

AGENDA
PINE COUNTY BOARD MEETING

District 1 Commissioner Hallan (Vice-Chair)
District 2 Commissioner Pangerl
District 3 Commissioner Chaffee (Chair)
District 4 Commissioner Rossow
District 5 Commissioner Carlson

Tuesday, December 18, 2012, 1:00 pm – Public Health Building, Sandstone, MN

- A) Call meeting to order
- B) Pledge of Allegiance
- C) Public Forum. Members of the public are invited to speak on items not on the agenda. Each speaker should state his/her name and limit comments to three (3) minutes.
- D) Approve Agenda
- E) Approve Minutes of December 6, 2012 Truth in Taxation Meeting
- F) Approve Minutes of December 11, 2012 Board Meeting
- G) Minutes of Boards, Committees and Correspondence
- H) Approve Consent Agenda

CONSENT AGENDA

The consent agenda is voted on without any discussion. Any commissioner may request an item be removed and added to the regular agenda.

1. Review November Cash Balance (attached)

Fund	October 31	November 30	Increase(Decrease)
Revenue Fund	\$ (200,833)	\$2,612,490	\$ 2,812,233
Health and Human Services Fund	\$1,422,592	\$2,193,468	\$ 770,877
Road and Bridge Fund	\$5,120,667	\$5,001,481	\$ (119,186)
Land Management Fund	\$1,437,227	\$1,469,131	\$ 31,904

2. Applications for Abatement

- a. Robert & Crilissa Fenner, 26715 Northview Rd., Sturgeon Lake, PID 31.0035.001, pay 2012

3. Amended 2013 MN Snowmobile Trails Assistance Program Maintenance and Grooming Grant Resolution.

Approve Sponsorship and Approval of Grant-in-Aid Agreement for Snowmobile Trails and authorize County Board Chair and County Administrator to sign Grant-in-Aid Agreement for Snowmobile Trails Resolution 101612-01 (Amended).

4. New Employee Hires

- a. Authorize the hiring of Travis Fisher, probation agent, effective December 20, 2012, at starting correction agent wage of \$36,665 per year.
- b. Authorize the hiring of Hayden Brown, part-time Corrections Officer, effective upon successful completion of pre-employment screens, B23, \$15.57/hour.
- c. Authorize the hiring of Elliot Johnson, part-time Corrections Officer, effective upon successful completion of pre-employment screens, B23, \$15.57/hour.
- d. Authorize the hiring of Alex White, part-time Corrections Officer, effective upon successful completion of pre-employment screens, B23, \$15.57/hour.

REGULAR AGENDA

1. Personnel Committee Meeting

The Personnel Committee met on December 11, 2012 and made the following recommendations (minutes attached):

- a. Accept resignation of deputy sheriff Justin Stoddard
- b. Accept resignation of Pine County Land/Zoning Administrator Kurt Schneider effective January 4, 2013.
- c. Appointment of County Engineer Mark LeBrun as temporary supervisor for Landing and Zoning

Other items are for informational purposes only.

2. Government Operations Committee Report

The Committee met December 6, 2012. (minutes attached):

- a. Adopt the revised Abatement Policy.

3. Facility Committee Report

The Facility Committee is scheduled to meet December 17, 2012 and anticipates bringing a recommendation regarding the snow removal for the Pine County Courthouse and John Wright Building in Sandstone.

4. Technology Committee Report

Consideration of purchase of new Computer Aided Dispatch System and Report Management System (CAD/RMS) for Pine County Sheriff's Office.

5. Delinquent Property Tax Publication Cost

Approve Auditor-Treasurer Cathy Clemmer request to increase the publication cost to \$35.00 per parcel (currently \$20.00 per parcel) to help offset actual costs.

- In **2010**, billed \$22,560 against 1,128 tax parcels and paid \$41,738.25 for a loss of \$19,178.25. Actual publication cost per parcel in 2010 was \$37.00.
- In **2011**, billed \$20,600 against 1,030 tax parcels and paid \$38,367.00 for a loss of \$17,767.00. Actual publication cost per parcel in 2011 was \$37.25.

6. 2013 Commissioner Per Diems

Motion to approve the Resolution Establishing County Commissioner Compensation and Per Diems for 2013 and authorize the County Board Chair and County Administrator to sign Resolution.

7. 2013 County-wide mileage rate.

Section 12.7 of the Pine County Policies and Procedures requires the County Board to set the mileage reimbursement rate of authorized business use of a personal auto. The IRS rate for 2013 is 56.5 cents per mile, an increase of 10 cents per mile over the current rate.

Motion to set the Pine County mileage reimbursement rate at 56.5 cents per mile effective January 1, 2013 in accordance with section 12. 7 of the Pine County Policies and Procedures manual.

8. Administrator Office Staffing

Motion to authorize Roxanne Orvis, administrative assistant, as full-time status in 2013 during the phased retirement of Ilene Haavisto.

9. Commissioner Updates

10. Upcoming Meetings

Pine County Health and Human Services Meetings, Tuesday, December 18, 2012 at 10:00 a.m., Public Health Building, Sandstone, Minnesota

Personnel Committee Meeting, Tuesday, January 8, 2013, 9:00 a.m., Administrator's Conference Room, Pine County Courthouse, Pine City, Minnesota

Pine County Board Organizational and Regular Meeting, Tuesday, January 8, 2013 10:00 a.m., Boardroom, Pine County Courthouse, Pine City, MN

Technology Committee Meeting, Tuesday, January 14, 2013, 9:30 a.m.,
Administrator's Conference Room, Pine County Courthouse, Pine City, Minnesota

Pine County Board Meeting, January 15, 2013, 1:00 p.m., Public Health Building,
Sandstone, Minnesota

NLX meeting, Wednesday, January 23, 2013, 10:00 a.m. Boardroom, Pine County
Courthouse, Pine City, Minnesota

11. Adjourn

Minutes of Truth in Taxation Hearing

Thursday, December 6, 2012, 7:00 p.m., Boardroom, Pine County Courthouse, Pine City, MN

Chairman Chaffee called the meeting to order at 7:01 p.m. Present were Commissioners Doug Carlson, Steve Hallan, Curt Rossow and Mitch Pangerl. Also present was County Administrator David Minke and County Assessor Kelly Schroeder.

The Pledge of Allegiance was said.

Administrator Minke gave a slide presentation discussing the 2013 Pine County budget; the slide presentation will be placed on the Pine County website for the public to view. County Administrator stated the total proposed tax levy is \$14,075,000 which is the same as 2012.

The Board asked for an update on the status of the flood victims and if this will impact tax revenue for 2013. Assessor Schroeder stated there will be no effect in 2013.

A Pine County resident commented regarding the percentage of Pine County residents receiving assistance from Health and Human Services and also if mining could be done within Pine County; a brief discussion was held.

It was the consensus of the board that they were satisfied with the levy and budget for 2013. The board wants to closely follow revenue and expenditures in 2013 and there may need to be mid-year budget adjustments if revenues are not meeting the budget.

With no further discussion, Chairman Chaffee adjourned the meeting at 7:53 p.m.

David J. Minke, Administrator
Clerk to County Board

Steve Chaffee, Chair
Board of County Commissioners

MINUTES OF PINE COUNTY BOARD MEETING

Regular Meeting

Tuesday, December 11, 2012, 10 a.m.

Pine County Boardroom, Pine City, Minnesota

Chairman Chaffee called the meeting to order at 10:04 a.m. Present were Commissioners Steve Hallan, Mitch Pangerl, Curt Rossow and Doug Carlson. Also present were County Attorney John Carlson and County Administrator David Minke.

The Pledge of Allegiance was said.

Chairman Chaffee called for public comment. There was no public comment.

Commissioner Rossow moved to approve the agenda. Commissioner Hallan seconded. Motion carried 5-0.

Commissioner Pangerl moved to approve the minutes of the November 20, 2012 board meeting. Commissioner Rossow seconded. Motion carried 5-0.

Minutes of Boards, Committees and Correspondence

1. Pine County Land Surveyor Monthly Report, November, 2012
2. Pine County HRA Senior Housing Meeting Minutes, October 24, 2012

Commissioner Pangerl moved to approve the Consent Agenda. Commissioner Hallan seconded. Commissioner Carlson requested discussion regarding the Ryan Wilson abatement and location of the property. Motion carried 5-0.

CONSENT AGENDA

The Consent Agenda is voted on without any discussion. Any Commissioner may request an item be removed and added to the Regular Agenda.

1. November 2012 Disbursements (attached).

2. Applications for Abatement

- a. Troy & Gail Downing, 4696 Clover Ln, Braham, PID 29.0288.001, pay 2012
- b. Ryan Wilson, 94394 Frontage Rd E., Moose Lake, PID 33.0121.001, pay 2011 & 2012
- c. Willow River Ranch LLC, 8081 Willow St., Willow River, PID 17.0033.000, pay 2012
- d. David & Joan Granger, 12558 Cross Lake Rd SE, Pine City, PID 26.0522.002, pay 2010-2012
- e. M&M Ventures, LLC, 1120 Holstein Dr. NE, Pine City, PID 42.0044.001, pay 2012

3. Renewal of Tobacco Licenses

Approval of applications (see attached listing) for renewal of tobacco licenses in Pine County under the jurisdiction of the Auditor for the period of January 1 – December 31, 2013. Approvals are subject to approval of County Board, County Sheriff and contingent upon no delinquent taxes.

4. Training Request

Authorize Mark LeBrun, County Engineer, to attend 2013 MN County Engineer's Association Conference, January 22-25, 2013, Brainerd, MN. Registration and lodging cost is \$552.34.

5. Request for Unpaid Leave of Absence

Approve leave without pay for up to 90 days for Roxanne Anderson, Children's Mental Health Social Worker.

REGULAR AGENDA

1. Introduction of New Employees

- County Assessor Kelly Schroeder introduced new appraiser, Lorri Houtsma.
 - IT Supervisor Lisa Blowers introduced IT Support Specialist Ryan Findell.
- Chairman Chaffee welcomed them to Pine County.

2. Repurchase of Forfeited Land in Full

County Auditor-Treasurer Cathy Clemmer provided information regarding the repurchase of tax forfeited land, Parcel 02.0303.001, to Kenneth Schnapp and the repurchase of tax forfeited land, Parcel 43.0020.005, to Nathan L. Rod and Yancy S. Rod. Auditor-Treasurer Clemmer indicated a joint motion would be acceptable. Administrator Minke corrected the Agenda to reflect the County Board Chair and County Auditor, rather than County Board Chair and County Administrator to sign the Resolutions.

Motion by Commissioner Rossow, seconded by Commissioner Hallan to approve the repurchase of forfeited land in full by Kenneth Schnapp, and Nathan L. Rod and Yancy S. Rod, and authorize the County Board Chair and County Auditor to sign the Resolutions.

3. Reappointment of Pine County Assessor

County Administrator David Minke presented information and explained the statutory requirement of MS §273.061 for the appointment of the county assessor position.

Motion was made by Commissioner Carlson, seconded by Commissioner Chaffee for the reappointment of Kelly Schroeder as Pine County Assessor for the period of January 1, 2013 – December 31, 2016. **Motion carried 5-0.**

4. Condemnation Proceedings on SAP 58-641-15

County Engineer Mark LeBrun presented information, and discussion was held, regarding the condemnation proceedings on SAP 58-641-15, the Carl Johnson property. County Attorney John Carlson explained the legal procedure for condemnation proceedings and indicated completion of the condemnation action at approximately 4 – 6 weeks.

Motion was made by Commissioner Rossow, seconded by Commissioner Carlson to approve the Resolution to begin the condemnation proceedings. A roll call vote was taken: District 1/Hallan – yes; District 2/Pangerl – yes; District 3/Chaffee – yes; District 4/Rossow - yes; District 5/Carlson - yes. **Motion passed 5-0.**

5. Cooperative Agreement with Pine City for SAP 58-608-17

County Engineer Mark LeBrun provided information, and discussion was held, regarding the Cooperative Agreement with the City of Pine City, on a road project scheduled to begin 2014. Bids will be let in the fall of 2013. Engineer LeBrun informed the discussed the Engineer LeBrun explained also that the City of Pine City will share in the engineering costs.

