



**Program Description**

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preserve the peace.
- Prevention of crime and disorder.
- Identify and prosecute violators of the law.
- Plan for and supervise public safety at special events, parades, elections, etc.
- Respond to and manage all critical incidents and emergencies.
- Support regional and national homeland security strategies.
- Collaborate with community stakeholders to creatively address quality of life concerns and the fear of crime.
- The protection of the individual rights of all persons within the Town of Arlington.

**The Police Mission:**

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

**Our Values:**

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

**Program Description (cont.)**

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

**PROGRAM COSTS**

Police	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	6,617,429	6,850,912	6,879,830	
Expenses	563,346	653,650	664,200	
<b>Total</b>	<b>7,180,775</b>	<b>7,504,562</b>	<b>7,544,030</b>	

**STAFFING**

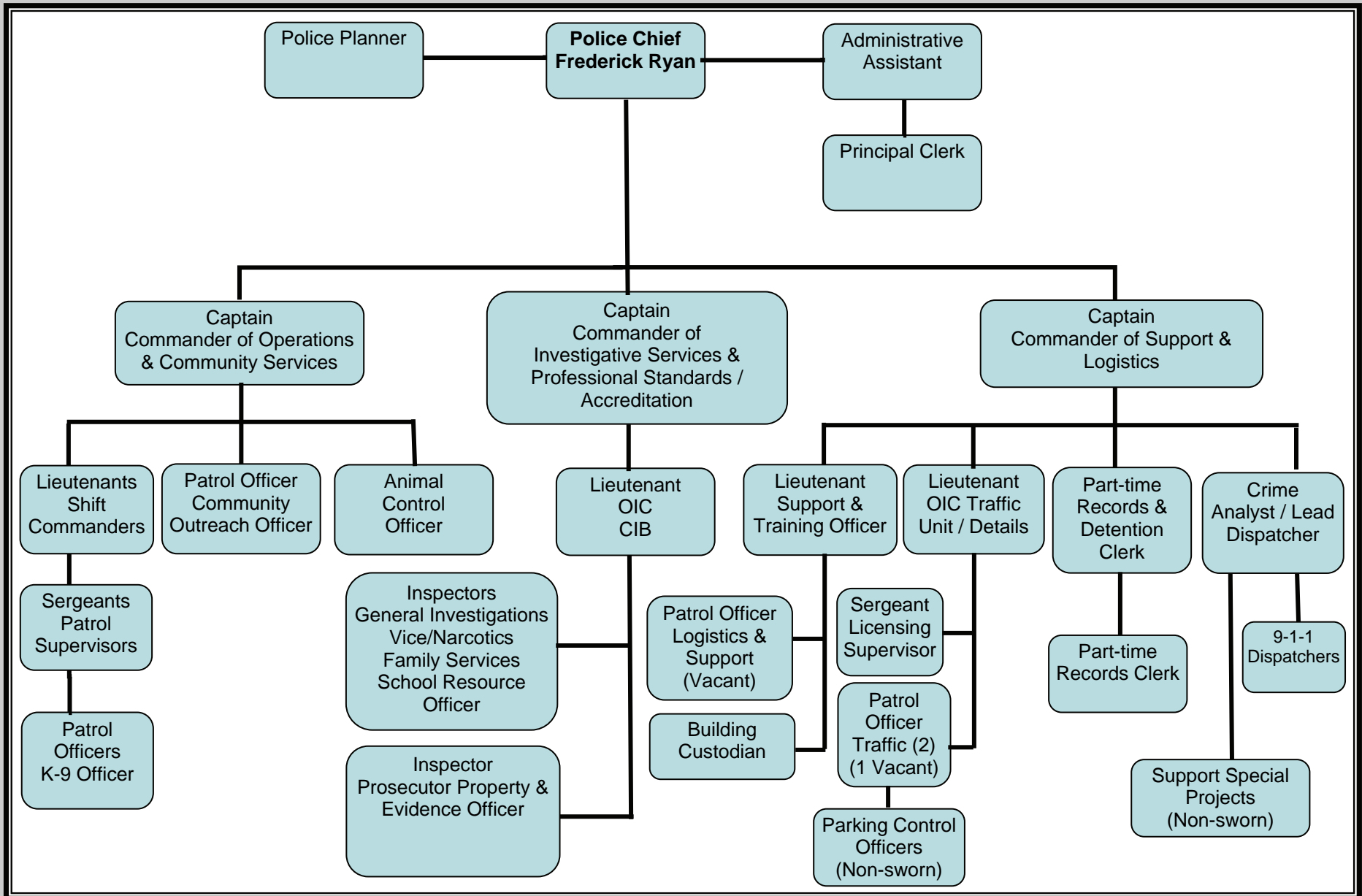
Police	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Chiefs	1	1	1	
Captains	3	3	3	
Lieutenants	6	6	6	
Sergeants	9	9	9	
Police Officers	49	49	49	
Parking Control Officers	2.35	2.35	2.35	
Animal Control Officer	1	1	1	
Dispatchers	10	10	10	
Clerical	4.31	4.31	4.31	
Custodial	1	1	1	
<b>Total</b>	<b>86.66</b>	<b>86.66</b>	<b>86.66</b>	



