



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

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Police				
Personnel Services	7,262,693	7,511,906	7,494,520	7,494,520
Expenses	743,814	702,970	720,070	720,070
Total	8,006,507	8,214,876	8,214,590	8,214,590

STAFFING

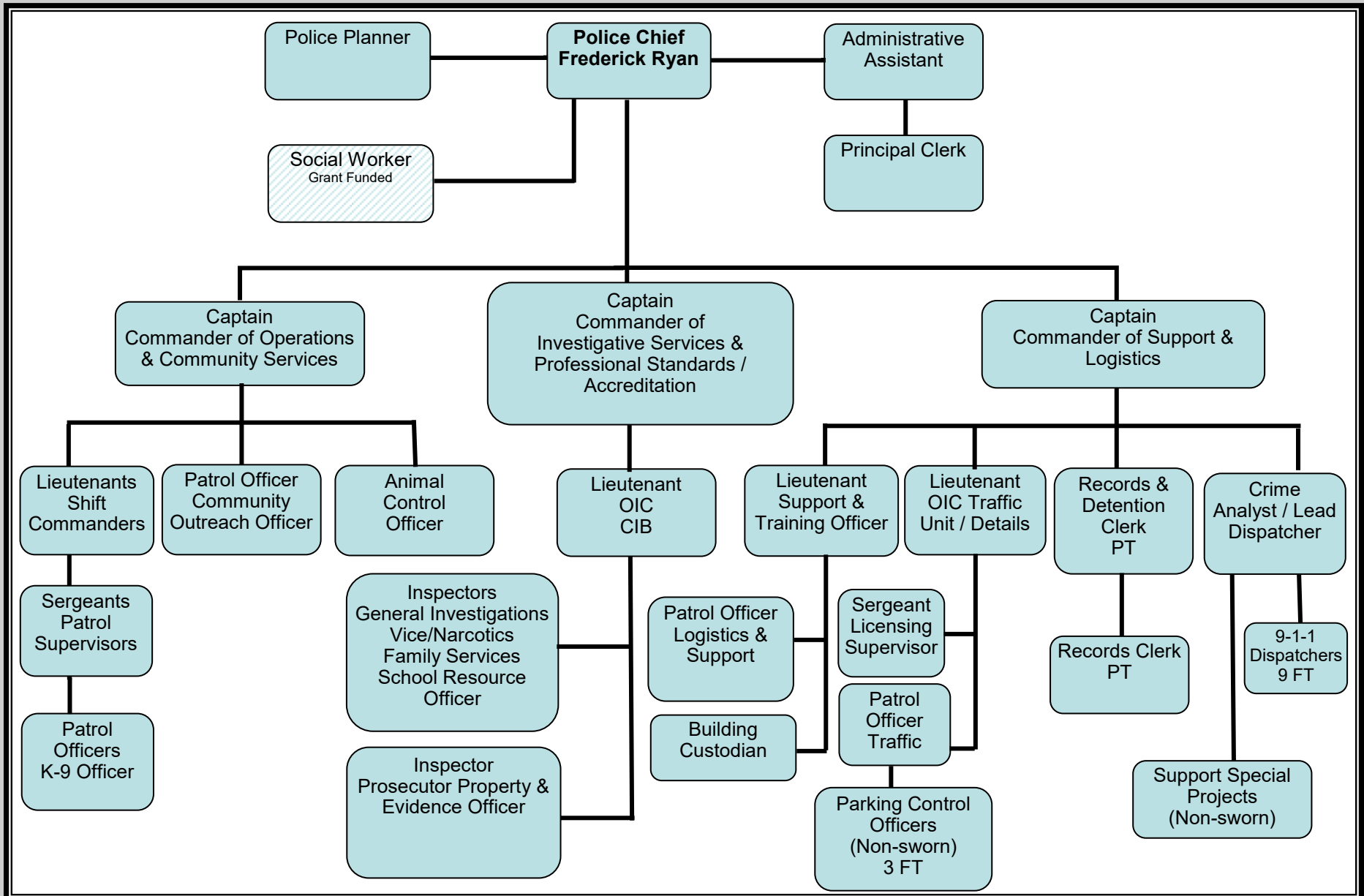
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Police				
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	49	49	49	49
Parking Control Officers	2.35	2.65	2.65	2.65
Animal Control Officer	1	1	1	1
Social Worker		0.5	0.5	0.5
Dispatchers	10	10	10	10
Clerical	4.31	4.31	4.31	4.31
Custodial	1	1	1	1
Total	86.66	87.46	87.46	87.46