Motion was made by Commissioner Hall, seconded by Commissioner Pangerl to approve the Cooperative Agreement with Pine City for SAP 58-608-17 and authorize the County Board Chair, County Attorney and County Engineer to sign the Cooperative Agreement. **Motion carried 5-0.**

6. Master Partnership Contract with MN DOT

County Engineer Mark LeBrun presented information, and discussion was held regarding the 5-year Master Partnership Contract. The agreement covers services that the county and MNDOT might purchase from each other, such as Pine County use of DOT labs for testing.

Motion was made by Commissioner Rossow, seconded by Commissioner Pangerl to approve the Resolution and Master Partnership Contract with MN DOT and authorize County Administrator to sign the Resolution and County Administrator and County Engineer to sign Master Partnership Contract.

(Commissioner Hallan stepped out of meeting at 10:24 a.m. and was absent from vote). **Motion passed 4-0.**

Commissioner Hallan returned to the meeting at 10:26 a.m.

7. Amendment to Agreement between State of Minnesota, Department of Transportation and Pine County

Sheriff Cole presented information regarding the amendment to the Agreement with the Department of Transportation regarding the installation of a microwave antenna on the tower in Pine City.

Motion was made by Commissioner Rossow, seconded by Commissioner Pangerl to approve the amendment to the existing agreement between Pine County and the Minnesota Department of Transportation and authorize the County Board Chair and County Administrator to sign the Use Agreement Amendment, Agreement #97608, Amendment 3, Pine City Tower. **Motion carried 5-0.**

8. Adoption of the 2013 Property Tax Levy and Budget

County Administrator Minke reviewed the information contained within his Memorandum to the County Board, dated December 11, 2012, regarding the final 2013 budget and levy.

- **Motion** was made by Commissioner Hallan, seconded by Commissioner Pangerl to approve the 2013 Property Tax Levy of \$14,075,000. **Motion carried 5-0.**
- **Motion** was made by Commissioner Rossow, seconded by Commissioner Carlson to approve the 2013 budget with total expenditures of \$38,766,559 distributed by fund and department (as shown on Attachment B of the Memorandum from County Administrator Minke to the Pine County Board of Commissioners dated December 11, 2012). **Motion carried 5-0.**
- **Motion** was made by Commissioner Carlson, seconded by Commissioner Rossow to establish the 2013 elected officials wages, effective January 1, 2013, as follows:
Commissioner's – no change; County Attorney - \$99,361; County Auditor - \$80,000; County Sheriff - \$81,200
Discussion was held; Commissioner Pangerl requested a roll call vote. District 1/Hallan – yes; District 2/Pangerl – no; District 3/Chaffee – yes; District 4/Rossow – yes; District 5/Carlson – yes.
Motion carried 4-1.
- **Motion** was made by Commissioner Hallan, seconded by Commissioner Rossow to increase the non-union pay scale 1.5% and increase the E82 grade a total of 8 percent, effective January 1, 2013, as show on Attachment C, and to grant non-union employees a 1.5 percent COLA effective January 1, 2013 consistent with the County's compensation policies.
Discussion was held; Commissioner Pangerl requested a roll call vote. District 1/Hallan – yes; District 2/Pangerl – no; District 3/Chaffee – yes; District 4/Rossow – yes; District 5/Carlson – yes.
Motion carried 4-1.

9. Commissioner Updates

Commissioners Hallan, Pangerl and Rossow commented upon the attendance at the AMC Annual conference. They all thought that the networking made with other attendees is a great benefit to Pine County. Comment was made that there is a lot of information in this 2-day conference and that some Commissioners were unable to attend all break-out sessions they wanted to attend; would be beneficial if recordings of the sessions were available for review. Commissioner Rossow

mentioned that he did speak informally to a Commissioner from Chisago County encouraging Chisago County to board their inmates with Pine County for housing.

10. Other

Pine County Auditor-Treasurer Cathy Clemmer informed the Board that the Department of Revenue approved reimbursement to the county, cities, towns and schools for flood expense.

Commissioner Hallan informed the Board of the bid process for the snow removal bids for the 2012-2013 season. Sealed bids are due by 11:00 a.m., December 17, 2012 when they will be opened at the Facility Committee Meeting with a recommendation to the board on December 18, 2012.

11. Upcoming Meetings

Facility Committee Meeting, **Monday, December 17, 2012, 11:00 a.m.**,
Administrator's Conference Room, Pine County Courthouse, Pine City, Minnesota

Pine County Health and Human Services Meeting, **Tuesday, December 18, 2012, 10:00 a.m.** Public Health Building Sandstone, Minnesota

Pine County Board Meeting, **Tuesday, December 18, 2012, 1:00 p.m.** Public Health Building, Sandstone, Minnesota

NLX Meeting, **Wednesday, January 23, 2013, 10:00 a.m.**, Boardroom, Pine County Courthouse, Pine City, Minnesota

Pine County Board Organizational Meeting, **Tuesday January 8, 2013 10:00 a.m.** Boardroom, Pine County Courthouse, Pine City, MN

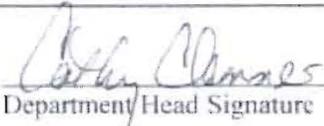
12. Adjourn

With no further business, Chairman Chaffee adjourned the County Board meeting at 10:50 a.m. The next regular County Board Meeting is scheduled for December 18, 2012 at 1:00 p.m. at the Public Health Building, Sandstone, Minnesota.

David J. Minke, Administrator
Clerk to County Board

Steve Chaffee, Chair
Board of County Commissioners

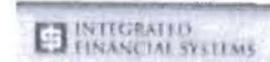
PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	<u>Consent Agenda</u> (Please Circle) Regular Agenda Estimated Time: (Please Circle) _____ 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour
Department Requesting Action: <u>Auditor/Treasurer</u>	 Department/Head Signature 12-10-12 Date

Item for Discussion: <i>November 2012 Cash Balance</i>
Board Action Requested: (Attach additional pages if needed)
Supporting Documents: Attached None

CATHYJ
12/10/12 8:15AM

***** Pine County *****



TREASURER'S CASH TRIAL BALANCE

As of 11/2012

<u>Fund</u>	<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
1 General Revenue Fund	1,634,274.11			
Receipts		889,961.60	5,788,211.79	
Disbursements		398,739.43-	5,134,365.91-	
Payroll		991,301.15-	8,131,554.66-	
Journal Entries		3,313,402.48	8,455,924.97	
Fund Total		2,813,323.50	978,216.19	2,612,490.30
12 Health & Human Services	420	H&Hs - Income Maintenance		
	2,387,375.36			
Receipts		244,600.02	1,277,341.05	
Disbursements		54,726.23-	621,315.51-	
Payroll		183,595.60-	1,508,351.84-	
Journal Entries		235,441.65	808,548.18	
Dept Total		241,719.84	43,778.12-	2,343,597.24
12 Health & Human Services	430	H&Hs - Social Services		
	543,039.63-			
Receipts		262,244.50	2,308,530.84	
Disbursements		275,025.76-	2,960,207.16-	
Payroll		175,104.94-	1,410,994.43-	
Journal Entries		659,760.45	2,175,444.48	
Dept Total		471,874.25	112,773.73	430,265.90-
12 Health & Human Services	440	Childrens Collaborative (H&Hs)		
	0.00			
Dept Total		0.00	0.00	0.00
12 Health & Human Services	481	Nursing - Community Health (H&Hs)		
	454,037.28			
Receipts		28,420.22	604,524.18	
Disbursements		23,021.86-	269,307.46-	
Payroll		107,540.54-	819,072.10-	
Journal Entries		159,423.92	309,954.70	
Dept Total		57,281.74	173,900.68-	280,136.60

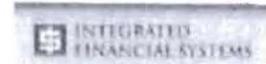
\$2,300,843.70

CATHYJ
12/10/12 8:15AM

***** Pine County *****

TREASURER'S CASH TRIAL BALANCE

As of 11/2012



<u>Fund</u>	<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
Fund Total		770,875.83	104,905.07 -	2,193,467.94
13 Road & Bridge Fund	5,839,814.23			
Receipts		100,732.47	5,759,055.21	
Disbursements		607,476.41 -	6,182,960.27 -	
Payroll		226,650.78 -	1,825,139.75 -	
Journal Entries		614,208.51	1,410,711.23	
Fund Total		119,186.21 -	838,333.58 -	5,001,480.65
14 Ditch Maintenance (Sr) Fund	11,775.47			
Journal Entries		65.31	70.63	
Fund Total		65.31	70.63	11,846.10
20 County-Wide Rehab (Sr) Fund	535.70			
Receipts		30,548.51	282,348.23	
Journal Entries		33,118.83 -	257,728.10 -	
Fund Total		2,570.32 -	24,620.13	25,155.83
21 800 MHz Project Fund	652,854.62			
Receipts		0.00	300,484.00	
Disbursements		7,428.49 -	1,009,929.45 -	
Fund Total		7,428.49 -	709,445.45 -	56,590.83 -
22 Land Management Fund	1,192,118.54			
Receipts		49,495.99	957,763.32	
Disbursements		3,189.40 -	45,088.39	
Payroll		14,402.25 -	116,878.24 -	
Journal Entries		0.00	518,784.25 -	

CATHYJ
12/10/12 8:15AM

***** Pine County *****
TREASURER'S CASH TRIAL BALANCE



As of 11/2012

<u>Fund</u>	<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
Fund Total		31,904.34	277,012.44	1,469,130.98
24 Ambulance (Sr) Fund				
	0.00			
Fund Total		0.00	0.00	0.00
29 Children's Collab (H&Hs) Agency Fund	440			
	110,830.04			
Receipts		25,130.00	101,143.00	
Disbursements		0.00	178,232.87	
Journal Entries		7.82	175.53	
Dept Total		25,137.82	76,914.34	33,915.70
Fund Total		25,137.82	76,914.34	33,915.70
32 Ecswe Bond Guarantee (Ds)				
	0.00			
Fund Total		0.00	0.00	0.00
33 2002 Cap-Equip Bond (Ds) Fund				
	0.00			
Fund Total		0.00	0.00	0.00
35 2004 Street Reconstruct Bond Fund				
	51,228.55			
Journal Entries		3,470.65	10,656.02	
Fund Total		3,470.65	10,656.02	61,884.57
37 County Railroad Authority				
	13,724.56			
Receipts		221.12	737.13	
Disbursements		0.00	17,516.48	

CATHYJ
12/10/12 8:15AM

***** Pine County *****



TREASURER'S CASH TRIAL BALANCE

As of 11/2012

<u>Fund</u>		<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
	Journal Entries		10,439.42	24,637.84	
	Fund Total		10,660.54	7,858.49	5,866.07
38	Building Fund				
		146,861.25			
	Disbursements		9,800.00-	131,683.41-	
	Journal Entries		0.00	150,000.00	
	Fund Total		9,800.00-	18,316.59	165,177.85
39	2005A G.O. Jail Bonds				
		791,171.18			
	Receipts		11,320.80	11,320.80	
	Disbursements		0.00	1,223,236.26-	
	Journal Entries		533,550.35	1,251,114.61	
	Fund Total		544,871.15	39,199.15	830,370.33
40	2012 G.O. Courthouse Bonds				
		0.00			
	Fund Total		0.00	0.00	0.00
41	2005 Hra Bonds				
		624,790.39			
	Receipts		8,832.54	8,832.54	
	Disbursements		0.00	993,931.26-	
	Journal Entries		415,694.23	974,873.38	
	Fund Total		424,526.77	10,225.34-	614,565.05
76	Group Health Ins Fund 5/1/95 (Gen)				
		259,699.42-			
	Receipts		224,158.27	2,422,658.04	
	Disbursements		223,286.15-	2,704,616.18	
	Journal Entries		5,714.25	65,273.75	

