

CENTRAL MANAGEMENT SERVICES

HUMAN RESOURCES DEPARTMENT

The Human Resources (HR) 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 February 2023 the concluding session of Town-wide Diversity Equity and Inclusion (DEI) training for 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 regularly 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 Year 2023 marked the second year of full acceptance of working in a world in which Coronavirus is here to stay. In partnership with Public Health in the fall of 2023 the Department issued updated guidelines with the aim of keeping employees safe while being as aggressive as possible in returning employees to work.

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 Director of the Department served as the Chairperson for the Town Manager Search Committee; the search resulted in the promotion of James Feeney to the position in August 2023. Among the other searches the Director facilitated in 2023 were recruitments for Deputy Town Manager – Finance, Deputy Town Manager – Operations, Town Treasurer and Collector, Select Board Administrator and Town Counsel 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 five of the six Town Unions. The team successfully reached agreement with the Patrol Officers' Union prior to going to state level arbitration. Negotiations with the Ranking Officers' Union are ongoing. The HR department believes strongly that the successful delivery of Town services relies on a rigorous Human Resources program. In 2023 the Department worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary

matters, and workplace investigations.

2024 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.

The Department will continue to partner with the Director of Diversity, Equity, and Inclusion (DEI) in supporting training and education for staff. Throughout 2024 the Director will serve as a part of the Arlington team in the Massachusetts Racial Equity Advancement & Collaborative Hub (REACH) program offered through the Metropolitan Area Planning Council.

Following up on studies conducted for FY14, FY17, and FY20 the Town completed its fourth benchmark salary and benefits study for FY23. Informed by this study, in early 2024 the Director of HR and the Deputy Town Manager – Finance will engage in successor bargaining with all groups currently settled through June 2024.

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 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; the Committee meets over zoom and in person. The Committee meetings are open to the public and public attendance is encouraged.

Throughout 2023 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 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 lim-

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ited to inflation and a locally high cost of living, both nationally and locally, 2023 continued to be a challenging labor market in which to hire and will continue into 2024. The Committee is dedicated to increasing the number of minority and female applicants for positions of employment. Since 2021, on average, 20% of those interviewed for open permanent positions identified as minority applicants. Of 36 new appointments, 25% are candidates who identified as minority. Of 23 promotions 17% are candidates who identify as minority. 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 2023 continued to be the multi-year rebuild of Arlington High School. Since 2021 the Committee has 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.

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 a shared department between the Town and the Schools. Facilities oversee 34 buildings - 11 schools and with the addition of the new Public Works building now 24 Town buildings - to-

taling approximately 1.65 million square feet. Facilities manages 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 Town's buildings in good working order. The Facilities Department has 3 supervisory personnel and 2 management staff and a Project Manager along with 10 trade technicians. The supervisory and management staff 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. A large part of the Department's mission is to maintain safe and comfortable educational school environments conducive to teaching and learning. Department goals include extending the asset life of existing facilities, adding value to facilities by enhancing their condition, adding additional reliability to capital budget requests, separating operating and maintenance budgets, and improving the operational efficiencies for the current level of maintenance and utility expenses.

Organizational Updates

With the re-launched DudeSolutions as Brightly Asset Essentials work order system across the remainder of buildings in the Town's portfolio in calendar year 2022 the Facilities Department has processed 2,749 work orders in calendar year 2023. This consists of preventative maintenance work and 1,225 unique requests for repair work. The Department still struggles to be fully staffed requiring electricians, HVAC technicians, and plumbers.

Facilities Department Responsibilities:

Set and Maintain Standards for all Town/School Buildings and Assets

- Utilizing the Arlington Maintenance Policy and Plan, create standards for all facilities which could include health and safety, preservation of assets, special permit requirements, degree of need, life cycle of asset class, and cost to maintain asset.
- Ensure maintenance is done in a timely and cost-effective manner as necessary to ensure the long-term health of Town assets.
- Deploy CMMS (Computerized Maintenance Management System) software for enhanced asset management and development of metrics for measuring and reporting the progress

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of the Town's investment in maintenance.