Budget Statement

The Department consists of the following divisions and work units:

- The **Support Services Division** manages information technology and 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 developing and implementing 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 **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.





FY2019 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. This division also serves as initial investigators and first responders to all critical incidents and administers all programs aimed at developing partnerships and problem solving in the community.

- Deploy uniformed personnel strategically to provide uniformed police patrol 24 hours per day to promote, preserve, deliver quality police services, and ensure the safety of all members of the community.
- Engage with line and staff officers in renewed strategic planning for the next five year period.
- Increase patrol presence on the Minuteman Recreational Path.
- 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.
- Provide professional services to the citizens, while working to minimize the fear and associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Offer programs for women in self-defense education (R.A.D.)
- Expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and home security programs.

Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Community Services (Patrol)				
Robbery	9	7	8	7
Burglary	76	82	86	85
Rapes	9	5	7	5
Motor Vehicle Theft	27	22	23	22
Larceny				
<i>From Building</i>	58	34	48	40
<i>From Motor Vehicle</i>	95	113	117	115
<i>Of Motor Vehicle Parts</i>	10	22	14	15
<i>All others</i>	124	171	132	130
Pickpocket / Purse Snatch	-	5	3	3
Shoplifting	42	26	32	30
Assaults	147	127	140	130
Assault and Battery on a Police Officer	2	7	5	5
Criminal Arrests	189	166	190	180
Criminal Summons	101	106	128	100

Major Accomplishments for 2017

- Empowered our Supervisors to deploy personnel strategically, based upon crime analysis, to target specific crime areas. Also to provide uniformed police patrol 24 hours per day, 365 days per year.
- Sought out and administered grants, working in partnership with the Board of Selectmen, Health and Human Services, Public Works, Fire Department, School, and the local emergency planning committee.
- Expanded our partnerships and efforts to regionalize efforts with local, federal, and state law enforcement agencies. Continued our efforts as part of human trafficking and child exploitation task force. Presented the My Life My Choice Program to help educate our officers about signs and signals of possible child exploitation.

Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Dispatch				
Calls For Service	29,714	28,798	29,542	30,000



Major Accomplishments for 2017 (cont.)

- Updated bicycle fleet with the purchase of two new pedal bicycles to complement our two Polaris Electronic bikes. This allows officers to use the Electronic bikes to cover a wider range, or to use the pedal bikes to target certain areas in town and also enhance their athletic abilities and health in the process. The bicycle fleet is an extremely valuable resource in our efforts to patrol the bike path and recreational parks in town. It also enhances our Community Policing efforts and allows us to more easily engage the community.
- Developed and hosted our second Citizens Police Academy. The program is designed to give citizens a better understanding about law enforcement and how police officers work with the community. The classes in law enforcement provide a way to educate and develop positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and goodwill.
- Through the use of our local and federal partnerships, implemented the use of K9 explosive detection dogs for events involving large groups of people. Partnered with Public Works to include the strategic placement of large trucks to prevent unwanted vehicular traffic that could jeopardize the safety of our citizens.
- Our K9 Officer and Patrol dog completed a 16 week Patrol training program in January and finished a six week program for Narcotics detection in June. They continue their outreach to our local schools and have already had over fifty deployments this year.
- Increased the frequency of patrol supervisory inspections of police details
- The Arlington Police Department continued its participation with Regional Critical Incident Stress Management (CISM) Team. The Greater Boston CISM Team was established to facilitate collaboration among eight departments: Arlington, Belmont, Brookline, Cambridge, Chelsea, Everett, Somerville, and Watertown and for the purpose of supporting the officers within these departments. The Team is a resource of specially trained officers who serve as peer support and provide peer counseling to officers who have experienced a traumatic event or may be affected by a loss. These officers received additional advanced training this year. They have been activated over 12 times this year.

