Office of the Sheriff

Commitment to Excellence

William M. Hutton
Sheriff
Daniel Starry
Chief Deputy

April 4, 2017

Ben Winnick, Mayor
Aaron Parrish, City Administrator
City of Forest Lake
1408 Lake Street South
Forest Lake, MN 55025

RE: Proposal for Contract Law Enforcement Services

Dear Mayor Winnick and Mr. Parrish,

On behalf of the Washington County Sheriff's Office (WCSO), enclosed is a response to the request for a proposal to provide the full range of policing services to the City of Forest Lake on a contract basis. We submit this document pursuant to a request by the City of Forest Lake Personnel Committee.

The WCSO has long partnered with municipalities to serve as their primary police agency; we provide excellent, cost-effective, professional policing, largely by working in partnership with the communities we serve. The WCSO directly serves more than 66,000 citizens through police service contracts. Our proposal would include the use of city facilities for the deputies assigned to the contract. Deputies will begin their shift in the City of Forest Lake. This is similar to most police service contracts with the WCSO.

We continue to work closely with the Forest Lake Police Department, and we hold that agency and its personnel in high regard. Our submission of this proposal is not intended to imply any manner of negative assessment of that agency or of the service it provides. We appreciate our relationship with the Forest Lake Police Department and the collaboration we currently have to provide public safety services to the citizens of Forest Lake.

Albeit the proposal is submitted under my leadership, it is not a secret that I have announced my retirement effective April 30, 2017. The WCSO has many competent leaders to answer all questions related to this proposal.

Sincerely,

William M. Hutton

William M. Hutton, Sheriff
Washington County Sheriff's Office
Enclosures

Proposal to the City of Forest Lake for Contract Policing Services

respectfully submitted at the request of the City of Forest Lake

April 4, 2017



William M. Hutton, Sheriff
Washington County Sheriff's Office

"Commitment to Excellence"

Introduction

On January 18, 2017, the City of Forest Lake Personnel Committee voted to request a proposal from the Washington County Sheriff's Office ("WCSO") to provide primary police services under a contract with the City of Forest Lake ("The City"). This proposal is hereby presented pursuant to that request. As the City leaders know, the WCSO serves as the primary police agency under fifteen contracts with cities in the county, and thereby is the primary provider of all law enforcement services for all county lands and waters except for Forest Lake and eight other municipalities. The WCSO has worked closely and effectively with the City of Forest Lake Police Department since that department's inception. Under any service scenario, the WCSO is committed to excellent public services, sound stewardship of public resources, and fairness to all stakeholders.

We regard this proposal as a means of a conversation with the City of Forest Lake, with the goal of helping the City make the best decisions regarding the provision of policing services. The document consists of:

- An agency profile of the Washington County Sheriff's Office, outlining our capabilities and the values that guide our work, as well as some of our achievements.
- Proposed contract services and costs, outlining a recommended approach for providing contract policing services to the City.

Our intent is to honor the specific request from the City of Forest Lake for a proposal from the WCSO. We stand ready to modify this document if it is not consistent with that request. However, we are confident that this proposal provides adequate information to explore whether a contractual relationship offers real benefits to the city, and if so, how to structure that relationship. We look forward to the opportunity to continue this conversation.



2017 Washington County Sheriff's Office Command Staff

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Definitions

"Policing" refers primarily to the functions of maintaining order; preventing, solving or addressing the problems related to crime; and enforcing laws through public-facing services such as community engagement, patrol and investigations. The most effective policing is done in partnership with a community and with the intent of solving problems and improving quality of life in that community.

The *"Primary Police Agency"* is an agency that is authorized by local government to provide police services, and is the first agency called for services needed in an area. The Forest Lake Police Department is the primary police agency for the City of Forest Lake. The WCSO is the primary police agency for much of Washington County, including cities that contract with WCSO to be their primary police agency.

"Law Enforcement Services" include policing as well as other services such as maintaining a jail, civil process service, security for courts and public buildings, and public education and outreach efforts. The WCSO provides comprehensive law enforcement services to all people of the County, in partnership with municipal police departments and other agencies.

Part I: Agency Profile

Overview

Washington County Sheriff's Office is Minnesota's oldest law enforcement agency; the first elected Washington County Sheriff took office in 1840 in the then-newly-organized Minnesota Territory. While we are proud of our past, the over 400 women and men who work or volunteer for the Washington County Sheriff's Office are focused on the present and the future, fostering relationships and implementing the right processes and technologies to deliver excellent law enforcement services, cost-effectively, to all our communities.

The mission of the Washington County Sheriff's Office is to work in partnership with the community to provide quality public safety services in a responsible manner through innovation, leadership, and the cooperation of dedicated people.

The WCSO is a comprehensive law enforcement organization, providing primary police services to all areas of the county not covered by municipal police departments. WCSO provides primary police services under contracts to Afton, Birchwood, Dellwood, Grant, Hugo, Lake Elmo, Lake Saint Croix Beach, Lakeland, Lakeland Shores, Landfall, Mahtomedi, Newport, Saint Mary's Point, Scandia, and Willernie. For each of these areas, the WCSO serves as their municipal law enforcement agency. The scope of those services varies, just as municipal police departments' sizes and scopes of service vary. In every case, WCSO supervisory or command personnel work directly with city administrators and other staff on a day-to-day basis, as well as attending and reporting to city councils as a municipal police chief would. Deputies are based at substations in or around the contract communities in which they work. They spend their time in those communities, engaged in outreach and public education, patrol, investigations, and other duties based on the needs of their respective cities.

The Washington County cities of Bayport, Cottage Grove, Forest Lake, Oak Park Heights, Oakdale, Saint Paul Park, Stillwater, and Woodbury maintain their own municipal police departments. WCSO supports these agencies with specialized assets including: Mounted Patrol; water, parks, and trails coverage; law enforcement services; specialized investigations; and specialty resources.

Many WCSO units serve the entire county, regardless of which agency provides primary policing services. Municipal police departments within the county rely on WCSO for services such as emergency dispatch and communications, detention and corrections, civil process service, K9, and patrol of the waterways.

WCSO specialized volunteer units, such as the Chaplain Corps, Mounted Patrol, SafetyNet, Reserves, as well as the Water Recovery Unit, also serve the entire County and are often invited in to assist municipal police departments.

Other examples of inter-agency collaboration include the multi-jurisdictional drug task force and Washington County Special Weapons and Tactics (SWAT) Team, Computer Forensics Unit, and Human Trafficking Unit. Overall, the WCSO is a regional partner to numerous agencies, working together to provide the right services and resources at the right cost to taxpayers.


IN HONOR OF
ALL THE MEN & WOMEN
WHO HAVE DEDICATED
THEIR LIVES TO
LAW ENFORCEMENT.
DEDICATED THIS
15TH DAY OF MAY, 2002
BY MEMBERS OF THE
WASHINGTON COUNTY
SHERIFF'S OFFICE
"BLESSED ARE THE PEACE MAKERS,
FOR THEY SHALL BE CALLED THE
CHILDREN OF GOD." MATTHEW 5:9




SHERIFF
WASHINGTON COUNTY
1424

Guiding Principles

The Washington County Sheriff's Office will be committed to excellence through:

Ethics and Integrity
Ensure high personal and professional standards.
Enhance community trust and respect through role model leadership and involvement at all levels.

Professionalism
Ensure credibility through professional appearance and consistent action.
Maintain a positive and respectful workplace environment.

Quality Service
Maintain adequate staffing and equipment resources.
Maintain a state of preparedness.
Remain dedicated to education and interaction with the public.

