



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				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Police				
Personnel Services	7,007,341	7,284,625	7,455,467	7,511,906
Expenses	626,789	687,950	702,970	702,970
Total	7,634,130	7,972,575	8,158,437	8,214,876

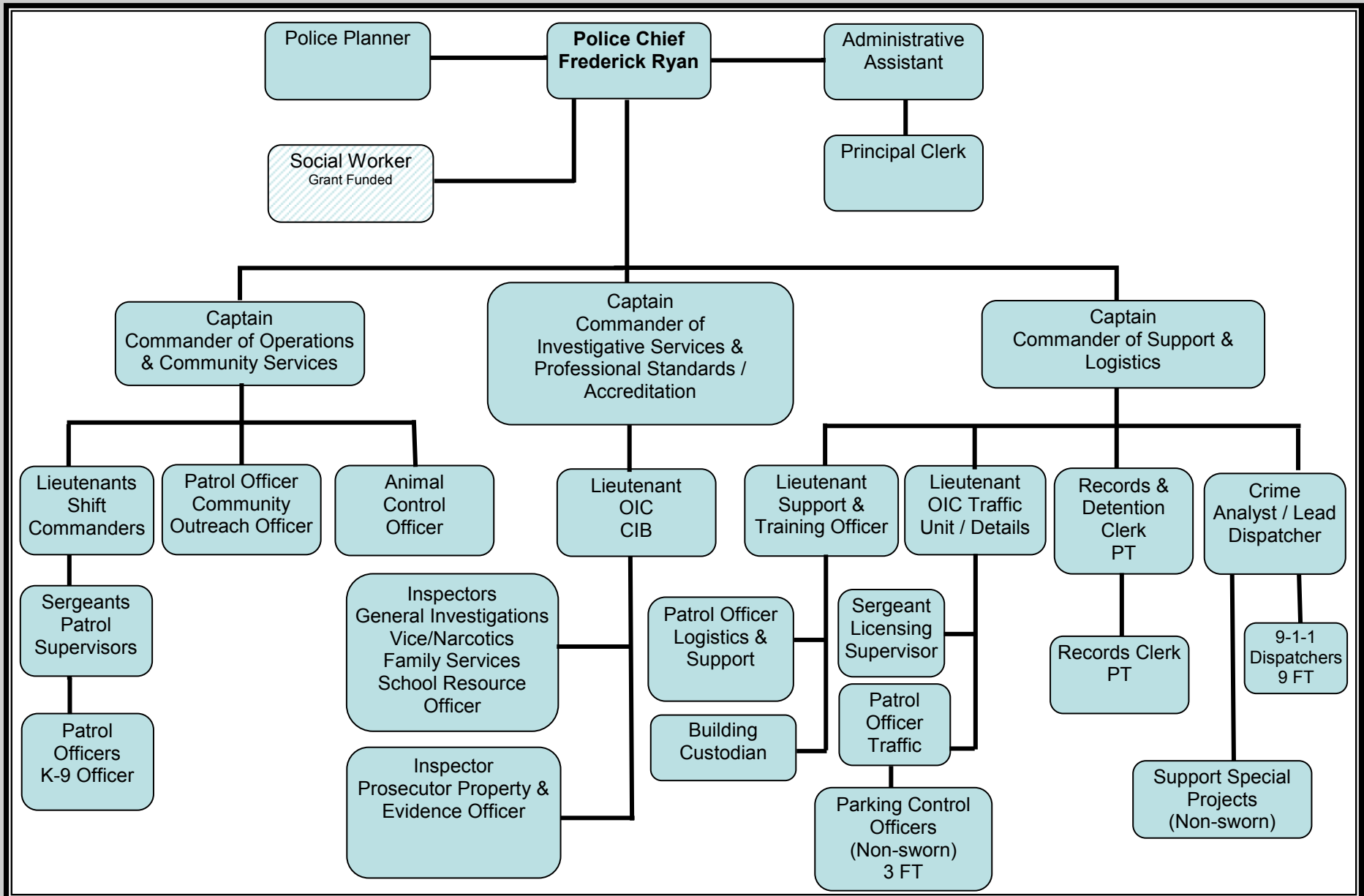
STAFFING				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Police				
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	47	49	49	49
Parking Control Officers	2.35	2.35	2.65	2.65
Animal Control Officer	1	1	1	1
Social Worker			0.5	0.5
Dispatchers	10	10	10	10
Clerical	4.31	4.31	4.31	4.31
Custodial	1	1	1	1
Total	84.66	86.66	87.46	87.46



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/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, and quarantines animals that have bitten or have been bitten by an unknown source. This unit also provides education and assistance with domestic and wild animals.
- 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.





