



**Program Description**

The Police Department has the following primary responsibilities:

- Protection of the lives & 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.
- Collaborating 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.

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. 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.

**Budget Statement**

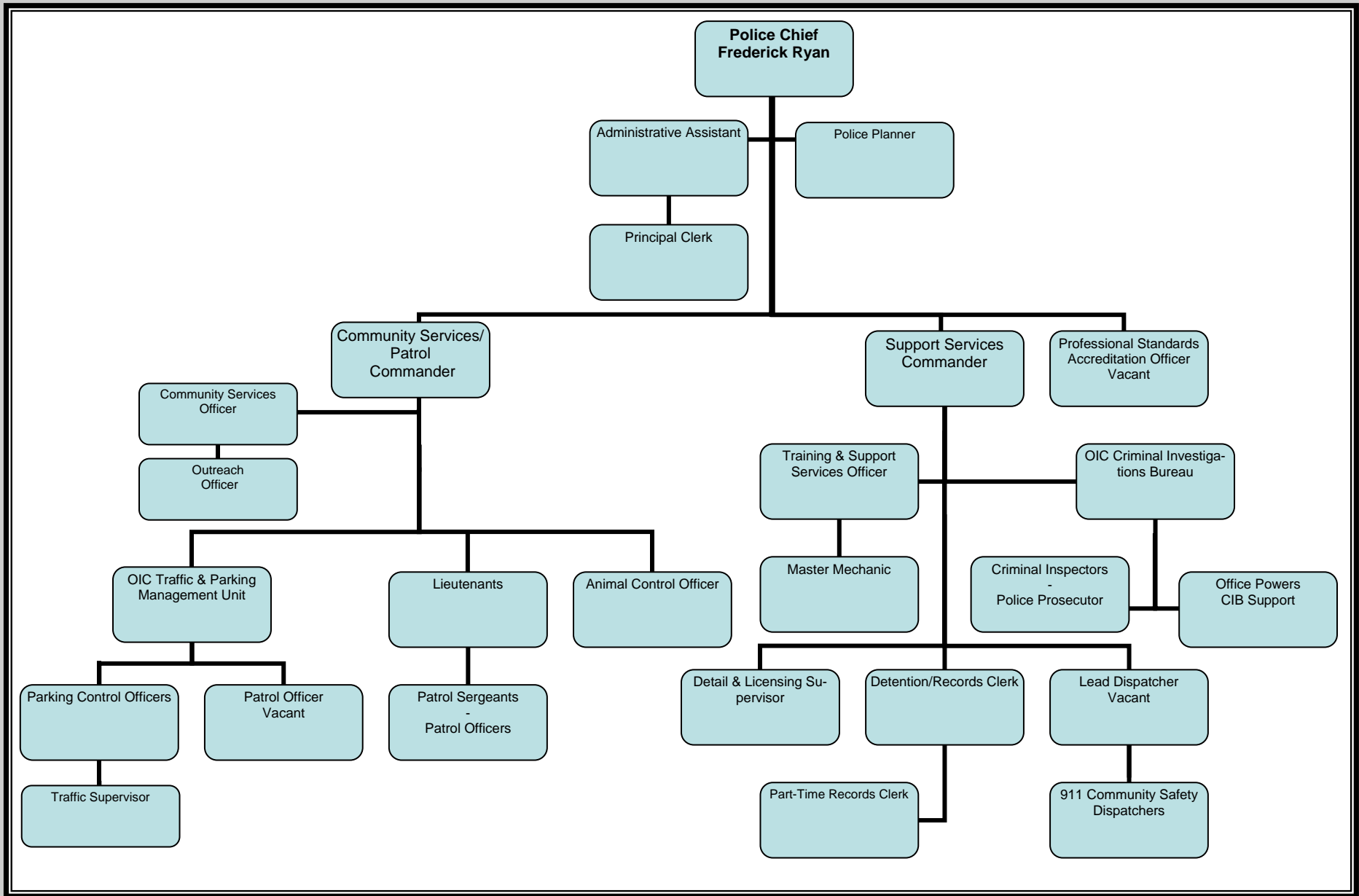
The FY2011 budget includes a further reduction in police staffing. One Police Officer position has been eliminated from the FY2011 police services budget. Arlington deploys approximately 1.4 police officers per thousand residents, while according to the FBI, similar sized communities in New England deploy about 2.2 police officers per thousand residents.