Adaptability and Change
Anticipate community needs and maintain a vision into the future.
Work together to encourage innovation and creativity.
Strive to remain flexible and objective in a goal oriented atmosphere.

Recruitment and Development
Utilize career development to ensure well-trained and knowledgeable employees.
Recognize and reward significant contributions and high quality achievements.
Actively recruit high quality individuals with the goal of employing a diverse, inclusive, and representative workplace.

The WCSO is organized into six primary divisions:

- Administration Division
- Patrol Division
- Investigations Division
- Jail Division
- Courts and Special Projects Division
- Special Services Division

It is in these divisions that the work of public safety, community engagement, and law enforcement takes place. An organizational chart is included, followed by a detailed description of each division's operational mission, scope of services and resources.



Class Presentation (Oak Park Heights)



Substation (Mahtomedi)



Honor Guard (Stillwater)



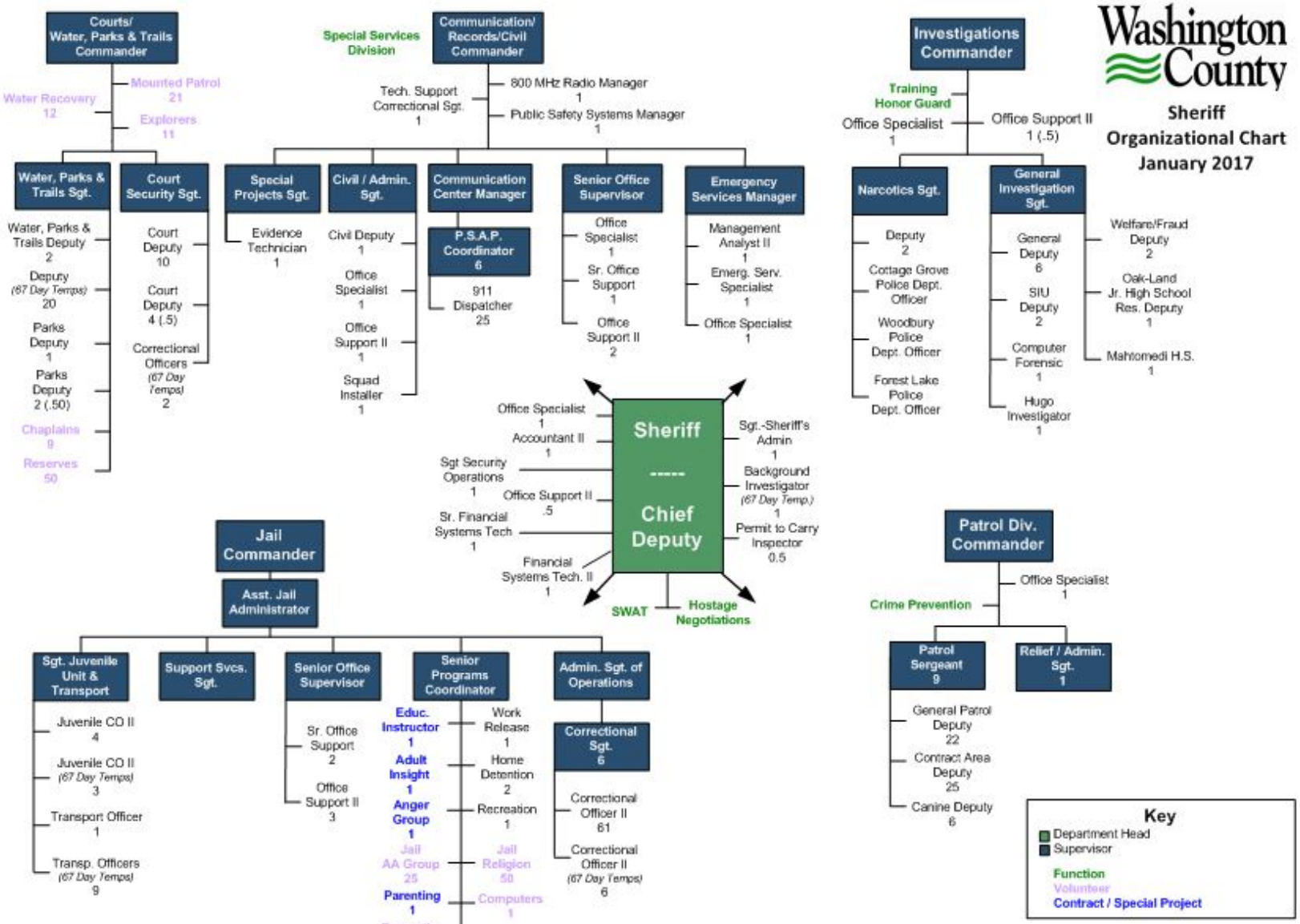
Coffee with a Cop (Hugo)



Washington County Fair (Lake Elmo)

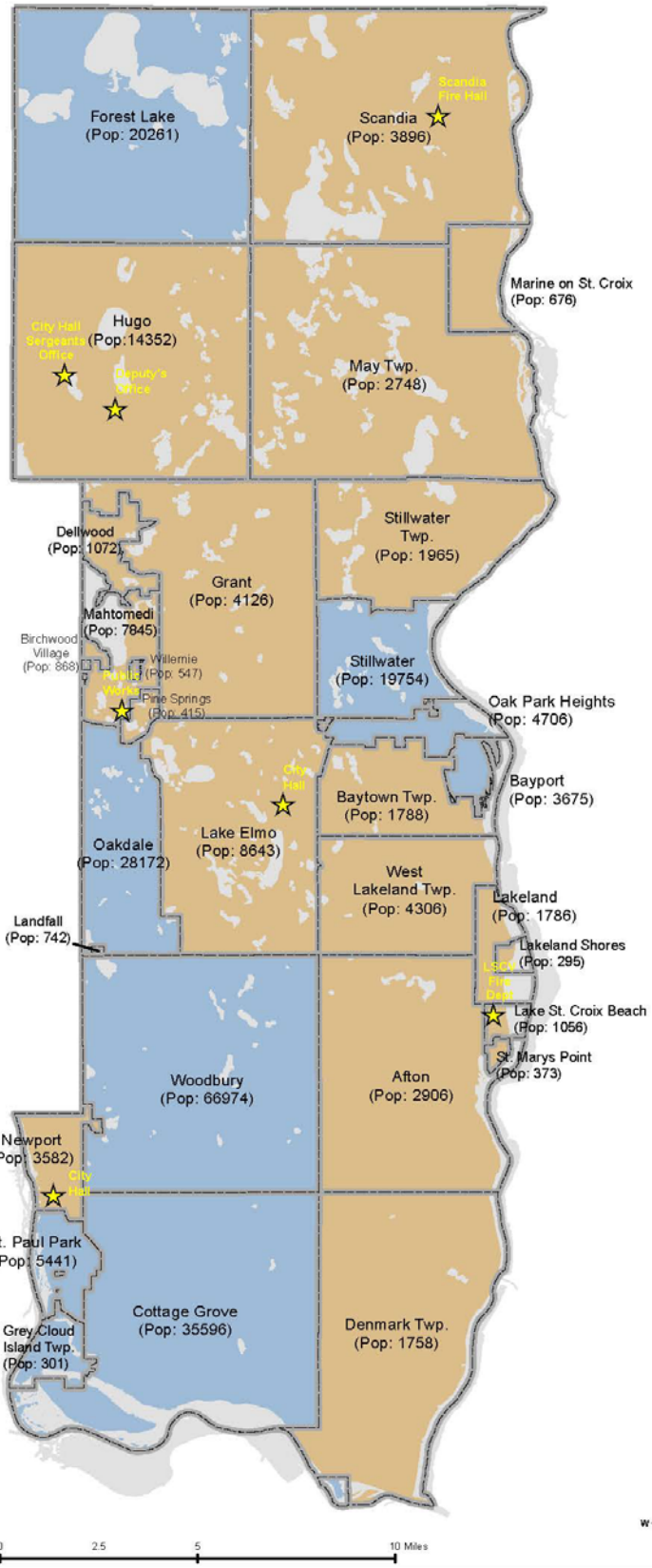


Night to Unite (Hugo)


