



FY 2009 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.

- Deploy uniformed personnel strategically so as to provide uniformed police patrol 24 hours per day.
- To continue to increase the volume of motor vehicle and parking citations.
- To continue to enhance productive partnerships with other Town departments (Board of Health, Public Works, Fire, Local Emergency Planning Committee, etc.).
- To evaluate the current sector system and conduct an analysis of crime trends in order to more effectively deploy police resources and increase officer productivity.
- To continue and enhance the partnerships with other law enforcement agencies around our area on the Federal, State and Local levels.
- To reduce incidents of graffiti by rigorous enforcement of the new Town bylaw.
- To partner with the Council on Aging to provide programs and services to the Town's seniors.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Robbery	3	12	15	10
Breaking and Entering	116	299	140	185
Rapes	2	9	4	5
Motor Vehicle Theft	39	42	25	35
Larceny	358	347	350	351
Assaults	70	157	140	122
Assault and Battery on a Police Officer	1	4	2	2
Missing Persons Reported	346	325	250	307
Arrests	224	275	275	258
Summons' Served	271	244	240	251
Domestic Violence	247	298	200	241
Criminal Investigations	1,897	1,905	2,000	2,000
Level 2 & 3 registered Sex Offenders monitored	15	14	15	15

Major Accomplishments for 2007

- Implemented a safety policy for the use and issuance of a Hi-Visibility traffic vest for all uniformed personnel.
- Continued to meet monthly with the (LEPC) Local Emergency Planning Committee on matters affecting the town in its preparedness for addressing emergency situations.
- Continually assessed and directed patrol resources on an ongoing basis to answer calls for service.
- Assisted with the redesign and completion of the Front Desk work area, to better assist the public.



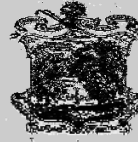
FY 2009 Objectives

Support Services Unit maintains records, oversees training, maintains facilities, maintains the fleet, and distributes weapons and supplies.

- To implement the long-range plan for renovation of the community safety building.
- To expand on "distance learning" efforts with a focus on the quality of the training as opposed to quantity.
- To conduct a detailed inventory of all Departmental property and implement new system to track the purchase, use and disposition of same.
- To expand roll-call training and web-based training.
- To update Records Room Standard Operating Procedures.
- To improve system for archival storage of records.
- To review hackney rules and make suggestions for improvements to hackney licensing and inspections.
- To research best practices in the analysis of demographic data collected during motor vehicle stops.
- To implement data analysis software to improve quality of racial profiling data collection analysis.

Major Accomplishments for 2007

- Completed the study and long-range plan to maintain and renovate the community safety building.
- Developed a public information policy clearly outlining the guidelines under which staff can release police records and precisely what role officers play in interacting with the media.
- Proposed a warrant article to structure the registration process for door-to-door solicitors in compliance with the Town Bylaw and relevant Constitutional case law.
- Expanded on "distance learning" efforts with a focus on the quality of the training as opposed to quantity.
- Researched and acquired improved police extra-duty scheduling software.
- Studied and made recommendations on departmental procedures for the processing of personal property that comes into the custody of the department.
- Re-instituted the position of Department Armorer and tasked that person with developing policies for the care, inspection, repair, acquisition storage and disposal of Departmental weapons and weapons coming into the care of the Department by whatever means.
- Conducted research and study in order to develop a system to track the purchase, use and disposition of Departmental property.
- Completed a strategic plan for the long range provision of training to Departmental personnel.
- Established a state of the art interrogation room and developed policy for its use.



FY 2009 Objectives

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

- To remain in compliance with all the mandates of the Massachusetts Police Accreditation Program.
- To analyze internal affairs filing system and policies to ensure compliance with regional/national standards.
- To 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.
- To complete the process of developing an employee performance evaluation system.

Major Accomplishments for 2007

Professional Standards & Accreditation

- For the first time in its history, the Arlington Police Department became certified as an accredited law enforcement agency by the Massachusetts Police Accreditation Commission.
- Trained Professional Standards Officer as a certified Accreditation Assessor.
- Continued to train personnel in new departmental policies and accreditation standards.
- Conducted internal investigations as needed.