Major Accomplishments for 2017 (cont.)

- Planned and managed several large events including: Arlington Civics Day in March, Senator Donnelly's Wake in April, The Patriots Day Parade in April, K9 Dasty Memorial in August, St. Athanasius Greek Church Protests, Town Night and Town Day in September, and the Veteran's Day Parade in November.
- Investigated graffiti related incidents and followed through with By-Law 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.
- Partnered with multiple agencies through the Juvenile Detention Alternatives Initiative Collaboration (JDAI) , to seek solutions for an inordinate amount of police resources being used to respond to emergency situations and missing/runaway youths at Germaine Lawrence/Youth Villages and other group homes in Arlington. It involves a partnership with several stakeholders, including the Department of Children and Families, Youth Villages, and the Arlington Police Department.



FY2019 Objectives

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

- Maintain recently awarded re-accreditation status in compliance with criteria set forth 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.
- Conduct internal affairs investigations and professional standards reviews as needed.
- Remain committed to early intervention with the goal of reducing 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 2017

- Achieved full state re-accreditation status from the Massachusetts Police Accreditation Commission (MPAC) through a self-initiated evaluation process by which police departments strive to meet and maintain the highest standards of law enforcement practice.
- Steadfast commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community. Overdose deaths have been significantly reduced.
- 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.



FY2019 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, prevent, and address High Risk Domestic Violence situations by working with our partners and stakeholders in the Towns' FIRSTSTEP Program and our regional partners at the Cambridge Arlington Belmont High Risk Assessment Team (CABHART).
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the Department's online report writing system.
- Schedule more frequent criminal investigative briefings with inspectors to enhance productivity and information sharing.
- Complete the ALICE (Alert-Lockdown-Inform-Counter-Evacuate) training for the St. Agnes Community.
- Identify and obtain training for Inspectors to stay up to date with the most current technology available to assist with the identification and prosecution of criminal offenders.
- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal motor vehicle citations, and 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.
- Implementation of the Massachusetts Trial Courts Electronic Application for Criminal Complaint.
- Address controlled substance drug abuse. This includes assigning Inspectors to both the Drug Enforcement Agency (DEA) at the Federal level, and the Suburban Middlesex Drug Task Force (SMCDTF) at the local level.

FY2019 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 Communities for Restorative Justice (C4RJ) 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

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Licenses to Carry/FID	161	165	221	250
Missing Persons Investigations	455	439	400	400
Domestic Violence	217	333	295	300
Criminal Investigations	1,417	1,370	1,428	1,500
Level 2 & 3 registered Sex Offenders monitored	16	16	19	19



Major Accomplishments for 2017

- Handled over 1,500 criminal investigations.
- Provided training to the various adolescent group homes to assist with the filing of internet based missing person reports.
- Followed up on over 450 missing person reports filed by various adolescent group homes.
- Conducted spring and fall ALICE Drills at the public schools in town, and began the preliminary training for the implementation of ALICE within the St. Agnes Community.
- Completed the auditing and administration of the Sex Offender Registry for the Town.
- The Family Service Inspector investigated over 250 domestic violence related incidents.
- Conducted Alcohol Compliance Checks at all of the various restaurants and liquor store establishments that have licenses to serve alcohol, with participation from the Arlington Youth Health and Safety Coalition.
- Participated in the destruction of over 900 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Police Prosecutors attended training to use the Massachusetts Trial Court Application for Criminal Complaints.



