

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.

The Year 2022 marked the full acceptance of working in a world in which Coronavirus is here to stay. In partnership with the Town Manager's office the Director of the Department developed and facilitated the distribution of over \$4 million in federally-funded Premium Pay to essential employees who worked in person during the Pandemic. The team also developed the policy for and oversaw the distribution payments to employees who were fully boosted against COVID-19. The Department oversaw implementation of the COVID-19 Massachusetts Emergency Paid Sick Leave program and successfully received \$23,000 in reimbursements from the Commonwealth for employee absences associated with COVID-19.

In the fall of 2022 the Town engaged in providing Diversity Equity and Inclusion training to employees at all levels of the organization. Employees were invited to participate in shaping the Town's DEI plan. The Director serves as a part of the core team meeting weekly on Town DEI initiatives and issues. Over the course of several months, the Town personnel engaged in 4 workshops conducted over 16 sessions with over 350 participants. The concluding session will be conducted in early 2023.

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. Among the searches the Director facilitated over the course of the year were recruitments for Director of Planning and Community Development and Director of Libraries 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.

The Director of HR and the Deputy Town Manager - Finance serve as the Town's collective bargaining team. Successor bargaining agreements are in place through Fiscal Year 2024 with four of the six Town Unions. The team successfully bargained use of GPS in non-public safety town vehicles and summer Saturday hours at Arlington's libraries. Negotiations with the Patrol and Ranking Officers' Unions are ongoing.

The HR department believes strongly that the successful delivery of Town services relies on a rigorous Human Resources program. In 2022 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.

2023 Objectives

The Department of Human Resources will continue to assist departments in the recruitment and retention of high caliber employees in a highly competitive labor market. Town Manager Sandy Pooler will be retiring in the summer of 2023 and the Director has been appointed to serve as Chairperson of the Town Manager Screening Committee in service to the Select Board who are charged with appointing his successor. The Department will continue to partner with the Director of Diversity, Equity and Inclusion (DEI) in supporting training and education for staff.

The Director of HR in partnership with the Deputy Town Manager for Finance will continue successor bargaining with the Patrol and Ranking Officers' Unions. Following up on studies conducted for FY14, FY17, and FY20 the Town will initiate its fourth benchmark salary and benefits study for FY23.

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 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 (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. The fall of 2022 marked the return of in-person meetings of the Committee; the Committee continues to meet over zoom and in person. The Committee meetings are open to the public and public attendance is encouraged.

Throughout 2022 the Committee reviewed month-

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ly 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 races, genders, and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington.

Due to a number of factors, including, but not limited to, inflation and a locally high cost of living, both nationally and locally 2022 was challenging labor market in which to hire. This trend looks to continue into 2023. The Committee is dedicated to increasing the number of minority and female applicants for positions of employment. Similar to 2021, 20% of those interviewed for open permanent positions in 2022 were minority applicants, a significant increase over 2020. Of the 66 appointments and promotions the Town made to permanent positions posted in 2021, ten minority candidates or about 15% were appointed. The Town's Equal Opportunity Officer and Director of Human Resources, Caryn Malloy, has consistently applied the 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. The main focus of 2022 continued to be the multi-year rebuild of Arlington High School. Also, from 2021 and into 2022 the Committee received labor data on the rebuild of the Arlington Public Works Building. In compliance with Town female and minority participation goals on such projects, the Committee successfully advocated for general contractors to provide 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 employ an educational approach in its project reviews 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 Advisory Committee), member Kate Bender regularly reports to the Committee on hiring and diversity efforts in the Arlington Public Schools. Kate took over this role after the retirement of long time member Barbara Boltz in July. Barbara was appointed to the EOAC in 1995 and she is a recognized peace and social justice activist. She will be greatly missed.

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

The Facilities Department is responsible for the repair and maintenance of all Town and School operated buildings. It oversees 34 buildings - 11 schools and 23 town buildings - totaling approximately 1.34 million square feet. Facilities oversees the repair and maintenance programs based on standards for preventive maintenance, required inspections for life safety and governmental compliance, and routine repairs and cleaning to maintain the facilities in good working order. The Facilities Department has 4 supervisory personnel and 1 administrative staff member who oversee capital projects and building upgrades, building maintenance and repairs, and custodial cleaning. The custodial team is comprised of a total of 42 custodians - 29 who are in-house and another 13 from a third-party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor. In addition, Facilities coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as routine repairs and preventative maintenance.