CATHYJ
12/10/12 8:15AM

***** Pine County *****



TREASURER'S CASH TRIAL BALANCE

As of 11/2012

<u>Fund</u>	<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
Fund Total		6,586.37	216,684.39-	476,383.81
80 County Collections Agency Fund	19,687.36			
Receipts		9,794.93	610,205.40	
Disbursements		9,167.00-	614,995.37-	
Journal Entries		0.00	7,312.77	
Fund Total		627.93	2,522.80	22,210.16
82 Taxes And Penalties Agency Fund	798,906.87			
Receipts		1,360,900.14	32,671,817.01	
Disbursements		5,021,338.72-	18,876,968.82-	
Journal Entries		5,951,207.71-	14,312,555.95-	
Fund Total		9,611,646.29-	517,707.76-	281,199.11
84 East Central Drug Task Force Agency Fur	0.00			
Receipts		17,348.01	101,684.19	
Disbursements		40.77-	54,656.56-	
Fund Total		17,307.24	47,027.63	47,027.63
89 H & Hs Collections Agency Fund	3,031.72			
801 Non- Departmental				
Receipts		70,464.91	966,387.10	
Disbursements		13,135.47-	76,261.25-	
Journal Entries		0.00	819,697.51-	
Dept Total		57,329.44	70,428.34	73,460.06
Fund Total		57,329.44	70,428.34	73,460.06
All Funds	13,902,829.07			
Receipts		3,334,174.03	54,173,043.83	
Disbursements		6,646,375.69-	41,095,272.61-	
Payroll		1,698,595.26-	13,811,991.02-	



***** Pine County *****

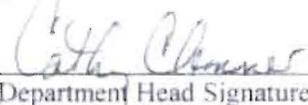
As of 11/2012

CATHYJ 12/10/12 8:15AM

TREASURER'S CASH TRIAL BALANCE

<u>Fund</u>	<u>Beginning Balance</u>	<u>This Month</u>	<u>YTD</u>	<u>Current Balance</u>
Journal Entries		33,147.50	264,067.72	
Total		5,043,944.42	998,287.52	12,904,541.55

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	<u>Consent Agenda (Please Circle)</u> Regular Agenda Estimated Time: (Please Circle) 10 Min. 15 Min. <small>Time needed</small> 30 Min. 45 Min. 1 hour
Department requesting Action: <u>Auditor/Treasurer</u>	 Department Head Signature 12-10-12 Date

Item for Discussion: <i>Application for Abatement</i> <i>Robert & Crilissa Fenner, 26715 Northview Rd. Sturgeon Lake. PID 31 0035 001, pay 2012</i>
Board Action Requested: (Attach additional pages if needed)
Supporting Documents: Attached None

Application for Local-Option Disaster Abatements and Credits

IMPORTANT: Application for property that is NOT located in a declared disaster or emergency area. If your property has been damaged or destroyed by a natural disaster, arson, or other type of accident, you may be eligible to receive some property tax relief on this year's and next year's property taxes. The type of tax relief you receive will depend on whether your property is homesteaded, the amount of damage sustained, the number of months the structure is unusable or uninhabitable, and a number of other factors. If an assessor has not already reassessed your property, you should contact your county assessor's office and request that an assessor view the damage for the purpose of receiving disaster relief.

County of: PINE

Abatement # AB12-34

For Taxes Levied In: 2011

And Payable In: 2012

Applicant and Property Information

Applicant Information. Please type or print.

Name <u>Robert L + Crilissa C Fenner</u>		Social Security number	
Mailing address (street address) <u>4120 Miller View Rd</u>		City <u>Eiko</u>	State <u>MN</u>
		Zip <u>55020</u>	
Telephone (work) <u>()</u>		Telephone (home) <u>(612) 719-9811</u>	
Property I.D. or Parcel number (found on your property tax statement) <u>31.0035.001</u>		School District number <u># 577</u>	
Address of damaged property (if different than mailing address) <u>26715 Northview Rd Sturgeon Lake</u>			
Legal description of property (found on your property tax statement) <u>NE 1/4 of SE 1/4 + SE 1/4 of SE 1/4 less W 1/2 of W 1/2 of SE 1/4 of SE 1/4 Sect 4 Twp 45 Rng 20</u>			
Is the property homesteaded? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		How many months was the property unable to be occupied or used? Date you left property: <u>2/23/2011</u>	
Is the property located in a county designated as a disaster or emergency area? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		Date you returned to property: <u>Haven't Returned</u>	

Statement of Facts and Signature

Applicant's statement of facts. (Please list type of disaster, type of damage, and any other information you deem relevant.)

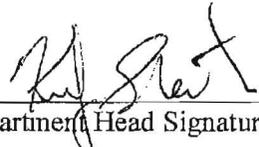
Total loss of home on February 23, 2011. Partial year abatement already processed for Pay 2011 taxes, so this will adjust the Pay 2012, since no structure has replaced the old home.

Signature of property owner: By signing below, I certify, to the best of my knowledge, the above statements are true and correct.

Signature: [Signature] Administrative Abatmt Date: 12/6/12

Note: Minnesota Statutes, Section 609.41, "Whoever, in making any statement, oral or written, which is required or authorized by law to be made as a basis of imposing, reducing, or abating any tax or assessment, intentionally makes any statement as to any material matter which the maker of the statement knows is false may be sentenced, unless otherwise provided by law, to imprisonment for not more than one year or to payment of a fine of not more than \$3,000.00, or both."

PINE COUNTY REQUEST FOR BOARD ACTION

<p>Requested Board Date:</p> <p align="center">December 18, 2012</p>	<p>Consent Agenda <i>(Please choose)</i></p> <p>Regular Agenda Estimated Time: <i>(Please Circle)</i> _____ 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour</p>
<p>Department requesting action:</p> <p align="center">Land/Zoning/Solid Waste</p>	<p align="center">  _____ Department Head Signature </p> <p align="right"> 12-10-12 _____ Date </p>

Item for Discussion: (one form per item)

Amended 2013 MN Snowmobile Trails Assistance Program Maintenance and Grooming Grant Resolution.

- Original Resolution was approved by the Board on October 16th.
- DNR Trails is requesting an amended resolution. They were in error with the listed \$65, 923.20 Northern Pine Riders grant amount.
- The amended resolution increases the grant award by \$1,857.60 to reflect an additional 4.3 miles of trails.

Board Action Requested: (Attach additional pages if needed)

Adoption of the attached resolution.

Supporting Documents: Attached None

Kurt M. Schneider

From: Andrews, Connie C (DNR) [connie.andrews@state.mn.us]
Sent: Monday, December 10, 2012 12:12 PM
To: Kurt M. Schneider
Cc: tatbrd@hotmail.com; Pam Lawrence
Subject: Amendment to the Pine County Snowmobile grant

Kurt,

We are increasing the Pine County Snowmobile grant by \$1857.60 to reflect 4.3 miles of trail that was not included in our original encumbrance. Since the resolution #101612-01 that you included with their signed grant agreements authorizes Pine County to sponsor the trail to the amount of \$65,923.20 (now an inaccurate number), I need a resolution that accepts the additional dollar amount to send to the Office of Management and Budget with the amendment paperwork.

I know this is a mess, and I'm sorry. If you need more explanation, please give me a call. Thank you.

Connie

Connie Andrews
Parks & Trails
1201 E Hwy 2
Grand Rapids, MN 55744
218-999-7920-phone
218-999-7915-fax
Connie.andrews@state.mn.us

**SPONSORSHIP AND APPROVAL OF GRANT-IN-AID
AGREEMENT FOR SNOWMOBILE TRAILS**

**RESOLUTION 101612-01
(Amended)**

WHEREAS; Pine County serves as the sponsor for various recreational trails that are a part of the State of Minnesota Grant-In Aid trail system, and

WHEREAS; the administration, construction, and maintenance of these trails is performed through snowmobile, cycle, and ATV clubs and is funded through Minnesota Assistance Program Grants issued with the approval of the Minnesota Department of Natural Resources, and

WHEREAS; Minnesota Assistance Program Applications are prepared annually for the approval of Pine County as sponsor of the following existing trails:

- Northern Pine Riders; Pine 1,2, & 3 Snowmobile Trails (\$67,780.80)
- Washington-Ramsey Wheelers Nemadji ATV Trails (*Amount TBD*)
- Straight Arrow Enduro Riders; Nemadji Multiple Use Trails (*Amount TBD*)
- Northern Pine Riders Soo Line South ATV Trails (*Amount TBD*)
- Pine Riders ATV Club Chengwatana & St. Croix State Forest ATV trails (*Amount TBD*).

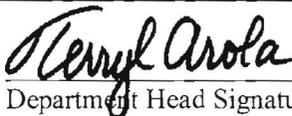
NOW, THEREFORE, BE IT RESOLVED, that Pine County agrees to continue sponsoring said trails at no cost to the County and that the County Board Chair, County Auditor, and/or the designated Grant-In-Aid Coordinator be authorized to sign grant applications, agreements, and reimbursement claims to the Minnesota Department of Natural Resources for construction, maintenance and administration of said trails through the 2012 and 2013 seasons.

Date

By: Chairman, Pine County Board of Commissioners

Attest: David Minke, County Administrator

**PINE COUNTY
REQUEST FOR BOARD ACTION**

Requested Board Date: 12-18-12 FLEXIBILITY: YES <u>NO</u>	Estimated Time: <u>Consent Agenda</u> 10 Min. 15 Min. 30 Min. 45 Min. 1 hour
<u>County Probation</u> Department Requesting Action	 12/12/2012 Department Head Signature/Date

<p>Item for Discussion: (one form per item) <i>Court appointment of Travis Fisher as probation agent effective 12-20-12.</i></p> <p>Board Action Requested: (Attach additional pages if needed) <i>Acknowledge appointment of Travis Fisher as probation agent at starting corrections agent wage of \$ 36,665 per year.</i></p>
<p>Background/Previous Action: <i>On 11-13-12 the Personnel Committee approved the filling of the probation agent position vacated by Agent Tessa Nelson. The Board approved took official action on it on 11-20-12.</i></p> <p><i>On 12-06-12 the vacant position was offered to Travis Fisher following his second interview with Judge Martin, Commissioner Hallan and myself. The local bench has confirmed his appointment. His work assignment will include pre-trial programming and supervision.</i></p> <p><i>MS 244.19 governs the appointment, powers and duties, compensation and reimbursement to counties for County Probation Officer positions.</i></p> <p>Budgetary Implications: <i>The approved budget included the wages of Agent Nelson at Corrections Agent Step 3. There will be a cost savings with an entry level position.</i></p>

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	<u>Consent Agenda</u> (Please choose) Regular Agenda Estimated Time: (Please Circle) <u>5</u> 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour
Department requesting action: Sheriff / Jail	 12-12-12 Department Head Signature Date

Item for Discussion: (one form per item)

Acknowledge and approve the hiring of part time Correction's Officer Alex White, starting wage \$15.57, classification B-23. Effective upon completion of pre-employment screenings.

Position approved during the 09-11-12 personnel meeting and the 09-18-12 County Board meeting. Position fills the part time vacancy created by the promotion of Zakary Vork.

Board Action Requested: (Attach additional pages if needed)

Supporting Documents: Attached None

**Pine County Personnel Committee
Minutes
December 11, 2012
8:30 a.m. Pine County Courthouse**

Members: Commissioner Chaffee
Commissioner Rossow
County Administrator David Minke, Office Manager Ilene Haavisto
and Administrative Assistant Debbie Gray were also present.
Sheriff Robin Cole (arrived at 9:02 a.m.)

1. Commissioner Chaffee called the meeting to order at 8:34 a.m.
2. The agenda was approved.
3. The minutes from the November 13, 2012 Personnel Committee meeting were approved.
4. Sheriff Cole had submitted a Board Action Request for the December 11, 2012 board meeting accepting the resignation of deputy sheriff Justin Stoddard. This request was referred to the Personnel Committee for consideration.
The committee accepts the resignation of deputy sheriff Justin Stoddard; no action was taken on filling this position at this time.
5. Pine County Land/Zoning Administrator Kurt Schneider tendered his resignation effective January 3, 2013.
The committee recommends accepting his resignation.

Administrator Minke indicated that he would like County Engineer Mark LeBrun to act as temporary supervisor until the position of Land/Zoning Administrator is filled. **The committee recommends appointment of County Engineer Mark LeBrun as temporary supervisor for Land and Zoning.**

Discussion was held regarding the land/zoning administrator job description. Administrator Minke expressed interest in adding economic and community development functions as additional job responsibilities. Discussion was held concerning consideration of having the primary work location in Sandstone, but considering some time at the Courthouse. Commissioner Rossow expressed an interest in considering the county taking responsibility for enforcement of the Wetland Conservation Act and responsibility for the county water plan.