FY 2009 Objectives

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

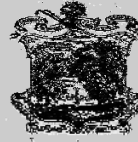
- To continue to improve on the process of criminal case intake, assignment, and closure.
- To expand upon proactive cyber crime investigations targeting individuals perpetrating crimes in the Arlington region.
- To continue the supervisory use of detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.
- To complete the installation of video and audio recording capabilities in the interrogation room.
- Develop and implement electronic Prosecution Management Program enabling real time information sharing with the District Attorney's Office and Cambridge District Court.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Firearms Licensing:				
Licenses to Carry/FID	137	233	175	185
Gun Locks Distributed to Community Members	15	45	50	36
Missing Persons Reported	346	325	250	307
Domestic Violence	247	298	180	241
Criminal Investigations	1,897	1,905	2,000	2,000
Level 2 & 3 registered Sex Offenders monitored	15	14	15	15

Major Accomplishments for 2007

Criminal Investigations Bureau

- Investigated and managed several high profile and sensitive criminal investigations.
- Researched and developed recommendations for electronic Prosecution management information sharing program.
- Planned and executed numerous search and arrest warrants.
- Continued to participate in a multi-jurisdictional drug task force resulting in numerous arrest and indictments.
- Administered the Town of Arlington Sex Offender Registry.
- In partnership with the Middlesex District Attorney's Office prosecuted hundreds of criminal cases.
- Maintained the proper receipt, storage, and disposal of physical evidence in conformance with state law and national standards.



FY 2009 Objectives

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

- To increase staffing of the unit to full-time so as to ensure that traffic enforcement is a primary function of the department as opposed to a secondary function.
- To continue to improve upon the directed enforcement program by implementing a structured program that will include all uniformed officers, including supervisory follow up, citizen feedback, and evaluation.
- To continue an enforcement program targeting violations at high volume/incident locations which affect the quality of life within the neighborhoods.
- To implement an on-line digital motor vehicle crash reporting system (QED/RMV).
- To maintain and expand the training of the Advanced Traffic Investigators.
- To maintain and/or increase the staffing level of the department's parking control officers.
- To purchase and implement new hand held parking ticket computers and provide training to the parking control officers.
- To continue to oversee and coordinate pedestrian safety initiatives with the Traffic Supervisors at the elementary schools.
- To continue to coordinate with the Traffic Advisory Committee by analyzing current traffic and parking problems and making recommendations for improvements to the Board of Selectmen.
- To develop and implement a neighborhood Speedwatch program where citizens use department radar units to help deter speeding in problem areas.
- To research and investigate the use of Red-Light cameras for use in traffic education and/or enforcement.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Traffic:				
Hackney Licenses Issued				
New	35	52	45	46
Parking Violators New	16,154	11,504	16,000	16,130
Moving Violations	2,257	3,142	2,500	3,000

Major Accomplishments for 2007

Traffic & Parking

- Secured a grant from the Governor's Highway Safety Bureau (GHSB), allowing for the purchase of new traffic enforcement equipment and funds specifically aimed at OUI enforcement. Participated in other programs coordinated through the (GHSB) including "Click It or Ticket", "Road Respect" and "Drunk Driving, Over the Limit Under Arrest".
- Continued to work closely with other town departments to coordinate barricade/signage positioning for numerous special events and construction sites.
- Continued to actively participate as a member of the Transportation Advisory Committee and provided traffic study and historical data as needed.
- Continued to work with the Town Manager's Office and Selectmen's Office on matters involving parking, traffic and other quality of life issues affecting the community.



FY 2009 Objectives

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

- To continue to reach out to the minority population in the Town and continue our partnership with Human Rights Commission.
- To continue to strengthen our partnerships with Arlington Public Schools and Arlington’s private schools.
- To improve community-wide notifications of emergency conditions, through the use of the new “Reverse 9-1-1” system.
- To seek out and administer Community Policing grant(s).
- To administer a community-wide survey to follow up on the survey done in CY 2000.
- To continue to offer the RAD program to women free of charge.
- To continue and expand crime prevention community and business meetings.
- To offer a Citizen Police Academy.
- To expand on the Neighborhood Crime Watch program and create an email list-serve with town businesses and neighborhood crime watch groups.
- To expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and target hardening programs.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Community Programs:				
Neighborhood Meetings	12	10	12	11
Women Participating in RAD Classes	13	10	15	13

Major Accomplishments for 2007

Community Policing/Services

- Published the departmental “Weekly Crime Bulletin”.
- Conducted Rape Aggression Defense (RAD program) for Arlington High School Students.
- Facilitated town-wide diversity awareness group.
- Promoted youth athletic programs.
- Facilitated the application and administration of more than \$100,000 in police grants.
- Implemented “Vulnerable Elder Program” in cooperation with Minuteman Senior services.
- Conducted the “Summer Shape-Up Program” in collaboration with the Arlington Youth & Health Safety Coalition.
- Continued to meet with community and business groups for crime prevention programs and general neighborhood meetings.
- Established free gunlock distribution program.