FY2018 Objectives

- Engage with line and staff officers in renewed strategic planning for the next five year period.
- Improve patrol presence on the Minuteman Recreational Path.
- Study parking and traffic enforcement accounting for new meters.
- Seek out technological methods to streamline patrol officer workload and improve delivery of services to citizens.
- 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.
- Carry out the policy of the Arlington Police Department to develop the leadership skills and competencies of members at every level of the organization. Develop and work with the Leadership Steering Committee to publish a Leadership Development Framework document that will be the organizational leadership roadmap to the future.
- Host a Citizens' Police Academy.

Major Accomplishments for 2016

- Sought out and administered approximately \$100,000 in grants, working in partnership with the Board of Selectmen, Health and Human Resources, DPW, Fire, School Departments, and the local emergency planning committee.
- Expanded our partnerships with FBI/DEA and efforts to regionalize with local, federal and state law enforcement agencies to reduce availability of unlawful drugs and investigate human trafficking.
- Expanded bicycle fleet with the purchase of a 2nd Polaris ebike which allows officers to cover a wider range, including the bike path and recreational parks in the town and enhances our Community Policing efforts and allow us to more easily engage the community.
- Developed and hosted the first Citizens Police Academy in over a decade and gave citizens a better understanding about law enforcement and how police officers work in the community. The classes educated and developed positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and good will.

Performance / Workload Indicators

Patrol Division	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Robbery	8	9	7	8
Burglary	100	76	82	86
Rapes	6	9	5	7
Motor Vehicle Theft	20	27	22	23
Larceny				
<i>From Building</i>	52	58	34	48
<i>From Motor Vehicle</i>	143	95	113	117
<i>Of Motor Vehicle Parts</i>	11	10	22	14
<i>All others</i>	100	124	171	132
Pickpocket / Purse Snatch	3	-	5	3
Shoplifting	29	42	26	32
Assaults	146	147	127	140
Assault and Battery on a Police Officer	5	2	7	5
Criminal Arrests	215	189	166	190
Criminal Summons	177	101	106	128

Performance / Workload Indicators

Dispatch	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Calls For Service	30,114	29,714	28,798	29,542

Major Accomplishments (cont.)

- Maintained CrimeReports.com to inform citizens of crime data .
- Implemented K9 explosive detection dogs for large events.
- Implemented a training program for our new canine, Eiko with Officer Hogan.
- Increased the frequency of supervisory inspections of police details.
- Joined a Regional Critical Incident Stress Management Team to help officers prepare for and respond to incidents with a focus on their wellness and resiliency.



FY2018 Objectives

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

- Prepare Department for 2017 re-accreditation by the Massachusetts Police Accreditation Commission, Inc.
- Expand on the Arlington Opiate Outreach Initiative in an effort to reduce the number of opiate overdoses in the community and decrease the stigma associated with addiction.
- Maximize newly acquired accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training, and assignments.
- Remain committed to early intervention with the goal of eliminating absenteeism, poor work performance, and/or misconduct.
- Update policies and procedures to reflect changes in Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, and as required by the Massachusetts Police Accreditation Program.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department.
- Develop and cultivate an effective Employee Wellness Program.

Major Accomplishments for 2016

- Dedication to remain in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Program.
- Steadfast commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community.
- Developed new policies to proactively navigate the Department through new and challenging issues that face law enforcement, our community, and personnel.
- Developed a system to more proactively monitor line of duty injury claims.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Provided training for personnel in new departmental policies and accreditation standards.
- Implemented newly acquired accreditation software program to assist the accreditation process.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/accreditation compliance.
- Developed a system with the goal to proactively monitoring absenteeism, poor work performance, and/or misconduct.
- Conducted comprehensive audit/inventory of all evidence and property held by the Arlington Police Department while assisting in relocating items into newly renovated/constructed storage locations.