Washington County
Sheriff
Organizational Chart
January 2017
Courts/ Water, Parks & Trails Commander
Water Recovery 12
Mounted Patrol 21
Explorers 11
Water, Parks & Trails Sgt.
Water, Parks & Trails Deputy 2
Deputy (67 Day Temps) 20
Parks Deputy 1
Parks Deputy 2 (.50)
Chaplains 9
Reserves 50
Court Security Sgt.
Court Deputy 10
Court Deputy 4 (.5)
Correctional Officers (67 Day Temps) 2
Special Services Division
Communication/ Records/Civil Commander
Tech. Support Correctional Sgt. 1
800 MHz Radio Manager 1
Public Safety Systems Manager 1
Special Projects Sgt.
Evidence Technician 1
Civil / Admin. Sgt.
Civil Deputy 1
Office Specialist 1
Office Support II 1
Squad Installer 1
Communication Center Manager
P.S.A.P. Coordinator 6
911 Dispatcher 25
Senior Office Supervisor
Office Specialist 1
Sr. Office Support 1
Office Support II 2
Emergency Services Manager
Management Analyst II 1
Emerg. Serv. Specialist 1
Office Specialist 1
Investigations Commander
Training Honor Guard
Office Specialist 1
Office Support II 1 (.5)
Narcotics Sgt.
Deputy 2
Cottage Grove Police Dept. Officer
Woodbury Police Dept. Officer
Forest Lake Police Dept. Officer
General Investigation Sgt.
General Deputy 6
SIU Deputy 2
Computer Forensic 1
Hugo Investigator 1
Welfare/Fraud Deputy 2
Oak-Land Jr. High School Res. Deputy 1
Mahtomedi H.S. 1
Office Specialist 1
Accountant II 1
Sgt Security Operations 1
Office Support II .5
Sr. Financial Systems Tech 1
Financial Systems Tech. II 1
Sheriff
Chief Deputy
Sgt.-Sheriff's Admin 1
Background Investigator (67 Day Temp.) 1
Permit to Carry Inspector 0.5
SWAT
Hostage Negotiations
Jail Commander
Asst. Jail Administrator
Sgt. Juvenile Unit & Transport
Juvenile CO II 4
Juvenile CO II (67 Day Temps) 3
Transport Officer 1
Transp. Officers (67 Day Temps) 9
Support Svcs. Sgt.
Senior Office Supervisor
Sr. Office Support 2
Office Support II 3
Senior Programs Coordinator
Educ. Instructor 1
Adult Insight 1
Anger Group 1
Jail AA Group 25
Parenting 1
Domestic Abuse Group 2
Work Release 1
Home Detention 2
Recreation 1
Jail Religion 50
Computers 1
Admin. Sgt. of Operations
Correctional Sgt. 6
Correctional Officer II 61
Correctional Officer II (67 Day Temps) 6
Patrol Div. Commander
Office Specialist 1
Crime Prevention
Patrol Sergeant 9
Relief / Admin. Sgt. 1
General Patrol Deputy 22
Contract Area Deputy 25
Canine Deputy 6
Key
Department Head
Supervisor
Function
Volunteer
Contract / Special Project

Washington County

Sheriff's Office Service Area



Law Enforcement Area

- WCSO
- City Police

The Sheriff's Office service area covers approximately 282 square miles and 66,132 people.

*Population data is based on the Metropolitan Council's 2015 population estimate. The square miles was calculated from a GIS data layer.

☆ WCSO Substation

Lower St Croix Valley Contract:
Lower St Croix Valley Fire Department
1560 St. Croix Tr. S
Lakeland, MN 55043

Lake Elmo/Landfall Contract:
City Hall
3800 Laverne Ave. N
Lake Elmo, MN 55042

Mahtomedi /Dellwood/Birchwood/Willerne/Contract:
Public Works
1250 Lincolntown Ave
Mahtomedi, MN 55115

Hugo Contract:
City Hall Sergeants Office-
14669 Fitzgerald Ave N
Hugo, MN 55038
Deputy's Office-
6900 137th St N,
Hugo, MN 55038

Scandia Contract:
Scandia Fire Hall
15040 Scandia Trail N
Scandia, MN 55073

Newport Contract:
City Hall
596 7th Avenue
Newport, MN 55055

Created by the Washington County Department of IT - GIS Support.
February 2017.



Sheriff William Hutton

Sheriff William Hutton has more than 30 years of experience as a law enforcement officer. He began his career as a part-time police officer with the Oakdale Police Department. Prior to being elected to Washington County Sheriff in November of 2006, he was a captain with the Oakdale Police Department. He has held the positions of patrol officer, detective, detective sergeant, captain of investigations, and captain of patrol.

Sheriff Hutton has a Master of Arts degree from the University of St. Thomas and has attended the Federal Bureau of Investigations National Academy. Sheriff Hutton was elected to his third term as Washington County Sheriff in November 2014. Prior to his career in law enforcement, he was the executive director of the Forest Lake Area Youth Service Bureau.



Chief Deputy Dan Starry

Chief Deputy Dan Starry has worked in law enforcement in Washington County since 1993 in numerous capacities in the Sheriff's Office. He became chief deputy under Sheriff Hutton in October 2010. Other positions he has held include patrol deputy, crime prevention officer, field training officer, DARE (Drug Abuse Resistance Education) officer, Explorer advisor, narcotics officer, youth unit investigator, K9 officer with companion Smokey, sergeant, commander, and chief deputy. His work has allowed him to develop experience in financial administration, program development, strategic planning, leadership, crisis management, overseeing training of staff, and relationship building. As a Sheriff's Office commander, Starry was responsible for the office's special services division.

Chief Deputy Starry has a Bachelor of Science degree from St. Mary's University. He has attended the FBI National Academy and the FBI Law Enforcement Executive Development Association program. Chief Deputy Starry is the current chair and board member of the Community Investment process for the United Way of Washington County- East.

Administration Division

The Administrative Division oversees financial support, grant management, budget forecasting, recruitment, hiring and health/wellness programs, human resources and training, County-wide building security operations, background investigations, conducts and standards, permits to carry and the oversight of Washington County Sheriff's Office specific SWAT operations while maintaining a 35 million dollar annual budget.

The areas that the Sheriff's Office provides service to, benefit from the day to day operational elements that make up law enforcement and public safety response. They also realize the following significant administrative benefits:

Financial Support

- Monitor departmental budget administration activities
- Review and analyze financial transactions and statements
- Develop forecasting models for projects and annual reporting
- Oversee administration of grants, contracts, and payroll functions
- Prepare financial reports for management and external reporting requirements

Personnel

- Recruitment of qualified and diverse candidates
- Managing the in-depth hiring and promotional processes
- Overseeing internship programs
- Developing and managing health and wellness initiatives
- Maintaining training records and historical data of employees
- Managing quality improvement efforts
- Handling social media interaction and department outreach
- Collaborating with employee labor unions and the creation of labor management committees

County Building Security

The Sheriff's Office created the Sergeant of Security Operations to assist all Washington County Departments with managing and coordinating the county building security functions.