FY 2009 Objectives

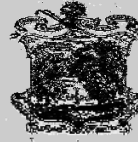
Animal Control Officer enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.

- To develop and enhance working partnerships with other Animal Control Officers in surrounding communities.
- To enhance our partnership with the Board of Health and other town departments.
- To review the current condition of the animal control facility on Grove Street for potential future Capital improvements.
- To develop and implement programs aimed at responsible pet ownership and voluntary compliance with relevant town bylaws.
- Dog officer actively engaged in community policing assignments at various times and locations during his tours of duty (i.e. bikeway).
- To continue a presence in the Parks and recreation areas of the Town.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Animal Complaints	438	540	500	434
Humans Bitten/Scratched by Dogs	12	20	10	10
Dogs Impounded			49	49
Dogs returned to owner			98	98
Dead/ Injured Dogs			200	200
Wildlife Issues			530	530
Citations Issued			47	47

Major Accomplishments for 2007

- Served as the Town's liaison to the Metro-Northwest Consortium Animal Control Service – a product of the Metropolitan Planning Council. Members of the Consortium include: Lexington, Bedford, Belmont, Billerica, Watertown, Wilmington, Burlington, Chelmsford, Billerica, and Winchester. The Consortium offers the opportunity to network and address, in a structured and organized way, issues that are of common interest to the communities served.
- Offered advice and direction to the group organizing the Green Dogs program in Arlington. This initiative seeks to offer dog owners places and times to let their pets run off-leash.
- An important part of emergency planning is that devoted to the care of pets in a critical incident. Received training for emergency animal response during crises and cooperated with the Arlington LEPC to incorporate this specialized training into the Town's emergency response plan.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, the 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 the 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 any medical emergency. Community education, such as the Student Awareness of Fire Education Program (SAFE), helps us contribute to the wellness of our customers.

FY 2009 Objectives

- Integrate the Firehouse software package into everyday use by all members, streamline records management.
- Determine the future replacement or renovation of Highland fire station.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- Write a comprehensive needs assessment of emergency medical service for the Town of Arlington, including the feasibility of running a second ambulance.
- Communicate with and educate the residents about emergency management plans.
- Assist in the upgrade of the Battle Road Regional Emergency Planning Committee (BRREPC) to full certification.
- Design and spec out a Quint that will replace the aging Engine 3.
- Oversee the design phase of the Headquarters renovation project.

Budget Statement / Future Outlook

The budget for FY 2009 is, essentially, a level service budget. Overtime has been increased by \$21,900 to help maintain the existing minimum manning level of 15. Capital funds for a Quint (combination engine/ladder truck) to replace Engine 3 and back-up Ladder 1 have been requested. In addition, this will be the third year of a three-year project to replace all department personal protective equipment.

Overtime will continue to be an issue. Statistics show that to stay within the \$275,000 budgeted for overtime this department must maintain its maximum budgeted manpower (76 personnel or 18.5 firefighters/group and two on staff). This becomes extremely difficult with the hiring process to replace retirees taking up to six months followed by three months of recruit training. This lag time requires increased overtime to maintain the 15 firefighter minimum manning.

A second ambulance manned by on duty personnel would increase revenue substantially. Members assigned to Engine 2 would be required to man the second ambulance when Rescue 1 is already occupied with another patient.