- Provide measurable results for maintenance levels in all facilities.

Ongoing Procedures

- Utilize CMMS maintenance records to identify assets needing capital investment, replacement, improvement, adjustments in the routine maintenance or new levels of maintenance for all properties.
- Maintain new and retired asset data record collection.
- Submit annual maintenance plan and budget including all buildings and assets to Town Manager. Submit annual report on patterns of problems including trends in emergency maintenance calls, actual costs of maintenance, opportunities for preserving current assets and for improving asset maintenance.

Facilities Department Projects and Programs

Programs

- 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.
- Incorporate on-going 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 23 (school buildings were re-launched in 2022). 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.

Projects

- Supported Phase 2 Turn-Over at Arlington High School
- Provided construction specification support for the Public Works Project at DPW Yard.
- Renovated and re-occupied the Parmenter Building for additional Parks and Recreation programs.
- Completed enabling work for phases 3 of Arlington High School building project.
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preven-

tive 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.

- Installed last phase energy saving LED lighting at Robbins Library and Dallin School.
- Interior painting at all elementary schools.
- Planned and bid repairs for long-standing chronic roof leaks at Robbins Library, Bishop School, and Hardy School.
- Installed new carpeting at Bishop School in library and Principal's Office
- Planned, designed, and bid Bishop School office renovations.
- Flooring repairs at all Elementary Schools
- Installed new sinks and millwork to create an additional science classroom at Ottoson.
- New public address and master clock system at Ottoson School
- Installation and upgrades of exterior security camera systems.
- Installation of new two-way radio communication system and AHS and Ottoson School.
- Reconfigured several classrooms for APS, adding and removing partition walls to create new learning spaces.
- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Completed interior painting at all public schools.

Awards and Recognitions

We would like to offer our appreciation to the custodial and maintenance teams for their continued service in providing the Town and School District with safe, clean, and well-maintained facilities. The storm response teams have been diligent in snow removal, salting during ice storms and flood protection and water cleanup during extreme rain events. Your dedication does not go unnoticed.

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

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- software infrastructure support;
- Town and School administrative applications, implementation, and support; and
- School Academic applications implementation and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,200 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, and 600 wireless access points. IT also manages a portfolio of applications including MUNIS ERP software, year-round educational initiatives, security and video, web mapping, online payment collections and numerous Town and School system integrations and websites.

Budget Statement

The operating budget would expand to cover increases in network bandwidth for APD body worn cameras, software subscription costs, cybersecurity enhancements (end point protection) and GIS platform improvements and maintenance.

FY2025 Objectives

- Upgrade Town wireless infrastructure to WiFi6.
- Strengthen cybersecurity stance with launch of end point protection and monitoring for staff and student devices.
- Continue cloud migration of services: migrate shared drives and personal drives to Share-Point.
- Support and contribute to APS Technology Plan under Teaching and Learning.
- Define unified payment platform with Treasurer.
- Unify Service Desk activities on one common platform across Town and District.

Major Accomplishments 2023

- Launched Online Applications and Permitting service for Inspectional Services, reducing paper and increasing efficiency and transparency for the community.
- Upgraded MUNIS Cashiering and cash reconciliation process with Treasurer.
- Reviewed GIS infrastructure and tools in conjunction with DPW and set goals for replacement.
- Upgraded MUNIS to version 2021 in November 2023.