FY2018 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 inspectors to utilize the most current technology available to assist in the prevention of crime, the identification of suspects, and the apprehension of criminals.
- Identify and address High Risk Domestic Violence situations and to 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.
- Address controlled substance drug abuse. This includes the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDF (Suburban Middlesex Drug Task Force) at the local level and work in partnership with our Federal and State partners to curtail those overdose deaths which are related to heroin.
- Work 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.
- Utilize the School Resource Officer (SRO) to work in a partnership with all of the schools and various stakeholders in town to increase school safety, coordinate the training of those within the school systems on ALICE (Alert-Lockdown-Inform-Counter-Evacuate), and maintain the safety of those people in the schools.
- Address juvenile related issues by working in partnership with the Arlington Youth Health Safety Coalition. Have the School Resource Officer work with the Community Based Justice for Juveniles program (Diversion Program) to identify those offenders who would benefit from the first time offender program.

FY2018 Objectives (cont.)

- 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. To include those complaints filed with the Department's online report writing system.
- Work with C4RJ (Communities for Restorative Justice) to offer offenders and victims of crime an alternative to the traditional criminal justice system and increase the volume of referrals made to this program.
- Schedule more frequent criminal investigative briefings with inspectors to enhance productivity and information sharing.
- Develop and implement a modern criminal investigations case management system.
- Fully implement public social media monitoring program.

Performance / Workload Indicators

	FY2014	FY2015	FY2016	FY2017
Criminal Investigations	Actual	Actual	Actual	Estimated
Licenses to Carry/FID	338	161	165	221
Missing Persons Investigations	306	455	439	400
Domestic Violence	335	217	333	295
Criminal Investigations	1,498	1,417	1,370	1,428
Level 2 & 3 registered Sex Offenders monitored	26	16	16	19



Major Accomplishments for 2016

- The Criminal Investigation Bureau is responsible for following up on all crimes that occur in Arlington. As such, CIB has investigated over 1,300 reports of criminal activity.
- Followed up on over 400 missing person reports filed by the various adolescent group homes in Arlington
- Audited and administered the Town of Arlington Sex Offender Registry.
- Filled the position of a new Detective Sergeant.
- 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.
- Relocated all evidence to a new Evidence Room, and completed the bar-coding of all evidence and property in police custody
- Addressed 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.
- The School Resource Officer worked with the School Department began the training of school personnel on ALICE protocol (Alert-Locate-Inform-Confront-Evacuation).



FY2018 Objectives

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

- Reduce the number of crashes.
- Reduce the number of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- Expand traffic units work hours to allow for maximum coverage.
- Work with and support the Town Manager's Office, The Board of Selectmen's Office, or any other department seeking assistance with parking, traffic, and other quality of life issues affecting the community.
- Work in conjunction with the School Department and their Human Resource staff to oversee the Traffic Supervisors and address safety issues around the elementary schools.
- Seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Traffic				
Hackney Licenses Issued				
New	66	26	33	42
Parking Violators	15,812	12,705	12,466	13,661
Moving Violations	3,407	2,572	1,923	2,634

Major Accomplishments for 2016

- Responded to approximately 20% fewer crashes from calendar year 2015 (as of December 5, 2016)
- Saw a 100% decrease in the number of fatal crashes from calendar year 2015 (as of December 5, 2016)
- Secured a Traffic Enforcement Grant from the Executive Office of Public Safety and Security (EOPSS) and participated in three mobilizations targeting violations such as distracted driving, driving under the influence, and failing to wear seatbelts.
- Secured a Bicycle and Pedestrian Safety Grant from EOPSS and deployed extra officers specifically dedicated to bicycle and pedestrian safety violations.
- Worked with the Town Manager's, Selectmen's, and Planning Offices to install single-space meters in Arlington Center.
- Worked with the Engineering Department to develop traffic safety plans around multiple major construction sites throughout town.
- Purchased a new variable message sign (VMS) and deployed it as needed throughout town.
- Purchased three new Lidar units to be used by all officers for traffic enforcement.
- Purchased a fully electric vehicle to be used by Parking Enforcement Officers to increase their productivity and expand their coverage areas.
- Participated in WalkBoston's "Walk...Don't Walk: Pedestrian Safety Awareness for MA Law Enforcement" training video.
- Attended various classes and conferences offered by MassDOT/UMass including training on traffic signal timing, alternative intersection design, and the Northeast Transportation Safety Conference.
- Developed and instructed a class at our Citizen's Police Academy on Motor Vehicle Law and Crash Investigation
- Created a formal training program for the Traffic Supervisors with annual refresher training.
- Conducted targeted enforcement at high volume/high complaint areas in various neighborhoods.