Administrator Minke will review and revise the job description as necessary and present to the committee in January.

6. Sheriff Cole informed the committee that he would like to move two part-time deputy positions to full-time positions the first of the year.
The committee did not recommend approval of Sheriff Cole's request. Sheriff Cole stated he will issue lay-off notice to the two part-time deputies.
7. Administrator Minke informed the committee that Health & Human Services Director Linda Cassman has been in contact with him regarding the transfer of the office supervisor Gwen Lewis from Sandstone to the Pine Government Center in Pine City. After discussion, it was determined that staff locations should be based on the needs of the county and that this topic should be brought before the Health & Human Services Board.
8. Administrator Minke updated the Personnel Committee regarding the status of labor negotiations.
 - Teamsters (representing deputies) – Meeting scheduled for December 19, 2012 at 1:30 p.m.
 - IBEW (representing Health and Human Services Supervisors) – County's offer to be voted on by members.
 - AFSCME (Correction Officers) - arbitration decision finding for the county on all issues. Contract will be finalized for review and then given to the negotiation committee and county staff and then sent to Union for review
9. The meeting was adjourned at 9:47 a.m.

Minutes of Government Operations Meeting

Thursday, December 6, 2012, 5:00 p.m., Boardroom, Pine County Courthouse, Pine City, MN

Meeting called to order at 5:00 p.m. Present were Commissioners Curt Rossow and Doug Carlson. Also present was County Administrator David Minke and County Assessor Kelly Schroeder.

Assessor Schroeder reviewed a draft of the abatement policy with several updates designed to bring the County's policy in line with current state law, and also reducing the instances where residents can apply for abatement.

After discussion it was the consensus of the Committee to have the changes reviewed by the county attorney and presented to the board for consideration at the December 18, 2012 meeting.

With no further business, the committee adjourned at 5:45 p.m.



OFFICE OF
PINE COUNTY ASSESSOR

Pine County Courthouse, 635 Northridge Dr NW #260, Pine City, MN
320-591-1632 1-800-450-7463 Ext. 1632 Fax: 320-591-1640

MEMO

To: Government Operations Committee

From: Kelly Schroeder, County Assessor

Date: November 28, 2012

Re: Pine County Abatement Policy

Upon taking over as Pine County Assessor in March, I learned that Pine County has a written abatement policy, which I was very happy for. It gives me guidelines as to when and if abatements should be granted to property owners. There is much of the policy that is great, just with a few tweaks of wording here and there, and I have also added a paragraph "F" to the document, about minimum abatement amounts. It costs the county to process abatements, thus my recommendation is to no longer process the abatements for minimal amounts.

My main concern with the policy is however, the portion relating to homestead abatements. In the current policy, it states that if a property owner fails to apply for homestead, upon paying a \$25 fee, the county will process an abatement and grant them their homestead. Mind you, these taxpayers were notified approximately five times (two personal letters from our office, a valuation notice, a truth in taxation notice, and a notice in the newspapers) to apply for homestead. This is not a common practice to grant these taxpayers homestead after the fact. In the previous years, the county has paid out the following amounts for these type of abatements:

2012: \$1,216 2011: \$1,656 2010: \$4,939

This is an unnecessary (in my opinion) \$7,811 the county has spent in the last three years. This is the main change I would like to see with the abatement policy.

ABATEMENT POLICY

ADOPTED 12-8-98 BY PINE COUNTY BOARD OF COMMISSIONERS Amended 12-14-04 Amended 12-11-2008

Points to consider when acting on abatements:

A. Ad Valorem Tax Abatement

1. Abatements are discretionary. They should only be used—where fairness and equity require an abatement.
2. Abatements are to correct errors in assessment. They are not to be used to reduce a property's tax liability. Abatements should be used as a last resort to correct assessment errors in the valuation or classification of property where no other solution is possible.
3. Abatements should not be granted when a property sells for less than the assessor's estimated market value if it is valued equally in comparison to similar property.
4. Abatements beyond the current year tax and ~~one two preceeding~~ preceding years will not be considered per Minnesota Statute 375.192.
5. Occasional Assessment Errors Do Occur: Ad Valorem abatements for current year taxes for clerical corrections may be in order to restore uniformity ~~between the property and other like properties. In most circumstances, a~~ current tax year abatement is all that should be considered. Prior year abatements should typically not be considered.
 - a. It should be ~~remembered~~ noted that taxpayer/s have had the opportunity to appeal to boards of review and equalization if they believed their values to be excessive at time of assessment. They have received at least three notices of value and classification sent to them to remind them to seek remedy by this time:
 - I.) Valuation Notices in March or April ~~or May~~.
 - II.) Truth in Taxation Notices in November.
 - III.) Tax Statement the following March or April ~~or May~~.
 - b. Assessment records are open to the public for review at any time during the year. The responsibility for an accurate assessment lies with the property owner as well as the Assessor's Office.
 - c. An abatement for the prior year taxes may be considered if there are exceptional circumstances that constitute a hardship.
5. Hardship is defined as a condition where the owner is not physically—capable of acting on, or mentally capable of comprehending the valuation and/or classification of their property as determined by the County Board.

B. Homestead Abatements

1. A person who meets the requirements for the homestead classification **must file** a homestead application with the County Assessor to initially obtain the homestead classification (M.S. 273.063). The statutory deadlines are December 15th of that “Assessment Year” for real property, and May 29th of that “Assessment Year” for personal property (mobile homes, RV’s, etc.)
2. Abatements for the homestead classification are usually requested due to the failure of the owner to apply for the homestead in a timely manner. Notices are published in the paper annually, in November, twice a year (November and May) informing the public about the homestead requirements. Realtors, attorneys and closing agents are or should be aware of the need to apply also. In addition to this, most taxpayers have received two notices (valuation notice and truth in taxation notice) informing them of the non-homestead status of their property before the application deadline. Another notice is given when properties lose homestead due to any transfer of ownership whereas a homestead application is mailed to the new owner of the property. ~~Another notice is provided for mobile homes when they are placed on the assessment rolls. They are mailed a homestead application along with the mobile home return form.~~ For those who are sent receive said notices, and/or fail to complete and return a homestead application, it is recommended that no abatement be given. ~~for the two years prior to the current payable year. Abatements will be granted for the current payable year as long as the application for abatement and a \$25.00 administrative fee is received by December 15th of the year the taxes are payable.~~
3. Abatements may be approved if: Homestead was not granted due to an Assessor’s Office clerical error. The owner had never been mailed ~~or did not receive~~ any of the notices enumerated above due to no fault of their own. Extenuating circumstances exist that constitute a “hardship” (as previously defined).
4. The County Assessor may require that abatement applications be accompanied by two electric bills, two heating bills, two telephone bills at the Homestead address. And two letters from the two nearest neighbors verifying that the applicant lived in the dwelling during the applicable time period.

C. General Form Abatements

1. Recreational vehicles that are eligible for licensure but did not have current registration conspicuously displayed or attached to the vehicle, are subject to property taxation. Abatements should not be approved if the owner was mailed an equalization notice and had the opportunity to appeal the classification at Board/s of Equalization.

D. Local Option Disaster Abatements (M.S. 273.123)

1. Local Option Disaster Abatement allows the County to abate taxes on qualifying property in the year the destruction occurs if the home becomes uninhabitable or unusable, and if the property is not eligible for other disaster credit.
2. The owner of homestead or non-homestead property may receive this reduction in taxes if:
 - a. 50% or more of the structure, as determined by the county assessor, is unintentionally or accidentally destroyed, and the homestead is uninhabitable or other structure is not usable; and
 - b. The owner makes written application to the county assessor as soon as practical after the damage has occurred; and
 - c. The owner makes written application to the County Board.
3. Any reduction is to be based on the number of months that the home is uninhabitable or the other structure is unusable if not in a disaster area. The amount of the net tax due from the taxpayer is to be multiplied by a fraction, the numerator of which is the number of months the dwelling or structure was occupied or used by that taxpayer and the denominator of which is 12. For the purposes of this law, if a structure is occupied or used for a fraction of a month, it is considered a full month.
4. The County Board may levy in the following year the amount of tax dollars lost to the County government as a result of the reductions granted by this law

E. Approval of Abatements

1. All abatements must be approved by first the County Assessor, second the County Auditor, and last by the County Board of Commissioners. If abatement exceeds \$10,000 the affected School District, and City/Township must be notified to respond within twenty days on the abatement request. The County Board can approve or deny that abatement after the twenty day period has expired.

F. Abatements Amounts

1. Abatements will only be processed if the resulting tax difference is more than \$25.

11-30-98
JEK/jek

Amended 12-14-04
JMS Amended 12-11-2008
JMS

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: Nov 6, 2012 Nov 20, 2012 Dec 11, 2012	Consent Agenda <i>(Please choose)</i> Regular Agenda Estimated Time: <i>(Please Circle)</i> _____ 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour
Department requesting action: <u>Sheriff</u>	 Department Head Signature 10-18-2012 Date

<p>Item for Discussion: (one form per item)</p> <p>The Pine County Sheriff's Office request the Technology Committee discuss and approve by consensus the purchase of new Computer Aided Dispatch system and Report Management System (CAD/RMS) for the Pine County Sheriff's Office.</p> <p>Attached are a business case for new systems and a business functionality assessment. Both of these documents were prepared as part of a Department of Justice grant, funding the National Consortium for Justice Information and Statistics.</p> <p>Funding and budget information to be presented to the Technology Committee.</p> <p>Board Action Requested: (Attach additional pages if needed)</p> <p>Requests committee approval and approval by the Pine County Board of Commissioners.</p> <p align="center">Supporting Documents: Attached None</p>
<hr/> <hr/>



Pine County Sheriff's Office

Robin K. Cole, Sheriff

*Steven Blackwell, Chief Deputy
Rick Boland, Chief of Corrections*

CAD/RMS Project Business Case November 2012

Executive Summary

The problem facing the Pine County Sheriff's Office (PCSO) is that current computing capabilities are not up-to-date or reliable. The current computer aided dispatch/records management system (CAD/RMS) does not provide adequate support for PCSO.

PCSO is a member of the North East Minnesota Enforcement Safety Information System (NEMESIS), which provides CAD, RMS, Jail Management System (JMS), and Prosecutor Systems to criminal justice agencies in the Northeast region of Minnesota. St. Louis County supports and maintains the CAD/RMS utilized by PCSO. The current system is not well integrated, and PCSO users perform multiple steps on separate systems to query information or share information critical to criminal justice decision-makers. Officers in the field do not have access to information at the touch of a button; they rely on dispatch to provide them with notifications and alerts. The current processes are manual and time-consuming.

This business case recommends that:

- PCSO purchase a new CAD/RMS to replace the system supported by St. Louis County.
- PCSO enable information sharing through mobile CAD and mobile RMS to the laptops in the patrol vehicles.
- PCSO establish a working relationship directly with a solutions provider.

Information is the lifeblood of law enforcement. Without effective computing capabilities, PCSO cannot share critical data, sort it into useable information, and make it available to decision-makers. The vision for this business case is to streamline information flow and help PCSO become more efficient and effective. Providing secure access to all information utilized within the department from any of its computers is vital to effective use of PCSO resources.

***Pine County Sheriff's Office
635 Northridge Dr. NW, Ste.100
Pine City, MN 55063
320-629-8380***

Problem Statement

PCSO recently worked with SEARCH, The National Consortium for Justice Information and Statistics,¹ to conduct an assessment of the current CAD/RMS.

The assessment utilized the CAD functional specifications from LEITSC (the Law Enforcement Information Technology Standards Council)² to determine if the system meets the needs of the department. The current CAD system includes functionality for 21 out of 27 specifications. Although the CAD system meets the functional requirements laid out in the LEITSC document, the project team identified issues that affect the efficient and effective use of CAD by PCSO. These are:

1. **The search functionality in the CAD system is cumbersome.** During the site visit, Communications staff demonstrated the CAD system. The telecommunicator enters search criteria into one window; a separate window appears with the search results. Users must re-enter information from the search results in a new search window to drill down on the information. If users want to search the RMS for the similar information, they must re-enter the information in a search window for the RMS.
2. **The CAD system does not offer dispatch decision support.** Dispatch decision support is workflow that CAD systems use to provide recommendations to telecommunicators to ease the decision-making process and save valuable time in determining appropriate responses. An example of dispatch decision support is capturing trip information so future calls can be more efficient. In this case, it allows dispatchers to capture call and route information to make better business decisions.
3. **The CAD system does not integrate very well with the RMS.** Telecommunicators are not able to receive alerts or notices related to persons of interest on the CAD system. There are alerts related to locations; however, the display format of the alert is very similar to other text in the system—alerts should be “flagged” or “highlighted” to draw attention to the user.
4. **There is a lack of quality analytical reports.** The CAD system should be able to provide better statistics related to calls for service, as well as management reports related to response time, responding officers, and time on site.
5. **The CAD is not portable for emergencies.** There is no standalone backup site. If Communications staff needed to evacuate the communications center, they would not have the capabilities to access the CAD.