FY2019 Objectives

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

- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number and severity of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- Increase parking enforcement in the business districts to ensure vehicle turnover.
- Work with and support the Town Manager's Office and The Board of Selectmen's Office with parking, traffic, and other quality of life issues affecting the community.
- Work with the Engineering Department and public and private utility companies to require approved traffic safety plans around all work zones as part of the permitting process.
- Work in conjunction with the School Department and its Human Resources staff to oversee the Traffic Supervisors and to address safety issues around all elementary, middle, and high schools.
- Seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security.
- Continue to work with the Transportation Advisory Committee (TAC) on various transportation related projects.
- Help develop a Traffic Demand Management Plan (TDM) for the soon to be re-opened Lesley Ellis and Gibbs Schools in East Arlington
- Use the available speed awareness monitors as a traffic calming measure.

FY19 Objectives, cont.

- Continue to collect traffic data, including vehicle speeds, volume, and/or classification as requested.
- Maintain collaborations with outside agencies such as MassDOT (Safe Routes to Schools, Highway Safety Division, etc.) and AAA.
- Maintain, purchase, and arrange for the repair and calibrations of all radar and LIDAR units.
- Expand the School Safety Patrol Program to more elementary schools.
- Continue community outreach on all traffic related matters.

Performance / Workload Indicators

Traffic	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Hackney Licenses Issued New	26	33	42	35
Parking Violators	12,705	12,466	13,661	14,000
Moving Violations	2,572	1,923	2,634	2,500



Major Accomplishments for 2017

- Obtained Town Meeting approval to establish a Parking Benefits District in Arlington Center. This will allow significant portions of the funds collected from the recently installed street meters to be directly allocated toward improving travel and the quality of life in Arlington Center. Current projects under consideration for the first phase of improvements include the redesign of the Russell Common Municipal Lot as well as adding benches, bicycle racks, new trash receptacles.
- Significant progress was also made with the design of the Lake Street bike path traffic signal. Two well-attended public meetings were held at Town Hall to present and receive comments at both the 25% and 75% design levels.
- Proposed changes were accepted to remove the confusing Pedestrian Hybrid Beacon that was installed at Mass. Ave., and Swan Place as part of the Arlington Center Safe Travel Project. It was replaced with a full traffic signal that can be coordinated with the recently upgraded signals at Mass Ave. and Mystic/Pleasant Streets. Additional bicycle signal heads have been added as a result of this review process.
- Hosted a presentation at the Arlington Senior Center on Pedestrian Safety in response to the national increase of senior pedestrian being involved in motor vehicle crashes.
- Hosted the statewide Safe Routes to School Fall Forum
- The Arlington Police Traffic Unit attended the Northeast Transportation Safety Conference in Connecticut.
- Instructed The Citizens Police Academy class on traffic safety rules and regulations.
- Work with AAA on projects such as the School Safety Patrol and testifying at the State House in support of traffic-related bills.
- Supported the Board of Selectmen with numerous activities including special alcohol licensing.



FY2019 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.

- Host rabies vaccination clinics and move to a more easily accessible day and time of the week for residents.
- Work with departments throughout Arlington to promote animal health and safety through educational programs, social media posts, and word of mouth.
- Work with school and young age groups to offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- Develop an improved system to report lost and found pets.
- Seek out and attend animal control, safety, and education training classes to continue to give the highest level of Animal Control to the Town of Arlington.
- 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.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding zoonotic disease, and rabies control.