Public Buildings maintained by the Facilities Dept.	
<p>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</p>	<p>Public Works Administration Hall Director/Engineering/ Inspectional Services Snow Fighting Garage Maintenance Garage Cemetery Chapel Cemetery Garage</p>
<p>Non-Public Schools Dallin Library Building</p>	<p>Central Services Town Hall and Annex</p>
<p>Public Safety Police Headquarters Central Fire Station Park Circle Fire Station Highland Fire Station</p>	<p>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)</p>
<p>Libraries Robbins Library Fox Library</p>	

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Performance Measurements

Organizational

- Fully staff the department by filling the current vacancies which include: 1 electrician, 1 HVAC technician, and 1 plumber.
- Assist the design and construction teams on the Central School, DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization.
- Prepare for relocating the Facilities Department out of the temporary accommodations at 27 Maple Street to the permanent office and maintenance shop location at 51 Grove Street.
- Incorporate ongoing formal facility condition assessments at various building in the portfolio to allow for proactive capital planning.
- Update existing plan based on life-cycle expectancy of building HVAC, vertical transportation and life safety equipment.
- Re-launch DudeSolutions as Brightly Asset Essentials work order system across remainder of building portfolio in calendar year 21 (school buildings were re-launched in 2020). The Facilities Department is also considering migrating from the outdated Maintenance Direct and Capital Forecast modules to the upgraded Asset Essentials Platform with predictor module.

Major Projects

- Supported Phase 1 Turn-Over at Arlington High School.
- Supported Central School building as part of Arlington Community Center project Turn-Over.
- Provided construction specification support for the Public Works Project at DPW Yard.
- Renovated and re-occupied the Parmenter Building as a public school building housing the Menotomy Preschool.
- Completed enabling work for phases 2 of Arlington High School building project.
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, and oil and gas burners.

Capital Projects and Building Upgrades

- Installed last phase energy saving LED lighting Brackett Schools.
- Covid Response: reset HVAC equipment to return to energy savings operations balanced with adequate ventilation for students and staff.
- Installation of a new chiller on the roof of the Robbins Library.
- Exterior painting at Peirce, Dallin, Brackett, and Stratton Elementary Schools, and Ottoson Middle School.
- Interior painting at Town Hall and Robbins Library, as well as summer painting in schools.
- Installed new canopy at Stratton School.
- Repaired long-standing chronic roof leaks at Robbins Library, Bishop School, and Brackett School.
- Refinished gymnasium floor at Ottoson Middle School.
- Replaced compressor on Bishop Elementary main office rooftop unit.
- Repaired Peirce Elementary School Cafeteria rooftop unit, correcting long-standing deficiencies.
- Re-lamped light towers at Peirce Field in-house resulting in significant cost savings.
- Upgraded Building Automation System at Dallin School.
- Completed playground surface repairs at Dallin School.
- Installed window screens at Bishop, Ottoson Middle School, AHS Downs, Parmenter, Gibbs Gym in a short timeframe with significant cost savings.
- Installed new carpeting at Bishop School in library and Principal's Office.
- Completed carpentry and trim repairs at Bishop School Crosby St. entrance.
- Installed new HVAC equipment in the Planning Department.
- Installed new carpeting in Planning Department and Select Board.
- New boiler system at Jefferson Cutter House.
- Installed new wheelchair lift at Ottoson School.
- Flooring repairs at Hardy and Brackett Schools.
- Installed new sinks and millwork to create an additional science classroom at Ottoson.
- Repairs to the cast stone elements and front stairs at Robbins Library.
- Exterior walkway and stairway repairs at Ottoson Middle School, Brackett School, Hardy School, Stratton School and Dallin Library.

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- Further installation of ADA- and Covid-compliant water bubblers across the school district.
- Installed new driveway and walkway at Dallin Library.
- Slate roof repairs and new gutter screen at Dallin Library.
- New public address and master clock system at Ottoson School.
- Installation of exterior security cameras at Thompson School and Arlington Senior Center.
- Reconfigured several classrooms for APS, adding and removing partition walls to create new learning spaces.
- Completed repairs to basketball court at Brackett School.
- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Completed interior painting at all public schools.
- Refinished terrazzo and hardwood flooring at Town Hall.

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.
- 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

Program Description

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:

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

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,500 personal computers, 156 cellular PDA's, over 200 printers, 5,500 educational tablets/chromebooks and 35 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 166 network switches, 25 VOIP Telephone switches, 750 Phones, and 677 wireless access points. IT also manages Munis, 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.

Budget Statement

The operating budget increased to pay for the Town's permitting software being launched in 2023.

FY2024 Objectives

- Onboard additional departments to the Online Applications and Permitting service including Health & Human Services, Town Clerk, and Planning & Community Development.
- Complete MUNIS Cashiering upgrade.
- Review GIS infrastructure and modernize platform and tools in conjunction with DPW.
- Roll out additional Office 365 functionality for Teams and OneDrive.
- Continue to reduce on site footprint (data center) by migrating services to the cloud.
- Implement MUNIS Steering Committee recommendations regarding Personnel Action Forms and Position Control.