PROGRAM COSTS				
	FY2009	FY2010	FY2011	FY2011
Police	Actual	Budget	Request	Fin Com
Personal Services	4,849,222	5,365,383	5,285,966	
Expenses	586,687	481,980	501,230	
<b>Total</b>	<b>5,435,909</b>	<b>5,847,363</b>	<b>5,787,196</b>	

STAFFING				
	FY2009	FY2010	FY2011	FY2011
Police	Actual	Budget	Request	Fin Com
Captains	3	3	3	
Lieutenants	8	8	8	
Sergeants	9	9	9	
Police Officers	43	44	43	
Parking Control Officers	2.3	2.25	2.25	
Animal Control Officer	1	1	1	
Clerical	1.71	1.71	1.71	
<b>Total</b>	<b>68.01</b>	<b>68.96</b>	<b>67.96</b>	

PROGRAM COSTS				
	FY2009	FY2010	FY2011	FY2011
Community Safety Administration	Actual	Budget	Request	Fin Com
Personal Services	368,361	378,265	386,246	
Expenses				
<b>Total</b>	<b>368,361</b>	<b>378,265</b>	<b>386,246</b>	

STAFFING				
	FY2009	FY2010	FY2011	FY2011
Community Safety Administration	Actual	Budget	Request	Fin Com
Managerial	2	2	2	
Clerical	3	3	3	
Professional/Technical				
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	





**FY2011 Objectives**

**Community Services (Patrol) Division** patrols all sectors of Town looking for criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first response to all critical incidents.

- Seek out and implement technological methods to streamline patrol officer workload and improve delivery of services to citizens.
- Provide proactive quality policing services to the community.
- Continue to improve and expand the use of crime analysis and data driven policing to effectively deploy resources.
- Continue to improve a directed enforcement program by fully implementing a structured program that will include all uniformed officers, including supervisory follow up, citizen feedback, and evaluation.
- Continue to promote, preserve, and deliver quality services and to ensure the safety of all members of the community.
- Continue to enhance productive partnerships with other Town departments.
- Continue to maintain a strong partnership with local, state, and federal law enforcement agencies.

Performance / Workload Indicators				
<i>Patrol Division</i>	FY2008 Actual	FY2009 Actual	FY2010 Estimated	FY2011 Estimated
Robbery	20	10	15	13
Burglary	183	122	153	138
Rapes	3	4	4	4
Motor Vehicle Theft	40	19	30	25
Larceny				
<i>From Building</i>	36	14	25	20
<i>From Motor Vehicle</i>	109	157	133	145
<i>Of Motor Vehicle Parts</i>	-	5	3	4
<i>All others</i>	300	248	274	261
Pickpocket / Purse Snatch	3	2	3	3
Shoplifting	29	34	32	33
Assaults	159	156	158	157
Assault and Battery on a Police Officer	3	4	4	4
Arrests	294	367	280	274
Summons Served	268	231	250	241

**Major Accomplishments for 2009**

- Deployed uniformed personnel strategically so as to provide uniformed police patrol 24 hours per day, 365 days per year.
- Engaged with line and staff officers in the strategic planning process to set goals for the organization during the next five year period.
- Improved patrol presence and identified areas of concern through community involvement along the Minuteman Recreational Path.
- Improved and expanded the use of crime analysis and data-driven policing.
- Continued to enhance productive partnerships with other Town departments (Board of Selectmen, Health and Human Services, Public Works, Fire, Schools, Local Emergency Planning Committee, etc)
- Reduced incidents of graffiti by strict enforcement of the Town bylaw.
- Continued and expanded partnerships with Local, Federal, and State law enforcement agencies.



### FY2011 Objectives

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

- Research and make recommendations for an early intervention system enabling the prevention of officer misconduct, thereby minimizing the need for supervisors to react to poor performance and/or misconduct.
- Develop an internal affairs paperless filing systems.
- Update policies as required by the 5<sup>th</sup> Edition Standards as set forth by the Commission on Accreditation for Law Enforcement Agencies Inc.

### Major Accomplishments for 2009

- Remained in compliance with the mandates set forth by the Massachusetts Police Accreditation Program. The Department retained certification as an accredited law enforcement agency.
- Began the process of developing an employee performance evaluation system.
- Trained personnel in new Departmental policies and accreditation standards.
- Conducted internal investigations as needed.



