



Town of Arlington
Office of the Town Manager

Adam W. Chapdelaine
Town Manager

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MEMORANDUM

DATE: August 14, 2015

TO: Board Members

SUBJECT: Appointment to Vision2020 Standing Committee

This memo is to request the Board's approval of my appointment of Annie LaCourt, 48 Chatham Street to the Vision2020 Standing Committee with a term expiration date of 6/30/2017.


Town Manager

Annie LaCourt

48 Chatham Street, Arlington, MA 02474

Tel: 781-641-2918

Cell Phone: 617-694-9895

Please communicate by email to annie@lacourt.net

Skills	<ul style="list-style-type: none"> • Excellent at developing customer relationships, managing expectations and translating requirements into system design. • Superior oral and written communications. • Skilled at managing development plans and schedules over the full development life cycle. 12 years of programming experience. • Highly proficient at business/systems analysis, conceptual database design and conversion of data from legacy systems including gap analysis. • Superior project management skills. <p>Certified Salesforce Administrator, Certified Salesforce Developer</p>
Narrow Bridge Consulting <i>July 2013 to present</i>	<p>Principal Consultant Projects include:</p> <ul style="list-style-type: none"> • Performed research and analysis on the requirements for a HUD compliant counseling addition to HomeKeeper for the Cornerstone Partnership. Deliverables included preliminary assessment of the market and top level applications requirements document. • Served as product owner for development of a rental compliance monitoring tool for Cornerstone Partnership. Responsibilities included developing requirements, working with the development team to turn the requirements into sprints in Jira, recruiting and managing and advisory team of subject matter experts, testing and acceptance, and, currently, leading a product pilot. • Lead consultant on a project to convert the data systems of the Society of Saint John the Evangelist from a server based set of applications centered on Donor Perfect to a cloud based suite of products based on Salesforce. Responsibilities include working with the IS director for SSJE to gather requirements, develop transition plans, assess and choose applications, ETL legacy data, implement and test applications, and train/coach staff as needed. New application suite includes Salesforce NPSP, Brickworks, Form Assembly and a potential connector to Quickbooks. • Served as consultant on several customization projects for HomeKeeper clients that involved ETL of legacy data, requirements development and configuration of Salesforce. Several projects involved small Apex programming projects. • Subcontracted as principal consultant on a variety of projects for Exponent Partners. Exponent is a consultancy that specializes in Salesforce implementations for non-profits. Projects involved data transformation, third party tool integration and staff training in addition to custom configuration of Salesforce.
Visual Government <i>July 2013 to present</i>	<p>Partner Visual Government is a small start up firm whose principal mission is to assist municipal governments and other entities in making their financial and other data transparent to constituencies and stakeholders thru online interactive visualizations. Our current product is Visual Budget which is an open source tool that allows entities to post an interactive visualization of their budget to the web. I am principally responsible for sales and marketing. I also work with the development team on product design and coordinate implementation for clients. www.visggo.com. Check out ArlingtonVisualBudget.com to see the tool in action.</p>
The Housing Partnership	<p>Director of Community Information Responsible for evaluating, implementing and continuously improving information systems infrastructure for The Housing Partnership Network. The Housing Partnership Network is a national consortium of</p>