## Budget Statement

The Department consists of the following divisions and work units:

- The **Support Services Division** manages information technology & records, Enhanced 9-1-1, firearms licensing, training, facilities and the fleet, and distributes weapons and all other supplies.
- The **Community Services Division (Patrol)** patrols all sectors of Town identifying and preventing criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first responders to all critical incidents.
- The **Professional Standards and Accreditation Unit** is responsible for preventing employee misconduct, conducting all internal investigations, and for the development and implementation of departmental rules and regulations. This unit is also responsible for ensuring compliance with national standards and police accreditation.
- The **Criminal Investigation Bureau** is responsible for the follow-up investigation of all crimes, domestic violence, family services, and sex offender registry.
- The **Community Policing/Services Unit** is responsible for administering all programs aimed at developing partnerships and problem solving in the community.
- The **Traffic and Parking Unit** is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town. This unit also represents the Police Department on the Transportation Advisory Committee.
- The **Animal Control Officer** enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.
- The **Jail Diversion Program** pairs a mental health clinician with police officers to co-respond to mental health emergencies in the community. The Jail Diversion clinician assesses non-violent individuals in crisis, refers clients to all levels of treatment, and links individuals and families to community resources.





**FY2016 Objectives**

- Promote, preserve and deliver quality police services and to ensure the safety of all members of the community.
- Expand upon community partnerships and engage in effective problem solving with the ongoing goal of excellent customer service.
- Use innovative and intelligence-led data driven policing to reduce crime, fear of crime, and increase quality of life for residents.
- Maintain staffing levels to provide proactive quality policing services to the community.
- Fully implement the COMSTAT (Computer Statistics) program to ensure uniform accountability throughout the Community Services Division.
- Expand upon the use of crime analysis and data driven policing to effectively deploy resources.
- Carry out the policy of the Arlington Police Department to develop the leadership skills and competencies of members at every level of the organization. Work with the Leadership Steering Committee to publish a Leadership Development Framework document that will be the organizational leadership roadmap to the future.
- Re-establish the Citizens Police Academy which is designed to give citizens a better understanding about law enforcement and how police officers work with the community. The classes in law enforcement provide a way to educate and develop positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and good will.

**Major Accomplishments for 2014**

- Maintained CrimeReports.com to inform citizens of crime data.
- Expanded the use of data driven policing to effectively deploy valuable resources.
- Deployed personnel strategically so as to provide uniformed police patrol 24 hours per day, 365 days per year.
- Sought out and administered grants, working in partnership with the Board of Selectmen, Health & Human Services, Public Works, Fire Department, School, and the local emergency planning committee.

**Major Accomplishments for 2014 (cont.)**

- Expanded our partnerships and efforts to regionalize efforts with local, federal, and state law enforcement agencies.
- Had eleven Patrol Officers complete an intensive bicycle training program called C.O.B.W.E.B. training, which will enhance Community Policing efforts and allow the department to engage the community.
- Expanded upon the Jail Diversion program and administered the grant that funds the program.
- Three of our Police Officers received the prestigious “Medal of Valor” from the Massachusetts Police Association. Only eight of these awards were given out in the entire state of Massachusetts. One Officer stopped two armed bank robbers. Two other Officers captured a serial rapist.

**Performance / Workload Indicators**

<i>Patrol Division</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Robbery	6	8	21	12
Burglary	108	100	60	104
Rapes	5	6	9	6
Motor Vehicle Theft	15	20	21	21
Larceny				
<i>From Building</i>	79	52	69	70
<i>From Motor Vehicle</i>	148	143	21	113
<i>Of Motor Vehicle Parts</i>	7	11	9	8
<i>From Coin Op Machines</i>	-	-	-	-
<i>All others</i>	123	100	186	142
Pickpocket / Purse Snatch	2	3	3	4
Shoplifting	33	29	60	40
Assaults	168	146	153	157
Assault and Battery on a Police Officer	9	5	3	6
Criminal Arrests	219	215	171	206
Criminal Summons	191	177	87	157

**Performance / Workload Indicators**

<i>Dispatch</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Calls For Service	32,002	30,114	29,421	29,849



### FY2016 Objectives

**Professional Standards & Accreditation unit** is responsible for all internal investigations and for the development and implementation of departmental rules and regulations.

- Evaluate, procure, and integrate accreditation management software to facilitate the effective maintenance of standards, crucial documents, and assignments.
- Maintain newly awarded accreditation standards in compliance with criteria set forth by the Massachusetts Police Accreditation Commission, Inc.
- Update policies as required by the Commission on Accreditation for Law Enforcement Agencies, Inc.
- Conduct internal affairs investigations and professional standards reviews as needed.
- Implement an employee early intervention system with the goal of minimizing absenteeism, poor work performance and/or misconduct.

### Major Accomplishments for 2014

- Achieved full state accreditation status from the Massachusetts Police Accreditation Commission (MPAC) through a self-initiated evaluation process by which police departments strive to meet and maintain the highest standards of law enforcement practice.
- Trained personnel in new departmental policies, procedures, and accreditation standards.
- Standardized reports and improved efficiency of internal affairs investigations and professional standards reviews.
- Conducted internal affairs investigations and professional standards reviews as needed.