**FY2011 Objectives**

**Criminal Investigations Bureau** is responsible for the follow up investigation of all crimes.

- Work closer with the Patrol Division to educate on the importance of the initial report and to encourage a commitment to solving crimes at the initial stage.
- Educate Department personnel so they have the ability to be proactive in cyber crime investigations.
- Continue the supervisory use of the detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.
- Continue the cooperative spirit developed between the Community Services Division and the Criminal Investigation Bureau. Community Services has incorporated missing persons and malicious destruction involving tagging/graffiti as part of their responsibilities.
- Increase cross training so that all detectives have the basic knowledge and ability to work in different capacities when needed.
- Ensure our citizens get the most value for their commitment to our Department.
- Continue our commitment to the Regional Drug Task Force and the School Threat Assessment and Response System (STARS).

**Performance / Workload Indicators**

	FY2008 Actual	FY2009 Actual	FY2010 Estimated	FY2011 Estimated
Firearms Licensing:				
Licenses to Carry/FID	204	156	180	168
Gun Locks Distributed to Community Members	45	45	50	36
Missing Persons Investigations	315	301	308	305
Domestic Violence	207	234	221	228
Criminal Investigations	1,642	1,734	1,941	2,091
Level 2 & 3 registered Sex Offenders monitored	12	17	15	16

**Major Accomplishments for 2009**

- Improved the process of criminal case intake by redistributing missing persons reports and tagging incidents to the Community Services Division.
- Expanded proactive cyber crime investigations, which resulted in an arrest to close the case of an elderly woman being defrauded of nearly \$200,000 in a lottery scam.
- Continued the use of the detective case management system to analyze closure rates, effectiveness of individual investigators, and have been able to identify training needs that are being addressed.
- Maintained Department's resources and personnel, as well as commitment to the Regional Drug Task Force.
- Addressing the increase of alleged illegal activities in some local massage businesses.
- Enhanced evidence collection system and storage, streamlining process for the input of photographic evidence at the Patrol level.



**FY2011 Objectives**

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

- Incorporate awareness-building of traffic enforcement’s importance as a primary function of the Department.
- Provide traffic and pedestrian safety education to the elementary students within the Town.
- Maintain or increase the staffing level of the department’s parking control officers.
- Develop and implement a neighborhood “Speedwatch” program where citizens use the department’s portable speed monitor to educate residents concerning vehicle speed in their respective neighborhoods.
- Continue to actively participate as a member of the Transportation Advisory Committee and provide numerous traffic studies and data as needed.
- Continue to work with and support the Town Manager’s Office and the Board of Selectman’s Office on matters involving parking, traffic, and other quality of life issues affecting the community.
- Participate in Executive Office of Public Safety and Security (EOPSS) Traffic Enforcement and Equipment grant mobilizations throughout the fiscal year.

**Performance / Workload Indicators**

	FY2008 Actual	FY2009 Actual	FY2010 Estimated	FY2011 Estimated
<b>Traffic</b>				
Hackney Licenses Issued New	58	53	55	54
Parking Violators New	13,347	14,815	14,081	14,488
Moving Violations	3,226	4,539	3,883	4,211

**Major Accomplishments for 2009**

- Conducted an enforcement program that targeted violations at high volume / incident locations that affect the quality of life within these neighborhoods.
- Expanded the training of Advanced Traffic Investigator.
- Continued to partner with Traffic Supervisors to oversee and coordinate pedestrian safety initiatives at the elementary schools.
- Continued to actively participate as a member of the Traffic Advisory Committee, by providing current traffic and parking data to problem solve and make recommendations for improvements to the Board of Selectmen.
- Secured various traffic safety grants from EOPSS, allowing for the purchase of new traffic enforcement equipment and funds specifically aimed at traffic enforcement and safety, including a portable speed monitor and child passenger safety seats.
- Participated in other programs through EOPSS including “Click It or Ticket,” “Road Respect,” and “Drunk Driving, Over the Limit Under Arrest.”
- Continued to work with the offices of the Town Manager and Selectmen on matters involving parking, traffic, and other quality of life issues affecting the community.
- Continued to work closely with other Town departments to coordinate barricade/signage positioning for numerous special events, block parties, and construction sites.



**FY2011 Objectives**

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

- Expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and target hardening programs.
- Continue to offer a free RAD program.
- Continue and expand crime prevention community meetings.
- Continue to offer a Citizen Police Academy.
- Expand the child passenger safety seat installation and inspection program.
- Administer a community-wide survey to follow up the survey conducted in 2000.
- Seek out and administer Community Policing grants.

