

## ST. LOUIS COUNTY SHERIFF'S OFFICE 2011 BUSINESS PLAN



**Ross Litman, Sheriff**

### VISION

*“The St. Louis County Sheriff’s Office is dedicated to the ethic of protecting and serving the citizens of the County and Region with professionalism and pride.”*

### MISSION STATEMENT

The mission of the St. Louis County Sheriff’s Office is to work in partnership with the community, other County departments, and other governmental units to provide enhanced, high quality, and cost effective public safety services through innovation, leadership, cooperation and the strength of our dedicated people.

## **THE SHERIFF'S OFFICE NINE AGENCIES**

The Sheriff's Office consists of nine agencies or divisions: Sheriff, Boat & Water Safety, Medical Examiner, Homeland Security/Emergency Management, Rescue Squad, Law Enforcement Services, Emergency Communications, Radio Maintenance, and Jail:

### **I. Sheriff**

The Sheriff's Agency has five sub-divisions: administration, patrol, investigations, civil/warrants, and court security.

#### **1. Administration**

Management, planning, and budgeting for the Sheriff's Agencies. Grant writing, County Board letters and resolutions, and financial reporting and audit preparation. New employee recruiting, background investigations, and training. Records management for the entire Sheriff's Office operations. Oversight of the Sheriff's Office locations within the Duluth, Hibbing, and Virginia regions receiving law enforcement services from the Sheriff.

#### **2. Patrol**

24/7 response to calls for service and emergencies throughout the unincorporated areas of St. Louis County. Traffic enforcement, service of court papers and warrants, proactive patrol and prevention of crime. Utilization of law enforcement canines for apprehension of criminals and drug interdiction. Arrest of criminals and emergency assistance to those in need.

#### **3. Investigations**

Follow-up of initial crime complaints to ensure prosecution when applicable. Use of technologies such as APHIS for crime/print analysis and suspect identification. Specialized investigative technique for computer crime and investigation of criminal sexual conduct. Management of property room and photo lab for evidence purposes.

#### **4. Civil/Warrants/Transportation**

Service of civil papers per statutory requirement. Arrest of persons for warrants issued by the Court. Transportation of inmates to the State Department of Corrections, other regional jails, and civil commitments. Transport and safekeeping of inmates making appearance in Court.

## **5. Court Security**

Provide order and security for the staff, Judges, and public within Courthouses located in Duluth, Hibbing , and Virginia.

## **II. Boat & Water Safety**

The Boat & Water Safety Agency has two business lines: buoying on several lakes and boat & water enforcement, training, and accident response.

### **1. Buoying**

St. Louis County works closely with a County designated private contractor for buoying services on Lake Vermillion, Burntside Lake, and Shagawa to ensure hazard/channel markings to improve watercraft navigation and safety. Currently 290 buoys are place in these designated lakes as a service to area boaters. Buoying services and supplies are funded via County Levy.

### **2. Boat & Water enforcement, training, and accident response**

St. Louis County Sheriff, under Minnesota Rules Chapter 86B.105 is the primary law enforcement agency responsible for search, rescue, patrol, and inspection of watercraft on the lakes, streams and rivers in St. Louis County. Deputies and Rescue Squad personnel participate in search and recovery of drowning victims. Deputies participate in watercraft enforcement patrols throughout the County on grant-paid overtime projects. Boats and supplies funded for search/recovery/rescue and enforcement are funded via the State of Minnesota Boat and Water Safety Grant. Cutting-edge technologies for underwater search and recovery are also utilized, such as side scan sonar systems, underwater robotics, scanning sonars, and multi-beam sonars. Rescue Squad Personnel and Deputies provide public education talks and displays on water safety as well as training for outside agencies on drowning recovery technique.



### **III. Medical Examiner**

The Medical Examiner Agency has one business line: to provide a high level professional service to law enforcement, medical and private communities. St. Louis County currently contracts this service to Dr. Thomas Uncini of Lakeland Pathology, Hibbing Minnesota, who oversees a team of Medical Examiners and field investigators.

### **IV. Homeland Security/Emergency Management**

The Emergency Management Agency has one business line: to protect lives, property and environment from natural and/or manmade disasters through preparation, mitigation, response and recovery. This division is tasked with acquiring grants that best serve the public safety needs of the region. The Emergency Services Coordinator for St. Louis County currently serves as chair of the Association of Minnesota Emergency Managers, is involved with the Area Maritime Security Committee for the Duluth/Superior Harbor, serves on the Regional Radio Board, among other duties. This outward-based approach has forged partnerships vital to emergency and disaster response and has positioned the County more favorably to receive much needed grants for communications equipment, emergency preparedness, and disaster mitigation.

### **V. Rescue Squad**

The Rescue Squad Agency has one business line: to enhance the Sheriff's ability to effectively respond to emergencies and disasters throughout St. Louis County and wherever assistance may be requested. With 64 members assigned north and south, Rescue Squad personnel volunteer approximately 25,000 hours annually to calls for service such as lost persons and water emergencies, training, accident response, and countless other duties. Additionally, the Rescue Squad provides training for other agencies within and outside of the County on Search and Rescue Subjects, and actively provides talks and displays on these topics to the public.

### **VI. Law Enforcement Services**

The Law Enforcement Services Agency has one business line: providing law enforcement services on a contractual basis for the cities of Aurora, Mountain Iron, Buhl/ Kinney, and Tower. The Sheriff's office receives payment for patrol coverage and associated costs for this additional service and staffing requirement. This arrangement provides a focused level of law enforcement and more outreach and visibility to communities that otherwise would have difficulty maintaining their own police presence.

## **VII. Emergency Communications**

The Emergency Communications Agency has one business line: To provide the public with competent, timely and effective emergency and non-emergency public safety communication services. Two communications centers are operated within St. Louis County: One in Duluth and the other in Virginia. These centers receive 911 calls for emergencies and public calls for service twenty-four hours per day, seven days per week. Communications Specialists interface with the public and provide radio dispatch service to police, fire, and emergency personnel to ensure that the right agency responds to an emergency as quickly as possible.

## **VIII. Radio Maintenance**

The Radio Maintenance Agency has one business line: To improve and maintain the radio communications infrastructure in St. Louis County. Radio Maintenance Technicians install and repair squad mounted and handheld radios for public safety entities. They also ensure that the remote radio tower sites, computer-aided dispatch systems, and associated hardware are operating and functional. A recent agreement has allowed for the Radio Maintenance division to provide equipment installation and repair service to Lake County. This arrangement provides quality cost effective service to Lake County while providing a revenue source for St. Louis County.

## **IX. Jail**

The Jail Agency has one business line: To provide a safe, secure and professionally operated prisoner housing facility. The Sheriff and Jail Administrator oversee a 197 bed jail in Duluth as well as two 72 hour lockup facilities on the Range: The Hibbing lockup can accommodate 8 inmates and the Virginia lockup can hold 12 inmates. These facilities consistently exceed Department of Corrections requirements and attempt to meet the growing needs of the State Court, Department of Corrections, Public Defender's Office, County Attorneys Office, and other area stakeholders.



## FINANCIAL INFORMATION

The financial information for the Sheriff's Office is presented in the following charts in Agency format. For purposes of avoiding "spikes" in the data, there are no grant budgets included in the Sheriff's Agency budget.

The following chart (1-1) shows the percentage of the total budget (less Sheriff's grants), by agency within the Sheriff's Office. Please note that the Boat and Water Agency budget appears as 0% because it is only .0045 of the total budget.