PROGRAM COSTS				
Fire	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Personal Services	4,779,898	4,670,111	4,704,109	
Expenses	287,897	298,450	305,100	
Total	5,067,795	4,968,561	5,009,209	-

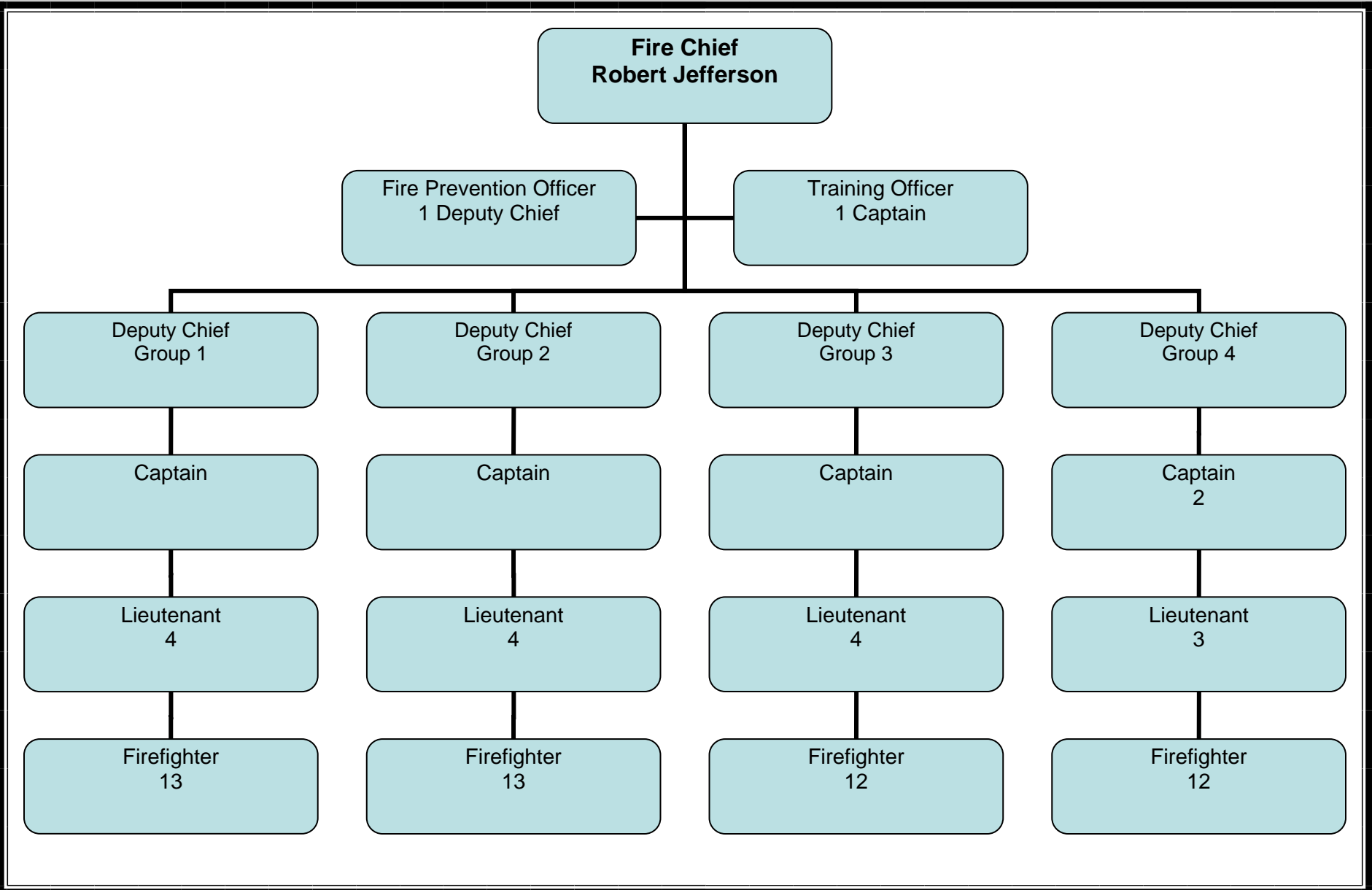
STAFFING				
Fire	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Deputy Chiefs	5	4	5	
Captains	7	7	6	
Lieutenants	15	15	15	
Firefighters	49	50	50	
Total	76	76	76	

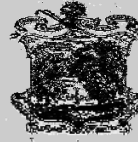


Major Accomplishments for 2007

- Completed construction of the new Park Circle Fire Station, on time and more than \$200,000 under budget.
- Hired and trained five new recruit firefighters.
- Negotiated a new contract with Armstrong Ambulance to provide Advanced Life Support (ALS) ambulance response to the Town that is expected to increase revenue approximately \$50,000.
- Prevented or minimized the number and severity of fires due to inspections, code enforcement and public education.
- Along with the towns of Belmont, Lexington, Watertown, Bedford, Burlington and Brookline, formed the Battle Road Regional Emergency Planning Committee.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Emergency Calls	4,398	4,610	4,479	4,450
Rescue Response	2,145	2,117	2,095	2,100
Private Ambulance	619	583	563	600
Property - Dollar loss	\$ 616,900	214,170	976,950	200,000
Students taught: Student Awareness of Fire Education Program (SAFE)	2,600	2,600	2,600	2,600
Juvenile Firesetter Intervention Program- children served	19	12	12	12
Fire Calls	111	110	110	110
Average response time	3 min 39 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.