**Major Accomplishments for 2009**

- Created the position of Community Outreach Officer who has partnered with seniors, special interest groups and the youth of Arlington.
- Partnered with the Human Rights Commission to reach out to the minority population in Town.
- Strengthened our partnership with the Arlington Public Schools.
- Strengthened our partnership with Germaine Lawrence and other Arlington private schools.
- Offered a RAD program to women free of charge.
- Offered a Citizens Police Academy.
- Partnered with Health and Human Services and the Recreation Department to offer a free week-long summer camp to Arlington youth.
- Continue to offer a free child passenger safety seat installation/inspection program.
- Expanded and strengthened our neighborhood crime watch groups.
- Partnered and expanded our relationship with the business community in Town.
- Improved community-wide notifications of emergency conditions through the use of the improved "Reverse 911" system.

**Major Accomplishments for 2009 (continued)**

- The new Community Outreach Officer has partnered with seniors, special interest groups, and the youth of Arlington.
- Partnered with the Human Rights Commission to reach out to the minority population in Town.
- Strengthened our partnership with the Arlington Public Schools.
- Strengthened our partnership with Germaine Lawrence and other Arlington private schools.
- Offered a RAD program to women free of charge.
- Offered a Citizens Police Academy.
- Partnered with Health and Human Services and the Recreation Department to offer a free week-long summer camp to Arlington youth.
- Continue to offer a free child passenger safety seat installation/inspection program.
- Expanded and strengthened our neighborhood crime watch groups
- Partnered and expanded our relationship with the business community in Town.
- Improved community-wide notifications of emergency conditions through the use of the improved "Reverse 911" system.
- Sought, received, and administered state and federal community policing grants.
- Sought, received, and administered state and federal community policing grants.

<b>Performance / Workload Indicators</b>				
	<b>FY2008 Actual</b>	<b>FY2009 Actual</b>	<b>FY2010 Estimated</b>	<b>FY2011 Estimated</b>
<b>Community Programs</b>				
Neighborhood Meetings	10	12	14	18
RAD Program Graduates	15	15	30	30
Citizen Police Academy Graduates	-	-	-	24
Summer Youth Camp (HRC)	N/A	96	100	100
Child Passenger Safety Seat Inspections	N/A	N/A	266	133



**FY2011 Objectives**

**Animal Control Officer** enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.

- Keep an area-specific log for violations and related situations and other issues pertaining to wildlife to determine hotspots.
- Continue to increase visibility, which will result in the voluntary compliance and action of residents to License their canines per the Town Bylaws.
- Work with the Town Clerk's Office in regards to the new Canine By-laws regarding late fees for failure to license canines.
- Build a relationship with a local feline organization to assist with the issues of roadside death of felines and abandoned felines.
- Improve the kennel area at the DPW yard by painting the interior of the facility.

**Performance / Workload Indicators**

	FY2008 Actual	FY2009 Actual	FY2010 Estimated	FY2011 Estimated
Animal Complaints	234	325	280	303
Humans Bitten/Scratched by Dogs	13	16	15	16

**Major Accomplishments for 2009**

- Maintained and enhanced working partnerships with other Animal Control Officers in surrounding cities and towns.
- Continued and enhanced our partnership with the Board of Health and other Town departments.
- Implemented plans for the rehabilitation and improvement of the Animal Control office and kennel facility.
- Worked with the Community Outreach officer to identify and solve animal control problems in targeted locations.
- Continued presence in the parks and recreation areas in Town.





**Program Description**

The 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 for which its assistance is required. Planning for local emergencies, whether natural (ex: hurricanes), or manmade (ex: terrorist events), has become an integral component of the Department's yearly mandate.

The Fire Department is dedicated to the health of the local community. FF/EMTs respond to incidents with both an ambulance and the closest fire apparatus to assess and mitigate any medical emergency. 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 Arlington citizens.

**Budget Statement**

The budget for FY2011 is essentially a level service budget. The Fire Department is currently staffed at seventy-three personnel, but is budgeted for seventy-six. There are seventy-one personnel assigned to suppression duty, two assigned to staff duty, and one Chief of Department. Four personnel have retired this calendar year and several are anticipated to retire in calendar year 2010. Three personnel have spent a significant portion of the calendar year on job-related injury leave. One member has spent the last several months on extended sick leave, due to an off-duty accident. These injuries have impacted the Department significantly in terms of staffing and budget.