**FY2016 Objectives**

**Criminal Investigations Bureau** is responsible for the follow up investigation of all crimes. The Bureau's goals are the protection of persons, the apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and the use of the most modern forensic technology.

- Identify and obtain training for the Inspectors to be able to utilize the most current technology available to assist in the prevention of crime and to assist in the identification of suspects.
- Utilizing the School Resource Officer (SRO) to work in a partnership with all of the schools in town to increase school safety. To participate in the training of those stakeholders within the school systems to implement ALICE (Alert-Lockdown-Inform-Counter-Evacuate), and to assist in the formulation of school safety plans.
- To have the School Resource Officer work with the Program Director of the Community Based Justice for Juveniles program (Diversion Program) to identify those offenders who would benefit from the first time offender program. To address juvenile related issues by working in partnership with the Arlington Youth Health Safety Coalition.
- To address controlled substance drug abuse. This includes the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDTF (Suburban Middlesex Drug Task Force) at the local level. To work in partnership with agencies at both the Federal and State level to curtail those deaths which are related to heroin.
- Identify and address High Risk Domestic Violence situations and work with our partners and stakeholders to provide available resources to those victims. This includes working with our regional partners and stakeholders at CABHART (Cambridge Arlington Belmont High Risk Assessment Team), and within the towns' FIRSTSTEP Program.
- To partner with the Council on Aging and the various stakeholders to ensure that Seniors are aware of the various larcenous scams, and the ways to lessen the risks to their personal financial security.

**FY2016 Objectives (cont.)**

- Work with C4RJ (Communities for Restorative Justice) to offer offenders and victims of crime an alternative to the traditional criminal court, and to increase the volume of referrals made to this program.
- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal Motor Vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division. Utilize case management to allow supervisors to ensure thorough investigations.
- Inventory and barcode all items of evidence collected by officers; and inventory and barcode those pieces of property which have a value that have been turned in to the Arlington Police Department.

**Performance / Workload Indicators**

	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Firearms Licensing:				
Licenses to Carry/FID	239	338	186	237
Missing Persons Investigations	314	306	432	358
Domestic Violence	347	335	324	335
Criminal Investigations	1,555	1,498	1,314	1,525
Level 2 & 3 registered Sex Offenders monitored	19	26	24	23



### Major Accomplishments for 2014

- The Criminal Investigation Bureau is responsible for following up on all crimes that occur in Arlington. As such, CIB has investigated over 1,200 reports of criminal activity.
- Partnered with the Council on Aging and other stakeholders to proactively approach larcenous scams affecting residents. Working with the COA and partners, CIB participated in the towns' first informational luncheon to address and keep residents aware of various scams.
- Participated in a multi-jurisdictional drug task force resulting in numerous arrests and indictments. Detectives assigned to these units effected arrests associated with the mixing of heroin and fentanyl which had been linked to fatal overdoses.
- Participated in the drafting of and execution of numerous search warrants.
- Execution of two search warrants which lead to the recovery of \$30,000 dollars scammed from an Arlington resident and sent to the state of Florida.
- Audited and administered the Town of Arlington Sex Offender Registry.
- Hired a new Family Services Inspector.
- The Department's Family Service Unit worked with CABHART (Cambridge, Arlington, and Belmont High Risk Assessment Response Team) along with the town's FIRSTSTEP to identify high risk domestic violence victims and plan for safety and services.
- Address Domestic Violence awareness through a partnership with the Middlesex District Attorney's Office, REACH, CABHART, and other stakeholders at a community forum held at the Arlington Town Hall.
- Participated in The National Family Domestic Violence Apprehension Detail along with several surrounding communities to apprehend those suspects wanted for domestic violence offenses.
- Assisted both the Board of Health and State Officials to maintain inspections of local massage parlors.
- The School Resource Officer worked with the School Department to begin the training of school personnel on ALICE protocol (Alert-Locate-Inform-Confront-Evacuation).





**FY2016 Objectives**

**Traffic & Parking Unit** is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.

- Increase staffing level of the unit by adding additional officers, on both day and pm shifts, to ensure that traffic enforcement is a primary functions of the Department.
- Provide traffic and pedestrian safety education to the elementary students within the town.
- Recruit and hire additional parking control officers to assist in implementing the Town's newly developed Parking Proposal and ensuring its success.
- Continue the use of the Department's speed awareness monitors to assist in traffic calming in various neighborhoods throughout the Town.
- Continue to actively participate as a member of the Transportation Advisory Committee by providing traffic and parking data and making recommendations for improvements to the Town's infrastructure.
- Continue to work with and support the Town Manager's Office and the Board of Selectmen's Office on matters involving parking, traffic, and other related issues affecting the community.
- Continue to work with the School Department to oversee the Traffic Supervisors and address safety issues around the elementary and secondary schools. Continue to work with the School Transportation Director on matters involving and promoting school bus safety.
- Continue to maintain a direct line of communication between the Police Department and Public Works Department to facilitate the repair and maintenance of the Town's streets and roads.
- Continue to seek out, apply for, and participate in all available EOPSS (Executive Office of Public Safety and Security) Traffic Enforcement Grant Mobilizations throughout the year, including but not limited to:
  - Drive sober or Get Pulled Over (DSOGPO)
  - Speed and Aggressive Driving (SAD)
  - Distracting Driving (DD)
  - Click It or Ticket (CIOT)
  - Bicycle and Pedestrian Safety

**FY2016 Objectives (cont.)**

- Continue the annual certification of the unit's equipment.
- Continue to utilize the department's Web QA to respond to citizens concerns regarding traffic and parking issues.