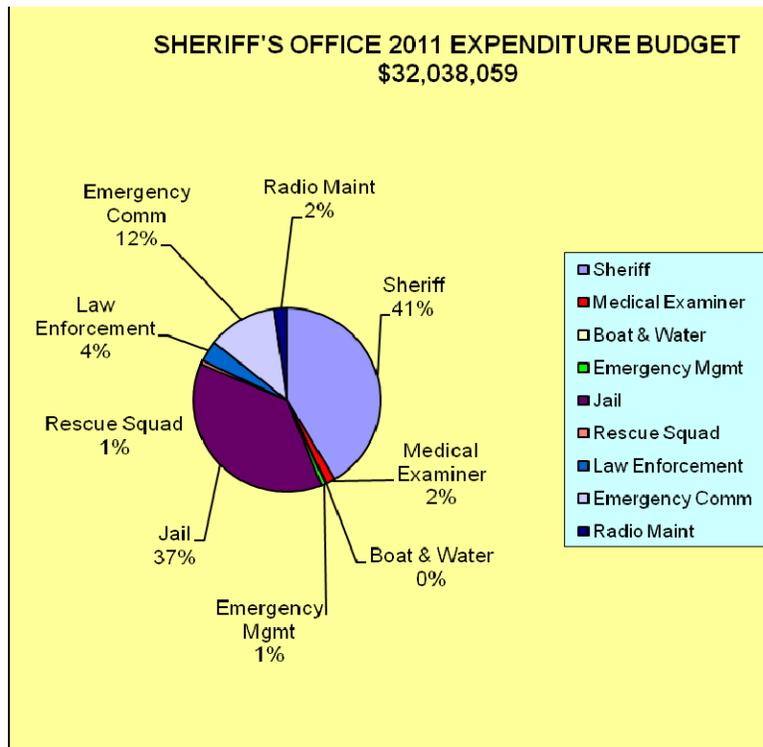
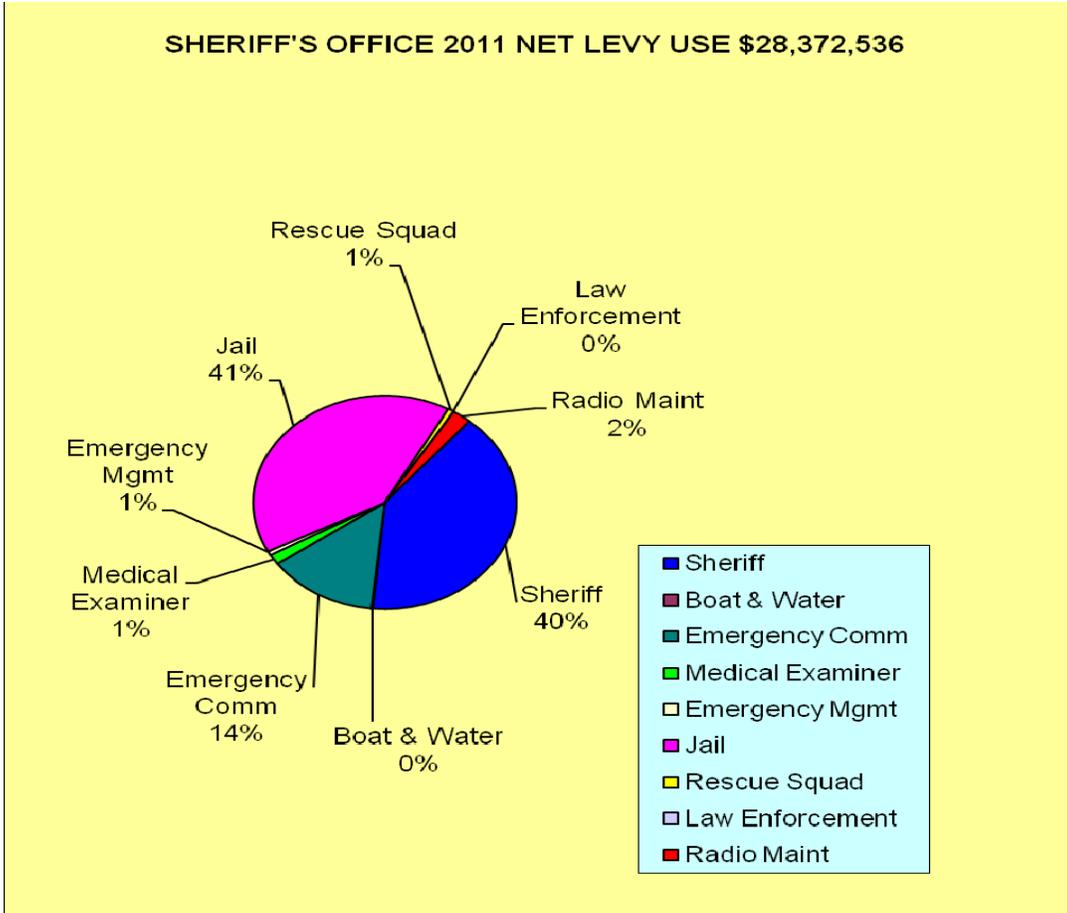


Figure 1-1

The following chart (1-2) shows the percentage of the total levy by agency within the Sheriff's Office. Please note that the Law Enforcement Agency does not use levy as those costs are totally reimbursed by the cities to which the services are provided. The Boat and Water Agency, again, has 0%, because it's use of the total Sheriff's levy is .0015.

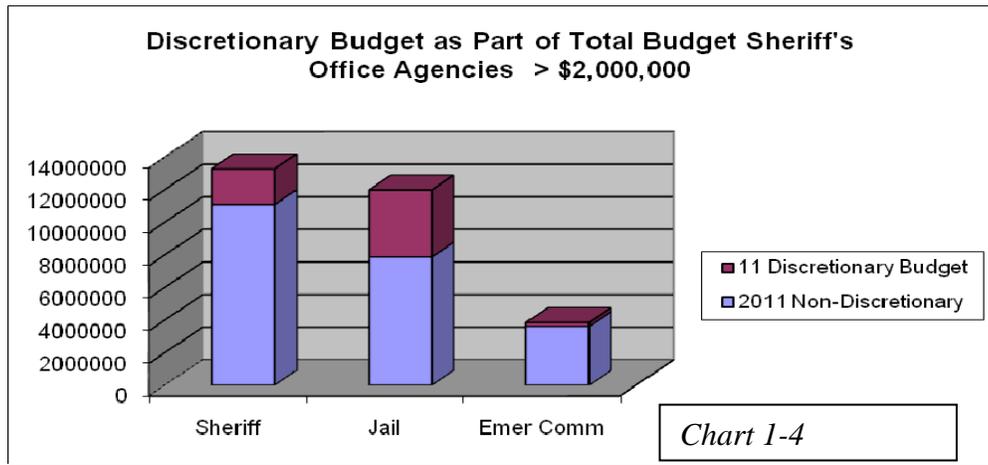
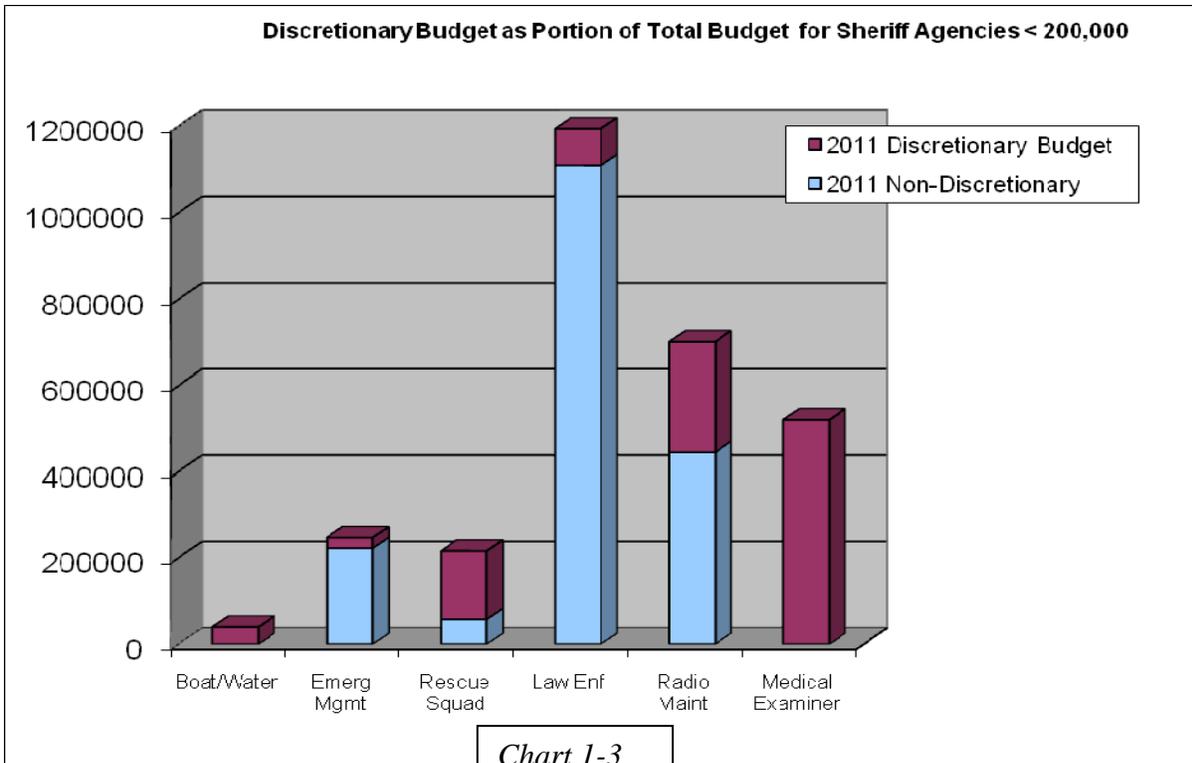