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Upgrade MUNIS to version 2021x.

Major Accomplishments 2022

- Migration of temporary data center infrastructure to Grove Street in January 2022. IT continues work with DPW on constructing the permanent facility. Estimated completion spring 2023.
- Onboarded State Reporting Data Analyst & District Registrar for the APS community in January 2022.
- IT continued to provide building construction support for infrastructure. IT is providing technical consultation and implementation to project teams and other consultants for construction projects at Arlington High School, 27 Maple St., and DPW.
- Awarded state Cybersecurity Grant January 2022. Launched educational initiative as per grant guidelines in February 2022. Estimated completion date December 2022.
- 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.
- Automated student start date notifications using PowerSchool Enrollment in February 2022.
- Introduced scheduled drop-in hours for family registration support as part of the new Arlington Community Center in February 2022. We have serviced 110 families in person as of November 2022.
- Launched new series of 'always-on' forms directly within APS Parent Portal allowing families access to directly update addresses, contacts, and permissions.
- 2022 DESE State Reporting cycle completed, working with schools and departments to resolve errors with their data to ensure final certification.
- Launched Utility Billing in April 2022. Water and sewer remained the only billing system using the Town's custom-built applications. IT led a team comprised of Public Works, Treasurer, Comptroller, and consultants to build the foundation for the new system, including table set up and file layouts for communication between databases and online platforms.
- Supported Office 365 roll out. IT upgraded the domain controller server and the backup domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation in early 2023. Multifactor authentication will be part of final roll out to prevent phishing and other security threats.
- Supported Virtual Town Meeting April through June 2022.
- Migration of MUNIS to cloud-based offering in July 2022. This included multifactor authentication for all users for increased security.
- MUNIS Steering Committee established in July 2022 to provide governance, direction and resources for portfolio management and functional improvements for MUNIS. Project prioritization, communication and introducing new functionality to expand the use of the tool are the focus. To this end, the committee will also serve as the custodian of best practices and promote and support the effective use of both the tool and processes across the organization.
- Hired new APS District Webmaster May 2022. Launched new district website in August 2022.
- Opened start of school year within our student information system (PowerSchool) earlier this summer (July – August) and worked with schools to complete setup prior to September 2022.
- Completed audio/visual inventory across school district and developed centralized roadmap for maintenance.
- Completed upgrade of all 13 district sites to WiFi 6 in the summer of 2022.
- Developed new code to support and expand stability of Buffer Zone Management tool for APS.
- Implemented audio visual accessibility improvements in Town Hall and the Community Center including mobile and wide lens cameras (Neat Bars), projection, and sound.
- Scoped out implementation of General Billing and Employee Self Service options on MUNIS platform for spring implementation.
- In conjunction with the Digital Learning team, IT is supporting expanded Lightspeed pilot at Ottoson Middle School for enhanced student and classroom internet security.
- Integration of Google Suite and Powerschool SIS to support automated student account provisioning across both portals underway for February 2023.
- Network roadmap including upgrade network bandwidth for MUNIS, audio and video streaming in development, to be finalized by spring 2023.

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- Online Applications and Permitting pilot underway for launch in fall 2023.

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 municipal corporation, the Town of Arlington is constantly involved in the development and refinement 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 also 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.

In addition, 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 appears regularly in the District, Superior, and Appellate Courts of the Commonwealth, the Federal Courts, and administrative legal bodies for hearings on motions, including many significant dispositive motions, as well as many successful hearings. The Department stands ready to try cases as necessary or resolve matters by mediation and other forms of negotiation.

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.
- Continue to enhance support for general

Performance / Workload Indicators	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Legal/Line-of-Duty				
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	32	31	39	32
Claims closed	5	10	10	10
New claims	14	11	11	15
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>				
Total	32	11	54	43
Claims Closed	21	14	2	11
New claims	12	10	18	15
Fire - Injured on Duty Claims	23	4	4	10
Police - Injured on Duty Claims	4	3	3	5

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legal matters through the Deputy Town Counsel position to meet the needs of Town departments, officers, and public bodies.

- 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 evaluation future policies, especially with respect to emerging issues and persistent challenges to best leverage the Town's legal position.
- Update Legal Department online resources for employees and volunteers, including incorporating new state ethics training materials and records keeping, as well as addition of materials revised by the Town Clerk for swearing in committee and board members.
- Provide additional training opportunities for Town committees and commissions. Focusing on incorporating the recommendations of the Remote Participation Study Committee; training specific to committee and board officers, such as chairs and clerks, and provide resources for effective and efficient Town Meetings.
- Develop standard contract terms for all Town and School goods and services contracts to render smaller contracts more uniform, particularly for professional services.