Network, Boston MA <i>September 2009 to July 2013</i>	<p>affordable housing non-profits. Accomplishments included:</p> <ul style="list-style-type: none"> • Lead the evaluation selection and implementation of an on line community of practice for HPN's member organizations. • Implemented organization wide use of Salesforce as a central database platform for HPN and its subsidiary businesses. Served as system administrator for Salesforce and lead various projects to configure applications within Salesforce to meet the needs of HPN's business units • Managed ongoing development of the Strength Matters performance benchmarking data warehouse including collaborating with the sponsors, designers, developers and users on the development of a web based data visualization interface. • Implemented and administered other critical information systems including the Policy Map GIS tool and identity management software from Okta.
YouthBuild USA, Somerville, MA <i>October 2005 to February 2009</i>	<p>Senior Information Systems Manager</p> <p>Responsible for the management all aspects of the software and hardware infrastructure for YouthBuild USA.. YouthBuild USA is a national non-profit organization that sponsors and supports a network of affiliated Youthbuild programs in 226 locations throughout the US, working with disconnected youth by providing technical assistance, training and support for program staff and graduates at all sites.</p> <p>Accomplishments included:</p> <ul style="list-style-type: none"> • Worked with the Director of Knowledge Management and the Director of Data Management to land a million dollar contract with the Department of Labor to provide technical support for data collection for DOL YouthBuild grantees. • Implemented organization-wide use of the Kintera CRM system, including data loading, training, support and protocol design. Achieved near total adoption over the life of the project. • Redesigned the server infrastructure and managed the specification and installation of a new phone system to provide better remote access for users and increased up-time overall. • Lead an organization-wide effort to incorporate web 2.0 tools and social media into the work of Youthbuild including implementation of an online meeting manager, launch of a MySpace page for YouthBuild graduates and the incorporation of Community Server into our content management system to support the development of communities of practice. • Created a disaster recovery plan for communications continuity, systems recovery and off-site information storage. Plan calls for no loss of up-time for all YouthBuild communications and data systems and no loss of critical documentation during a catastrophic event. • Instituted a software review process designed to assist staff in evaluating and choosing software tools to meet their needs for on-line training and support, collaboration, and communication with remote teams. • Worked with the Director of Data Management on major upgrades of several proprietary software applications. Created specifications, designed quality assurance tests and instituted a standard release process to reduce down time as components were installed. <p>Oversaw the technology component of a complete renovation of Youthbuild's offices including the design and installation of AV systems for a new multi-space conference room. Project involved moving 70 computers and phones in the space several times over the course 2 months. All technology aspects were handled with minimal disruption and down time for staff.</p>
Boston Private Industry Council, Boston, MA <i>November 2004 to October 2005</i>	<p>Data Services Manager</p> <p>The Boston Private Industry Council is a non-profit organization that serves as the workforce board for Boston. The centerpiece of its mission is helping Boston Public High School students reach their potential through work experiences. Responsibilities included managing the development of custom applications, evaluating potential third party solutions and creating and executing a strategic technology plan.</p> <p>Accomplishments included:</p> <ul style="list-style-type: none"> • Designed and developed a desktop application to assist career specialists in managing student cases and submitting job placements • Evaluated and chose a third-party solution for the many survey's PIC conducts • Worked with the Workforce Board team to develop an in-house data repository from the three career centers PIC charters in order to provide better and more flexible analysis of results. • Assisted with the development of reports to support a two year planning initiative dealing with high school drop outs supported by a Gates foundation grant • Initiated and mentored upgrading the skills of a three person staff to enable moving the PIC's data infrastructure from Microsoft Access to SQL server with a web front end. •