*Chart 1-2*

The next two charts (1-3 and 1-4) depict the amount of discretionary operating budget in relation to the total agency budget for 2011. The data is divided into two charts; those agencies with budgets less than one million dollars, and those with larger budgets.

The various agencies have differing percentages of discretionary budget to total budget. For example, the Medical Examiner budget is 100% discretionary because it holds only professional service costs, and no assigned personnel and capital budgets. The Jail's discretionary budget is 33.3% of its total budget because that area of the budget includes per diem, prisoner medical, and jail food budgets. On the other hand, the Emergency Communications discretionary budget is only 3.2% of its entire budget.

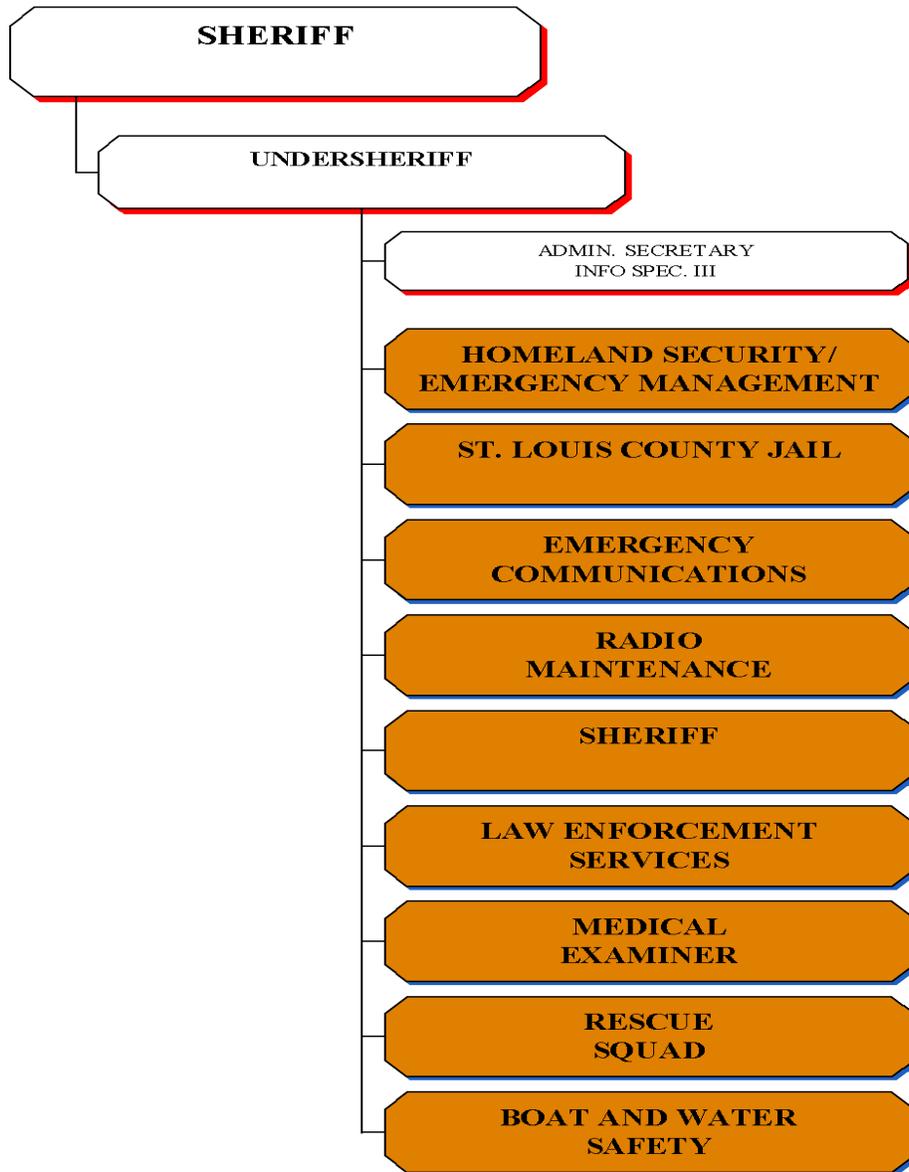
The important factor is, when a levy decrease is mandated by the Board, that decrease, unless there are layoffs will most likely mean a reduction in the discretionary operating budget.