FY 2009 Objectives

- Continue to monitor trends in more fuel efficient public safety full service vehicles (i.e. hybrid, Ethanol, etc.) and plan for the future accordingly.
- Remove and replace outdated hydraulic vehicle lift with a safer four-post lift.
- Seek out grant funding from the Statewide Emergency Telecommunications Board to enhance in-service training for public safety dispatchers .
- Seek out grant funds to update and computerize the Emergency Medical Dispatch (EMD) function of the department.
- Seek to have Lead Dispatcher included on the Local Emergency Planning Committee.
- Task Lead Dispatcher with developing and implementing a periodic inspection program to test the preparedness of dispatch personnel in handling "out of the ordinary" critical incidents.

Budget Statement / Future Outlook

The FY09 Community Safety Support budget request seeks no major changes from the prior fiscal year.

PROGRAM COSTS				
Support Services	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Personal Services	656,152	640,234	660,643	
Expenses	30,728	19,100	23,400	
Total	686,880	659,334	684,043	-

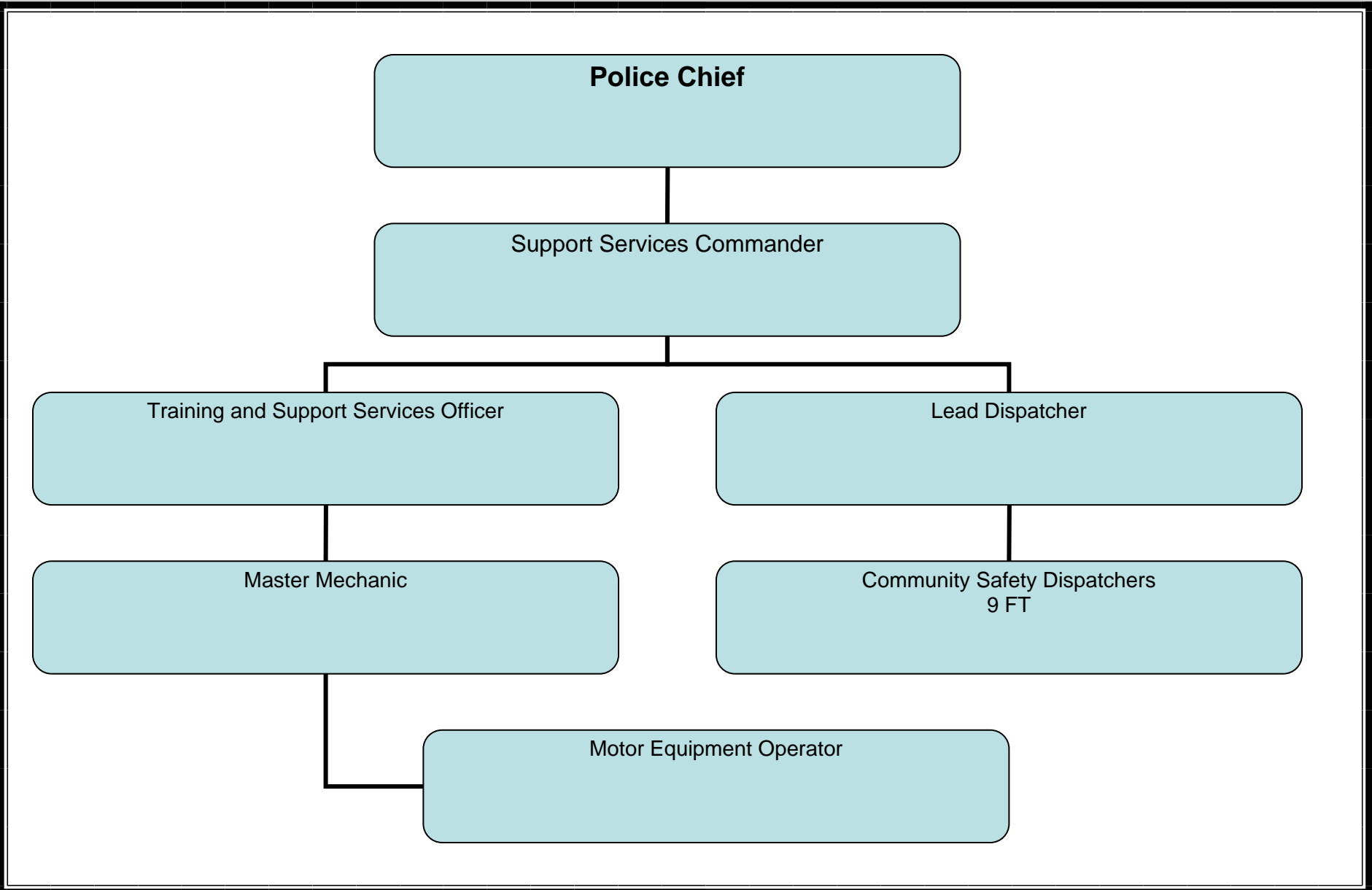
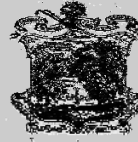
STAFFING				
Support Services	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Managerial				
Clerical				
Professional/Technical				
Dispatchers	10	10	10	
Mechanics	2	2	2	
Total	12	12	12	