Based on the RMS review, the project team found that the RMS does not fully implement the LEITSC functional specifications.³ Of the RMS modules that PCSO uses, the current RMS meets only 42 out of 78 specifications. And of the 42 specifications that are met, the system does not implement some of the

¹ For more information on SEARCH and their programs, see: <http://www.search.org>

² To view the CAD Functional Specifications, see: http://www.ijis.org/docs/LE_CAD_FuncSpecs.pdf

³ To view the RMS Functional Specifications, see: http://www.ijis.org/docs/LE_RMS_FuncSpecs_v2.pdf

specifications in a way that meets PCSO's business needs. Issues identified through the assessment include:

1. **The RMS is not user-friendly for officers.** The search options are difficult to navigate and the criteria officers can use to query information are limited. Search results do not include results from the CAD or Jail system. Users must have access to the other systems, and use the other systems, to perform complete searches on people, vehicles, and locations. It is time-consuming for officers and telecommunicators to use several systems to query information needed for one case or call.
2. **The system itself is not intuitive.** There are too many windows for entering information. If users enter information in one window, they are required to re-enter the same information in other sections of the application. Entering case information is very time-consuming.
3. **It does not provide crime mapping or analysis reports.** The management reports available in RMS are limited and do not provide the Sheriff with the information needed.

These issues affect the ability of PCSO to share information and easily retrieve information critical for effective decision-making. For example, the exchange of information between the CAD and RMS is incomplete. The RMS does not send information to the CAD; therefore, person, vehicle, and property information is incomplete in the CAD. In addition, when users import information into the RMS from the CAD, they only get location information. This requires staff to re-enter person involvement, vehicle, and property information, which appears as though the import is incomplete. If the integration and exchange of information between the RMS and CAD were cohesive, then users of either system would be able to more efficiently and effectively share information.

PCSO officers have limited access to information while on the road. They do not have access to information stored in the RMS and must rely on radio communications with the dispatch center for several routine queries that they could otherwise handle themselves. They do not have access to alerts that other officers have entered in the RMS.

The CAD information available in-car is limited to basic driver, vehicle, and warrant information. Officers rely on dispatch for any other alerts or cautions related to people, locations, or items. If Communications staff is busy, officers may not receive complete information related to alerts and notifications, which can pose officer and public safety concerns.

Officers have the capability to create electronic citations from the car through a system the state provides. It does not automatically export to the RMS, so Records staff must re-enter citation information into the RMS using paper copies that officers print from the electronic citation system.

Mobile RMS is essential for Pine County. PCSO can reduce the amount of time officers spend traveling between calls for service and in the office by providing mobile RMS capabilities. The Pine County Sheriff said that last year, PCSO spent nearly \$50,000 over budget for fuel, not to mention the amount of driving time and lost hours that could have been used to conduct proactive law enforcement and patrol

activities. PCSO management estimates that by providing mobile RMS, they can cut the fuel costs in half and keep officers on the road.

St. Louis County hosts the CAD/RMS and other NEMESIS applications. Information flow between the users and NEMESIS servers in St. Louis County is over a network maintained by the Minnesota Office of Enterprise Technology (MNIT).⁴ MNIT maintains virtual private networks, routers, and firewalls, and follows Minnesota Justice Information System (MNJIS)⁵ guidelines for information security. Therefore, PCSO can continue to use the MNIT network if they choose to use a CAD/RMS other than the system provided through NEMESIS.

PCSO depends on support and maintenance from St. Louis County for NEMESIS applications. St. Louis County technical support lacks the resources to upgrade the CAD/RMS, and they have not been able to stay ahead of changes to fix system bugs, maintain data tables, or complete routine maintenance. For example, PCSO requested the addition of call types that are specific to Pine County, but St. Louis County has not been able to accommodate this request. PCSO continues to work with St. Louis County through the NEMESIS governance structure to request enhancements, table updates, and other changes. They have not been successful in receiving updates that benefit PCSO or that make it easier to use the system.

PCSO officials do not think that St. Louis County adequately supports the CAD/RMS or meets requests for enhancements that PCSO needs. Currently, St. Louis County controls the relationship with the CAD/RMS vendor and is not proactively addressing issues such as providing a disaster recovery site or allowing agencies to utilize mobile RMS. Sheriff Robin Cole thinks that a direct relationship with a vendor that Pine County manages will benefit PCSO by providing a system that meets PCSO's business requirements, as opposed to indirect communications through a third party.

Participation in NEMESIS is limited to software licenses, code tables, application servers and disk space, and support. Information sharing of RMS data through NEMESIS is not automatic between participating agencies. Each NEMESIS-participating agency has its own master databases and uses a separate interface to search the other agency databases. NEMESIS users access criminal history information, warrants, and driver information through interfaces with the state systems rather than through NEMESIS.

Usually, agencies experience cost sharing and information sharing value when participating in a regional system. However, NEMESIS is over 10 years old and has had few updates. Pine County pays support and maintenance fees to St. Louis County, as well as access fees, that result in an annual expenditure of nearly \$75,000.

PCSO would like to purchase a new CAD/RMS that provides access to information when making critical decisions. PCSO wants a system that fully integrates CAD and RMS information to provide

⁴ For more information about MNIT and their services, see: <http://mn.gov/oet/>

⁵ For more information about MNJIS, see: <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/default.aspx>

efficient data entry and information gathering. Sheriff Cole wants to provide his staff with a tool that will help them be more efficient and effective in their day-to-day activities.

PCSO is at a point where they either need to hire more data entry resources to work on the inadequate system or provide a better tool to be more efficient with the resources in place.

Project Description

This project proposes to purchase a new CAD/RMS that provides remote and desktop access to up-to-date electronic information for law enforcement. As a result, PCSO will be able to utilize more complete information to safely approach individuals and make informed decisions related to arrests, charges, warrants, and other law enforcement actions. The proposed solution will allow access to information contained in the CAD and RMS, as well as MNJIS and NCIC⁶ from all computers in use by PCSO and provide reliable, secure information sharing. The ability for PCSO to access CAD information, RMS information, documents, images, and other information from the mobile computers is critical for efficient and effective law enforcement work. There are two components to this project:

1. Purchase a full complement of products to enhance public safety services through a state-of-the-art CAD/RMS, sophisticated mobile solutions, including a full array of field reporting capabilities, in an easy-to-use browser-based format that integrates with the jail management system and state systems.
2. Establish a long-term vendor relationship with an innovative solutions provider to develop and implement the software, hardware, and network systems technology.

PCSO would like a new system that provides access to information when making critical decisions. They need a user-friendly, browser-based set of software applications that includes a real-time interface that pushes information directly to the field. PCSO would like a system that fully integrates CAD and RMS information to provide efficient data entry and information gathering. The new system needs to provide traditional RMS features for case tracking, reporting, and media attachments, in addition to a system that includes evidence tracking and property inventory.

The foundation of the new system will be based on public safety employee needs. It will ensure that administrative personnel using the RMS do not need to re-enter critical information. Once information is entered into the system through the CAD or mobile application, it should not need to be re-entered into the other modules. This avoids duplication, increases the efficiency of work flow, and streamlines the administrative process. Utilizing information that is entered at the collection point, the Records staff will spend less time entering duplicate data and more time verifying the accuracy of data. This process allows Records staff to concentrate on other critical tasks, such as crime analysis and crime mapping, which positively impact officer effectiveness and public safety.

⁶ NCIC is the FBI National Crime Information Center: <http://www.fbi.gov/about-us>

The system must include powerful, intuitive query capabilities. Detectives and officers need to be able to search for information, independent of which module is used to enter it. The system should relate information to people, places, and items. It should allow for wildcard and soundex⁷ queries.

The ultimate goal for PCSO is to streamline operations, implement information sharing, and integrate mobile computing in a cost-effective manner while maintaining secure accessibility to information.

Business Options

There are three options for replacing the current CAD/RMS with a system specifically for PCSO:

1. **Do Nothing**. The least desirable option is to do nothing. PCSO could continue to operate on the NEMESIS system, paying the annual maintenance and support fees to St. Louis County for a system that does not meet their needs.
2. **Minimal Capabilities**. Purchase a separate mobile RMS. This option would entail PCSO purchasing just the mobile RMS and working with St. Louis County to integrate the information between the mobile RMS and the NEMESIS systems. This option could initially appear to be less expensive than replacing the entire system; however, the amount of effort to integrate the mobile RMS with NEMESIS may not be worth the gains. It would not solve issues PCSO currently experiences with the NEMESIS systems. For example, integrating a new mobile system with the current CAD/RMS will not solve the query problems or notification issues that PCSO staff encounters.
3. **Optimal Capabilities**. Replace the NEMESIS CAD/RMS with a fully-integrated, browser-based system. The CAD/RMS solution will include features that PCSO requires, such as mobile RMS. The solution will also include the information sharing needs of PCSO and their information sharing partners. PCSO will explore options for a CAD/RMS solution that include cooperation with other agencies, cloud services, and purchasing their own system.

The new CAD/RMS will provide PCSO with the capabilities they need to integrate the information between the CAD and RMS, in addition to providing information to the field through mobile CAD and mobile RMS. Initially, this option is the most expensive. However, PCSO may be able to offset costs through reductions in fuel and overtime, as well as the maintenance and support fees currently paid to St. Louis County. There will also be soft cost savings: PCSO will have a tool to help them be more efficient and effective.

Recommendation and Expected Benefits

PCSO should follow option 3 and acquire a system to replace the current NEMESIS CAD/RMS. The benefits of purchasing a system designed and configured specifically for PCSO ensures that the system will be able to provide access to critical information by all departmental computers when the information is needed. A new CAD/RMS should include:

⁷ Queries based on how a word sounds rather than how it is spelled: <http://en.wikipedia.org/wiki/Soundex>

- Easy-to-use and -navigate screens (based on standard web browsing controls)
- Easy-to-generate, accurate, and useful reports
- Intuitive query tools
- Multiple security levels based on roles
- Integrated databases
- Robust mapping capabilities
- Real-time messages, alerts, and notifications
- Field reporting capabilities for crash, offense, incident, and other reports
- A smooth flow of information from CAD to both Mobile and RMS to ensure instant, accurate information is captured and provided to responders in the field

There are many other features offered by CAD/RMS vendors to improve administrative efficiency, avoid redundancy, increase work flow efficiency, and improve the decision-making process. PCSO will use proven purchasing methodologies to select a vendor that meets their business requirements.

PCSO understands that there is more to the project than just selecting a vendor and purchasing a new CAD/RMS. There are many items to consider when implementing a new system. Some of the items include:

- PCSO will utilize proven project management principles and tools to purchase and implement a new CAD/RMS. Acquiring and implementing a new CAD/RMS is an extensive technology project and needs to be treated as such. This includes thorough planning, project management, and ensuring that the selected vendor provides the services required by PCSO.
- Pine County is a rural jurisdiction with some areas that do not have cellular or Internet connectivity. PCSO will ensure that the system purchased provides the capability to store information locally until officers have connectivity to transmit the information.
- PCSO will follow both the Federal Bureau of Investigation's *Criminal Justice Information Services (CJIS)*⁸ Security Policy and the security requirements of the Minnesota Justice Information System when providing access to secure, confidential, and sensitive criminal justice information.
- PCSO will work with the selected vendor, and other IT providers, to develop service level agreements (SLAs) to ensure that providers deliver the level of services required by the criminal justice community in Pine County.