- Updated multiple Tyler forms for the Treasurer's Office to streamline workflows.
- Completed all networking for AHS Phase II.
- Completed all networking for Building A & E Grove Street campus.
- Mapped out network needs for Buildings B, C and D Grove Street campus.
- Supported the relocation of DPW from 23 Maple to 51 Grove Street by providing assistance and equipment.
- Streamlined and launched Google Power-School Student Information System integrations for student accounts.
- Migrated all Town staff to Microsoft Office 365. Multifactor authentication included in final roll out to prevent phishing and other security threats.
- Decommissioned and virtualized three Town servers to optimize our resources and performance.
- Managed and streamlined the process of scheduling parent-teacher conferences with implementation of an online booking system.
- Support of Town Meeting May through May 2023. Support of Special Town meeting in October 2023.
- Developed new time keeping schema and audio/visual pilot for Spring Town Meeting
- Migration of MUNIS to cloud-based offering. This included multi factor authentication for all users for increased security.
- Unified Service Desk staff across Town and District into cohesive team.
- Onboarded new Service Desk Manager.
- Implemented new APS Staff Password Policy for increased security and privacy.
- Completed device inventory across town and district to support formalizing hardware refresh cycle.
- Rolled out of ChatGPT with Digital Learning team for APS educators and all staff.
- Consolidated District Inet circuit at data center (dual circuits).
- Replaced legacy copper lines with Zetron Ethernet network for APD and AFD Dispatch.
- Migrated Filewave device maintenance suite to cloud.
- Upgraded District firewall to Watchguard Total Security suite.
- Implemented DMARC/DKIM protocol for domain verification for all staff email to reduce incidents of phishing.
- Upgraded VMWare infrastructure upgrade to version 8 (hardware and software).
- Serve as member of APS Tech Team in collaboration with APS Welcome Center,

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Performance/Workload Indicators - IT ServiceDesk Tickets by Category				
Ticket Categories	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Hardware	3,405	3,550	3,207	2,804
Software	2,639	2,550	2,524	1,568
New User Setup/Account Management	1,262	1,200	2,988	3,576
Project Related Changes			100	96
Student Information System	1,369	1,200	1,141	1,833
District Website	1,446	1,400	664	508
Registration Support			322	378
Asset Management	3,818	3,750	2,450	2,140
Change Management	220	200	107	240
Digital Learning Team			35	84
Servers/Network	130	120	7	112
School Door/Video Security	75	150	65	120
Service Request			7	44
Remote Management			2	28
Other			66	44
Total	14,364	14,120	13,685	13,575

Registration, and Data Services.

- Supported Arlington Police Department with their body-worn cameras pilot, for increased accountability and transparency.
- Supported relocation of APS teachers and administrators to new AHS building with both assistance and equipment.
- Launched APS Parent Teacher conference system for Fall 2023 and Winter 2024.
- Supported Digital Learning in certifying 3rd party applications in Google Workspace.
- Demoed new online engagement platforms for DEIJ, Public Information Officer (Town Website), Town Clerk and Community Development.
- Supported relocation of Menotomy Preschool and AHS Daycare to new AHS building with both assistance and equipment.
- Planned relocation of Recreation Department for Spring 2024.
- Supported Town Clerk in application for CPA funding to digitize paper based vital records.
- Drafted Data Center Operations Handbook for Grove Street campus.
- Partnered with Comptroller's Office to reconfigured all roles and permissions in MUNIS to further delineate segregation of duties.
- Launched new Chart of Account with Comptrollers in January 2024.
- Consulting with new Hybrid Meeting Committee through Spring 2024 .
- Co-leading Superintendent's Strategic Working Groups 3.2 and 4.1.
- Piloting automation of Lightspeed classroom

rostering with Digital Learning Team (OMS, Gibbs and Dallin.

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 in-

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struments 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 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 of 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 with a focus on 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.

Performance / Workload Indicators	FY2021	FY2022	FY2023	FY2024
<i>Legal/Line-of-Duty</i>	Actual	Actual	Actual	Estimated
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	31	32	33	36
Claims closed	10	10	10	11
New claims	11	11	15	14
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>				
Total	11	7	23	27
Claims Closed	14	2	11	12
New claims	10	18	15	16
Fire - Injured on Duty Claims	4	4	10	6
Police - Injured on Duty Claims	3	3	5	5