- Consistency with security procedures
- Coordinating training across county departments
- Coordinating the work of internal emergency response teams and responding to employee and customer concerns.
- Serving as security liaison to all departments within the County
- Conduct assessments of current County owned buildings or property such as: service centers located in Forest Lake, Woodbury and Cottage Grove

Background Investigations

- Thorough pre-employment investigations conducted by highly trained investigators utilizing contemporary analysis to identify the highest quality candidates
- Utilizes a mixture of research and face to face meetings
- Collaborates with the Investigations Division

Conducts and Standards

- Receives and corroborate complaints prior to an investigator being assigned
- Ensures investigators receive thorough training in the discipline process
- Conducts thorough administrative investigations into allegations of misconduct
- Determines necessary discipline or training deficiencies that need to be addressed
- Work in partnership with all represented unions throughout the complaint process

Gun Permits

- Maintains compliance with all relevant and current legislation
- Conduct a thorough and efficient background to determine qualifications to receive a permit to purchase or permit to carry



Historic Courthouse (Stillwater)

The Washington County Sheriff's Office: Connected to our Communities

Each community we police has its own flavor, and its own unique events. WCSO deputies are a part of the action, connecting with citizens in contract cities and throughout the county.

Here are some examples:

- Civic Events: WCSO participate in city parades, fairs, and other events throughout the county year-round.
- Cops 'n Kids Fishing Event – creating kids' positive experiences with fishing and law enforcement. Presented in partnership with the City of Landfall.
- Cones with a Cop in lower Saint Croix Valley communities (Thanks to a "sweet" partnership with Selma's Ice Cream in Afton)
- The DARE program in schools teaches youth to make sound decisions and to resist and avoid drug use and other dangerous behaviors.
- Shop with a Cop, rotating through communities annually. This program serves children and families in need at holiday time. Schools and teachers select students; WCSO raises funds and takes children on shopping trips for family gifts. Last year when demand outstripped the original resources, WCSO personnel raised more than $3,000 to fill the gap.
- Night to Unite – community events held in neighborhoods throughout the County
- Safe Summer Nights, gatherings that bring together law enforcement with neighbors for food and conversation.
- Coffee with a Cop – a program available to all cities and communities
- Neighborhood watch – WCSO is proactive in starting these where we are the primary police agency.
- Crime Prevention through Environmental Design (CPTED) – trained deputies and investigators survey properties and make recommendations to improve safety. Examples include lighting, plants, monitoring, traffic patterns, etc.
- The Washington County Fair allows deputies to talk with neighbors throughout the County in a fun and relaxed environment, while performing various public safety functions.
- WCSO presence at proms and school events to promote safety while sharing in a spirit of celebration.
- Day care site visits provide early, positive contacts with law enforcement personnel.
- WCSO Citizen Academy offers interactive education to adults on law enforcement principles, practices, and techniques.
- Safety Camps, offered in partnership with Cities, help kids develop relationships, self-reliance, and safety-related knowledge and skills.
- Child safety seat classes and inspections.
- SafetyNet which provides tracking for lost vulnerable adults and juveniles
- Law Enforcement Torch Run, Cop on Top, and Special Olympics - all provide support and positive relationships with our special needs community and their families.

We are committed to being part of the communities we police, and to being connected with the people we serve.



Scoops with the Troops Event (Afton)



Shop with a Cop Event (Stillwater)



Cops and Kids Fishing Event (Landfall)



Coffee with a Cop Event (Newport)



Night to Unite Event (Mahtomedi)



Strawberry Festival Parade (Cottage Grove)



Patrol Division

Commander: Brian Mueller

The WCSO Patrol Division is the most visible part of the Sheriff's Office. Deputies work throughout the county to educate and promote safety, responding to calls for service and working proactively to solve problems, and to enforce laws. The Patrol Division provides primary police services to contract cities and townships. The Division also has specialized units, each with a distinct set of capabilities and responsibilities. General and contract patrol, and the specialized units are described below.

The patrol division delivers on the WCSO's commitment to work efficiently, effectively, and across organizational boundaries. Our deputies are present at events county-wide throughout the year, building relationships with the public. We also share critical response capabilities with partner agencies. The SWAT and Mobile Field Force Units are operated in partnership with other jurisdictions, and we host or facilitate K-9 training with our partner communities within the county. We work collaboratively with municipal cities constantly and without operational or organizational friction.

Our partnerships extend well beyond critical response capabilities. Our deputies work hand-in-hand with schools, cities, and civic groups to connect with our neighbors and to build enduring, productive relationships for public safety. This includes delivering the DARE program in schools: teaching kids in the classroom, giving presentations to school administration, conducting drug recognition presentations for community members, and notifying the community regarding proactive opiate addiction initiatives.

General Patrol

The patrol division is responsible for policing the county as a whole, as well as providing dedicated, primary police services to municipalities under fifteen contracts.

Local Solutions with Regional Resources

WCSO contract services are tailored to meet the needs of the communities they serve. WCSO assigns a supervisory or command-level official to be the primary point of contact for each city. This sergeant or commander is in ongoing contact with city staff, and is entirely responsive to elected officials and to the public. We work with city leaders to solve or prevent problems, we regularly attend and report at city council meetings, and we're present at ribbon cuttings, retirement parties, and school celebrations representing the city as well as the WCSO.

Dedicated deputies report to work at substations located in their contract areas. When more resources are needed, they are integrated into situations seamlessly, as part of a unified agency response.

The County-Wide Patrol unit is staffed by:

- 1 commander
- 6 patrol sergeants
- 1 administrative sergeant
- 27 full-time licensed deputies

Personnel dedicated to contract cities are as follows.

Contract Cities	Committed WCSO Personnel*
Hugo	1 sergeant 1 investigator 6 full-time licensed deputies
Lake Elmo, Landfall	1 sergeant 5 full-time licensed deputies
Newport	1 sergeant 5 full-time licensed deputies
Mahtomedi, Willernie, Dellwood, Birchwood	5 full-time licensed deputies
Afton, Lakeland, Lakeland Shores, Lake St. Croix Beach, St. Mary's Point	2 full-time licensed deputies 2 "relief" full-time licensed deputies on designated shifts
Grant	1 full-time licensed deputy
Scandia	1 full-time licensed deputy

* Includes only personnel dedicated to serving their respective contract cities; WCSO also engages resources from general patrol, investigations, and other units on demand

"The people who serve this city are a part of the community, whoever they work for. They take great care of, and take great pride in, our community."

-Deb Hill, City Administrator, City of Newport

"The service we receive from the Washington County Sheriff's Office is excellent and professional, identical to what we'd expect from our own police department. It is critical to assure that policing philosophies of the sheriff's office and the city are aligned, and that has been the case."

-Bryan Bear, City Administrator, City of Hugo



As noted above, the Patrol Division is home to multiple specialized units:

The Community Engagement Unit is dedicated to involving personnel across the WCSO in ongoing programs and initiatives to build community relationships, prevent crime, and solve problems. One recurring theme in this unit's work is creating meaningful, positive contacts between deputies and all members of the diverse communities that make up Washington County. Community engagement efforts include:

- Ongoing efforts to establish relationships with communities new to the County, such as: The growing East African communities in Hugo and other cities. Building these relationships requires sustained attention that pays off in terms of community vitality and policing outcomes.
- Youth and parental programs teaching about cyber safety. These programs provide direct crime prevention, and establish a strong basis for cooperation with young people and their parents.
- Teaching people of all ages about drugs and resistance to drug abuse, and using that to build relationships.
- Committing WCSO's unique assets to new and existing safety events:
    - Mounted Patrol (volunteers that provide their own horses)
    - K-9 Demonstrations, where deputy handlers and their K-9 partners show off their unique capabilities and skills.
- Partnering with multiple cities to provide:
    - Safety camps where youth learn safety skills and develop sound habits in a fun environment led by deputies and staff members.
    - Citizen academies, where adults learn more about the realities of law enforcement through hands-on engagement with police tools, techniques, and situations.
- Participation in Yellow Ribbon Community events, especially in the Lower Saint Croix Valley and in Hugo. The WCSO is highly committed to serving the veterans in our community; at last count, the WCSO employed 53 veterans, National Guard members, and Reservists.