PCSO expects the following major benefits from implementing a new CAD/RMS:

⁸ For information about the FBI CJIS Division, see: <http://www.fbi.gov/about-us/cjis/>. For information on the CJIS Security Policy, see <http://www.fbi.gov/about-us/cjis/cjis-security-policy/cjis-security-policy/view>

1. **Increased productivity** – A new CAD/RMS will not require duplicate data entry. It will also provide the ability for officers to access the RMS while on patrol. This will allow the officers and records staff to be more productive, allowing them to spend more time focusing on law enforcement rather than data entry duties.
2. **Improved access to information** – A new CAD/RMS that is an integrated system will provide CAD users, RMS users, and field officers with the information and tools essential for making informed decisions.
3. **Improved support** – PCSO will enter into a relationship with the system vendor that they control. They will develop SLAs to ensure that the vendor meets their expectations.

Timescales

The time spent upfront ensuring that the new system meets PCSO requirements will be offset by the productivity it provides. Below is an estimated timeline for the project.

Task	Estimate
Overall Project Timeline	200 days
Solicit bids for CAD/RMS services and needed hardware and networking services	60 days
Project planning	30 days
Negotiate contracts for the CAD/RMS services and needed hardware and networking services	5 days
Configure new system	30 days
Configure connectivity	45 days
Test configurations	10 days
Provide training	10 days
Transfer data from NEMESIS to new system	5 days
Transition to new system	5 days

Costs

PCSO continues to pursue funding opportunities for this project, such as applying for grants, working with county executives on capital expenditures, and pursuing cost savings within the agency. Below is an estimate of project costs. This estimate is based on the current budget for the project.

Level	Estimate
Overall Project Costs	\$350,000.
CAD/RMS application and supporting software	\$250,000.
Project management	\$40,000.
Configuration, testing, and training services	\$25,000.
Additional hardware, software, and networking services	\$10,000.
Estimated Annual Maintenance and Support Costs	\$25,000.

Major Risks

This project challenges PCSO to rethink its approach to information technology. The focus will be on how to leverage technology to improve productivity, information sharing, information security, and access to critical information.

Description	Impact	Probability	Risk Response
Exceeding Estimated Budget	High	Medium	The Sheriff will need to carefully monitor the budget and expenses, seeking the best possible pricing.
Inadequate Configuration Services	High	Low	The request for bids for the configuration services will be carefully planned and written to ensure PCSO selects a well-qualified provider
Exceeding Estimated Timeline	Medium	Medium	The timeline may slip due to budget decisions and time to procure hardware, software, and network services
Cooperation Issues with NEMESIS	Medium	Medium	The Sheriff will include NEMESIS stakeholders in the communications plan to keep them informed throughout the project

Summary

This project should provide a new CAD/RMS to help PCSO manage workflow and communications, and help provide consistent service to Pine County. By purchasing a new system, and providing officers and staff with a user-friendly robust tool, the Sheriff's Office should be able to accomplish the goals of streamlining information flow in a cost-effective manner while maintaining secure accessibility to information. Configuring the new system to allow access to the RMS and other information from the field will provide more efficient access to critical information.



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Technical Assistance Report

**Pine County Sheriff's Office,
Minnesota**

**Regional Computer Aided Dispatch
and Records Management System
Business Functionality Assessment**

Site Visit: May 15–16, 2012

Report Submitted: August 3, 2012

Project Team: Michael Jacobson, Information Sharing Specialist

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I. Executive Summary

In November 2011, Chief Deputy Steven Blackwell of the Pine County Sheriff's Office (PCSO) in Minnesota submitted a technical assistance request to SEARCH. The request asked for outside expertise to evaluate the agency's current Computer Aided Dispatch and regional Records Management System (CAD/RMS). The Sheriff and senior staff think the current system does not meet their business needs. They are exploring new systems for the department, but wanted to have a full understanding of their business needs based on national standards. *The ultimate goal for PCSO is to streamline operations, implement information sharing, and integrate mobile computing in a cost-effective manner while maintaining secure accessibility to information.*

SEARCH staff and the PCSO determined that (1) conducting a business assessment of the agency's current CAD/RMS and (2) developing a business case for a new CAD/RMS based on this assessment would provide the Sheriff's Office with the information they needed. In order to meet these deliverables, SEARCH scheduled a site visit to Pine County for May 15–16, 2012, to meet with PCSO representatives.

During the site visit, SEARCH staff used two functional specification documents developed by the Law Enforcement Information Technology Standards Council (LEITSC) in conducting its assessment. Using these documents—one for CAD and one for RMS—ensures that SEARCH's assessment is based on established, national standards. (The resulting evaluation spreadsheets from the site visit and review of Pine County's CAD/RMS are included as Appendixes B and C.)

The following list summarizes, at a high level, SEARCH's principal observations and recommendations, while report **Sections IV** and **V** provide more detail.

Observations:

1. During the site visit, participants discussed each CAD functional specification outlined in the LEITSC document to determine if PCSO's current CAD system performs to these standards. Based on this review, SEARCH found the current system includes functionality for 21 out of 27 specifications laid out by LEITSC. Yet, PCSO thinks the current CAD system does not meet their business needs.
2. During the site visit, participants evaluated each functional component of their current RMS to determine if it could perform to standards set by LEITSC. PCSO does not have access to or does not utilize some of the RMS modules. Based on a review of the RMS modules the PCSO *does* use, SEARCH found that the current RMS meets only 42 out of 72 functional specifications laid out by LEITSC. PCSO thinks the RMS does not meet their business needs.

3. PCSO officers have limited access to information while on the road. Officers have limited mobile CAD access; do not have access to RMS information; and rely on radio communications with dispatch for several routine queries that they could handle themselves if access were available. The Pine County Sheriff thinks a new system will provide access to information for critical decision-making.
4. St. Louis County supports and maintains the current CAD/RMS for a number of agencies in Northeastern Minnesota. Pine County wants to replace the CAD/RMS with a system they control and manage.

Recommendations:

1. SEARCH recommends that PCSO develop a business case that documents the justification for purchasing a new CAD/RMS. PCSO can use the draft business case (included as Appendix D) to assess impacts, both positive and negative, and evaluate any alternatives, issues, and expected benefits, risks, and outcomes.
2. SEARCH recommends that PCSO use proven project management principles and tools to purchase and implement a new CAD/RMS. This process is an intensive and demanding technology project and PCSO needs to treat it as such. This includes thorough planning, project management, and ensuring the selected vendor provides the services and functionality PCSO requires.
3. SEARCH recommends that PCSO consider these additional items as they plan for a new CAD/RMS:
 - **Business Requirements** – PCSO should use available standards and their business needs to define and document their CAD/RMS requirements.
 - **Connectivity Considerations** – Pine County is a rural jurisdiction with some areas that do not have cellular or Internet connectivity. PCSO needs to ensure that the system they purchase provides the capability to store information on the local drive in the mobile computer until officers have connectivity to transmit the information.
 - **Information Security Requirements** – PCSO will need to follow the Federal Bureau of Investigation *Criminal Justice Information Services (CJIS) Security Policy* and the Minnesota Justice Information System (MNJIS) security requirements when sharing criminal justice information.

These additional items will help ensure that the information is available when it is needed and that it is secure, reliable, and in a standard format.

4. SEARCH recommends that PCSO work with the selected vendor, and other IT providers, to develop service level agreements (SLA) to ensure that providers deliver the level of services required by the criminal justice community. SLAs are essential to ensure accountability and that PCSO remains in control of business and technical requirements.

II. Introduction and Request for Assistance

In November 2011, SEARCH received a request for technical assistance from Pine County, Minnesota, to evaluate the current Computer Aided Dispatch and regional Records Management System (CAD/RMS) used by the Sheriff's Office. SEARCH assigned staff member Michael Jacobson to this project. He met with Pine County Sheriff's Office (PCSO) points of contact, Chief Deputy Steven Blackwell and Sheriff Robin Cole, to further define and refine the requirements and expectations of this request.

Chief Blackwell and SEARCH staff collaboratively developed the Technical Assistance Proposal and Statement of Work based upon the following requirements and circumstances:

- PCSO is the only law enforcement agency within Pine County and the county's only Public Safety Answering Point (PSAP) for dispatching calls for service for police, fire, and emergency medical services.
- PCSO is interested in improving the RMS.
- The current RMS is not capable of operating on the mobile data units; therefore, patrol officers must travel 20–30 minutes after each call for service to enter information into the system. With current fuel prices, multiple 30-minute trips each day strain the department's budget.
- PCSO uses a CAD system and geographic information system (GIS) module. The users think the CAD system is not user-friendly, nor does it meet the business needs of the department.
- The stakeholders want to review business processes to ensure the PCSO acquires a system that meets their agreed-upon requirements.
- PCSO wants help developing a business case for a new CAD/RMS purchase.

The goal of this technical assistance engagement is to help Pine County stakeholders conduct a business assessment of their current CAD/RMS and develop a business case for a new CAD/RMS based on the needs analysis developed from this project. SEARCH staff initiated work on this TA in early March 2012 and completed the site visit in Pine City, Minnesota, in May 2012. This Technical Assistance Report is the final deliverable for this engagement.¹

¹ Support for this project was provided by Grant No. 2009-SD-B9-K003 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view or opinions in this document are those of the authors and do not represent the official position or policies of the U.S. Department of Justice.

III. Background

Pine County covers more than 1,400 square miles and has a population of 29,750.² It is located halfway between the twin cities of Minneapolis/St. Paul and Duluth, Minnesota. In addition to the homes and businesses of its residents, Pine County has many recreational opportunities, including lakes, rivers, and large campgrounds. The county experiences a large influx of visitors each year from May through October.

The mission of PCSO is to “Protect the lives and property of the citizens of Pine County in the most cost effective, efficient manner.”³ As the sole law enforcement agency in Pine County, it provides public safety services that include:

- **Jail Services**, which protect the public while providing a safe, clean, and well-managed environment for employees, inmates, and visitors. The jail also provides those incarcerated with education, behavior management, and various program opportunities designed to improve their ability to return as productive members of society.
- **Patrol Services** include the general duty law enforcement in the protection of life and property throughout the county. Officers patrol county areas in squad cars. They enforce state, county, and local laws and secure compliance with traffic regulations. Patrol officers are the first responders for calls for service.
- **The Canine Unit** has two dual-purpose K-9 units trained in narcotics, tracking, obedience, agility, article search, and apprehension.
- **The Mounted Patrol**, along with the regular patrol, provides security and traffic control for county fairs and community events. They also provide Search & Rescue assistance and flag ceremonies on horseback.
- **The Boat and Water Division** primarily enforces safety regulations on the lakes in accordance with Minnesota Department of Natural Resources and county boating regulations, conducts rental boat inspections, and places navigation warning and regulatory markers to advise the boating public of hazards and no-wake zones.

In 2002, PCSO joined the Northeastern Minnesota Enforcement Safety Information System (NEMESIS)⁴ for CAD/RMS services. NEMESIS is a

² Source: http://en.wikipedia.org/wiki/Pine_County,_Minnesota

³ Source: http://pinecountymn.gov/office3.com/index.asp?Type=B_BASIC&SEC={CD148F10-1F9E-4D1F-B4D3-534ADAC3D34A}

⁴ For more information related to NEMESIS, see: <http://nemesismn.org/About.aspx>

regional system that provides the following services to local law enforcement agencies:

- A CAD system purchased from Tiburon, Inc.⁵ to dispatch and monitor calls for service for police, fire, ambulance, and other first responders. PCSO utilizes this system and is the only PSAP in the county.
- A Law Enforcement Information Management System purchased from DAMION⁶ that is a records management system. The RMS helps track incidents, arrests, and other law enforcement activities.
- A Jail & Offender Management System (JMS) purchased from DAMION, which tracks and manages inmate information throughout the incarceration lifecycle.
- A Prosecution Management System (PMS), also from DAMION, to assist with tracking cases after law enforcement refers them to prosecutors. According to Sheriff Cole, the Pine County attorney decided not to use the PMS offered through NEMESIS.

NEMESIS provides interfaces to facilitate searches for criminal histories, people, vehicles, stolen articles, and warrants information housed in state and federal systems. Grant funding from both federal and state sources supports the NEMESIS efforts. St. Louis County houses the IT services that support the NEMESIS systems. Pine County works with St. Louis County for technical support and enhancements, and relies on them for updates to the NEMESIS applications. Pine County pays support and maintenance fees to St. Louis County, as well as access fees, that result in an annual expenditure of nearly \$75,000.