Major Accomplishments for 2017

- Hosted multiple low cost rabies vaccination clinics for both residents and non-residents. Worked with local veterinarians, the Arlington Board of Health, and volunteers from various organizations.
- Presented safe animal handling techniques and animal education for Boy Scout troops, Girl Scout troops, and children/young adult groups in town.
- Attended "Social Media" meetings with town personnel to advertise Animal Control events through social media outlets and to assist with developing new educational tools for public education with regard to domestic and wild animals.
- Worked with Arlington High School to create an intern position for the Animal Control Department.
- Worked with the Recreation Department and Park and Recreation Commission on dog education for the public and increased signage in the parks.
- Administered assistance programs for low cost or free spay neuter services.
- Completed multiple interviews with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Contributed animal related postings to the Animal Control social media channels to increase awareness, educate, and assist in reuniting lost pets with their owners.
- Accepted invitation to join the Massachusetts Animal Coalition as the sole Animal Control Officer Board member.
- Accepted invitation to join the New England Federation of Humane Societies as the sole Animal Control Officer Advisory Board member.

Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Animal Control				
Animal Complaints	495	843	626	600
Humans Bitten/Scratched by Dogs	6	9	11	10



FY2019 Objectives

- Respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in daily and emergency situations.
- Assist officers with residents who are in need of urgent mental health services.
- Work cooperatively and expand services and relationships with the Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, the Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court clinicians.
- Partner with Arlington's 43+ group homes and build on relationships, offering support and resources.
- Provide training to outside agencies on mental health issues.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, and outside referrals to hospital emergency departments as needed.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- The Hoarding Response Team will provide our multi-agency HRT program presentation when invited by other towns and organizations to share what we have learned and created.
- Recruit, hire, and train a part time jail diversion clinician to assist the department with all calls involving mental health, substance abuse, and related issues.
- 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 Addiction Community Training and Support (ACTS) monthly meetings and special events.

Major Accomplishments for 2017

- Extended access to Naloxone to substance users and families.
- Trained community members and dispensed Naloxone.
- Provided substance users with options for addiction treatment and resources for medicated assisted treatment.
- Presented The Arlington Opiate Outreach Model in Washington DC at The Comprehensive Addiction and Recovery Act (CARA) Implementation Conference.
- Reduced the number of opiate overdose deaths.
- Reduced the incidents of over-prescribing pharmaceutical opiates by medical doctors and dentists.
- Expanded the frequency of community prescription drug take back days and partnered with other town agencies to collect unused or unwanted prescriptions from homes.
- Shared our program with over 80 other police departments in multiple states.
- Hosted walk-in hours for treatment and Naloxone.
- Was awarded Jail Diversion and Mental health Clinician of the year for exemplary work collaborating with law enforcement by Department of Mental Health and at the annual Law Enforcement Conference.
- Partnered with High Intensity Drug Trafficking Area (HIDTA) to join ODMAPP, which is a mapping system that tracks Opiate Overdoses nationwide.



FY2019 Objectives

- Recruit, hire, and train four additional police officers to fill vacancies.
- Expand emergency dispatch technology and training using grant funding and resources.
- Partner with Middlesex County Sheriff's Office to provide advanced firearms training through digital scenarios and simulations.
- Strengthen work zone safety partnerships with Town Engineer's office and public and private contractors for continued accident and injury free work zone safety sites.
- Develop and coordinate our third firearms buyback event with community and law enforcement partners.
- Develop and coordinate a refresher active shooter training for all department members.
- Train and implement ICAT (Integrating communication, assessment and tactics), which takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics and puts them together in an integrated approach.
- Purchase and implement Paramount Emergency Medical Dispatch Software with grant funds to assist dispatchers in quickly determining appropriate codes for each case and providing post-dispatch and pre-arrival instructions.
- Purchase tourniquets for personal carry and train officers in their use while on duty to prevent unnecessary loss of life.
- Partner with Massachusetts State 911 to ensure that all wireless 911 calls are directed to Arlington Public Safety Answering Point to ensure the fastest and most appropriate deployment of resources. Currently, wireless calls are directed to The Essex County Regional Emergency Communications Center.
- Expand social media with more followers by targeting community members, business owners, and school departments (focusing on town events, town sporting events, school events) and by posting more real time pictures.
- Work with a consultant/engineer to better understand the long term plan and goals of the radio infrastructure.