FY2018 Objectives

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

- 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.
- Perform assessments on municipal buildings and meet with Department Heads to develop a plan to secure these buildings and protect property.
- Implement the solutions proposed by the Harvard Negotiation and Mediation Clinical Program (HNMCP) project plan to identify and seek solutions for an inordinate amount of police and fire resources being used to responses at the Youth Villages . It involves a partnership in a study that involves several stakeholders, including the department of children and families, youth villages and the Arlington Police Department.
- Partner with the Human Rights Commission to enhance partnerships with the minority populations.
- Seek out and administer Community Policing grants.
- Offer programs for women in self-defense education (RAD).
- Expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and target hardening programs.
- Continued partnerships with the Recreation Department, the Youth Health and Safety Coalition, and the Health and Human Services Department to hold the 7th annual summer camp for Arlington children. Over 131 children participated.
- Teamed up with the Housing Authority to host our 9th annual National Night Out event at Menotomy Manor. The event provides the opportunity for positive interaction between police and Arlington youth, with a goal of a safer community.

Performance / Workload Indicators

Community Programs	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Neighborhood Meetings	35	35	40	37
Summer Youth Camp (HRC)	135	135	135	135

Major Accomplishments for 2016

- Partnered with Youth Villages to become involved with a study by the Harvard Negotiation and Mediation Clinical Program (HNMCP) that is run by Harvard law School.
- Investigated graffiti related incidents and followed through with Bylaw violations when necessary.
- Conducted a Rape Aggression Defense class. The R.A.D. system develops and enhances the options of self-defense through lecture, discussion and hands-on self-defense techniques. The R.A.D. system is a comprehensive, women only course that begins with awareness, prevention, risk-reduction and risk-avoidance, while progressing to the basics of hands on defensive training.
- Collaborated with commercial laundromat business owners in town to establish guidelines for monitoring buildings for homelessness, trespassing, and destruction of property.



FY2018 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.

- Work with Arlington Veterinarians to develop a rabies vaccination clinic for Arlington Residence.
- Engage the community to help with compliance of Bylaws, responsible pet ownership, and education about animal behavior and wildlife control.
- 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.
- Develop relationships with schools and community groups and offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- 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

Animal Control	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Animal Complaints	541	495	843	626
Humans Bitten/Scratched by Dogs	17	6	9	11

Major Accomplishments for 2016

- Attended and graduated Massachusetts' Animal Control Academy in Boylston, MA to become a Certified Animal Control Officer.
- Attended the Department of Agriculture required trainings requirements for 2016 as well as additional trainings.
- Presented residents with monthly positive reinforcement prizes, (prizes courtesy of Arlington Dog Owner's Group and Business friends of ADOG) in relation to "Leash it and Ticket" for good behavior and following town Bylaws.
- Worked with the Park and Recreation Department to develop more signage for parks to make the leash law more visible for park goers.
- Attended multiple Park and Recreation Meetings with Commission Members to better assist the community with dog/park related issues.
- Attended monthly "Social Media" meetings with various town department employees to advertise Animal Control related events and contributed animal related postings to the Police Department's social media channels to increase awareness, educate, and assist in reunited lost pets with their owners.
- Worked with Media outlets in Arlington to present Public Service Announcements on living with wild life.
- Assisted in developing an online reporting system for off leash dog activity.
- Assisted with the production/development of an online dog license registration system.
- Provided training to residents on Dog Behavior, Living with Wild Life, Canine CPR, Pet Hospice Care and Living with Coyotes.
- Presented school groups and Boy Scout troops with animal safety and living with wild life information.
- Developed relationships with area Animal Control Officers to develop a partnership for mutual aid.
- Distributed Spay/Neuter certificates to assist low income residents with spay/neuter for their domestic pets.



FY2018 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, Council on Aging, Youth Counseling Center, Youth Health and Safety Coalition, Public Schools, and Fire Department, the Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Establish and 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 emergency departments 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 our multi-agency HRT program presentation when invited to share what we have learned and created with other towns and organizations.

FY2018 Objectives (cont.)

- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
 - * Follow up with persons who have overdosed in the community and provide outreach to known substance users identified by patrol officers, the Criminal Investigative Bureau and Drug Task Force.
 - * Continue to host Arlington ACTS (Addiction Community Training and Support) monthly meetings and special events.