The NEMESIS program began in 2000 with five charter agencies: the City of Duluth Police Department, Hermantown Police Department, Proctor Police Department, the St. Louis County Sheriff's Office, and the University of Minnesota-Duluth Police Department. These agencies worked with Constellation Justice Systems, Inc.⁷ to design and implement NEMESIS. Other agencies, such as PCSO, joined as participating agencies.⁸ The original five charter partners continue to drive the direction of the NEMESIS program, while the participating agencies receive software licenses, connectivity, and support.

⁵ For more information relating to Tiburon, Inc., see: <http://www.tiburonline.com>

⁶ For more information regarding DAMION Shield, see: <http://www.courtview.com/products/shield>

⁷ Constellation Justice Systems, Inc. is now CourtView Justice Solutions: <http://www.courtview.com>

⁸ For a complete list of participating agencies, see: <http://nemesismn.org/About/ParticipatingAgencies/tabid/1200/Default.aspx>

III. Project Approach

Project Methodology and Resources

The project team used three primary sources to gather information and conduct this assessment:

- 1) **Resource documents** pertaining to purchasing and managing technology for public safety and CAD/RMS functionality.
- 2) A CAD/RMS **business functionality and technical assessment** conducted during the site visit.
- 3) **Interviews** with PCSO staff.

— Resource Documents

A central resource used throughout this technical assistance engagement was the *Law Enforcement Tech Guide: How to plan, purchase and manage technology (successfully!)*, developed by SEARCH and published by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS).⁹ SEARCH staff also used two functional specification documents developed by LEITSC:¹⁰

- The *Standard Functional Specification for Law Enforcement Computer Aided Dispatch (CAD) Systems*
- The *Standard Functional Specifications for Law Enforcement Records Management Systems Version II*

These documents outline industry standards for CAD and records management systems, as developed by telecommunicators, first responders, law enforcement, and justice practitioners. They provide a strong foundation for assessing CAD/RMS implementations.



⁹ Kelly J. Harris and William H. Romesburg, Washington, D.C., U.S. Department of Justice COPS Office, 2002. This publication was supported through cooperative agreement number 2001-CK-WX-K064 from the U.S. Department of Justice, Office of Community Oriented Policing Services, awarded to SEARCH Group, Inc. The Tech Guide is available at: <http://www.search.org/files/pdf/TECHGUIDE.pdf>

¹⁰ Both the CAD and RMS *Standard Functional Specification* documents were prepared with the guidance, leadership, and funding of the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, in collaboration with the Law Enforcement Information Technology Standards Council. The project to develop these resources was supported by Grant No. 2003-MU-BX-0068, awarded by the Bureau of Justice Assistance. The CAD document is available at: http://www.ijis.org/docs/LE_CAD_FuncSpecs.pdf. The RMS document is available at: http://www.ijis.org/docs/LE_RMS_FuncSpecs_v2.pdf

— ***CAD/RMS Business Functionality and Technical Assessment***

In advance of the site visit, SEARCH provided participants with copies of the CAD and RMS functional specifications documents as the primary CAD/RMS assessment reference resource. SEARCH staff developed CAD and RMS Business Functionality and Technical Assessment spreadsheets based on the business function areas identified in both the CAD and RMS functional specifications documents. These spreadsheets became the basis for most of the discussions with the various stakeholders during the site visit. The resulting spreadsheets from the Pine County site visit and review of its CAD/RMS are included as Appendixes B and C.

— ***Interviews with PCSO Staff***

SEARCH staff conducted a series of meetings during the site visit to gather additional information about project expectations and requirements and to learn more about the CAD/RMS. These meetings also helped determine expectations for how a CAD/RMS should operate for the PCSO.

The overriding focus of the site visit was to evaluate the operational and functional capabilities of the current CAD/RMS. Therefore, the purpose of each meeting was to—

- Discuss what works well and what does not work well with the current CAD/RMS.
- Assess the existing CAD/RMS based on the LEITSC CAD and RMS functional specification documents.
- Determine additional needs and requirements of a CAD/RMS for PCSO.

The meetings included participation by Sheriff Cole, Detectives, Records, Patrol, Detention, and Communications staff, and county IT personnel. Sheriff Cole provided information related to Pine County governance, policies, and procedures he is establishing within his agency. In addition to these discussions, PCSO staff demonstrated the current CAD/RMS and provided insights on how they would improve functionality.

IV. Observations and Analysis

In this section, SEARCH provides observations and analysis based on its review of materials and on-site discussions with PCSO managers, staff, and stakeholders. The observations and analysis include general interpretations and discoveries during the CAD/RMS evaluation. **Section V** of this report provides recommendations that address these observations.

1. **SEARCH determined the current CAD meets LEITSC functional specifications, but does not meet user needs relating to efficient and effective usage**

During the site visit, participants used the CAD functional specifications from LEITSC to determine if Pine County's CAD system meets the needs of the department. The current CAD system includes functionality for 21 out of 27 specifications. Although the CAD system meets the functional requirements laid out in the LEITSC document, the project team identified issues that affect the efficient and effective use of CAD by PCSO.

During the site visit, Communications staff demonstrated the CAD system. The search functionality within the CAD is cumbersome. The telecommunicator enters search criteria into one window; a separate window appears with the search results. The user must reenter information from the search results in a new search window to drill down on the information. The resulting information is retrieved only from within the CAD system and does not include results from the RMS. If users want to search the RMS for the similar information, they must reenter the information in a search window for the RMS.

In addition to the cumbersome search capabilities, the CAD system does not offer dispatch decision support. Dispatch decision support is workflow that CAD systems utilize to provide recommendations to telecommunicators to ease the decision-making process and save valuable time in determining appropriate responses. Vendors work with agencies to base the dispatch decision support on incident-context information and standard operating procedures so the CAD can provide recommendations that help save time, which in turn saves lives and protects property.

The CAD system does not integrate very well with the RMS. Telecommunicators are not able to receive alerts or notices related to persons of interest on the CAD system. There are alerts related to locations; however, the display format of the alert is very similar to other text in the system—alerts should be “flagged” to draw the user's attention.

The exchange of information between the CAD and RMS is incomplete. The RMS does not send information to the CAD; therefore, person, vehicle, and property information is incomplete in the CAD. In addition, when users import

information into the RMS from the CAD, they only get location information. This requires staff to reenter person involvement, vehicle, and property information. If the integration and exchange of information between the RMS and CAD were cohesive, then users of either system would be able to more efficiently and effectively share information.

Users indicate they need more complete query results. When they conduct a query in CAD, they would like to see:

- Previous contacts from the RMS
- Alerts and flags for officer safety from the RMS
- Fewer duplicate search results based on better matching of results
- An easier way to drill down on information between the two systems.

At the time PCSO began using the RMS, they did not have policies in place governing data entry standards. This resulted in duplicate names, locations, and vehicles that users either spelled or entered differently. Recently, PCSO established data entry standards; however, they have not had the time or resources to clean up historic data. In addition, since PCSO does not share master databases with the other NEMESIS agencies, a name entered by another agency does not appear in the search results for PCSO.

During the CAD demonstration, users pointed out a lack of quality analytical reports. They felt CAD should be able to provide better statistics related to calls for service, as well as management reports related to response time, responding officers, and time on site. The system features some canned reports, such as daily call log reports. PCSO does not have the flexibility with the NEMESIS system to create reports that management can use to focus law enforcement efforts to a region within the county, or measure performances of responding officers.

Meeting participants discussed one of the items from the CAD functional specifications: the CAD system's ability to operate in a location other than the dispatch center. SEARCH determined that Pine County's CAD system is not portable for emergencies. There is no standalone backup site. If Communications staff needed to evacuate the communications center, they would not have the capabilities to access the CAD. This is partly a policy issue, as PCSO has not been able to secure the connectivity, licenses, and support from St. Louis County to establish a disaster recovery site.

2. SEARCH determined the current RMS does not meet the LEITSC functional specifications

Based on the review of the RMS used by PCSO, the project team found it does not fully implement the LEITSC functional specifications. Participants evaluated each functional component to determine if the current system could perform to each standard. Although PCSO does not have access to or utilize some of the

RMS modules, of the modules it *does use*, the current RMS meets only 42 out of 78 specifications. And of the 42 specifications it *does meet*, the system does not implement some of the specifications in a way that meets the agency's business needs.

Based on the demonstration and comments from users—

- The RMS is not user-friendly for officers.
- Search options are difficult to navigate and limited in the criteria officers can use to query information.
- Search results do not include results from the CAD or Jail system. Users must have access to the other systems, and use the other systems, to perform complete searches on people, vehicles, and locations. It is time-consuming for officers and telecommunicators to use several systems to query information needed for one case or call.

The system itself is not intuitive. There are too many windows for entering information. If users enter information in one window, they are required to reenter the same information in other sections of the application. Entering case information is very time consuming. For example, detectives enter the "title" of a report in three separate boxes. They also must enter badge number, name, and other information that is available from their login information. In addition, users must enter the date rather than the RMS automatically pulling it from the system date on the computer and allowing users to edit it. The redundant data entry not only consumes valuable time, but also can introduce errors, which negatively affects data accuracy and user confidence in query results.

PCSO thinks the RMS does not adequately fulfill their business needs. It does not provide crime mapping or analysis reports. The management reports available in RMS are limited and do not provide the Sheriff with needed information. ***These issues affect the ability for PCSO to share information and easily retrieve information critical for effective decision-making.***

3. PCSO officers have limited access to information while on the road

Officers have limited mobile CAD service. They do not have access to information stored in the RMS and rely on radio communications with the dispatch center for several routine queries that they could otherwise handle themselves.

The CAD information available in-car is limited to basic driver, vehicle, and warrant information. Officers rely on dispatch for any other alerts or cautions related to people, locations, or items. ***If the Communications staff is busy, officers may not receive complete information related to alerts and notifications, which can pose officer and public safety concerns.***

Officers are able to create electronic citations from their squad cars through a system the state provides. It does not automatically export to the RMS, so Records staff must reenter citation information into the RMS from paper copies the officers print from the electronic citation system. This business process refers violators to court.

Sheriff Cole advised that NEMESIS does not want to provide mobile RMS capabilities, due to information security concerns. According to Sheriff Cole, St. Louis County technical staff was not willing to offer the encryption, virtual private networks, or user licenses for mobile RMS. The Sheriff thinks that mobile RMS is essential for Pine County. PCSO can reduce the amount of time officers spend traveling between calls for service and in the office by providing mobile RMS capabilities. According to Sheriff Cole, last year, the PCSO spent nearly \$20,000 per deputy in fuel, not to mention the amount of driving time and lost hours that should have been used to conduct proactive law enforcement and patrol activities. PCSO management estimates that by providing mobile RMS, they can cut their fuel costs in half and keep officers on the road.

4. PCSO wants to replace the CAD/RMS with a system that they control and manage

As described above, St. Louis County hosts the current CAD/RMS and other NEMESIS applications. Information flow between the users and the NEMESIS servers in St. Louis County is over a network maintained by the Minnesota Office of Enterprise Technology (MNIT).¹¹ MNIT maintains virtual private networks, routers, and firewalls and follows Minnesota Justice Information System (MNJIS)¹² guidelines for information security.

PCSO depends on support and maintenance from St. Louis County for the NEMESIS applications. PCSO management thinks they do not receive adequate support. St. Louis County technical support staff lacks the resources to upgrade the CAD/RMS, and has not been able to fix system bugs, maintain data tables, or complete routine maintenance. For example, PCSO requested the addition of call types that are specific to Pine County, but St. Louis County has not been able to accommodate this request.

Although there are a number of agencies utilizing NEMESIS, it is not a truly *regional* system; rather, it performs as discrete CAD/RMS systems. Participation in NEMESIS is limited to software licenses, code tables, application servers and disk space, and support. Sharing criminal justice information through NEMESIS is not automatic among participating agencies. Each NEMESIS-participating agency has its own master databases and uses a separate interface to search the

¹¹ MNIT information and services: <http://mn.gov/et/>

¹² MNJIS information: <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/default.aspx>

other agency databases. NEMESIS users access criminal history information, warrants, and driver information through interfaces with the state systems rather than via NEMESIS. As a participating agency in the NEMESIS program, PCSO continues to request enhancements, support, and mobile RMS services from St. Louis County. The NEMESIS governance committee and St. Louis County has not prioritized or worked on many of these requests.