Major Accomplishments for 2017

- Trained all personnel assigned to the Records Room in the 2017 updated Massachusetts Public Records Law and implemented all required changes within the division.
- Processed 38 Solicitor Licenses, 15 Hackney Licenses, and 207 Firearms Licenses.
- Managed hundreds of safety zones with no reported accidents or injuries.
- Trained several officers in ALLERT Active Shooter Response, a 16 hour course designed to prepare the first responded to isolate, neutralize, and distract an active shooting.
- Trained police officers in several specialized training courses including Working with a Transgender Population, Police Officers Response with Autistic Persons, and Behavioral Recognition.
- Expanded our online reporting system to include all group homes in Arlington. This process allows a group home's manager to process a missing person's report online. This permits officers to spend time investigating the report immediately and free up valuable resources.
- Hosted the grand reopening of Arlington Police Headquarters after completing the final phase of renovations. The department welcomed hundreds of visitors for tours, refreshments, and demonstrations.
- Recruited, hired and trained two new Public Safety Dispatchers.
- The hosted the following trainings for participation of our personnel along with police officers from outside agencies and civilians:
 - FBI LEEDA Media Relations
 - Leadership Training for Supervisors
 - Marijuana Training
 - Protective Custody (Alcohol and Drugs)
 - Bicycle Law Training
 - Police Assisted Addiction Recovery Coach Training.
- Partnered with Arlington High School to offer an intern program to senior students who are interested in criminal justice and law enforcement. The program gives students the opportunity to earn school credits while learning all aspects of how the Arlington Police Department functions.



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, 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 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 customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression or line personnel are the 73 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning and the daily maintenance of the Department buildings, apparatus, and equipment.

The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors and citizens. The Training Captain is responsible for all Departmental training both internal and external. He oversees and coordinates company training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory. He serves as the Keeper of Records for the Department. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical Technicians and Paramedics. He is responsible for all EMS licensing, vehicle certification, and inventory of EMS equipment and supplies.

Budget Statement

The Fire department is currently staffed at 79 personnel. It is budgeted for 81 personnel. In FY19 there will be 75 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate 4 retirements FY19.

PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Fire				
Personnel Services	6,929,957	7,019,122	7,027,729	7,157,961
Expenses	447,987	439,900	439,900	439,900
Total	7,377,944	7,459,022	7,467,629	7,597,861

STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Fire				
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



FY2019 Objectives

- Continue to provide ancillary programs such as the Fire Investigation Unit, FIU, Junior Firesetter Intervention Program, JFIP, Vial of Life, and Student Awareness Fire Education, SAFE.
- Follow through with Fire and Life Safety Inspections, with the goal of reaching 100% of occupancies in Town with the exception of 1-4 family homes. Ensure that the process continues on an annual basis.
- Collaborate with Arlington High School to implement a volunteer afterschool program to teach students first aid and CPR.
- Upgrade our portable and mobile radio system to be compliant with new FCC regulations.
- Implement a training program, coordinated by the Fire Prevention Division, using both classroom and hands on training for the components of Fire Protection Systems.
- Increase the use of newly purchased tablets to improve inspections, pre-fire planning, and responses electronically on the street.
- Increase and improve Department readiness for responding to new threats including terrorism, mass casualty and hazardous substances through local and regional training.

Major Accomplishments for 2017

- Researched and designed new water rescue equipment including new boat, ice sled, and protective gear to improve water and ice rescue incidents. Will order with funding from FY18 Capital appropriations.
- Continued to move inspections, fire prevention, hydrant operations (shoveling and testing) and fire pre-plans onto a digital format.
- Inspected all housing in town, with the exception of 1-4 families units, for fire and life safety hazards. Reached 85% inspection rate.
- Expanded our training program to include and utilize surrounding Metro communities for both practical and classroom scenarios.
- Ordered new Fire Engine Pumper to replace aging equipment.
- Took delivery of a Ford F550 Horton Ambulance to replace a 2008 ambulance. The ambulance is outfitted with our first power stretcher, which should prevent patient accidents and reduce staff injuries.
- Training and implementation of new procedures and medications for responses to Opioid overdoses and fentanyl usage.