The Community Engagement Unit is staffed by 1 sergeant and 17 deputies.



The K-9 Unit consists of dedicated teams capable of suspect apprehension and specialized searches. WCSO maintains in-house preparation and ongoing training for dogs and handlers, which results in long-term cost savings as well as consistently excellent (award-winning) performance.

The K-9 Unit is staffed by 1 sergeant and 7 dog/handler teams, including one specialized team dedicated to narcotics detection and enforcement.



K-9 teams are ideal for making initial connections with kids of all ages



The Field Training Unit provides new officers with dedicated, one-on-one practical instruction, supervision, and mentorship. All new deputies complete field training following their initial academy; Field Training Officers (instructors) receive specialized training and are recognized as emerging leaders in the organization. The Field Training Unit is staffed by 1 sergeant and 18 deputies.

Firearms and Combatives Training provides ongoing training and professional development to all personnel regarding the safe, effective use of force, including de-escalation and a spectrum of tools and techniques that allow for modulated use of force. This unit continually teaches state of the art techniques for bringing about lawful outcomes as safely as possible for everyone involved. WCSO personnel are trained to articulate their rationale behind force-on-force decisions. WCSO personnel also complete monthly firearms training to assure ongoing safety and proficiency. The unit is staffed by 1 sergeant and 17 deputies.

The SWAT Unit is a multi-jurisdictional team called in to address high-risk situations, from potentially violent apprehensions to barricaded suspects or hostage situations. The unit is governed by a board of Chief Law Enforcement Officers from WCSO, Cottage Grove, Woodbury, and Stillwater, representing the other partner communities. The SWAT unit is staffed by 35 tactical operators, 15 crisis negotiators, and 10 technical support personnel, plus 4 tactical medics from Lakeview Emergency Medical Services, who continually train together. This unit configuration allows for operational effectiveness along with reduced costs for participating agencies. The current overall commander of the Washington County SWAT Unit is a member of the WCSO.

The Mobile Field Force Unit is a multi-jurisdictional team dedicated to maintaining order and safety as well as legal compliance to prevent and address civil unrest or violent protests. Team members train on crowd control and movement, which include tactics for minimizing coercion and physical force while achieving appropriate tactical objectives. The Mobile Field Force is staffed by 55 members. The current overall lead of the Mobile Field Force Unit is a member of the WCSO.

Each of the above teams are staffed by many personnel who have other duties, e.g., as patrol deputies, investigators, or supervisors, on other teams.

Crisis Intervention Training

The Washington County Sheriff's Office is in the process of providing all operational personnel with Crisis Intervention Team (CIT) training. This intensive, 40-hour program builds awareness of mental health factors and knowledge of the mental health care system, allowing responders to safely and effectively engage with members of the public when mental health may be an issue. CIT is widely regarded as the "gold standard" training for preparing officers in this area.



Investigations Division

Commander: Cheri Dexter

The Investigations Division works with the WCSO Patrol Division and with virtually all law enforcement agencies in the region to investigate crimes and apprehend suspected criminals. The Investigations Divisional strategy rests on partnerships with communities and other agencies, and on technological and process innovation. Divisional leadership is also focused on the values of professionalism and respect for all persons, which form a foundation for those strong relationships. Those commitments are also expressed through multiple community education and outreach initiatives, which prevent victimization through public safety education and awareness-building.

The Division is organized into two units: General Investigations and Narcotics.

The General Investigations Unit is engaged in proactive problem solving and active enforcement efforts, including crime prevention, investigation, and criminal apprehensions. The unit addresses cases arising from calls for service or from deputy- and investigator-initiated policing activities. These include a wide range of enforcement strategies to address an equally wide range of crimes and quality of life issues.

The Narcotics Unit is engaged in combating drug-related crimes through education, prevention and enforcement. The unit encompasses the multi-jurisdictional Drug Task Force (DTF), together with Cottage Grove Police Department, Woodbury Department of Public Safety, and Forest Lake Police Department. The primary directive of the Task Force is to interrupt the flow of narcotics through Washington County, and to disrupt broader distribution networks. The WCSO houses the unit and provides the unit commander. The unit includes WCSO investigators as well as officers detailed to the task force full-time from their respective police departments. The narcotics unit works in partnership with the Army National Guard who provides a crime analyst to our unit.

The Investigations Division takes a leadership role in multiple crime prevention and law enforcement efforts. Examples of the problems addressed and the means used to address them include the following.

Working in schools and communities:

- The WCSO provides school resources officers (SROs), currently at Mahtomedi High School and Oakland Junior High School. These officers become part of their respective school communities, working directly with staff and students to solve problems, build constructive and supportive relationships especially with at-risk students, and to enhance safety and security.
- WCSO is an affiliate of the Internet Crimes Against Children (ICAC) Task Force Program, funded by the U.S. Department of Justice. Investigators pursue leads regarding cyber-crime targeting children from the Minnesota Bureau of Criminal Apprehension, and from other ICAC affiliates.
- WCSO also provides training to parents, helping them prevent or quickly identify online risks to their children.
- School SROs and other WCSO personnel teach courses to prevent and mitigate bullying.
- WCSO personnel also teach personal safety courses to community and youth groups.

Protecting the elderly and other vulnerable adults:

- WCSO works in communities to prevent elder abuse and exploitation by teaching and helping responsible community members to monitor the credit use of vulnerable adults.
- We also work closely with the Minnesota Adult Abuse Reporting Center, Community Services, and Adult and Child Protection, investigating calls from those agencies on an almost-daily basis.

Addressing other crime, quality of life, and compliance issues:

- Community-impact cases are an effective means of addressing persistent problems. Investigators work with community groups to identify problematic properties and then use a full range of investigative techniques (including warrant searches), to solve problems in neighborhoods.
- Investigators and deputies work with alcohol-serving establishments to conduct server training, and conduct compliance checks on establishments concerning alcohol and tobacco laws.
- The WCSO works in partnership with Washington County Community Services and other State agencies to investigate welfare fraud. The investigators take cases both criminally or administratively stopping overpayments of tax payer dollars.

The Special Investigations Unit (SIU) combats human trafficking and other violent crimes:

- SIU monitors online advertising, following up on all reports of runaways as at risk for being trafficked, and working to track down predators using all available data.
- Demand-based enforcement is another strategy, aggressively pursuing and arresting those involved in sex trafficking, especially those targeting minors.
- SIU works violent crime and gang cases. SIU partners with ATF on cases throughout the County.
- SIU also works in direct partnership with the Narcotics Unit.