**Major Accomplishments for 2014**

- Conducted an enforcement program that targeted violations at high volume/incident locations that affected the quality of life within various neighborhoods. Also used data obtained from multiple traffic counts and coordinated with the Patrol Division to assist with enforcement efforts.
- Continued to work with residents to place the Department's speed trailer and/or portable speed awareness monitor to assist with traffic calming in various neighborhoods.
- Worked with the Selectmen's Office and the Town Council to approve numerous one-day alcohol licenses.
- Partnered with the Traffic Supervisors to oversee and coordinate pedestrian safety initiatives at the elementary schools. Conducted directed patrols at various crossing as needed based on their observations.
- Supported and was a member of the Traffic Advisory Committee by attending monthly meetings and providing current traffic and parking data to assist with problem solving and making recommendations for improvements to the Board of Selectmen.

**Performance / Workload Indicators**

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
<b>Traffic</b>				
Hackney Licenses Issued New	68	66	27	58
Parking Violators New	14,445	15,812	11,829	14,311
Moving Violations	3,610	3,407	2,745	3,435





**Major Accomplishments for 2014 (cont.)**

- Repaired non-functioning radar units. Maintained the annual calibration certification of all of the unit's equipment.
- Replaced all parking ticket writing machines and software.
- Utilized an additional (temporary) Parking Control Officer during the holiday periods and summer months to address extra nighttime and weekend parking enforcement needs.
- Worked with the Town Manager's Office and Selectmen's Office on matters involving parking, traffic and other quality of life issues affecting the community. Participated as a member of the Selectmen's Parking Sub-Committee.
- Worked closely with other town departments to coordinate barricade/signage positioning for numerous special events, block parties, and general traffic safety around construction sites.
- Worked with Public Works and the Town Engineering Department to mitigate the impact of several major road construction projects.
- Worked with Inspectional Services to streamline the process of obtaining on-street permits for dumpsters, construction trailers, and vehicles displaced by these items.
- Attended training classes geared towards traffic enforcement/traffic safety.
- Applied for and participated in several EOPSS (Executive Office of Public Safety and Security) Traffic Enforcement Grants.



**FY2016 Objectives**

**Community Policing/Services Unit** is responsible for administering all programs aimed at developing partnerships in the community.

- Provide crime deterrent and target hardening services and programs to the citizens and businesses within our community. Included in this endeavor are programs consisting of informative lectures, crime reduction programs, and outreach initiatives.
- Provide professional services to the citizens, while working to minimize the fear and negative perception associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the Town.
- Offer home and business assessments for security risks and loss prevention measures.
- Build upon the partnership with the Arlington Housing Authority and the Menotomy Manor Neighborhood Association.
- Perform assessments on municipal buildings and meet with Department Heads to develop a plan to secure these buildings and protect property.
- Offer a Citizen Police Academy for both High School Students and Adult Citizens.
- Re-establish the RAD Program in the town for High School female students and the female adults.

**Performance / Workload Indicators**

<i>Community Programs</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Neighborhood Meetings	35	35	35	35
Summer Youth Camp (HRC)	135	135	135	135

**Major Accomplishments for 2014**

- Enhanced partnership with the Germaine Lawrence School and all other youth villages in Town.
- Attended crime prevention/neighborhood meetings.
- Monitored database for cases requiring follow-up.
- Investigated graffiti related incidents and followed through with By-Law violations when necessary.
- Investigated all cases of Missing Persons.
- Participated with the education of parents and students about internet safety.



**FY2016 Objectives**

The Animal Control Officer/Animal Inspector enforces all laws relating to control and care of animals, investigates reports of cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Meet all requirements for the Animal Inspector duties as outlined by the Commonwealth and regulated by the Department of Agriculture. This includes issuing quarantines, inspecting chicken coops, and infectious disease investigations.
- Maintain logs of wild animal sightings. Inform residents of frequent or increased sightings, illness, or rabies incidents, and provide education and suggestions for how to deter interactions with them as needed.
- Provide assistance as legally required for injured animals, both domestic and wild.
- Engage the community to help with compliance of the by-laws, responsible pet ownership, and education about dog behavior and wild-life control.
- Continue to assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Continue to develop relationships with schools and community groups and offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- Continue to work closely with the Parks Department and with the Board of Health in areas of canine control, hoarding, zoonotic disease and rabies control.