Performance / Workload Indicators

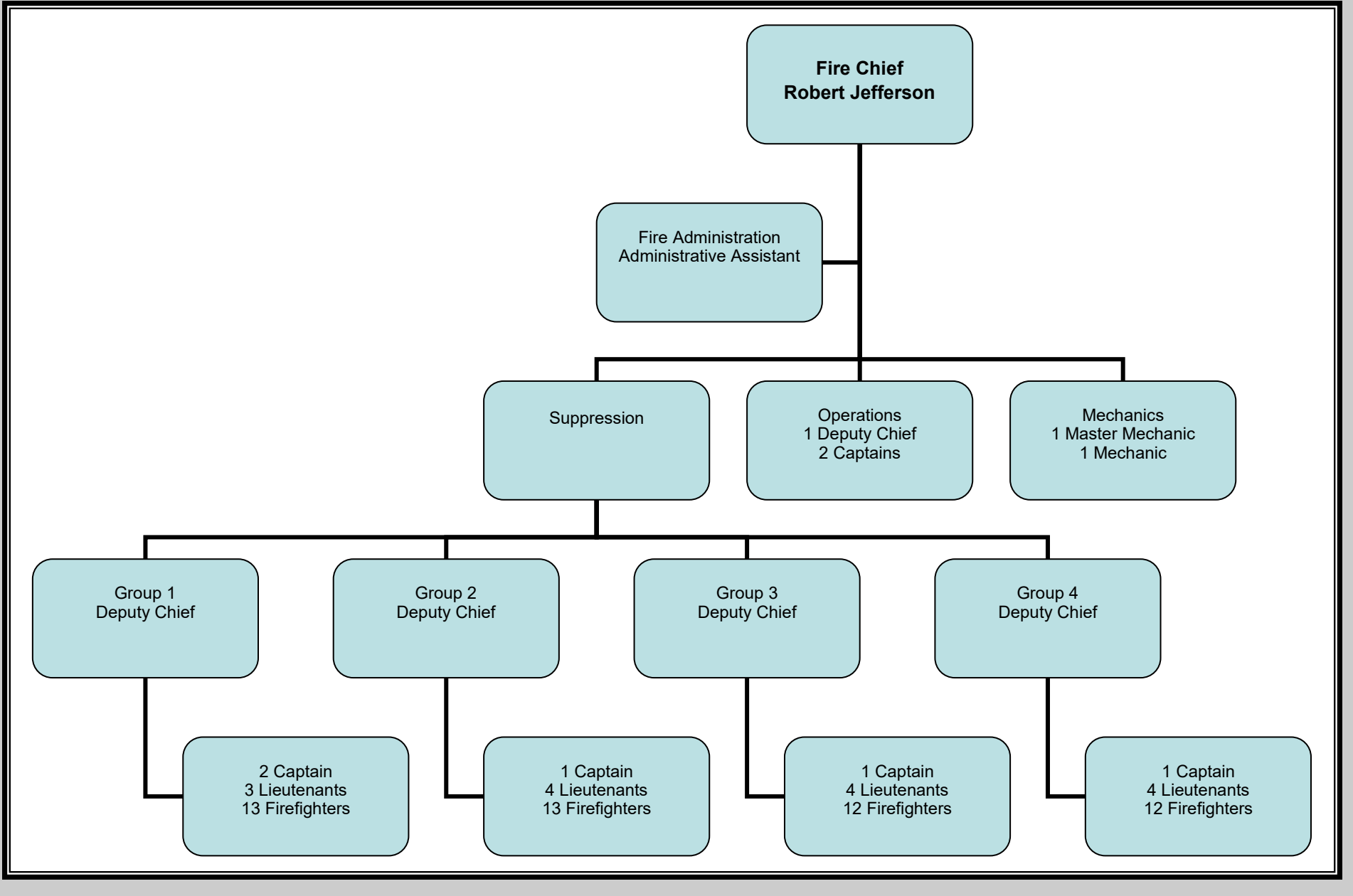
Fire Department	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Emergency Calls	5,175	4,927	5,214	5,127
Rescue Response	2,365	2,768	3,174	3,358
Overlapping Calls	1,368	1,232	1,366	1,301
Private Ambulance ALS/BLS	1,815	2,358	1,278	1,325
Average Response Times	2m 59s	3m 15s	3m 15s	3m 15s
Average Time Rescue Calls	30m 31s	33m 45s	37m 15s	37m 15s
Fire Calls	106	114	92	100
Average Total Time Fire Calls	41m	35m 50s	36m 57s	36m 57s
Dollar Loss Property	8.05 million	7.12 million	13.3 million	12.8 million
SAFE Students Taught	3,015	2,894	3,871	3,800
JFIP Students Counseled	4	5	11	10