The overall increase is \$38,159. The major change is the elimination of one additional firefighter position. This is offset by personnel fixed cost increases and increases in energy and vehicle fuel prices.

**FY2011 Objectives**

- Continue infrastructure improvements to Fire HQ and work with the architect and the Permanent Town Building Committee for the rebuilding of the station.
- Start rebuilding and redesign of the Highland Fire Station no later than July 2010.
- Construct Fire Department apparatus storage facility at DPW yard no later than Spring 2010
- Provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available
- Formulate a 5 – 10 year plan related to the reorganization and structure of the Fire Department
- Implement mandatory, standardized yearly training program for all firefighters
- Write comprehensive needs assessment of emergency medical service, including the feasibility of running a second ambulance and implementing Fire Department Advanced Life Support units
- Design and implement a recruitment program that encourages paramedics to seek employment with the Town of Arlington
- Design and implement a recruitment program for the Fire Department that encourages women and minorities to seek employment in the fire service
- Continue to communicate and educate residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.

<b>PROGRAM COSTS</b>				
	<b>FY2009 Actual</b>	<b>FY2010 Budget</b>	<b>FY2011 Request</b>	<b>FY2011 Fin Com</b>
<b>Fire</b>				
Personal Services	5,669,109	5,224,523	5,224,031	
Expenses	357,166	310,400	349,050	
<b>Total</b>	<b>6,026,275</b>	<b>5,534,923</b>	<b>5,573,081</b>	<b>-</b>

<b>STAFFING</b>				
	<b>FY2009 Actual</b>	<b>FY2010 Budget</b>	<b>FY2011 Request</b>	<b>FY2011 Fin Com</b>
<b>Fire</b>				
Deputy Chiefs	4	5	5	
Captains	7	6	6	
Lieutenants	15	15	15	
Firefighters	50	50	49	
<b>Total</b>	<b>76</b>	<b>76</b>	<b>75</b>	

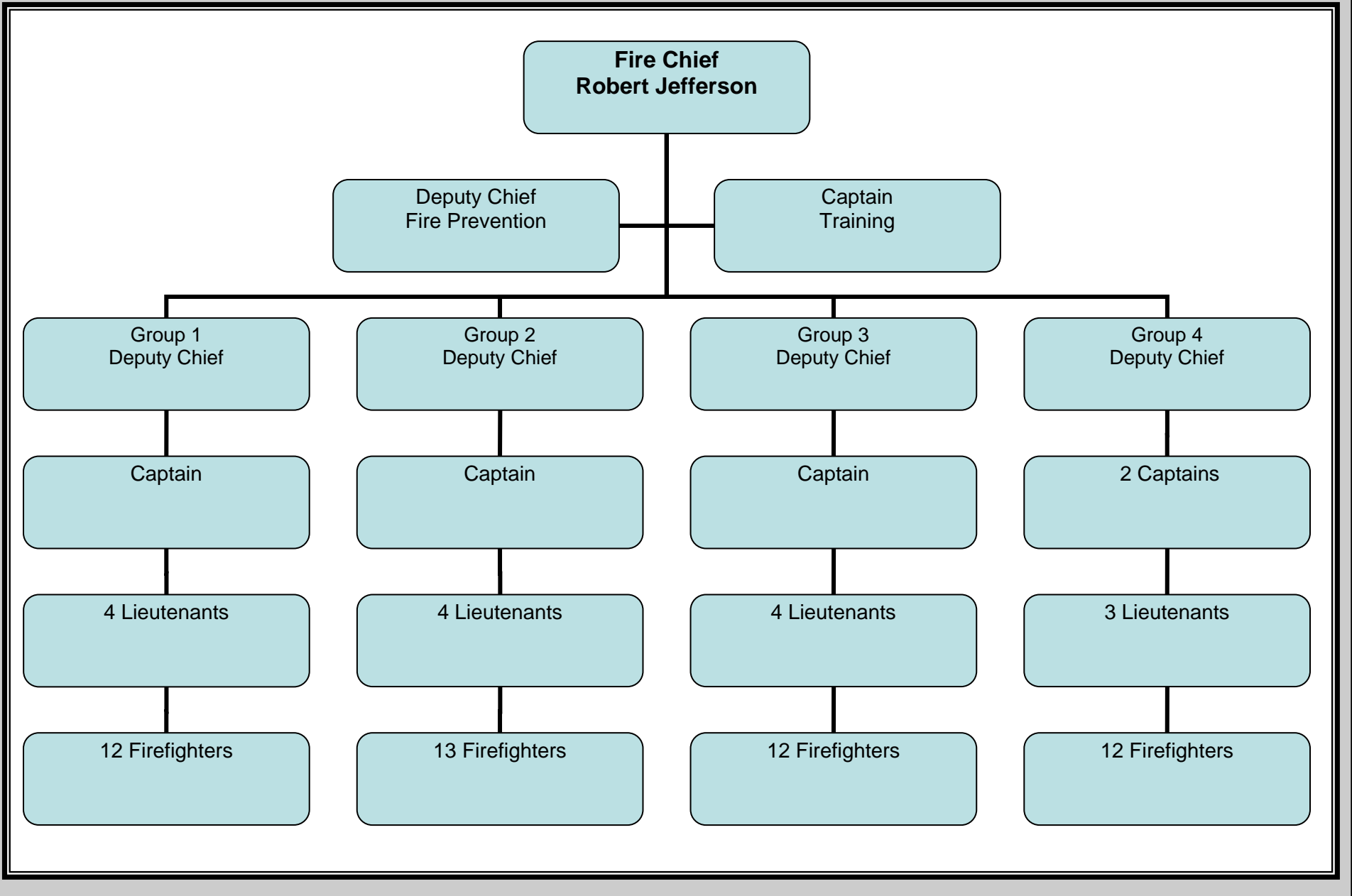
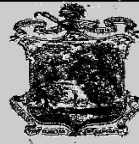