Major Accomplishments for 2016

- Expanded access to Naloxone to substance users and their loved ones (dispense Naloxone for free), training for the administration of Naloxone, addiction treatment options and resources (inpatient & outpatient), and medication/pharmaceutical assisted treatment for opiate addiction (Vivitrol).
- Reduced the stigma associated with addiction.
- Reduced the incidents of over-prescribing pharmaceutical opiates by medical doctors and dentists.
- Expanded the frequency of community prescription drug take back days and mobilize drug take back access to senior/public housing neighborhoods.
- Shared our program with over 55 other police departments in multiple states, including a conference in Fort Worth Texas with over 800 attendees and Ohio with over 200 attendees.
- Met with doctors at Mt. Auburn Hospital to coordinate overdose cases when possible.
- Hosted showing of 'If Only' movie with panel discussion at Regent Theater.
- Hosted walk-in hours for treatment and naloxone.
- Attended ARISE Interventionist training program and then participated in successful interventions.



FY2018 Objectives

- Expand on pilot program for citizen on-line reporting system to include all group homes in Arlington.
- Expand traffic unit capability by reassigning sworn personnel .
- Recruit, hire, and train at least two new police officers.
- Work with Facilities to develop a building custodial program/plan.
- Expand 9-1-1 dispatch technology and training using alternative funding and grant resources.
- Develop a new Hackney License and Inspection program.
- Partner with the Middlesex County Sheriff's Office to provide firearms training through computer scenarios and simulations.
- Develop program for more advanced active shooter training and conduct training.
- Enhance NIBRS accuracy for crime reporting .
- Complete course and train staff on Trench Law Safety to improve safety on details.
- Host and conduct trainings in APD newly renovated training rooms.
- Implement training program for newly refinished indoor shooting range.
- Research and implement new less lethal force options for department.
- Host community Symposium/Training on fair and impartial policing.

Major Accomplishments for 2016

- Completed final phase of renovation for Police Headquarters, transitioning staff into new workspaces.
- Completed recruitment, hiring and training of five new police officers, who all successfully completed the Department Police Training Officer Program.
- Maintained all relevant departmental records in accordance with Massachusetts Records Retention Laws and Accreditation standards.
- Piloted online reporting program for group homes in enter data using COPLOGIC software .
- Designated a social media coordinator who expanded our department website and increased followers on Facebook, Twitter, and Nextdoor.
- Processed 45 solicitor licenses, 23 Hackney licenses, and 220 firearms licenses.
- Coordinated construction work zone plan of major Massachusetts Avenue corridor renovation.
- Held second successful gun buyback program which was a regional initiative, collecting 24 unwanted firearms in Arlington.
- Purchased and implemented Lexus Nexus Analytical Software to better predict crime trends and more accurately deploy resources.
- Upgraded our State 911 System to NextGen to enhance call taker abilities and increase communication avenues by adding text messaging at Public Safety Answering Point .
- Hosted Mindfulness training for all sworn officers at APD.
- Trained officers in Fair and Impartial Training/Symposium with community stakeholders.
- Hosted training with Middlesex DA's office for best practices for Response to Bicycle and Pedestrian Crashes.
- Trained all sworn officers in Critical Incident Stress Management/Peer Counseling.



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 (cont.)

Performance Indicators show a 10% increase in total calls from FY14 to FY15 but only a negligible difference from FY15 to FY16. Performance Indicators show an increase in Rescue calls of almost 9% from FY15 to FY16. It is estimated that the number of total Rescue calls will increase

PROGRAM COSTS				
Fire	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	6,426,322	6,841,598	7,019,122	7,019,122
Expenses	423,805	439,900	439,900	439,900
Total	6,850,127	7,281,498	7,459,022	7,459,022

Budget Statement

The Fire Department is currently staffed at 78 personnel. It is budgeted for 81 personnel. In FY17 there will be 74 personnel assigned to suppression duty, three assigned to staff duty, two mechanics, one administrative assistant, and one Chief of Department. We anticipate four retirements by end of FY 2017 and another 2 to 4 retirements by the end of FY18. Three members have spent a significant portion of FY17 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 be an issue. Statistics show that to stay within the \$455,310 budgeted for overtime this Department must maintain its maximum budgeted staffing (77 personnel or 18.5 firefighters/group and three 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 staffing.