**Performance / Workload Indicators**

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Animal Complaints	969	541	570	659
Humans Bitten/Scratched by Dogs	11	17	24	20

**Major Accomplishments for 2014**

- Animal Control Officer Amanda Kennedy attended the Animal Control Officer Association of Massachusetts's 96 hour certification course held at the Municipal Police Training Academy in Boylston and graduated top of her class.
- Served as the Northeast Regional Director for the Animal Control Officer Association of Massachusetts.
- Provided disaster preparedness training for Community Emergency Response Team members in temporary animal sheltering and pet first aid/CPR.
- Continued to work with and present to the community on various education topics including dog body language, pet first aid/CPR, rabies transmission, humane education units at schools, and living with wild-life.
- Through the Commonwealth's Massachusetts Animal Fund, provided vouchers for no cost spay/neuter services to low income residents and homeless pets.
- Contributed animal related postings to the Police Department's Facebook page to increase awareness, educate and assist in reuniting lost pets with owners.
- Increased licensing of canines by more than 25% (or 461 additional licenses) for a total of 2269.



**FY2016 Objectives**

- Co-respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in crisis situations. Be available to assist officers with walk-in clients who are in need of urgent mental health services.
- Work cooperatively and expand services and relationships with The Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, The Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Establish/build relationships with the 43+ group homes in Arlington.
- Monitor police reports and follow up with cases that have been flagged requesting clinician follow up as well as those not flagged that would benefit from support or referrals.
- Provide training to outside agencies on the use of the JDP.
- Partner with the Community Outreach Police Officer to assist with conflicts between residents in Arlington.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral, and involuntary commitments to hospitals as needed.
- Provide involuntary commitments to local emergency rooms for further evaluation as needed in the community.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- Assist community members in the use of section 35, court ordered substance abuse treatment.
- The JDP clinician and police officers will use the section 35 involuntary commitment process when appropriate to assist individuals in the community in need of substance abuse treatment.
- The Hoarding Response Team will provide a multi-agency HRT program presentation when invited to share what we have learned and created with other towns and organizations.

**Major Accomplishments for 2014**

- Co-responded with patrol officers to approximately 320 emergency calls to provide crisis intervention and evaluations to Arlington residents in crisis situations.
- Worked cooperatively and expanded services and relationships with The Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, The Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Established and built relationships with many of the 43+ group homes in Arlington.
- Monitored police reports and followed up with approximately 820 cases that had been flagged requesting clinician follow up as well as those not flagged that benefited from support or referrals.
- Partnered with the Community Outreach Police Officer to assist with conflicts between residents in Arlington.
- Responded to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral and involuntary commitments to hospital emergency rooms.
- Provided involuntary commitments to local emergency rooms for further evaluation to community members in crisis.
- Identified and provided alternatives to arrest and criminal prosecution for persons suffering from mental health issues, such as day treatment programs, outpatient services and detox.
- Arlington had a sharp increase in section 35 warrants due to the education provided to the ADP and community by the JDP.
- JDP clinician was founding member of Senior Abuse Prevention Task Force. More information available as needed.
- The JDP provided the following trainings:
  - Senior Abuse Prevention Presentation. Over 100 Arlington Seniors attended this 90 minute lunch time presentation addressing financial abuse and scams targeting the senior population.



**Major Accomplishments for 2014 (cont.)**

- Narcan Night. A Community education night featuring three speakers addressing heroin abuse. Presentations came from Michael Duggan CEO of Wicked Sober and Naomi Leavett, the Senior Court Clinician from the Cambridge Court and Health Innovations from Lynn, MA.
- In June 2014 the JDP clinician, along with APD Sergeant and health inspector (referred to now as HRT presenters), presented at the Third Annual Mental Health and Law Enforcement Conference at Fitchburg State University. The conference was attended by over 300 police and community mental health personnel.
- In September 2014 the HRT presenters gave a presentation at the Town of Belmont/National Alliance on Mental Illness stakeholders' meeting.
- In November 2014 the HRT presenters gave a presentation to over 40 police officers and other community members at the Community Intervention Training in Somerville.
- In August 2014 the JDP clinician co-taught (with a Taunton police officer) the 12 hour mental health curriculum at the Braintree Police academy.
- In October the JDP clinician co-taught (with Northampton police officer) the 12 hour mental health curriculum at the Springfield police academy.
- The Edinburg Center provided Mental Health First Aid training to 22 officers at the APD. This is an 8 hour nationally recognized training course.
- Attended the following trainings:
  - In April 2014 the JDP clinician and two police officers attended a two day 16 hour trainer program to be certified to teach the new 12 hour 'Police Response to Person with Mental Illness' curriculum to new recruits at Massachusetts Police academies.
  - In May 2014 the JDP clinician attended and completed the one day 'Training MPTC Recruits' teacher training at the Boylston Academy.
  - In November 2014 the JDP clinician attended a presentation on suicide given by nationally recognized expert on suicide.

**FY2016 Objectives (cont.)**

- Seek alternative operating funds to assist the Hoarding Response Team. The Response Team has no funding source. Separate funding must be provided to ensure the Team continues with its mission to support residents throughout the clean out process, provide needed referrals and to ensure future health and safety compliance.



**FY2016 Objectives**

- Manage the implementation of the next and final phase of renovations of the Community Safety Building.
- Expand 9-1-1 dispatch technology and training using alternative funding and grant resources.
- Enhance the technology using tablets in the field for case work and crime scene management.
- Develop an enhanced Hackney License and Inspection program.
- Partner with the Middlesex County Sheriff's Office to provide firearms training through computer scenarios and simulations.
- Build upon the department's leadership development program to nurture leaders at every level of the organization to facilitate the achievement of the goals and objectives of the department.
- Build a crime analysis database in Microsoft Access that allows for a more sophisticated historical analysis of incidents, arrests, and accidents.
- Update current mapping system, CrimeInfo, so that incidents can be geocoded in a more accurate manner.
- Partner with community members to facilitate a second firearm buy-back event.

