2020-June	664	5%
2020-July	1,234	10%
2020-August	1,470	11%
2020-September	2,408	19%
2020-October	1,409	11%
2020-November	807	6%
2020-December	1,020	8%
TOTAL	12,985	

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- settings and configurations.
- Offered remote support tools that enables IT staff to seamlessly connect to an end user device.
- Provided support in a proactive manner by automatically detect while repairing, and installing missing or corrupted applications or updates
- Provided remote troubleshooting, technical assistance, and deployment of software in an all zero-touch environment
- Purchased, provisioned, and made appointments to distribute 600 teacher MacBook Airs

Teaching and Learning Models changed in March when students and staff were required to work from home. All teachers needed to have devices that would perform remotely at a high rate of efficiency and power.

Support of multiple devices from home required the purchase of 600 port replicators - Home teaching required the use of multiple monitors and other devices normally available in the Classroom. We needed the ability to connect these devices from a home office/classroom.

Teaching models shift during pandemic causing classrooms to be outfitted with new AV equipment - The Brackett and Peirce Elementary School Classrooms and Multipurpose Rooms had Ceiling mounted Projectors and Light-Speed Sound Systems installed to bring their projection and sound systems on par with other Elementary Schools across the District.

Purchased, provisioned, and distributed 1,000 iPads for students in grades Pre K-3 - Our iPad inventory had not been refreshed totally over the last 4 years. We were also outfitting the Menotomy Pre-school with devices in case they all went remote. We distributed 975 iPads to be used in class and at home. The safety purpose was to eliminate the shared cart model in the classrooms.

Purchased, provisioned, and distributed 1,200 Chromebooks to support remote learning - We replaced and upgraded a number of aging Chromebooks whose CPU's and memory would not support the variety of remote learning tools that were needed to deliver classes and content to remote and hybrid teaching models

Migration of Inspectional Services application, database, and webpage - Conducted an incremental and continual data transfer from 16+ year old Inspection Services database system to newer database on a new server. Work continues to migrate the web application working on the new server to better enable citizens, contractors, and staff seamless access to permitting data.

Town computer operating system upgrades. IT staff upgraded all Town computers (300+) from Win-

dows 7 to Windows 10, which provides improved tool and security. IT educated and empowered users to assist with the upgrade, which will allow people to move to Office 365.

Ottoson School Chromebook audit and replacement - Conducted an audit and created an inventory of all Chromebooks in Ottoson School. The results justified the replacement of a majority of devices older than 3 years with refurbished devices returned from the elementary schools after their upgrade over the summer. In total, we replaced 11 carts of Chromebooks, totaling over 600 devices having their condition verified, as well as being physically moved.

Migration of automated water meter reading system - In collaboration with DPW, IT continued with the migration of automated meter reading (AMR) migrating from the Itron AMR system to a Sensus AMR system. This work involves extracting data out of Arlington's ICS, reconfiguring that data, and adding new data to match the AMR System.

MUNIS Utility Billing - Water and sewer is the remaining billing system using the Town's custom built ICS system and is slated for conversion to MUNIS in 2021. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. The Team is focusing on building the foundation for the new system, including table set up and file layouts for communication between databases.

VOIP migration completed - Completed migration of every Town and School Buildings to the new VOIP telephone system.

Town computer operating system upgrades to support Office 365 roll out. IT is in the process of updating and upgrading the Domain controller server and the backup Domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation.

Development to support to migration to Sensus water meter platform. - IT developed tools to extract ICS data for use in Sensus Analytics, and to read raw Sensus Analytics data and import into ICS's quarterly meter read snapshot.

Town building construction support - IT is providing support and technical consultation to project teams and other consultants for construction projects at Parmenter School, Arlington High School, Senior Center, and DPW.

Cost saving transition solar panel displays - IT upgraded and replaced AHS, Thompson, Dallin, Peirce, and Stratton schools' solar panel display computers from Windows 7 devices to Chromebit devices with Chrome Operating System. This results in several cost savings and security improvements that will benefit the Schools and Facilities Department.

Development and launch of smoke and carbon dioxide scheduling tool - By request, IT built a smoke and CO2 inspection scheduler and an internal manage-

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ment system for the Fire Department. This tool replaces the previous phone call and paper system, empowers customers and provides transparency, provides 24/7 access to scheduling, and automates staff workflows to this activity than ever before.

Public Records requests - There has been a sharp increase public records requests on both the Town and School Departments. More resources have been dedicated to this activity.

Inspectional Services' system upgrades - The Department's document scanning application was tested and enhancements were made to improve reliability and efficiency. IT staff also completed a rebuild of inspections application to improve the web display to be more compatible with various web browsers.

PowerSchool SIS and GIS interface - IT has re-designed and improved the system to be able to map the assignment of students in buffer zones.

Installed and provisioned IT infrastructure and student devices for the Parmenter School - Provisioned and Installed all IT and RCN Fiber Services to support Classrooms and Administrative areas under budget and on-time for the opening of School at the Menotomy Pre-school.

Expanded the capability of Town's virtual private network to support Remote Work Program - The Town and Schools implemented a Remote Work program at the start of the pandemic to continue delivering uninterrupted services to Arlington.

Purchased and provisioned laptops and tablets to support Town employees working remotely - We configured and re-provisioned 100 laptops and tablets for Town employees who were now required to work remotely.

Managed early Zoom video conferences and wrote best practices document for Zoom users. - The increased use of video conferencing tools drove the need for the early centralized management of video conferencing tools such as, Zoom, Google Meets, and WebEx drove the need for user training and best practices documentation to be written and distributed to new users of the Tools.

Created and managed technical support teams to assist with the production of the first Virtual Special Town Meeting.

FY2022 Objectives

- Install IT Infrastructure as part of Central School Renovation.
- Install IT Infrastructure as part of the DPW new construction and renovation project (ongoing multi-year).
- Replace existing Email system with Hosted version of Office 365.
- Relocate IT Data Center and staff relocation

to the renovated DPW facility.

- Participate in IT Infrastructure design of new High School and DPW Buildings
- 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 and 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 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.

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Legal Department Performance / Workload Indicators				
Legal/Line-of-Duty	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
MGL Chapter 84 Claims				
Personal injury/property damage as a result of a claimed defect in a public way				
Total	31	23	32	31
Claims closed	9	20	5	10
New claims	9	13	14	11
MGL Chapter 258 Claims- Massachusetts Tort Claims Act				
Total	43	41	32	
Claims Closed	18	17	21	11
New claims	16	18	12	14
Fire - Injured on Duty Claims	12	20	23	10
Police - Injured on Duty Claims	9	13	4	22

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.

The Department is pleased to note that Workers' Compensation & Line of Duty management have been merged with other litigation and legal advising services within the newly re-organized Deputy Town Counsel position.

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.
- Provide additional training opportunities for Town committees, commissions and group training opportunities for committee chairs.
- Enhance library of online resources for Town Departments and volunteers, including information on localized Arlington Town governance issues and frequently asked questions.