STAFFING				
Fire	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Chiefs	1	1	1	1
Deputy Chiefs	5	5	5	5
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	50	50	50	50
Professional/Technical	2	2	2	2
Clerical	1	1	1	1
Total	81	81	81	81



FY2018 Objectives

- Continue ancillary programs: Fire Investigation Unit, Junior Firesetter Intervention, Vial of Life, and Student Awareness Fire Education.
- Assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, and put together a plan to implement ALS in the Department.
- Create a formal professional development/continuing education program by identifying fire personnel for specialized training and enrolling those personnel in courses at the Mass Firefighting Academy at Stow.
- Research and draft design for new Fire Engine Pumper and rescue ambulance to replace aging equipment as listed in FY18 Capital Plan.
- Follow through with Fire and Life Safety Inspections, with the goal of reaching 100% of occupancies in town with the exception of 1-4 families. Ensure that the process can continue on an annual basis.
- Expand on our Health and Wellness Program with the assistance of O2X a Human Performance Vendor.

Major Accomplishments for 2016

- Procured Ladder Tower 1 to replace 1994 Pierce 105' Aerial Apparatus.
- Replaced 25% of personal protective equipment from capital budget funds. Department has replaced 100% of this equipment since 2014.
- Certified all Deputy Chiefs and Captains to ICS300 of the National Incident Management System.
- Enhanced Training/Emergency Operations Center technology.
- Instituted a program and moved all inspections, fire prevention, all hydrant operations and fire pre-plans onto a digital format.
- A new program inspected all occupancies in town other than 1-4 families for fire and Life Safety Hazards. The achieved 70% inspection rate.
- Expanded our social media outlets including Town website and Twitter.
- Purchased and trained all members on the LUCAS, auto-CPR machine and incorporated a new CCR, Cardio Cerebral Resuscitation, protocol that increases survivability for patients in cardiac arrest.
- Training department utilized houses scheduled to be torn down for structural firefighting skills development.
- Collaborated with the AHS Art Department to enhance artwork in the Central Fire Station. Students volunteers painted building features that have great fire and art history.