## St. Louis County Sheriff's Office Organization Charts

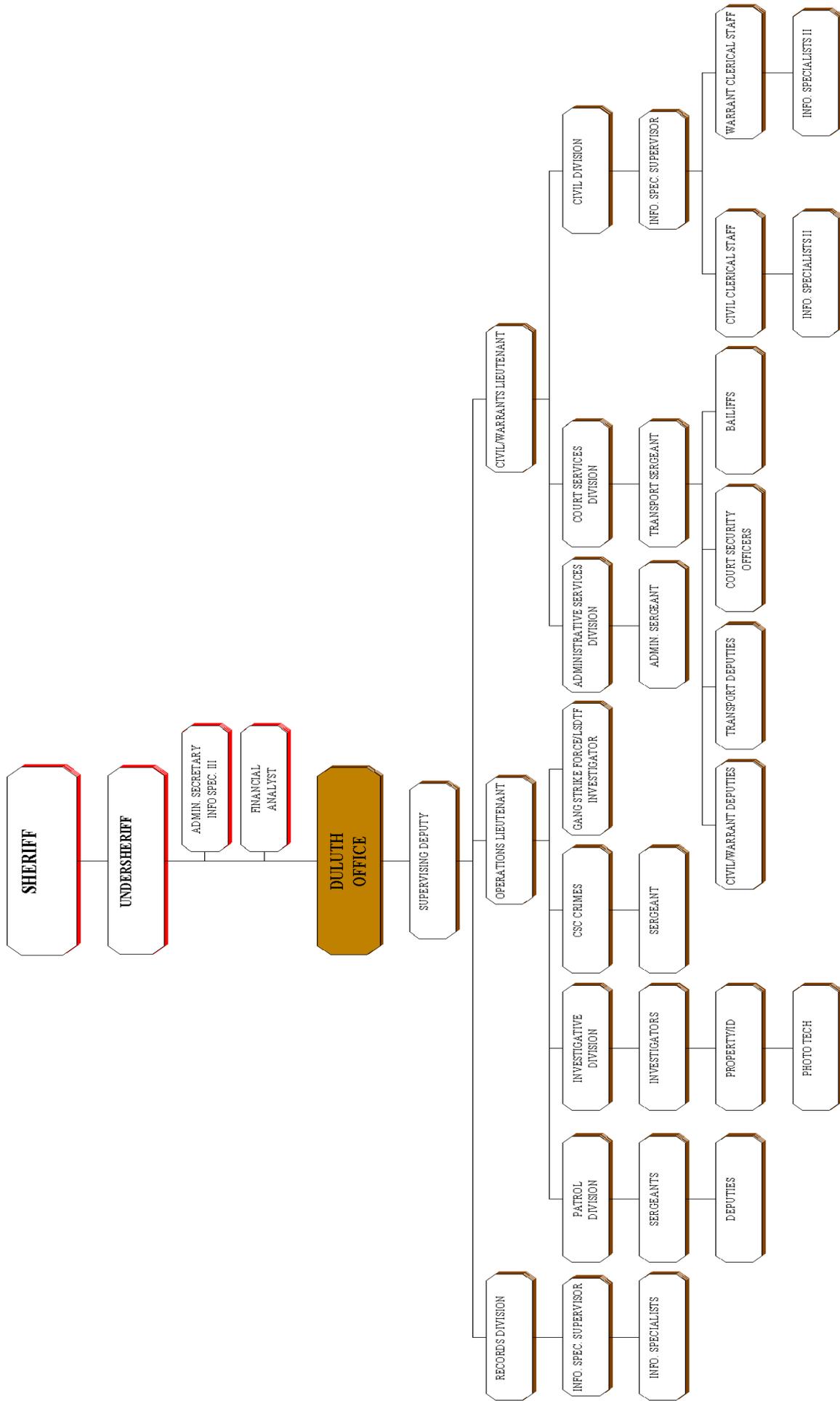
The following charts depict the structure of the Sheriff's Office. First, the nine budgeted agencies assigned to the Sheriff:

### St. Louis County Sheriff's Office Updated 1/4/2011

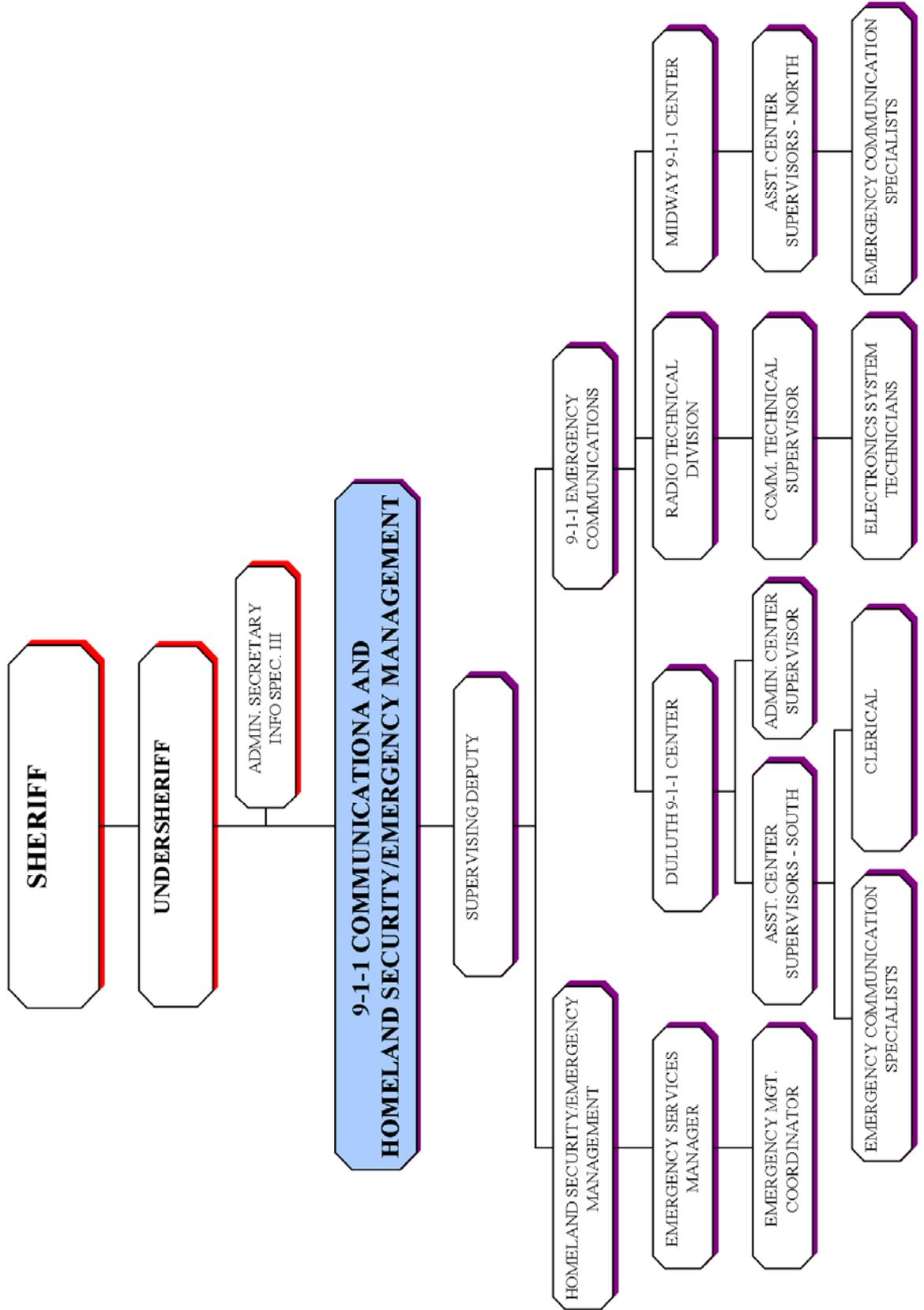




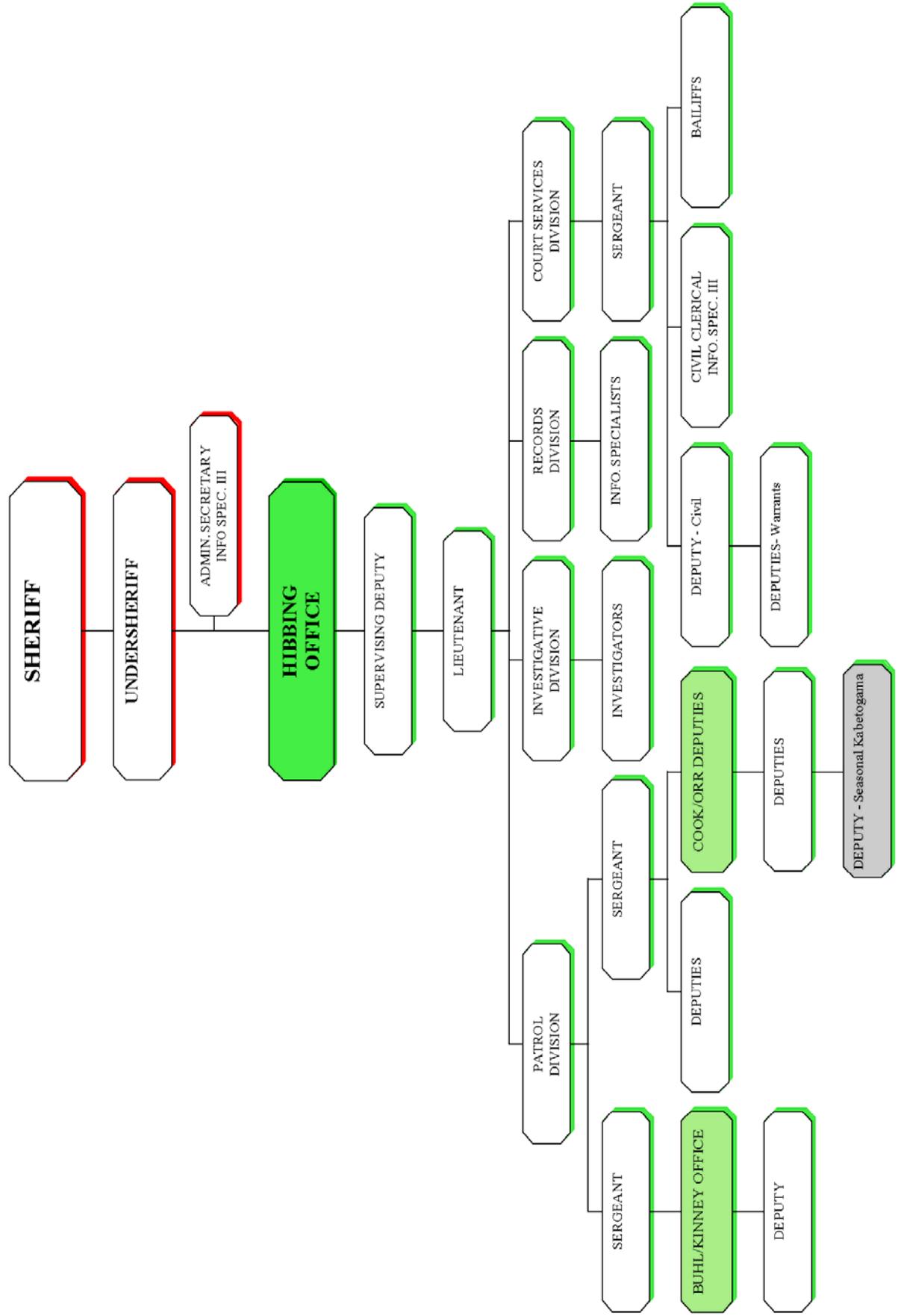
St. Louis County Sheriff's Office  
 Updated 1/4/2011



St. Louis County Sheriff's Office  
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St. Louis County Sheriff's Office  
Updated 1/4/2011





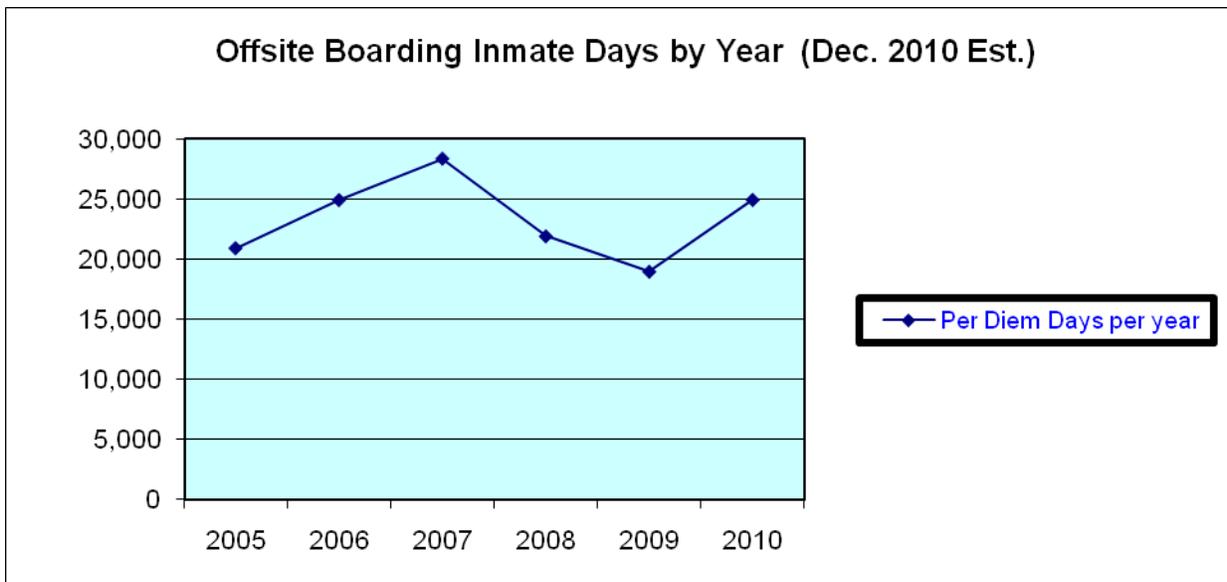
### Significant Trends and Changes

The following external environment issues will impact the various agencies within the Sheriff's Office:

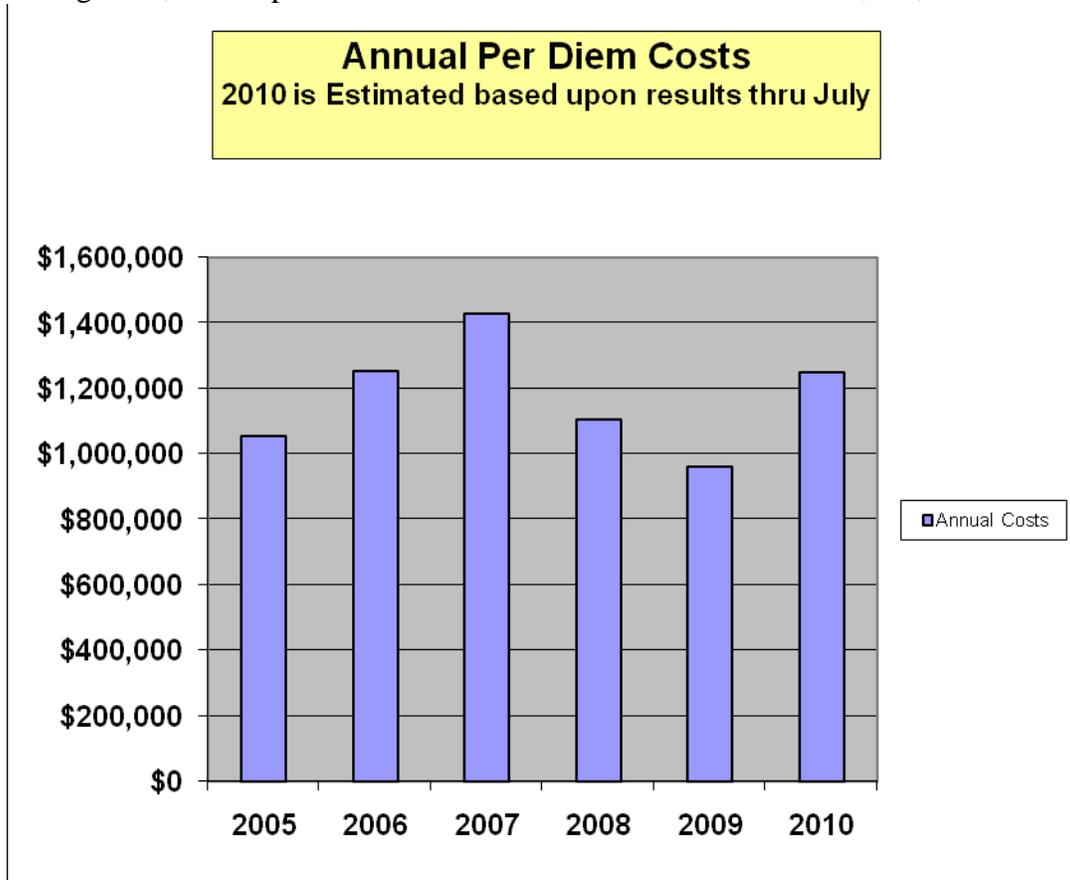
**Jail Per Deims:** The cost of housing prisoners off-site has fluctuated, but remains as a significant burden to the Sheriff's Jail budget. Although the Sheriff's Office and Jail Administration continually strive to keep costs down, the raw numbers of inmates infused into the County Jail is completely beyond the control of the Sheriff's Office. As prisoners are remanded to the custody of the Sheriff, there are external factors that control inmate placement as well as the disposition of a particular inmate's case.