**Major Accomplishments for 2014**

- Completed Phase 2 of building renovations replacing the outer envelope of the building including doors, windows, curtain walls, and landscaping.
- Upgrading the departments Crossmatch Finger printing system.
- Launched Social Media Sites including Facebook and Twitter.
- Introduced Online Accident Reports, a service to customers enabling them to purchase reports online.
- Hosted leadership training classes for every member of the department including all ranks.
- Increased the scope of work zone safety planning, incorporating language and requirements in the permitting process to ensure increased safety standards at all construction sites.
- Processed over 200 gun licenses.
- Hosted the second Work Zone Conference for over 50 police agencies on work zone safety planning and standards.
- Maintained all relevant departmental records in accordance with the Massachusetts Police Accreditation Program and MGL.
- Trained officers through roll call trainings on legal updates.
- Processed over 40 Hackney Licenses.
- Processed over 65 Solicitors Licenses.



**Program Description**

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, this department will respond to, and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e. hurricanes) or manmade (i.e. terrorist events), has become an integral component of this department's yearly mandate.

The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our residents.

**Budget Statement**

The Fire Department is currently staffed at 77 personnel. It is budgeted for 81 personnel. In FY2016 there will be 73 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate 2 to 4 retirements by the end of FY2015 and another 2 to 4 retirements by the end of FY2016. Three members have spent a significant portion of FY2014 and FY2015 on job related injury leave, sick leave, and light duty. This has impacted the department significantly in terms of staffing and budget.

Overtime will continue to result in budgetary pressures and fluctuate based on gaps between retirements and new hires. Statistics show that to stay within the \$437,630 budgeted for overtime, this department must maintain its maximum budgeted staffing (77 personnel or 18.5 firefighters/group and 3 on staff). When operating with fewer than a full complement of personnel, increased overtime is required to maintain the 15 firefighter minimum staffing.

**Budget Statement (cont.)**

Performance Indicators show a decrease in emergency calls of 3.6% from FY2013 to FY2014 and a 2% increase from FY2014 to FY2015. Performance Indicators show an increase in Rescue calls of 20% from FY2013 to FY2014 and a 2.7% increase from FY2014 to FY2015. It is estimated that the number of total Rescue calls will increase 2.9% from FY2015 to FY2016. An expansion of the Arlington Fire Department Emergency Medical Service to include Advanced Life Support and a full time second ambulance will have a positive impact on the town's general fund and meet the increasing demands on our Emergency Medical Service.

**PROGRAM COSTS**

Fire	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	5,994,686	6,294,501	6,274,310	
Expenses	387,587	391,050	388,650	
<b>Total</b>	<b>6,382,272</b>	<b>6,685,551</b>	<b>6,662,960</b>	<b>-</b>

**STAFFING**

Fire	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Chiefs	1	1	1	
Deputy Chiefs	5	5	5	
Captains	6	7	7	
Lieutenants	15	15	15	
Firefighters	50	50	50	
Professional/Technical	2	2	2	
Clerical	1	1	1	
<b>Total</b>	<b>80</b>	<b>81</b>	<b>81</b>	





**FY2016 Objectives**

- Continue to provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- Assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, and put together a comprehensive plan to implement ALS in the Department.
- Relocate Fire personnel from Highland Fire Station to Headquarters after construction of HQ is completed.
- Relocate Fire Department staff, including Chief of Department, back to Fire Headquarters.
- Identify fire personnel for specialized training and enroll those personnel in appropriate courses at the Mass Firefighting Academy at Stow.

**Major Accomplishments for 2014**

- The Department re-organized its staff to better serve the public and the fire department. The Fire Prevention Division, Training Division, and EMS Coordinator were consolidated into the Operations Division. The Operations Division's responsibility is to coordinate, manage, and supervise fire department training, fire prevention, inspections, EMS, public education and information, and health and safety initiatives.
- Replaced 25% of Department personal protective equipment from capital budget funds. Department has replaced 50% of personal protective equipment since 2013.
- Replaced all Self Contained Breathing Apparatus (SCBA's) with the help of a Federal Government grant saving the Town \$160,000 in Capital Budget.
- Continued communication and education of residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.