Performance / Workload Indicators

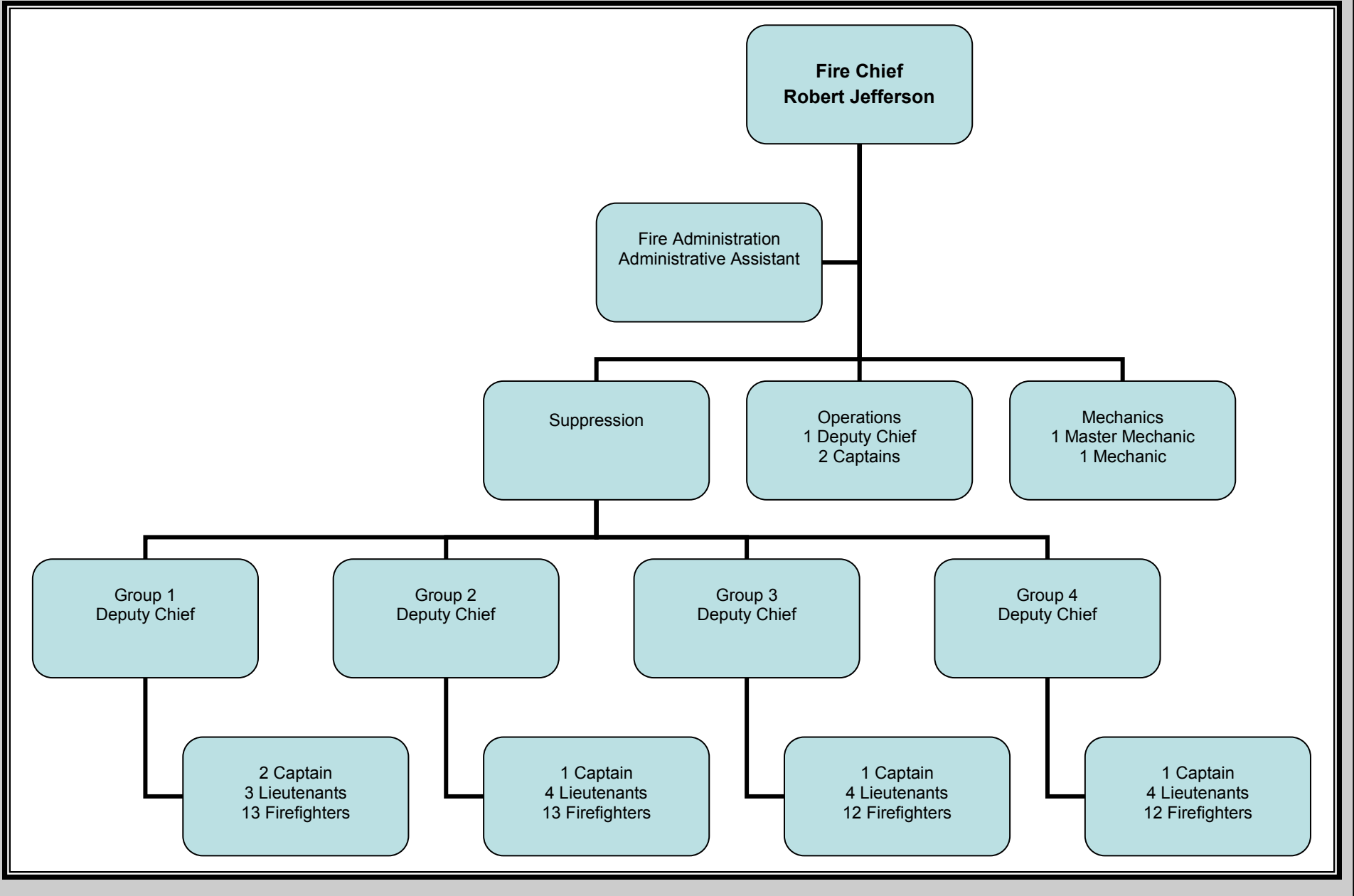
Fire Department	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Emergency Calls	4,601	5,175	5,122	4,959
Rescue Response	2,917	2,365	2,572	2,802
Overlapping Calls	1,042	1,368	1,248	1,262
Private Ambulance ALS/BLS	1,867	1,815	1,309	2,537
Average Response Times	3m 10s	2m 59s	3m 23s	3m 12s
Average Time Rescue Calls	31m 40s	30m 31s	29m 29s	35m
Fire Calls	110	106	118	114
Average Total Time Fire Calls	36m 20s	41m	57m 18s	36m 15s
Dollar Loss Property	5.11 million	8.05 million	3.74 million	8.01 million
SAFE Students Taught	2,750	3,015	3,127	2,931
JFIP Students Counseled	9	4	12	4

Performance / Workload Indicators

Fire Prevention	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Hours of School Fire Drills	26	29	81	30
Hours of Fire Protection Syst. Inspt.	312	473	782	498
Hours Strategic/Tactical Ops Plan.	36	32	50	34
Permits Issued	966	1,028	1,030	1,113
Permits Issued Revenue	\$54,107	\$58,070	\$52,840	\$75,389

Performance / Workload Indicators

Fire Training	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Training Sessions	190	188	221	230
Training Hours	1140	940	1108	1136
Total Attendees	2,107	2,068	3,324	2,074





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 will add a new inspector to keep up with the growing demand for inspections throughout Town.

The Expense budget is level funded.

Major Accomplishments for 2016

- Inspection and issuance of Certificate of Occupancy for newly renovated Community Safety Building.
- Permit issuance and inspection of MassSave initiatives such as window replacement, air sealing, and insulation projects.
- Permit issuance for Stratton School renovations and temporary modular classroom project.
- Permit issuance for Thompson School modular classrooms and preliminary plan review for addition.
- Continued review and inspection of Solarize Arlington and MassSave initiatives.
- Issued for 15 new single-family homes and 4 new two-family homes permits
- Arizona Ranch rebuild project.
- Assisting ZBA with appeals process.
- Preparation of ISO evaluation process.