Recent State cuts to the Public Defender's budget have caused a backlog in cases able to go to trial, since there may be no public defender available. Resources that the courts use to assess inmate mental competence are lacking, thus causing additional delays in the system. As bed space for mental health placement continues to decline in the region, the Jail may feel additional strain as the resultant behavior of untreated mental illnesses may lead to criminal or violent acts.

The responsibility of the Sheriff to take custody of inmates does not change, however, and with only 187 jail beds in Duluth, 12 in Hibbing, and 14 in Virginia, the need to lodge inmates outside of the County remains:



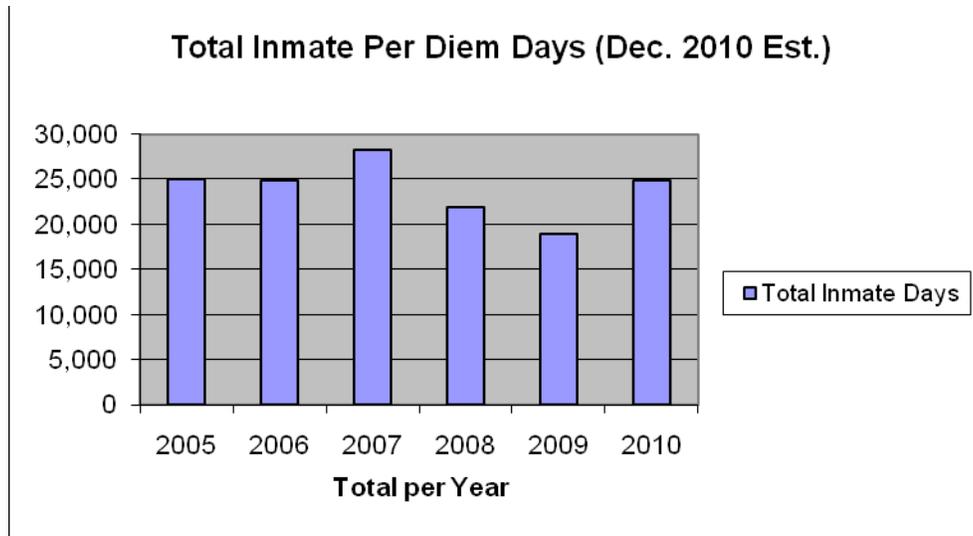
A newly formed Criminal Justice Coordinating Committee comprised of members from all areas of the criminal justice system in St. Louis County is addressing issues related to inmates lodged in the County jail and possible systemic solutions to the overcrowding issues. As can be seen in the following table, annual per diem costs continue to fluctuate around \$1,000,000 annually:



The National Institute of Corrections, Jail Division from the U.S. Department of Justice recently conducted a study of the County’s criminal justice system and presented the following conclusions relating specifically to the County:

- a. The County has already implemented all of the best practices that are normally found lacking in systems NIC studies.
- b. The County needs more beds and should consider a feasibility study for a facility on the Range. The Sheriff will request this study in 2007 to prepare for a bonding request in 2009.
- c. NIC consultants recommend the addition of a mental health screening and assessment component for inmates prior to release, since nationally this has greatly reduced recidivism.

Although the NIC study placed current actions by the Sheriff’s Office in the 95<sup>th</sup> percentile for inmate reduction strategies, the baseline conclusion was “*your box (jail) is too small*”.



There is an ever increasing need and opportunity to be part of the establishment and enhancement of local governmental and even State-wide infrastructures for emergency and enhanced communication systems, criminal justice information systems, an automated fingerprint identification system, port and border homeland security, etc., that are often funded through Homeland Security Grants and do not impact levy.

**AFIS (Automated Fingerprint Identification System)** The AFIS system is a joint effort with the State of Minnesota, Bureau of Criminal Apprehension, and the states of North and South Dakota. St. Louis County's portion of this project is funded with a \$5.2 million Federal grant that is disbursed through the State of Minnesota Homeland Security Department. The AFIS system is a powerful, state-of-the-art finger print system that can check a print against over 4 million records in a matter of a few seconds. It has also proven to be a highly successful example of intergovernmental cooperation.

An example of modernizing and regionalizing a shared approach to information management is the success of the **NEMESIS (Northeast Minnesota Enforcement Safety Information System)** project. NEMESIS is designed to provide shared/integrated resources for regional public safety agencies to track information regarding suspects, incidents, and cases throughout the criminal justice system. NEMESIS connects local and statewide criminal and court systems to strengthen public safety in Minnesota. This project currently includes the six Northeast Minnesota counties of Carlton, Cook, Koochiching, Lake, Pine, and St. Louis. Components of NEMESIS include:

1. **Shield** is a regional law enforcement record system that enables multi-jurisdictional sharing of criminal record information.
2. **CAD** system (Computer-Aided Dispatch system) is another example of a system that enables regional sharing of data and communication.
3. The **JMS** (Jail Management System) also provides regional sharing of information. All three of the systems, Shield, CAD, and JMS can share data with each other and all three are multi-governmental.

4. Prosecution Management System (**Damian**) provides case sharing capacity between County Attorneys, Courts, and the Criminal Justice System

**Unfunded mandates from the State of Minnesota can negatively impact Sheriff's cost of operations.** Changes in laws such as the Permit-to-Carry issue, which mandate services that may not be fully covered by the attached revenues.

**Volatile prices on necessary items can have a negative effect on the Sheriff's budget.** For example:

1. The dramatic increase world-wide in the per barrel price of oil and it's impact locally on the County and Sheriff's financial situation. Analysts report the exploding economies of India and China have greatly impacted the price and availability of fuel. A retired Shell Oil executive has predicted \$5.00 per gallon gasoline in 2012.
2. The double-digit increases in the cost of both employee and inmate medical insurance.
3. The increased costs of ammunition and safety equipment such as bullet-proof vests. These increases and availability problems are, according to suppliers, related to world-wide military deployments.

### **The Impact of Grants:**

The Sheriff's Office, like most public safety agencies, has become very reliant on grants as a means of surviving extremely difficult economic times. Although the State of Minnesota has consistently administered and awarded grants, the impact of grant awarding on the Federal side remains nebulous. As of the time of this writing we are still awaiting final award notification and contracts for the 2008, 2009, and 2010 Port Security Grants. These funds are needed for purchase of microwave communications equipment, end-user radio equipment, a command vehicle, and sonar equipment. There is no communication from the Federal Homeland Security agency whose grant administration side demands deadlines of our staff, but is unable to meet their own deadlines.

The Sheriff's Office was able to provide one FTE Deputy Sheriff position to work with the St. Louis County ISD 2142 School District as a School Resource Officer. This position had been funded by a Federal COPS grant and was a great success for the schools, students, and community. During the latest round of COPS grants, the Sheriff's Office was not awarded a grant which would have sustained this position. The Minnesota Sheriff's Association and the National Sheriff's Association have made it known their displeasure at the COPS grant award process, which apparently heavily favored cities nationwide, at the cost of Counties and Sheriff's Offices.

Initial allocations for the 2010 Operation Stonegarden grants had been forecast to be high for the Northern border regions, and we had planned accordingly. This Federal grant, administered by the Department of Homeland Security and the US Border Patrol, has been successfully utilized

by the Sheriff's Office for equipment and shift/staffing coverage. Drastic reductions have been made to the Northern border allocations and these funds have been re-directed to the United States/Mexico border. Again, the impact of national and border events affect Sheriff's operations on the local level.

World events have also taken their toll in local staffing and coverage as military reservists and National Guard units are called to active duty. This continues to impact Jail, Patrol, and Investigations coverage.

### **INTERNAL FACTORS**

The following internal factors affect or may affect the quantity and quality of service the Sheriff's Office is able to deliver.