**Major Accomplishments for 2009**

- Received delivery of 2008 Ford 350 ambulance and placed into service as Rescue 1, stationed at Highland Station.
- Received delivery of 2009 Seagrave Quint and placed into service as Ladder 1, stationed at Fire Headquarters.
- Received delivery of new thermal imaging camera and new power saws from state grant money. This equipment enhances the department's capability of locating and extinguishing fires.
- All members received certification for completing the MIAA Emergency Vehicle Operators Course. This program was scenario based and provided each member with the driving skills necessary to operate in an emergency situation. The successful completion of this course allowed the Town to lower its insurance premiums.
- Fire Department permit and licensing fees were raised, augmenting Town revenues.
- Installed and placed in service the Vision 21 receiving units which enhanced the overall capabilities of the 911 dispatch center.
- Installed wireless fire alarm transmission boxes to four schools, reducing the cost of maintenance and equipment on Town-operated fire alarm systems.
- Continued dismantling of Town-operated fire alarm systems to reduce cost of maintenance and equipment.
- With staffing at a minimum of 17 personnel, Department operated two rescues simultaneously. This increased revenues and contributed to the Town's general fund.

**Performance / Workload Indicators**

	FY2008 Actual	FY2009 Actual	FY2010 Estimated	FY2011 Estimated
Emergency Calls	4,572	4,685	4,800	4,800
Rescue Response	2,204	2,225	2,250	2,300
Private Ambulance:	620			
Basic Life Service(BLS)		595	600	600
Advance Life Service(ALS)		785	800	800
Property - Dollar loss	1,152,500	1,100,000	1,200,000	1,250,000
Students taught: Student Awareness of Fire Education Program (SAFE)	2,600	2,700	2,800	2,800
Fire Calls	98	105	110	115
Average response time	3 Min 30 sec	3 min 30 sec	3 min 30 sec	3 min 30 sec





**Program Description**

The support services encompass the Apparatus Maintenance Division and combined emergency dispatch. The master mechanic and the motor equipment repairman are responsible for servicing and maintaining all police and fire department vehicles and apparatus. The mechanics install and repair mobile and portable radios. The mechanics repair and help maintain tools in the fire department inventory, especially mechanical tools. The mechanics respond to working fires to assist in filling Self Contained Breathing Apparatus (SCBA) and repairing mechanical problems that may occur on the fire ground. They are consulted on any fire apparatus purchases.

Community safety dispatch is responsible for the communications for all police, fire, and emergency medical services (i.e. 9-1-1). The combined dispatch encompasses one lead dispatcher and nine emergency dispatchers. They are responsible for taking all emergency calls and dispatching the appropriate apparatus to that emergency. The dispatchers also take routine calls, such as streetlights and traffic lights out, and report them to the appropriate contractor.