The Narcotics Unit combats drug trafficking and drug-related crimes through education, prevention, and enforcement:

- Operates a K-9 narcotics detection program for County high schools and middle schools. Dogs participate in random screening for drugs in lockers, and in cars in the school parking lots. Any narcotics are turned over to the schools, which handle the issues through school discipline and as developmental events, not as criminal or law enforcement matters.
- Offender Recovery Project (ORP). The WCSO is a partner to Washington County Corrections, which offers this 18-month probationary diversion program for eligible defendants. It represents a highly structured, constructive alternative to criminal penalties.
- "Drug Takeback" – WCSO works to keep prescription drugs off the street by providing drop boxes for safe disposal, and by working with school nurses to collect unused prescription medication left in their custody at the end of each school year. This program is provided through a partnership with the Washington County Department of Health and Environment.
- By working with the National Guard's counter-drug program, WCSO hosts a crime analyst using federal funds. This staff member generates analytical data on active drug cases, doing background research on persons of interest and using data sources to understand the links between suspects, known associates, and locations, thereby directing investigators in the field.
- The Washington County Sheriff's Office is part of the North Central High Intensity Drug Trafficking Area (HIDTA) designated by the DEA. This creates funding and a framework for cooperation with surrounding counties to extend the work of drug interdiction regionally. The

WCSO provides a data analyst, who adds considerable "leverage" to the licensed resources on the street.

- WCSO also partners with the Drug Enforcement Agency (DEA) providing a deputy to their Tactical Diversion Squad (TDS). This deputy works cases involving prescription medication fraud. This helps reduce the flow of prescription drugs and curbs opioid abuse within the communities we serve.

Criminal Analysis

- Criminal Analysts identify and analyze patterns of crimes trends. Our staff also works to identify criminals for apprehension. Data sharing between agencies is key to these positions. The WCSO works in partnership with the Metro Regional Information Collaborative (MRIC), Minnesota National Guard, Minnesota Fusion Center, and North Central HIDTA.

Support Services

- Looking for stolen items that may have been pawned through the Automated Pawn Service (APS).
- Putting together photo line ups to assist investigators in criminal apprehensions
- Monitoring jail phone calls for orders of protection (OFP), harassment restraining orders (HRO) and Domestic Abuse No Contact Orders (DANCO) violations, along with other offenses.

Staffing:

1 commander

General Investigations:

1 sergeant

2 welfare fraud investigators

2 SIU investigators

5 general investigators

2 school resource officers (Oak-Land Junior High School/Mahtomedi Junior/Senior High School)

1 non-sworn crime analyst (member of MRIC)

1 investigative support person

Narcotics:

1 sergeant

2 deputies and 1 K-9

3 officers from other agencies

1 deputy DEA TDS

1 non-sworn crime analyst [member of the North Central High Intensity Drug Trafficking Area (HIDTA)]

1 Army National Guard Analyst



Jail Division

Commander: Roger Heinen

One statutory duty of the Sheriff's Office is to operate a county jail, in accordance with federal, state, and local laws, as administered by the Minnesota Department of Corrections. The purpose of the jail is to detain inmates, housing them safely and securely, until they are released by the magistrate.

Mission Statement of the Washington County Jail

The Washington County Jail, under the operational authority of the County Sheriff, shall serve the constituents of Washington County by providing: reception and processing of arrested persons; and secure and humane care of persons ordered to the custody of the Sheriff by judicial authority for both pretrial detention and post-trial confinement not to exceed the period authorized by law.

The facility shall be used only for classifications for which it is in compliance, and its services shall be provided in an efficient and cost effective manner and in compliance with all Federal and State statutes.

The WCSO recognizes that 97% of jail inmates will return to our communities, and that the jail serves all segments of society directly or indirectly. Our commitment is therefore to provide services that not only respect the dignity and safety of inmates, but also leave them in a better state upon their release from jail than they were when they were booked into jail. We do this by attending to the full spectrum of their needs; by supervising inmates in ways that maintain safety, security, and human dignity; and by providing programs by which eligible inmates can maintain or improve their situation in multiple ways while in detention.

The Washington County Jail (WCJ) is inspected by the Minnesota Department of Corrections on a biennial basis to ensure we meet all the criteria outlined in State of Minnesota Correctional Rules, Chapter 2911. During the past 21 years, the WCJ has received 100% audit results on all audits except one, where the compliance rating was 98.23%. These excellent audit findings demonstrate that WCJ consistently meets the needs of inmates with respect to safety, security, health, and sanitation. This unusual record of success is a result of the WCJ's commitment to serve inmates as well as the broader community.

The Washington County Jail staff gives Law Enforcement Center tours to many local community groups such as Boy Scouts, Girl Scouts and high school law classes. We have given hundreds of Forest Lake High School students a tour of the jail over the last fifteen years. Tours are a wonderful way to help young people understand their local government and the consequences of being incarcerated.

The jail houses inmates of all descriptions, from non-violent offenders to high-risk felons as well as inmates who will ultimately be released without charges or upon acquittal. The Washington County Jail

uses a classification system based on interviews, observation, and other data to assure that all inmates are housed safely. Males and females are always separate; juveniles are always separate from adults. Most inmates are housed in general population units, where they interact with multiple other inmates during the day. Inmates who are classified as more likely to be violent or to victimize others, and inmates who are classified as more vulnerable for one reason or another, are housed in separation units. When jail space is available, Washington County houses some inmates from the State Prison System and from other county jails on a fee basis, defraying some of the operational costs of the jail.

The Washington County Jail has a capacity of 228 inmates, including a temporary holding facility for juveniles; the jail must always remain open and in operation. Some numbers that describe jail operations:

- The average daily inmate census is 200.
- The average stay in jail is 8 days.
- Jail staff members serve an average of 600 meals per day.
- The jail books in an average of 7600 inmates per year.

The Jail Division is also responsible for inmate transportation, including collecting and delivering inmates nation-wide.

The jail is responsible for providing necessary medical and dental care for those in custody; this often includes medication and stabilizing treatment for psychiatric and other chronic or acute medical conditions. WCSO provides a wide range of necessary medical services, focused on high-quality, cost-effective care delivery:

- All correctional officers are trained in CPR, first aid, suicide prevention, and on major medical conditions such as seizures, cardiac, diabetes, and oxygen therapy.
- All corrections sergeants are Emergency First Responders.
- The jail has public health registered nurses (RNs) on duty from 6:00 AM to 10:30 PM every day.
- A physician is on call at all times.
- Physicians visit 2-3 times/week to assess and treat patients.
- Mental health professionals and a dentist visit weekly.
- Inmates can receive pre-natal care, x-rays, and medication management within the facility.
- WCSO contracts with multiple providers for services outside the facility:
    - Lakeview Hospital for emergency care.
    - Dakota County Receiving in Hastings for drug and alcohol detoxification.
    - Stillwater Medical Group and other clinics for outpatient care.

The WCSO also recognizes that sound jail programming is an important means of enabling inmates to place them in a better state than they were when they were booked into jail. Programs also promote safety by providing constructive activities and outlets for inmates.

In 2016, Washington County Jail Programmer Cindy Doty was awarded the Kay Siebrass Award for the best program of the year by the Minnesota Sheriffs' Association.

The Washington County Jail has been recognized for the quality of its programs, which include:

- Alcoholics Anonymous, Narcotics Anonymous, and Gamblers Anonymous meetings
- 30-day outpatient treatment class
- Women Offender Healing Circle and Art Class
- Anger management class
- Cognitive Skills/Decision Points programming
- Parenting classes
- Religious services, including non-denominational services, Bible study, and available visits from an Imam
- GED testing and exam proctoring
- Women Offender Creative Writing Class
- Re-Entry Program (Supported by a collaborative committee with numerous county departments represented)
- Social visitation
- Work Release Program
- Electronic Home Monitoring Program
- Furlough Program

Programming takes place every day, supported by staff that includes a full-time recreation coordinator, contractors, and as many as 90 volunteers.