A cut in the sheriff's levy amount is the most important internal factor to have a negative impact on the activities of the Sheriff's Office agencies. As shown in the Financial Section of this report, the amount of discretionary operating budget is quite small compared to the overall budget. Any budgetary cuts will likely further reduce this portion of the budget.

The desire of the County Board and Administration to hold levy increase at less than 1% in light of increased applied costs to the Sheriff's Office will be cause for difficult decisions to be made in levels of service, service locations, and staffing considerations. We are constantly analyzing better business practices, cost-saving measures, and scenarios that provide opportunities throughout all of the Sheriff's divisions.

### **SUCESSES and ACHIEVEMENT**

**New Sallyport – Duluth:** The Sheriff's Office is pleased to have recently opened a new sallyport at the Duluth Courthouse. The problem of inmates being escorted outside has posed a significant security threat to staff and the public for decades. The Sheriff's Office staff is grateful to the County Board for supporting this project in spite of difficult economic times. This project will have untold dividends in safety and security in the years to come.

**Courthouse Remodel – Duluth:** In addition to the sallyport project, the Sheriff's Office is also very excited about the remodel of the first floor of the Courthouse. This project ties into the new sallyport with secure access to a new arraignment courtroom with many security enhancements. The plan also ties into a secure elevator for movement of prisoners into the upper level court

rooms. The remodel project increases building health and efficiency, while increasing the security of staff and the public, and providing a new work atmosphere that has been needed for a long time.

**Joint Duluth-Police/ Sheriff's Office Public Safety Building:** The City of Duluth and St. Louis County have partnered in the construction of a new police department building at the site of the Sheriff's Public Safety Building in Duluth. This project integrates shared service opportunities for both agencies, integrated records divisions, shared training space among other things. The Sheriff and Chief of Police believe that this sharing of space and the resultant continuous contact of staff will undoubtedly enhance agency relationships and increase the sharing of information, investigative data, and the solving of crime for both agencies.

**NEMESIS:** The Northeast Minnesota Enforcement Safety Information Sharing partnership continues to grow and is a living demonstration of multi-agency cooperation and data gathering used to fight crime. The components of NEMESIS include a Jail Management System, Records Management System, Prosecutor module, and Computer Aided Dispatch system.

**911 Staffing and Enhancements:** A "mid-layer" has been added to the management of the 911 centers in Virginia and Duluth- this had been identified in the Sheriff's previous business plan as a needed staffing/management tool. A GIS specialist has also been added to the 911 staff and has proven vital already, since 911 software and addressing is very reliant on spatial/mapping data. Improvements and enhancements continue to be made to the computer-aided dispatch software and the module's ability to tie into other NEMESIS functions.

**ARMER: Allied Radio Matrix Emergency Response Network.** The County Board has given it's support to the transition of St. Louis County Radio Systems to the Statewide ARMER system. Mandates from the FCC have made the narrow-banding of VHF systems mandatory with additional narrowbanding expected within 10-15 years. The State of Minnesota has provided an opportunity for the County to instead partner with the ARMER system. The State will operate and maintain tower sites and it is expected that participation in ARMER will open up grant opportunities that will help off-set local costs for this transition. On a macro-level, the transition to ARMER provided clear and reliable public safety communications for police, fire, and rescue agencies who can use their radios statewide for whatever emergencies may come.

## **WHAT DO WE WANT TO ACHIEVE AND HOW?**

### **SHERIFF'S OFFICE VISION**

*"The St. Louis County Sheriff's Office is dedicated to the ethic of protecting and serving the citizens of the County and Region with professionalism and pride."*

### **WORKFORCE NEEDS:**

New employees must be people with good computer skills. Accuracy and understanding is essential as intergovernmental entering and sharing of data through complicated electronic systems for criminal records, etc. progresses.

Over the years there has been a definite decline in the number of applicants testing for Deputy Sheriff positions. Continued effort needs to be made in how St. Louis County recruits and attracts viable candidates for these positions. We are in competition with law enforcement agencies throughout the State and thus, should be mindful of comparative wage and benefit packages that will attract and retain excellent personnel. New strategies and processes used by Employee Relations have sped up the promotional and hiring processes and is greatly appreciated

### **TECHNOLOGY**

We will endeavor to keep up with technological improvements in communications, law enforcement, and information capture and distribution.

The Sheriff will continue to build upon the success of regional projects such as NEMESIS, APHIS, ARMER radio system, and other information sharing projects by continuing to research and develop new ways of doing business. We must continue to provide staff with functional technologies that are reliable and help conduct business better.

### **SPACE PLAN**

1. North Rescue Squad Building and Storage: The need exists for new meeting area and storage for the Rescue Squad. This facility is needed to replace an aging building in Cook that is in poor repair and does not best fit the response profile of the Rescue Squad.
2. Joint Firearms Range (North): Hibbing Community College has expressed interest in partnering with the Sheriff's Office in the construction of a firearms range for use in law enforcement training. There are no designated law enforcement firearms ranges on the Iron Range and Deputies and students in HCC must use private gun clubs.
3. Virginia Courthouse Expansion/Remodel: The County Board has once again supported the space needs of the Sheriff's Office with the proposed renovation and

expansion of the Virginia Court House. This will effectively remove Sheriff's Office staff from the basement of the Courthouse and provide an efficient and public-friendly environment that is conducive to law enforcement operations. This project is still in the development phase.

## **FINANCE PLAN**

### **Statutory Responsibilities**

The statutory responsibilities of the Sheriff include promoting a safe environment for citizens of St. Louis County to live, work and recreate. The following statutory items meet several of the core organizational priorities as defined by the County Board:

Public Safety statutory responsibilities are addressed by providing Emergency Management planning and services to maintain public safety during broad emergency situations. Core Organizational goals include an effective government, a healthy ecosystem, a healthy local economy, and the health and well-being of the citizens.

The St. Louis County Jail contributes toward providing a safe environment for the citizens of the County by incarceration of individuals who have been deemed a public threat. The Jail also has a statutory responsibility to provide a safe environment for the individuals who are incarcerated. Core Organizational goals include an effective government, a healthy local economy, and the health and well-being of the citizens.

The Sheriff's agency provides enforcement of the laws, protection of the County citizens, and promotion of a safe environment so the community has an opportunity to grow and thrive. Core Organizational goals include an effective government, a healthy local economy, and the health and well-being of the citizens

The Emergency Communications agency provides a link between the citizen(s) in an emergency situation and the needed services. This agency also provides emergency communication services for fire, emergency medical services, and law enforcement activities. Core Organizational goals include a healthy local economy, and the health and well-being of the citizens.

Radio Maintenance statutory responsibilities include providing a strong wireless communications infrastructure within the County. Radio Maintenance also promotes an effective network with surrounding governmental units with similar infrastructures, to the benefit of the entire area. Core Organizational goals include an effective government, a strong County infrastructure, a healthy local economy, and the health and well-being of the citizens.

The Sheriff is required to promote safe waterways in the County. This statutory requirement includes enforcement of the waterway laws and inspection of boating equipment. Core Organizational goals include a healthy ecosystem and the health and wellbeing of citizens.

## **County Strategic Initiatives**

**Joint Law Enforcement Center:** The St. Louis County Sheriff's Office and Duluth Police Department will soon share a joint law enforcement center. This will allow the sharing of equipment and specialized knowledge as well as the ability to combine manpower for special projects. Core Organizational goals include effective, efficient government and the health and well-being of citizens.

**Allied Radio Matrix for Emergency Response (ARMER).** ARMER is a State initiative for a statewide, trunked, radio communications system for fire, emergency medical services, public works, and law enforcement. This is a multi-year, multi-million dollar project to prepare St. Louis County and the 185 public safety agencies for the January 1<sup>st</sup>, 2013, Federal Communications Commission narrowband mandate. Core Organizational goals include effective, efficient government, strong County infrastructure, and the health and well-being of citizens.