**FY2011 Objectives**

- Implemented first phase of long-range plan for renovation of the Community Safety Building. Phase I bid process under way with an estimated start date of Spring 2011.
- Expanded on "distance learning" efforts and implemented new software to develop, provide, track, and evaluate departmental online training.
- Implemented new bar coded evidence software system to assist in the acceptance and tracking of evidence and property.
- Continued to expand roll-call training and web-based distance learning.
- Outlined new hackney licensing and inspections program.
- Continued to review hackney rules and make suggestions for improvements to hackney licensing and inspections.
- Conducted analysis of demographic data collected during motor vehicle stops and shared information with community stakeholders.
- Conducted town wide Reverse 911 training to include DPW and Town Hall employees.
- Updated uniform specifications to include clothing, which enhances Officer safety while on regular duty, and during the direction of traffic.
- Expanded dispatch center training and began periodic dispatch center staff meetings.

**Budget Statement**

The FY2011 Community Safety Support budget request seeks no major changes from the prior fiscal year. There is a \$6,075 increase in Personnel Fixed Costs.

<b>PROGRAM COSTS</b>				
	<b>FY2009 Actual</b>	<b>FY2010 Budget</b>	<b>FY2011 Request</b>	<b>FY2011 Fin Com</b>
<b>Support Services</b>				
Personal Services	632,981	678,809	684,884	
Expenses	21,972	23,400	23,500	
<b>Total</b>	<b>654,953</b>	<b>702,209</b>	<b>708,384</b>	<b>-</b>

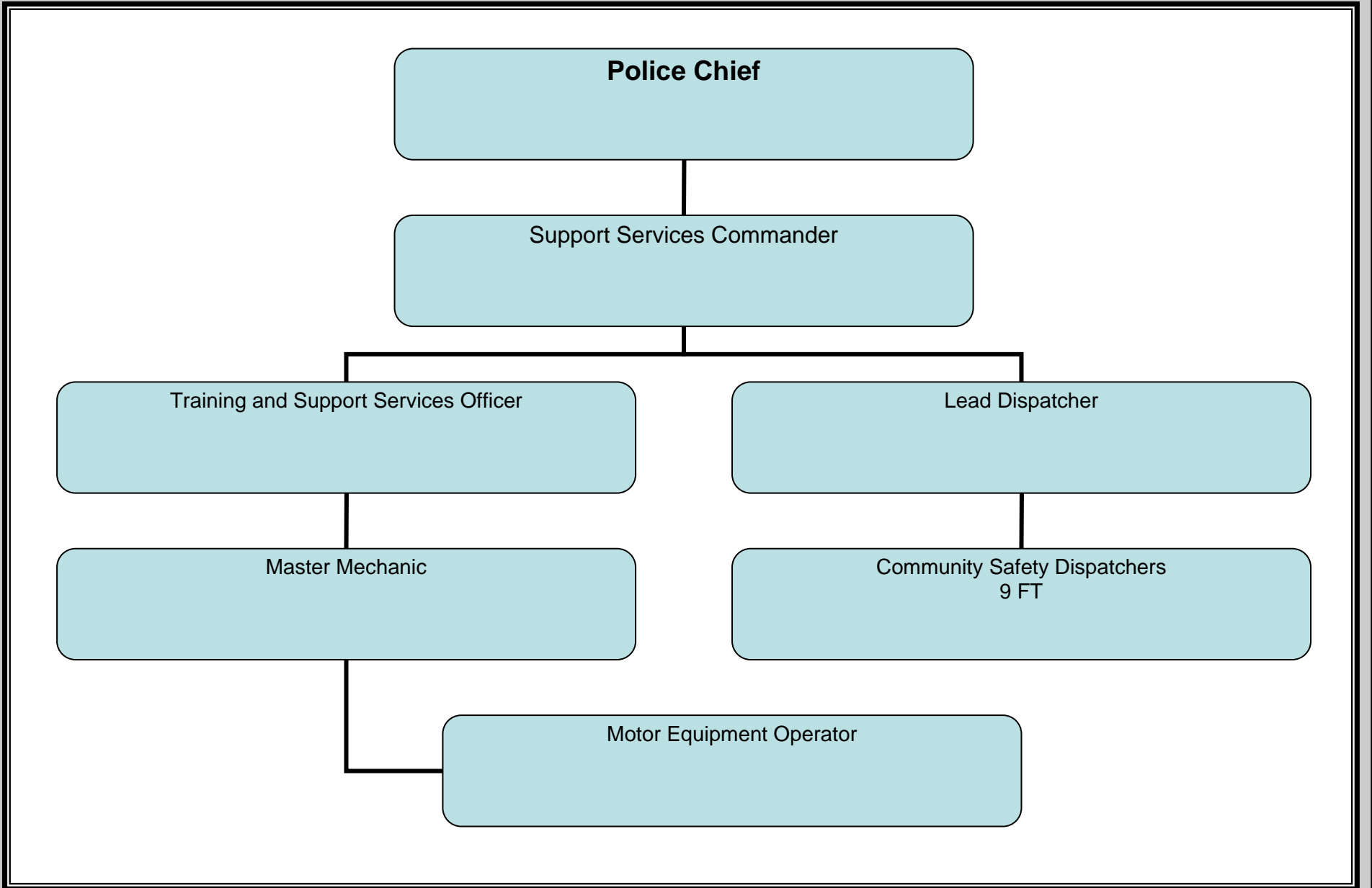
<b>STAFFING</b>				
	<b>FY2009 Actual</b>	<b>FY2010 Budget</b>	<b>FY2011 Request</b>	<b>FY2011 Fin Com</b>
<b>Support Services</b>				
Managerial				
Clerical				
Professional/Technical				
Dispatchers	10	10	10	
Mechanics	2	2	2	
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	