**Performance / Workload Indicators**

<i>Fire Department</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Emergency Calls	4,771	4,601	4,695	4,687
Rescue Response	2,433	2,917	2,996	3,083
Overlapping Calls	1,084	1,042	1,058	1,055
Private Ambulance ALS/BLS	2,218	1,867	2,437	2,669
Average Response Times*	3m 40s	3m 10s	3m 25s	3m 25s
Average Time Rescue Calls*	35m 5s	31m 40s	34m 10s	35m 40s
Fire Calls	125	110	118	120
Average Total Time Fire Calls*	26m 30s	36m 20s	31m 25s	31m 5s
Dollar Loss Property	4.04 million	5.11 million	4.92 million	5.55 million
SAFE Students Taught	2,727	2,750	2,746	2,760
JFIP Students Counseled	8	9	8	7

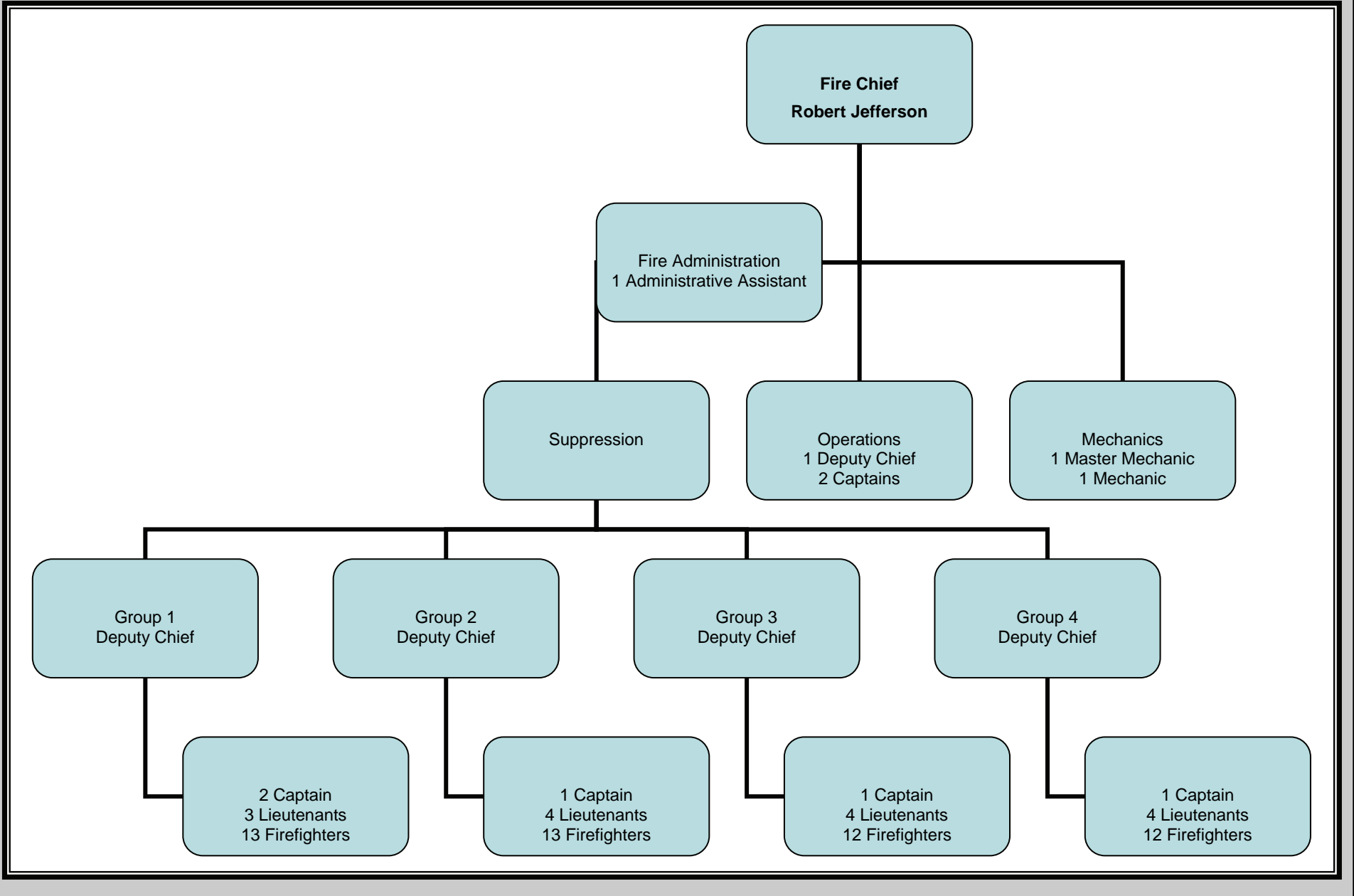
\*minutes

**Performance / Workload Indicators**

<i>Fire Prevention</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Hours of School Fire Drills	24h 10m	26h	27h	29h
Hours of Fire Protection Syst. Inspt.	264	312	375	437
Hours Strategic/Tactical Ops Plan.	23	36	31	32
Permits Issued	1,004	966	1,048	1,086
Permits Issued Revenue	\$66,005	\$54,107	\$73,452	\$79,639

**Performance / Workload Indicators**

<i>Fire Training</i>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Estimated</b>	<b>FY2016 Estimated</b>
Training Sessions	178	190	197	209
Training Hours	790	1140	973	1036
Total Attendees	1,966	2,107	2,120	2,115





**Program Description**

The Inspectional Services Department provides administrative and technical information, oversight and support to residents, contractors, business owners, merchants, and interdepartmental agencies. Its primary responsibility is the enforcement of Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all regulations, standards, and Town Bylaws.

**Budget Statement**

The Inspectional Services Department anticipates no significant budgetary increases for FY2016.

**FY2016 Objectives**

- FY2016 will be a year of multiple code updates. With the anticipated revision of Building, Wiring, Plumbing and Gas Codes, training of personnel, contractors and homeowners will be priorities.
- The department anticipates strong support and involvement with the Town's strategic Master Plan's objectives.
- A large focus of Inspectional Services continues to be its green energy projects.