Major Accomplishments for 2007

- Completed “punch list” tasks to fully complete the construction of the Community Safety 9-1-1 Dispatch Center.
- Recruited, hired, and trained two new Community Safety Dispatchers and a new Mechanic.
- Researched and acquired for trial a new fuel-efficient police administrative vehicle that burns 85% ethanol.
- Expanded on “distance learning” efforts with a focus on the quality of the training as opposed to quantity for all Community Safety Dispatchers.
- Successfully implemented the maintenance program for the fleet of public safety vehicles despite a staffing shortage for most of the year.
- Specified and ordered a new fire engine.
- Implemented new Reverse 911 telephone notification system and developed databases for various notification lists.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Dispatch:				
Calls For Service	25,396	27,281	27,000	27,000





Program Description

The Department of Inspectional Services provides administrative and technical information, oversight and support to residents, contractors, business owners, merchants and interdepartmental agencies in the enforcement of the Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all related regulations, standards and Town Bylaws. Also, the department implements strategic projects as assigned by the Town Manager.

FY 2009 Objectives

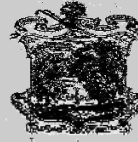
- The Inspectional Services Department will be administering the Arlington 360 (Symmes) project as well as keeping pace with the community's highly active single and two family remodeling market.
- Implementation of an improved customer service program.
- Maintain all personnel's accreditation with the State Building, Electrical and Plumbing Boards.
- Improve Inspections filing system. Investigate alternatives to manual filing system

Budget Statement / Future Outlook

Over the next few years, the Inspectional Services Department will have a significant increase in workload due to the long anticipated redevelopment of the Symmes Hospital site. With the permit process having begun and nearing commencement of construction, the Inspectional Services Department has been performing plan review to insure code compliance and preparing for what is expected to be lengthy project.

PROGRAM COSTS				
Inspectional Services	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Personal Services	324,020	336,542	338,892	
Expenses	12,094	12,600	12,300	
Total	336,114	349,142	351,192	-

STAFFING				
Inspectional Services	FY 2007 Actual	FY 2008 Budget	FY 2009 Request	FY 2009 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
Total	5	5	5	



Major Accomplishments for 2007

- Reviewed plans and issued permits for the Symmes redevelopment project.
- Served as temporary Town Representative to monitor the Symmes redevelopment project to ensure that it complies with the neighborhood Protection plan.
- All department staff obtained necessary certifications.

Performance / Workload Indicators				
	FY 2006 Actual	FY2007 Actual	FY2008 Estimated	FY2009 Estimated
Revenue	\$ 704,159	\$ 722,997	\$ 724,549	\$ 724,549
Building Permits	1,168	1,097	1,104	1,104
Plumbing Permits	867	815	837	837
Gas Permits	779	710	763	763
Wiring Permits	1,037	1,045	1,053	1,053
Total Permits issued	3,851	3,667	3,757	3,757