Helping Children of Parents in Custody

The WCJ is the first jail in Minnesota to partner with the University of Minnesota (U of M) on an initiative to reduce the stress and anxiety of children who are visiting a parent in custody. Over the past two years, WCJ has implemented significant changes to visiting processes and locations, and added amenities to help these children. These measures were informed by expert input from the U of M and WCJ personnel, and by a survey of inmate visitors. Distinctive features of this program include:

- A separate Web page for visiting families with children.
- A special visiting day, where children go to the head of the visitor's line.
- Children's books available for inmates to read to their children during visits.
- Children's bench with toys, and a lending library of books for children to read.
- Decoration of the lobby and visiting areas with Sesame Street characters and canvas photos of diverse children at play.

Finally, the WCJ also includes a juvenile temporary holding facility (THF), which minimizes disruption and travel for Washington County families with a juvenile under supervision. The THF has 5 beds for males and females, who can be held for a maximum of 8 days. Juveniles (generally ages 10-17) are subject to eligibility criteria based on their suitability for the THF; Juveniles in the THF receive daily programming and schooling. Officers working with juveniles must have special training and certifications; the THF is inspected and licensed annually by the federal government and by the Minnesota Department of Corrections. The Washington County Jail has also earned a 100% rating from the Minnesota Department of Corrections.

Washington County Jail Staffing:

- 1 commander
- 1 assistant administrator
- 9 correctional sergeants
- 64 correctional officers (64 Full-Time Employees)
- 5 programmers
- 6 office support personnel
- 1 transport deputy
- 8 temporary transport deputies
- 10 temporary correctional officers
- contract personnel:
    - 11 public health and medical staff
    - 6 food service workers





Courts and Special Projects Division

Commander: Andrew Ellickson

The Courts and Special Projects Division includes the Courts Security Unit (SCU) and the Water, Parks and Trails Unit. The primary mission of the Courts and Special Projects division is to provide physical security to courts and other public buildings, assuring the safety and security of all who are served by, work in, or visit County courts or related facilities. WCSO deputies thereby support the efficient and safe operation of the courts, for the benefit of all. The Water, Parks, and Trails Unit promotes safe use of Washington County's remarkable natural recreational resources. That includes year-round outdoor presence, safety education and outreach, as well as patrol and emergency response. The professionals of that unit work to maintain order and promote safety in many diverse settings.

Courts Security Unit

The CSU is mainly responsible for the safety and security of the courts building, including employees, judges, inmates, and visitors. Licensed deputies staff a security checkpoint, also equipped with video surveillance, and screen up to 600 visitors and employees daily. Jail inmates are brought to court via secure tunnels between the jail and courts facilities, under direct supervision by deputies and video surveillance. A command center, also staffed by licensed deputies, provides video monitoring and coordination of overall facility-level security. In addition, the CSU:

- Provides in-courtroom security when necessary.
- Maintains the security of jurors on duty.
- Responds to all emergency calls and incidents within the government center campus and parking area.
- Maintains several holding cells and secure, private areas for attorney/client meetings.
- Fingerprints and photographs individuals as a service to the community and consistent with court security requirements.
- Serves arrest warrants.
- Responds to medical and alarm calls.

Water, Parks and Trails Unit:

The Water, Parks, and Trails Unit is responsible for patrolling county waterways, eight county parks, and the Gateway and Hardwood Creek Trails. The unit's primary objectives are to promote outdoor safety through presence and education. Deputies patrol using boats, snowmobiles and all-terrain vehicles. Licensed deputies work with specially-trained volunteers to patrol waters and trails together, promoting public safety, responding to emergency calls, and enforcing laws when necessary.

The Courts and Special Projects Division also includes special units and capabilities:

The Washington County Chaplain Group under the CSU sergeant includes six chaplains of multiple denominations who respond to critical incidents offering support to all who are affected, assisting deputies with death notification, and offering support to suddenly-bereaved families.

The Mounted Patrol consists of trained volunteers who furnish their own horses, tack, and related supplies to conduct searches for missing persons or evidence and assist in other incidents where the unique capabilities of a well-trained horse and rider would be advantageous. Members also generously participate in public outreach events, where the horses are always a big attraction for people of all ages.



The SafetyNet Search program uses technology to search for vulnerable children and adults if they go missing. The search team uses locator technology together with search techniques to find these sometimes-fragile individuals as quickly and safely as possible.

The Unmanned Aerial System program can deploy a Federal Aviation Administration approved small aircraft in support of many different missions, from monitoring water conditions prior to dive operations, or a search and rescue operation in a park for a missing child, to surveillance of dynamic situations for patrol or SWAT.

The Water Recovery Team puts divers in the water to search for and recover decedents or evidence. The team can also assist other teams in search and rescue operations. This team is made up of WCSO personnel and community volunteers.



Explorers are youths who learn about law enforcement and public safety careers by volunteering and training in the WCSO Explorer Post, affiliated with the Exploring Division Learning for Life. A number of young men and women who were in this program have gone on to become deputies and supervisors in the WCSO.



Commercial Vehicle Enforcement and Inspections are conducted by specially trained deputies throughout the county, with the goals of increased traffic safety and reduction of roadway damage, through education and enforcement. WCSO is among relatively few agencies outside of the State Patrol to provide this service.

These capabilities, like those of the other divisions, are frequently shared with other agencies and as regional or multijurisdictional assets.

Staffing:

1 commander

Courts Security Unit:

1 sergeant

2 corporals

8 full-time licensed deputies

4 part-time licensed deputies

2 part-time correctional officers

Water, Parks and Trails Unit:

1 sergeant
3 full-time deputies
2 part-time deputies (park patrol)
13 seasonal deputies
30 reserve members (volunteers)
12 explorers (youth volunteers)
16 water recovery team members (licensed, non-licensed, and volunteers)
9 SafetyNet team members
21 mounted patrol members (volunteers)



Special Services Division

Commander: Doug Anschutz

The Special Services Division delivers a range of capabilities that support and enhance the delivery of public safety services within the WCSO, to agencies across the county, and regionally.

Those capabilities include:

- The Washington County Emergency Communications Center, which answers 911 and non-emergency calls and provides dispatch services to all law enforcement, fire, and emergency medical service agencies in the county.
- Records and evidence management, protecting and delivering information and physical evidence (property) to support all aspects of WCSO operations.
- Fleet management, which cost-effectively maintains transportation assets for the WCSO, including in-house configuration of vehicles to reduce costs and optimize vehicle capabilities.
- Civil Process Service, supporting multiple legal processes in the county pursuant to state statutes. This includes daily foreclosure sales.
- Emergency Management and Planning, to assure community preparedness for natural disasters and other civil emergencies, working in concert with federal, state, local, and private sector agencies and organizations.
- Information technology systems management, assuring that necessary data, voice, radio, and information systems are reliable and comply with legal and regulatory requirement for public safety systems.

Washington County Emergency Communications Center At-A-Glance

Perhaps the most visible (or audible) unit of the Special Services Division is the Emergency Communications Center, which dispatches for all public safety agencies in Washington County.

A state-of-the-art facilitate completed in 2009 houses an around-the clock staff of telecommunicators, and working supervisors, in addition to an emergency communications manager and a public safety system manager. Beyond the walls of the Communication Center itself, the system includes 14 radio towers and more than 1,400 radio units. The WCSO programs, maintains, and supports this extensive system.