Consultant <i>July 2003</i> <i>to</i> <i>June 2004</i>	<ul style="list-style-type: none"> ▪ Installed a new Windows 2003 server and assisted in the implementation of an Ebase donor management system for Women's Action for New Directions ▪ Worked on various database projects for state legislature political campaigns. ▪ Assessed donor and volunteer management systems for The Housing Corp. of Arlington.
KLD Research and Analytics Inc Boston, MA <i>July 2002</i> <i>to</i> <i>May 2003</i>	Director of Systems and Technology <p>KLD is an investment research firm that specializes in creating web-enabled profiles of the social behavior of publicly held corporations. Responsibilities included supervising the full development life cycle, coordinating software maintenance for released products and administration of the entire corporate technical infrastructure. Managed a team of 2 programmers, a network manager and a business analyst.</p> <p>Accomplishments included:</p> <ul style="list-style-type: none"> • Worked with the Director of Marketing to create a product development process where none had existed. Jointly presented the process plan and rolled it out to the Marketing and Systems and Technology teams. • Shepherded the new release of Socrates (KLD main product) from the conceptual stage thru requirements gathering and specification into the implementation phase. Mentored the Socrates Product Manager in the writing of a concise business requirements document and assisted the business analyst in guiding meetings with developers in order to achieve the desired understanding of those requirements. Presented development plans to management and the board of directors. • Sourced a new customer relationship management tool resulting in the installation and customization of Salesforce. Performed analysis of company wide needs for sales and contact management. Wrote a buy/build analysis. Created the implementation plan and lead the project. • Assisting in the reorganization of the company, including budget creation and strategic planning as part of the management team.
Intelevent Systems Inc. Arlington, MA <i>Dec. 2000</i> <i>to</i> <i>March 2002</i>	Vice President of Product Development <ul style="list-style-type: none"> • Intelevent is a California-based software company offering an event/inventory management package for entertainment industry rental and production companies. After Arabesque was acquired by Intelevent, I assumed responsibility for system development, coordinated software maintenance for released products with the software support team, assisted the major account sales team and specified all custom work for existing clients.
Arabesque Software and Consulting Arlington, MA <i>1988</i> <i>to</i> <i>December, 2000</i>	President and founder. <p>Arabesque offered a business/inventory management package called RPM for rental and production companies in the entertainment field, especially lighting and sound equipment rental companies. I started the company from a home office with \$5000.00 in capital, organized the business, developed a strategy and recruited a team. When the company was sold to Intelevent it was a \$500,000 year enterprise with 6 employees and 150 client companies throughout the US and Canada.</p> <p>Over the course of the company's 12 years of existence:</p> <ul style="list-style-type: none"> • Designed, developed and alpha tested the original DOS based version of RPM. • Located and cultivated two beta test sites and worked with them intensively to iteratively improve the beta version of RPM before launching the product. • Designed an initial marketing campaign, executed it and managed sales. • Developed a customer service program and managed all software maintenance and support functions including hiring and training support technicians. • Designed and specified the implementation of a MS Windows version of RPM, hired and supervised 2 programmers to execute the development of the new version and managed the release process. • Performed all business management functions for 7 years before first hiring an office manager/bookkeeper and then a business manager • Successfully negotiated the sale of the company to Intelevent and managed the merger.
Consultant to NBC Olympics Division	Consultant for Software Design, Development Management <p>Acting as a design consultant, did the initial systems analysis, user requirements gathering, data design and functional specification for the inventory management system to be developed for the NBC Olympics Division. For the Sydney Olympics alone, the system needed to handle planning, purchasing, receiving, inventorying, shipping, assembling and installation of an estimated \$45 Million in television broadcasting equipment</p>

1998 to 2000	<p>Accomplishments included:</p> <ul style="list-style-type: none"> • Led staff meetings to elicit system requirements, presented progress and worked with individual engineers and managers to ensure that all aspects of the Olympics planning, procurement and production process were accurately described. • Identified design solutions for complex data representation problems for an inventory consisting of components and assemblies of components. <p>As development management consultant, acted as a liaison between the NBC Olympics staff and the software developers, SourceSmith Industries of Vancouver, BC. Ensured that user concerns were heard, and acted as the arbiter of disputes arising from 'requirements creep'.</p>
Other	<ul style="list-style-type: none"> • Treasurer, Arlington Education Foundation • Member Arlington Board of Selectmen 2005 to 2012 • VP Of Finance for Temple Shir Tikvah, Winchester MA • Habitat for Humanity Coordinator for Temple Shir Tikvah, 2000 to the present • Member, Information Systems Advisory Committee, Town of Arlington 2003-2005
Education	<ul style="list-style-type: none"> • 1980; B.A. (Theatre) University of Wisconsin, Madison, WI • 1986; M.F.A. (Technical Design and Production) Yale School of Drama, New Haven, CT

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August 10, 2015

Annie LaCourt
48 Chatham Street
Arlington, MA 02474

Re: Appointment: Vision 2020 Standing Committee

Dear Ms. LaCourt:

As a matter of the standard appointment procedure, the Board of Selectmen requests that you attend a meeting of the Board of Selectmen at Town Hall, Selectmen's Chambers, 2nd Floor, 730 Massachusetts Avenue, on Monday, August 17th at 7:15 p.m.

It is a requirement of the Board of Selectmen that you be present at this meeting. Your presence will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

Please contact this office to confirm the date and time with either Mary Ann or Fran at the above number.

Thank you.

Very truly yours,
BOARD OF SELECTMEN

Marie A. Krepelka
Marie A. Krepelka
Board Administrator

MAK:fr