**Internet Crimes Against Children Task Force (ICAC):** ICAC is a multi-agency task force which includes St. Louis County, Duluth Police Department, Superior Police Department, and the Douglas County Sheriff. Core Organizational goals include effective efficient government and the health and well-being of citizens.

**Grant Coordinator:** The Sheriff's office and Duluth Police Dept share the costs of a grant coordinator. Grants are an important source of funding for many projects that develop or enhance law enforcement systems and secure equipment for which there would likely be no levy funding. Core Organizational goals include effective, efficient government and the health and well-being of citizens.

**Addressing Pilot Project:** This is a three-year strategic initiative to enhance public safety by developing a Geographic Information System (GIS) Master Address Repository. The project involves the Sheriff, Planning Department, the Recorder, and Emergency Communications. Core Organizational goals include effective, efficient government and the health and well-being of citizens.

**North East Minnesota Enforcement and Safety Information System (NEMESIS):** The NEMESIS system is an ever evolving technologically advanced system of information between North East Minnesota law enforcement agencies, jails, regional corrections center, attorneys, prosecutors, courts and regional dispatch centers. Core Organizational goals NEMESIS meets are effective, efficient government, a strong County infrastructure, and the health and well-being of citizens.

**Sheriff's Office Website:** A primary Sheriff initiative is to develop an in-custody Jail roster and a warrants roster for the website. This will save staff time as it will enable the public to get the

information from their own computer. Core Organizational goals include effective, efficient government.

### **Department/Division Priority**

NEMESIS Program/Training Manager: A priority of the Sheriff's Office is to increase staff by one FTE for a NEMESIS/Sheriff Computer System Expert. This work is currently being provided by an independent contractor. After the new position is filled, the contract would be cancelled and the monies would be used toward the new position. Levy impact: minimal or none. Core Organizational goals include effective, efficient government and a strong County infrastructure.

Rescue Squad: The St. Louis County Rescue Squad is a totally volunteer organization that provides manpower resources for emergency situations. They enhance the County's ability to more effectively respond in search and rescue activity, vehicle and other accidents, etc. Core Organizational goals include effective, efficient government and the health and well-being of County citizens.

## **WORKFORCE PLAN**

The Sheriff's Office has and will utilize shared fte's with other entities. This maximizes benefit to agencies involved, utilizes full-time equivalent positions to their fullest, and fosters a spirit of cooperation among partnering agencies. Examples of current workforce sharing include:

### Grant Coordinator Position:

The Sheriff's Office and the City of Duluth Police Department share a grant coordinator. This position is tasked with researching grants, making grant application, coordinating grants, and reporting required data to the appropriate grantor. Duluth Police and the Sheriff's Office have done well with this arrangement; each agency benefitting from grants that have supplemented staffing, equipment, and programs. Efficiencies are gained since quite often, application to a particular public safety grant done on behalf of both agencies.

### WLSSD/St. Louis County Solid Waste Positions:

The Sheriff has agreements in place with both the Western Lake Superior Sanitary District and the St. Louis County Solid Waste Department to provide Environmental Enforcement support for both of these agencies. Per agreement, a portion of two Deputy Sheriff positions is paid in

consideration of the Sheriff providing direct/targeted enforcement and follow-up on criminal violations involving solid waste disposal issues. Examples of enforcement activities handled by the Deputies include illegal dumping or disposal, disposal of prohibited items, blight or nuisance enforcement. Deputies investigate complaints, attempt to work with a violator, and/or charge them under the appropriate State law or local ordinance.

Internet Crimes Against Children Task Force (ICAC):

Recently, the Sheriff committed investigative resources to the ICAC multi-agency task force based at the Superior Police Department. As technology has advanced, so has the capability of criminals to utilize computers, the internet, and “I-phones” for evil intent. More often than not, predatory offenders are involved in these crimes and they may be locally based, or from areas around the world. It has become vital for modern law enforcement to keep up with changes in criminal behavior and the technologies involved. It is also vital that agencies share expertise, staff capacity, and technology to combat this new threat to children and vulnerable people.

NEMESIS Partnerships:

The St. Louis County Sheriff’s Office is one of the founding agencies of the NorthEast Minnesota Enforcement Safety Information System, or NEMESIS. NEMESIS is designed to provide shared integrated resources for regional public safety agencies to track information regarding people, incidents and cases throughout the criminal justicesystem.

NEMESIS connects local and statewide criminal and court systems to strengthen public safety in Minnesota. Charter Partners, including the Duluth, Hermantown, and Proctor police departments, UMD Campus Police, and the St. Louis County Sheriff, used a CrimNet grant, matching local funds and a significant in-kind effort to commence an ambitious project to be called NEMESIS, the North East Minnesota Enforcement and Safety Information System.

Participants presently include six Northeast Minnesota counties of Carlton, Cook, Koochiching, Lake, Pine and St. Louis.

Partners and Supporters include CrimNet, the Minnesota Bureau of Criminal Apprehension, Constellation Justice Systems, Arrowhead Regional Corrections, the Minnesota Judicial Branch, the Minnesota Judicial District 6 Court, and the Minnesota Department of Public Safety.

NEMESIS components are:

- 911 Computer Aided Dispatch System
- Law Enforcement Information Management System
- Jail & Offender Management System
- Prosecution Management System

In addition to the vast information shared among public safety partners, the NEMESIS partnership provides all agencies with a shared Coordinator of Educational Services and project manager. These costs are split among the partners and negotiation of software or component upgrades becomes far more cost effective, when split among the partnership.

### Projected Staff Efficiencies:

The Sheriff's Office is continually looking for new ways to share resources and staff with other entities. A new Duluth Police Department Headquarters is currently being constructed on the site of the Sheriff's Public Safety Building campus. This Duluth Police building will be attached to the Sheriff's Office and the intent of the architecture as directed by the Sheriff and Chief of Police is to maximize shared services for both agencies.

### **ADDITIONAL OPPORTUNITIES**

**Decentralization of Certain Internal County Services:** As the Sheriff's Office continues to glean savings out of difficult budget years, we would strongly encourage County Administration to examine the efficiencies gained by decentralization. Specifically:

Purchasing and Surplus Disposal: Currently, only two purchasing agents serve the needs of the County's various departments and Offices. We would propose that the Sheriff's Office share the purchasing agent currently assigned to Property Management. Although this has been discussed before, we believe that this change in culture would enhance our ability to quickly turn around grants and would reduce the workload of the two remaining purchasing department agents. We would also respectfully submit that cultural changes allow for full utilization of local consignment companies, trade-in, or sale of surplus Sheriff's Office equipment. Increasing the dollar limit prior to needing purchase orders would also improve turn-around while decreasing workload for purchasing.

Technology: The MIS Department fulfills the vital role of providing the data and communications "backbone" to County Departments and Offices. MIS has done a commendable job as gate-keeper: preventing virus and malware attacks from shattering the County's operations. We would offer that with ever-increasing reliance on computer applications and programs, hardware and software, as well as staff education needs and the need for research and development, it is now time for the Sheriff's Office to add a technology position to our staff. The responsibilities of this position would be trouble-shooting current programs, software upgrades, staff training on computer applications, directing and management of the Sheriff's NEMESIS applications, research and development of current systems and their integration into new systems, R&D of controls for financial modules, and resource for our investigators as they now delve into internet crime and intelligence gathering. This decentralization would not be to replace the "backbone" of MIS, but to gain greater value of technology use and in investigations at the Sheriff's Office level.



*The St. Louis County Jail in Duluth*

*“With most agencies we see, we tell them not to build but to look for other solutions. With St. Louis County, you are in the 100<sup>th</sup> percentile of what you could do, and suggested changes will only save a few jail beds. It is obvious that your “box” is too small”*

*NIC Consultant Kevin Warwick on the need for a Range Jail feasibility study.*