PROGRAM COSTS

Inspectional Services	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	475,860	406,426	480,066	480,066
Expenses	10,428	12,000	12,000	12,000
Total	486,288	418,426	492,066	492,066

STAFFING

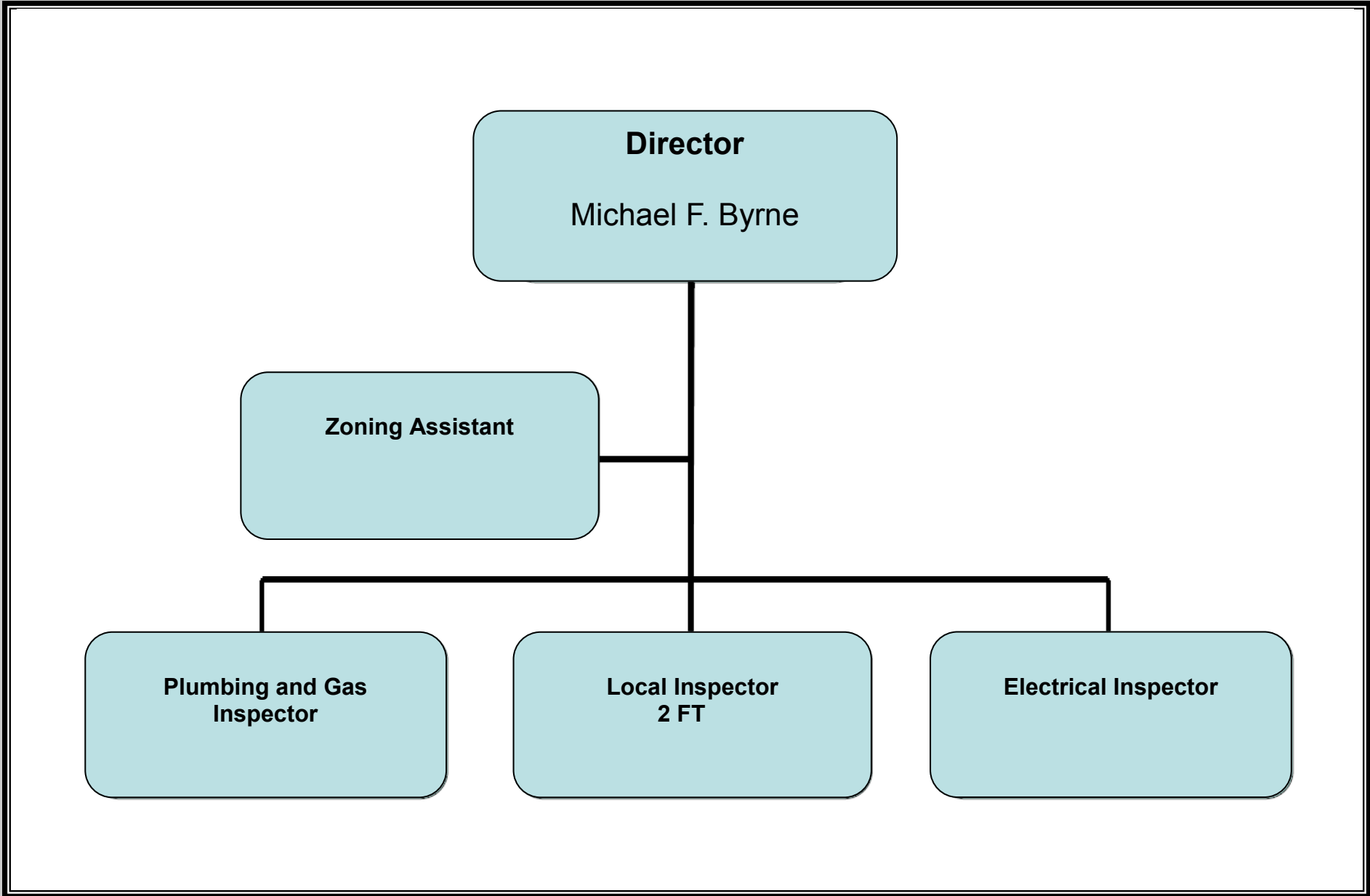
Inspectional Services	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	3	4	4
Total	5	5	6	6

Performance / Workload Indicators

Inspectional Services	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Building	2,668	2,616	3,023	2,900
Plumbing	948	1,084	931	900
Gas	764	781	707	700
Wiring	1,290	1,207	1,426	1,400
Revenues	\$ 1,274,669	\$ 1,315,417	\$ 1,701,909	\$ 1,650,000

FY2018 Objectives

- Assist Zoning Board of Appeals in consideration of a 40B project.
- Participate in zoning recodification project.
- Participation in Master Plan Implementation Committee, Zoning By-law Recodification Committee, and Residential Zoning Workgroup.
- Gibbs School plan review and permit issuance.
- Implementation of a Vacant Storefront Registry Program.
- Construction Control Agreement oversight.





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