**Major Accomplishments for 2009**

- Implemented the first phase of the long-range plan for renovation of the Community Safety Building. Phase I bid process under way with an estimated start date of Spring 2011.
- Expanded on “distance learning” efforts and implemented new software to develop, provide, track, and evaluate departmental online training.
- Implemented new bar coded evidence software system to assist in the acceptance and tracking of evidence and property.
- Continued to expand roll-call training and web-based distance learning.
- Outlined new hackney licensing and inspections program.
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- Conducted analysis of demographic data collected during motor vehicle stops and shared information with community stakeholders.
- Conducted town wide Reverse 911 training to include DPW and Town Hall employees.
- Updated uniform specifications to include clothing, which enhances Officer safety while on regular duty, and during the direction of traffic.
- Expanded dispatch center training and began periodic dispatch center staff meetings.

Performance / Workload Indicators				
	FY2008	FY2009	FY2010	FY2011
<i>Dispatch</i>	Actual	Actual	Estimated	Estimated
Calls For Service	26,191	26,555	26,373	26,464





**Program Description**

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

**Budget Statement**

The Inspectional Services Department personnel fixed costs increased \$2,996. With the adoption of a new building code, a new State energy code, the possibility of a new local option stretch energy code, and new mechanical code requirements, training of inspectors, contractors, and homeowners will be a priority in the coming year.

**FY2011 Objectives**

- Transitioning into new building, energy and mechanical codes for staff and community.
- Anticipated oversight of the renovated Highland Fire Station.
- Training for Renewable Energy programs.

PROGRAM COSTS				
	FY2009	FY2010	FY2011	FY2011
Inspectional Services	Actual	Budget	Request	Fin Com
Personal Services	346,361	352,598	355,594	
Expenses	12,763	12,300	12,300	
<b>Total</b>	<b>359,124</b>	<b>364,898</b>	<b>367,894</b>	

STAFFING				
	FY2009	FY2010	FY2011	FY2011
Inspectional Services	Actual	Budget	Request	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>	

**Major Accomplishments for 2009**

- Renewable resources such as solar heat and photovoltaic energy—as well as green building initiatives—have come to the forefront of code compliance and homeowner awareness in the Town of Arlington.
- With progressive rebating and tax credits, many Arlingtonians have taken advantage of reducing the community's carbon footprint.
- In preparation for the possibility of a new local option stretch energy code, the Department has held informational meetings with contractors and local representatives to assist in making a well informed transition, if adopted.

Performance / Workload Indicators				
	FY2008	FY2009	FY2010	FY2011
	Actual	Actual	Estimated	Estimated
Revenue	\$ 941,779	\$ 797,700	\$ 813,840	\$ 815,000
Building Permits	1,375	1,190	1,200	1,200
Plumbing Permits	811	945	970	970
Gas Permits	720	825	855	855
Wiring Permits	1,134	1,175	1,225	1,225
<b>Total Permits issued</b>	<b>4,040</b>	<b>4,135</b>	<b>4,250</b>	<b>4,250</b>