Performance / Workload Indicators

Fire Prevention	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Hours of School Fire Drills	29	30	30	30
Hours of Fire Protection Syst. Inspt.	473	437	776	770
Hours Strategic/Tactical Ops Plan.	32	33	34	32
Permits Issued	1,028	1,076	957	1,000
Permits Issued Revenue	\$58,070	\$70,850	\$50,250	\$53,000

Performance / Workload Indicators

Fire Training	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Training Sessions	188	216	252	260
Training Hours	940	1,068	1,260	1,300
Total Attendees	2,068	2,085	3,453	3,500





Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Budget Statement

Inspectional Services has seen a continued rise in activity, and anticipates further growth. With last year's favorable action further regulating construction projects, coupled with joint enforcement of our Vacant Storefront Maintenance Registry, we have added a Local Inspector position adding to our current staff of a Director, one Local Inspector, one Plumbing and Gas Inspector, and one Wiring Inspector.

Major Accomplishments for 2017

- Inspection and issuance of Certificate of Occupancy for newly renovated Stratton School.
- Permit issuance and inspection of MassSave initiatives such as renewable energy sources, window replacement, air sealing, and insulation projects.
- Inspection and issuance of certificate of occupancy for the Thompson School modular classrooms and addition.
- Review and inspected Solarize Arlington and MassSave initiatives.
- Issued permits for 18 new single-family and 5 new two-family home permits.
- Completion of Arizona Ranch rebuild inspections.
- Assisted the ZBA with appeals processes.
- Addressed growing number of public records requests.
- Assisted in zoning recodification and work group startups.
- Implementation of the new "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Performed plan review for the new Tree Bylaw.

PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Inspectional Services				
Personnel Services	403,932	480,066	483,994	487,086
Expenses	11,883	12,000	12,000	12,000
Total	415,815	492,066	495,994	499,086

STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Inspectional Services				
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	4	4	4
Total	5	6	6	6

Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Inspectional Services				
Building	2,616	3,023	2,404	2,681
Plumbing	1,084	931	849	954
Gas	781	707	638	708
Wiring	1,207	1,426	1,210	1,281
Revenues	\$1,315,417	\$1,701,909	\$1,357,309	\$1,458,211

FY2019 Objectives

- Assist Zoning Board of Appeals in its consideration of 40B project.
- Continued participation in the Master Plan Implementation Committee, and the Zoning Bylaw Recodification Committee.
- Take on a leadership role in the Residential Zoning Workgroup.
- Work with the Planning Department to administer the Vacant Storefront Registry Program.
- Permit issuance of anticipated 40B projects at Downing Square.
- Communicate with contractors and homeowners regarding the new "Good Neighbor" bylaw requirements.