Each year, the ECC answers more than 70,000 911 calls, and more than 125,000 non-emergency calls, each year. Telecommunicators work in teams to speak with callers and to communicate with responders using both voice and data platforms. These professionals support law enforcement, fire and rescue, as well as emergency medical responders, while communicating with and even advising callers during emergency situations.

The Special Services Division continually strives for innovation to improve law enforcement and/or reduce costs for taxpayers. Division leaders are also committed to sound asset and resource management, and are as committed to partnerships with other agencies as are any division of the WCSO.

Examples of technical innovation and sound management practices include:

- Most patrol vehicles are all wheel drive, for improved safety.
- All patrol vehicles are equipped with rear collision detection (sensors and/or cameras) to mitigate a known (and expensive) problem.
- Patrol vehicles are equipped with Archangel which automatically blacks out digital screens when the vehicle is traveling at certain speeds, to eliminate that distraction.
- Patrol Substations will soon have improved evidence handling lockers, which will allow deputies to stay in their patrol areas while an evidence technician transports evidence from the substation lockers to the central evidence storage facility.
- The evidence processing room is being upgraded with improved fingerprint recovery technology.
- Code Red system notifies subscribed members of the public of public safety notices, and serves as additional notification for off-duty WCSO personnel.
- Guardian Tracking software facilitates sharing feedback (especially positive feedback) in real-time between colleagues and with supervisors.
- Warrants are now processed in the Emergency Communications Center rather than in the Jail. These tasks align well with the Call Center workflow, which created overall efficiencies with the same level of performance.
- WCSO records staff transcribes reports for the WCSO and for the cities of Bayport and St. Paul Park.
- In 2011, the WCSO was among one of the first in the State to implement the Lexipol Policy Manual. Lexipol provides comprehensive, defensible policies written by legal and public safety professionals. The Lexipol program allows for easy access to the policy manual by all employees and provides daily training related to polices, in the form of Daily Training Bulletins (DTB's)
- The WCSO has assigned a sergeant to oversee the Evidence room and the Special Projects area. In addition to supervising the evidence room technician the Special Projects sergeant is acts as a business analyst and project manager. This position allows the Sheriff's Office the ability to dedicate a resource to research emerging trends in technology including hardware and software applications. The Special Projects sergeant is able to work across all divisions to implement new initiatives in the Sheriff's Office.

The Special Services Division leverages strategic relationships:

- WCSO now outfits squad cars for its own use, as well as for St. Croix County (Wisconsin) and Sherburne County under a Joint Powers Agreement (JPA). This results in cost savings and improved quality and continuity of maintenance.
- Using a bequest from a citizen in recognition of the care she received from WCSO deputies, the Sheriff's Office is building a joint facility in the Lower Saint Croix Valley to be shared with Public Works.
- WCSO's "Drug Takeback" program (noted above) requires that drugs be transported to a special incinerator in Alexandria, Minnesota. The Sheriff's Office disposes of over 10,000 pounds of prescription medications each year.

- WCSO coordinates the destruction of evidence with other jurisdictions in the county, resulting in cost and time savings for our partner agencies.
- WCSO currently issues body cameras to all sworn staff as well as to personnel assigned to critical positions in the jail. The Sheriff's Office is committed to the documentation of officer/citizen interactions to provide transparency and accountability. The Sheriff's Office is the first department in the state to complete research, development and implementation of this platform (cellular device) in order to deploy this emerging technology.
- WCSO, in partnership with Lakeview Emergency Services, developed a program to provide our first responders (all sworn officers and all correctional sergeants) with potentially life-saving, naloxone delivery systems. Naloxone can counteract the deadly acute response to opioid overdoses. This partnership has already proved life-saving due to the administration of this intervention by Washington County Deputies.
- WCSO is convening an ongoing user group for information technologies, to provide user input to identify and resolve problems, and to guide ongoing improvements to WCSO data and communications systems.

Special Services Division Staffing:

1 Commander

1 Special Projects Sergeant

1 Fleet/Civil Sergeant

1 Squad Installer

1 Emergency Management Director

1 Emergency Management Deputy Director

1 Emergency Management Specialist

2 Public Safety Systems Managers

1 Communications Center Manager

6 Communications Center Coordinators

25 Public Safety Telecommunicators

7 Office Support Staff



2016 Statics at a Glance

Total number of ICRS	47,293
Total number of DWI's	307
Total number of traffic accidents	1,408
Total number of citations issued	3,449
Total number of arrests	1,199
Total number of alarms	2,478
Total number of damage to property reports	412
Total number of controlled substances investigations	390
Total number of Permit to Carry & Purchase Applications	5,389
Total number of miles driven	1,800,000
Total number of reports transcribed	4,965
Total number of civil files served	3,265
Total number of mortgage foreclosure sales	252
Total number of Order of Protection orders processed	812
Total number of phone calls received in records/civil	21,731
Total number of K-9 assists and public demos	260

Agency Profile Conclusion

Vision of the Washington County Sheriff's Office
To create the safest and most crime resistant community in the nation by providing superior public safety services.

The women and men of the Washington County Sheriff's Office work hard to realize the vision of the organization, for the good of the communities we serve. The purpose of this profile is to focus on the over 400 members of this organization and our capabilities. We also maintain equipment and physical assets necessary to support the mission and to do the work we describe herein. In all that we do, our aim is to provide excellent public service, to be sound stewards of public resources, and to treat all stakeholders fairly in the process. We accomplish this through excellent community and interagency relationships, through technological and process innovation, and through our commitment to continuous improvement. These features make the Washington County Sheriff's Office an employer and a partner of choice, which in turn allows us to attract and retain the excellent people that allow us to do this work.

Part II: Proposed Contract Scope of Services and Costs

As noted in the above Agency Profile, the Washington County Sheriff's Office currently provides contract cities with primary policing services, including dedicated personnel based near their service areas, and command and supervisory personnel who assure that all our personnel and assets are operationally integrated with the cities they serve. The City of Forest Lake would be no exception: we propose to work with City leaders to establish the right scope of services during an initial implementation period of one year, and to assess and adjust service levels as necessary during that year.

As was also noted above, the City of Forest Lake is served by a professional municipal police department. For the purpose of this proposal, we have proposed staffing levels based on the following guidelines as requested from the City of Forest Lake in their letter dated January 18, 2017, which states "reflects a staffing profile that effectively serves the needs of Forest Lake residents":

- Enhanced patrol with appropriate supervision and support.
- Full investigative capability
- 3 full-time school resource officers (SROs)
- Records and other administrative support

Our staffing would combine dedicated resources with the centralized services such as records management and non-emergency customer service. We achieved cost savings in part by centralizing resources for which there is no benefit to having dedicated resources in the City (i.e., records management, human resources, fleet and equipment management and maintenance, training, etc.). We can achieve additional efficiencies by drawing on WCSO's leading Investigations Division to augment dedicated investigators with county-wide investigators as necessary. At the same time, we will dedicate resources to serving Forest Lake exclusively in order to guarantee no reduction in available services around the clock. As a practical matter, we expect that our proposed staffing level, when fully integrated with WCSO's county-wide resources, will result in a net increase in available resources on demand.

We propose to dedicate the following staffing to delivering primary police services to the City of Forest Lake:

- 1 commander
- 3 sergeants (front-line supervisors)
- 15.5 patrol deputies
- 3 investigators
- 3 school resource officers (separate contract with 831)
- 1 office support

The total annual cost for that level of staffing in 2018 will be $3,108,101.15.

We anticipate police state aid to be approximately $210,386.63.

The total adjusted annual cost in 2018 will be approximately $2,897,714.52.

In addition, we anticipate one-time implementation costs of $87,577.50.