**PROGRAM COSTS**

Inspectional Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	402,148	404,455	407,262	
Expenses	9,375	12,000	12,000	
<b>Total</b>	<b>411,523</b>	<b>416,455</b>	<b>419,262</b>	

**STAFFING**

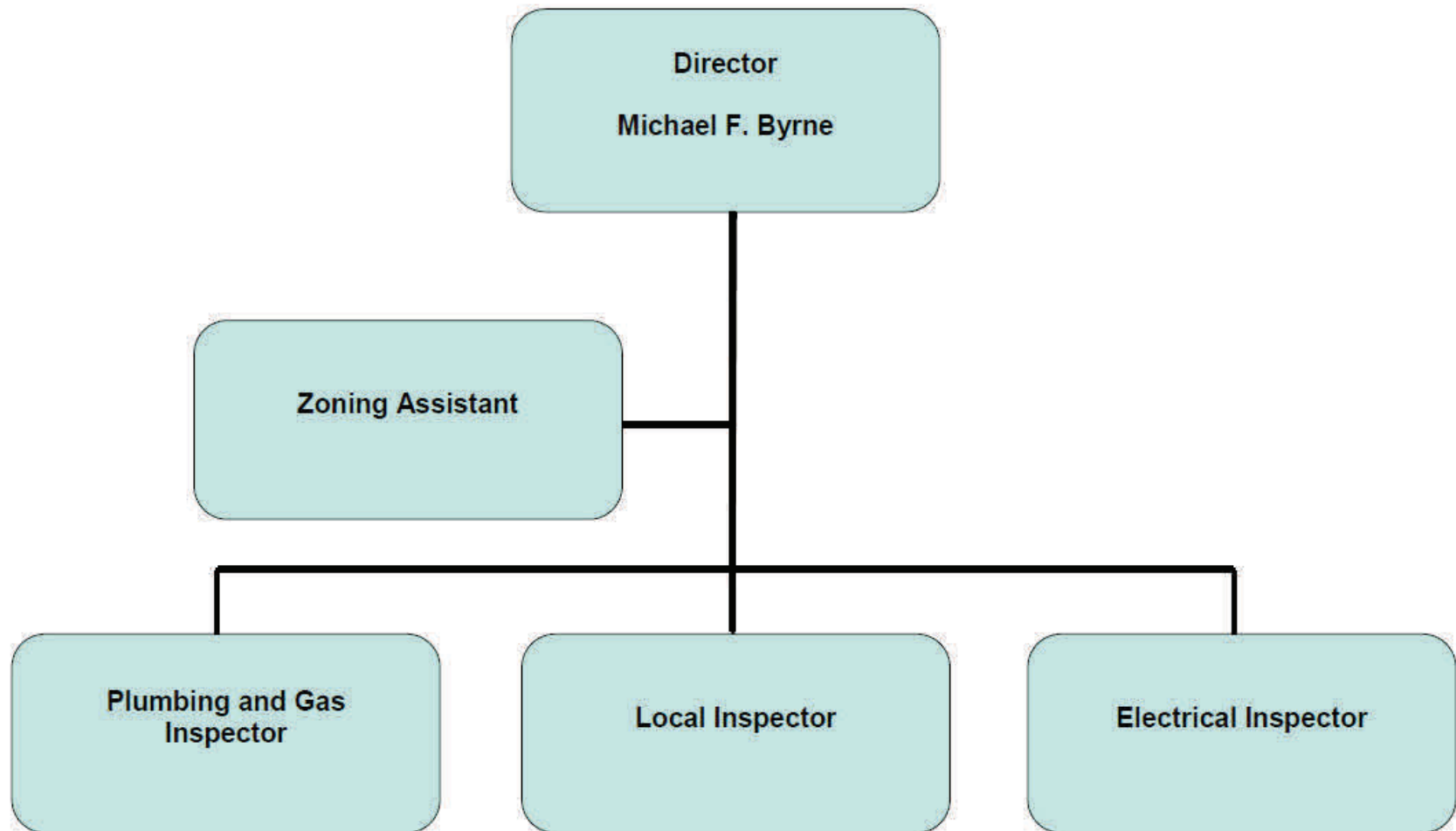
Inspectional Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	

**Performance / Workload Indicators**

Inspectional Services	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Building	2,799	2,668	2,290	2,290
Plumbing	1,273	948	1,054	1,060
Gas	1,015	764	774	800
Wiring	1,505	1,290	1,029	1,290
Revenues	\$ 1,628,831	\$ 1,274,669	\$ 1,082,230	\$ 1,200,000

**Major Accomplishments for 2014**

Major accomplishments for 2014 included the enforcement and implementation of the Commonwealth's Stretch Energy Code. Arlington was one of the first communities to become involved with the program and are often looked to for guidance with other town programs. In 2014, the Inspectional Services department issued a total of 5,570 permits of which 2,568 were Building permits, 948 were Plumbing permits, 764 were Gas permits, and 1,290 were Wiring permits. Total fees collected were \$1,274,669.55 with an estimated construction value of \$54,247,968.





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