The Pine County Information Technology department provides all the other IT needs for PCSO that are unrelated to NEMESIS. They provide network, desktop, laptop, printer, and application support. PCSO is very satisfied with the support the Pine County IT staff provides.

Officers do not have easy access to RMS information while on the street. PCSO wants a new CAD/RMS that provides access to information when making critical decisions. PCSO wants a system that fully integrates CAD and RMS information to provide efficient data entry and information gathering. Sheriff Cole wants to provide his staff with a tool that will help them be more efficient and effective in their day-to-day activities. PCSO management thinks that a standalone system for Pine County is such a tool.

St. Louis County is not proactively fixing issues such as providing a disaster recovery site or allowing agencies to utilize mobile RMS. Currently, St. Louis County controls the relationship with the CAD/RMS vendor. PCSO thinks that NEMESIS and St. Louis County are not meeting their business needs, because they do not have a direct relationship with the vendor. Sheriff Cole thinks that a direct relationship with a vendor that Pine County manages will benefit PCSO by providing a system that meets PCSO's business requirements.

PCSO issued a request for information for a new CAD/RMS. The responses they received indicate that PCSO can purchase and implement a system that fits their requirements for under \$300,000; this includes training, project management, and 1 year of support and maintenance.

V. Recommendations

Based on the observations and analysis documented in **Section IV**, SEARCH recommends the following actions for continued support of information sharing improvements at PCSO.

1. **SEARCH recommends that PCSO develop a business case for the purchase of a new CAD/RMS**

PCSO should develop a business case that justifies and explains the need to fund a replacement CAD/RMS. A business case identifies the problem, and provides options and justifications for undertaking a project. The Sheriff will use the business case to garner support from county executives and other funding sources. PCSO will use the business case to assess impacts, both positive and negative, and evaluate any alternatives, issues, and risks. Appendix D includes a draft business case that examines options, expected benefits, risks, and outcomes.

A business cases pulls together analysis into a convincing argument in support of a project. A business case is a well-reasoned argument designed to convince an audience of the benefits of a technology investment, while educating them about the changes, costs, and risks that will be part of the effort. The goal of a business case is to inform key stakeholders about the initiative and convince them to support it in specific ways.

A business case is a package of information, analysis, and recommendations. It includes a plain language statement of the problem to solve, with key data to illustrate its significance, as well as its severity and complexity. A business case identifies key stakeholders, and describes how the problem affects them. The case clearly states assumptions, estimates, and other weaknesses in underlying data. It presents the options available to the decision makers, comparing features, costs and benefits, and stakeholder impacts for each option. The case concludes with a recommended course of action and a justification that presents its strengths and weaknesses.

Table I illustrates the essential elements that a business case may include.

<ul style="list-style-type: none"> ✓ A brief, compelling, service-oriented problem statement ✓ A mission statement or vision of the future that addresses the problem ✓ A description of the specific objectives to be achieved ✓ A description and rationale for your preferred approach ✓ A statement of the benefits that address the concerns of all relevant stakeholders ✓ Measures for gauging improved performance or progress toward each objective ✓ A statement of the likely risks of your initiative and how they will be addressed ✓ A basic plan of work with a timeline and key milestones ✓ A project management plan and names and roles of key managers ✓ Alternatives considered and how they would or would not work ✓ Cost estimates and potential sources of funding ✓ Opposing arguments and your responses to them

Table 1: Essential elements of a business case

2. SEARCH recommends that PCSO utilize proven project management principles and tools to purchase and implement a new CAD/RMS

PCSO should treat the acquisition and implementation of a new CAD/RMS as a technology project. This includes thorough planning, project management, and ensuring that the selected vendor provides the services and functionality required by PCSO.

Proven project management principles and tools can provide PCSO with the means necessary to ensure a successful implementation of a new CAD/RMS. The *Law Enforcement Tech Guide: How to plan, purchase and manage technology (successfully!)* provides agencies with a systematic guideline for planning, acquisition, implementation, and integration processes in support of public safety technology projects. Download it at <http://www.search.org/files/pdf/TECHGUIDE.pdf>.

There are costs (time, money, effort) associated with using project management methods, tools, and processes. These costs often include the time used for project planning, purchasing software tools, training personnel, and the ongoing costs of managing the project. Over-investing in project management may not add value to the project and could be detrimental if there is too much focus on project management processes, as opposed to getting the required work done. The important point about project management is to balance the appropriate application of project management knowledge, skills, tools, and techniques to each project. Keeping this in mind, PCSO should develop the following documents for the CAD/RMS project:

- **Project Charter** – includes the project purpose, goals, objectives, and high-level requirements. It summarizes the decision-making structure for the project, in addition to identifying project milestones, budget, and risks. A project charter formally recognizes and authorizes the project.
- **Project Plan** – a guide for both project execution and project control. The plan is used to guide the project to success by outlining assumptions and establishing project baselines for progress measurements and control. It describes what resources are required to complete the project, processes to follow, and how to monitor and control project work.
- **Communications Plan** – outlines the project’s communications strategy. It identifies whom to communicate with, what to tell them, and how often. A communications plan effectively keeps users and stakeholders informed, involved, and current with the progress of the project.
- **Risk Management Plan** – identifies the risks, severity, probability, frequency, and response to each risk. It includes mitigation strategies to manage risks to prevent them from becoming problems that affect the project cost, scope or timeline.

Successfully *using* IT to provide reliable, accurate, and timely information at decision points helps law enforcement better serve the community. Therefore, *managing* IT projects to ensure success is critical to public safety.

3. SEARCH recommends that PCSO consider these additional items as they plan for a new CAD/RMS

— **Business Requirements**

PCSO needs to ensure that the new system provides the increased functionality they require, but still allows them to share information. PCSO should use the CAD and RMS LEITSC functional specifications along with their specific business requirements to develop a requirements document for a new CAD/RMS. PCSO can include requirements for project management, data conversion, and interfaces to NEMESIS, if desired, and state and federal systems. Investing the time to thoroughly define and document the requirements should ensure that PCSO does not lose any functionality when switching from NEMESIS.

— **Connectivity Considerations**

PCSO should consider connectivity constraints when implementing a new CAD/RMS. Pine County is a rural jurisdiction with areas that lack cellular or Internet connectivity. Include enough time during the project planning stage to ensure that the vendor and PCSO thoroughly investigate connectivity issues and plan for contingencies. For example, PCSO needs to ensure that the system they purchase provides the capability to store information on the local drive in the mobile computer until officers have connectivity to transmit the information.

— **Information Security Requirements**

During project planning, PCSO should also consider information security requirements. PCSO will need to follow the Federal Bureau of Investigation *Criminal Justice Information Services (CJIS) Security Policy*¹³ and the MNJIS security requirements¹⁴ when sharing criminal justice information.

— **Regional Information Sharing**

Regional information sharing should rank high among items to consider and plan for to ensure officers have access to the information they need. PCSO thinks that they need to separate from NEMESIS, which has some regional information sharing capabilities. In order to be able to share information, PCSO will need to work with MNIT and NEMESIS to make certain that they are sharing critical criminal justice information with other law enforcement agencies across the state.

— **Data Storage**

In addition to requirements for the new CAD/RMS, PCSO will need to decide how to handle data stored in NEMESIS, including master databases, GIS data, and call logs. There are at least four options to consider:

1. Convert the data from the old system to the new CAD/RMS, including a step to validate the data and clean up the master indexes
2. Data dump the information into a separate system for read-only access
3. Manually enter the information from the old system into the new CAD/RMS
4. Leave the information in the old system and start fresh with the new CAD/RMS

Successful project planning includes looking at items that, on the surface, may not be directly related to the project at hand. By considering these and other items at the beginning of the project, PCSO will be able to forecast budget, timeline, and scope. The ability to forecast this information may help avoid issues with procuring and implementing the new system.

¹³ For information on the FBI CJIS Division, see <http://www.fbi.gov/about-us/cjis/cjis>. The most recent *Security Policy* is version 5.1, dated July 13, 2012. For details, see <http://www.fbi.gov/about-us/cjis/cjis-security-policy/cjis-security-policy/view>

¹⁴ For information on MNJIS security requirements and how the Minnesota Department of Public Safety can assist in this project, see: <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/default.aspx>

4. SEARCH recommends PCSO develop a contract that includes Service Level Agreements with the chosen CAD/RMS vendor

SEARCH recommends that PCSO work with the selected vendor, and other IT providers, to develop service level agreements (SLA) to ensure that providers deliver the level of services required by the criminal justice community.

Even if PCSO does not purchase a new system, PCSO should establish SLAs for IT services with existing and future service providers, including St. Louis County for the current CAD/RMS and the State of Minnesota for network services. The objectives of SLAs are to define, document, measure, and report service levels, with the goals of continued improvement of services and customer satisfaction with the quality of services.

Through SLAs, PCSO can express specific requirements and hold providers accountable for delivering services that meet those requirements. SLAs generally include measurable, objective criteria of satisfactory performance so it can be clear whether the provider is meeting the required levels or not.

- **Accountability:** SLAs are a key component of accountability and ensure that PCSO remains in control of IT requirements. SLAs allow PCSO to specify what they need, while allowing the providers to determine how to fulfill the needs in the most efficient manner possible.
- **Rules:** SLAs provide PCSO with a formal process for articulating the unique aspects of criminal justice and law enforcement information. They establish the rules regarding how the providers must support those needs through technology. These include:
 - Securing the information
 - Ensuring the information is delivered in a timely manner
 - Ensuring the reliability of the connections to deliver the information
 - Maintaining confidentiality when working with criminal justice information

SLAs can streamline communications and build trust and confidence while ensuring that vendors meet business needs.

VI. Conclusion

It has been SEARCH's pleasure to work with the dedicated and professional staff of the Pine County Sheriff's Office. SEARCH appreciates the willingness of Sheriff Cole and his staff to answer any questions and provide complete and timely information.

Implementing new technology is both challenging and rewarding. The new CAD/RMS should help manage workflow and communications and help provide consistent service throughout Pine County. Pursuing the purchase of a CAD/RMS should allow PCSO the opportunity to accomplish the goals of streamlining operations, implementing information sharing, and integrating mobile computing in a cost-effective manner while maintaining secure accessibility to information.

SEARCH is a committed partner in these efforts. Please let our team know if there are any questions regarding this report or if PCSO needs additional technical assistance.

**Appendix A:
About SEARCH and the
Project Team**

SEARCH, The National Consortium for Justice Information and Statistics

SEARCH, The National Consortium for Justice Information and Statistics, is a nonprofit membership organization created by and for the states, dedicated to improving the quality of justice and public safety through the use, management, and exchange of information; application of new technologies; and responsible law and policy, while safeguarding security and privacy.

For over 43 years, SEARCH's primary objective has been to identify and help solve the information management problems of justice and public safety agencies confronted with the need to automate and integrate their information systems and to exchange information with other local agencies, tribes, state agencies, agencies in other states, or with the Federal Government.

SEARCH is governed by a Membership Group comprised of one gubernatorial appointee from each of the 50 States, and the territories. Members are primarily state-level justice officials responsible for operational decisions and policymaking concerning the management of criminal justice information.

A staff of professionals works from SEARCH headquarters in Sacramento, California, to implement solutions identified by the Membership Group. SEARCH provides justice and public safety agencies with diverse products, services, and resources through these focus areas: Information Sharing, Criminal History Law and Policy, and Electronic Crime Investigation.

SEARCH:

- Is a national provider of technical assistance to address the specific needs of operational state and local justice and public safety agencies in the process of acquiring, developing, upgrading, or integrating their computer and communications systems.
- Offers hands-on training to local, tribal, state, and Federal agencies on computer technology issues with criminal justice and homeland security applications. Courses are offered on such topics as investigating computer crime, cellular device investigations, network investigations, and online child exploitation investigation.
- Prepares police, fire, and EMS agencies for successful technology projects.
- Sponsors national conferences, symposia, and workshops for local, tribal, state, and Federal justice practitioners.
- Prepares national research, analytical, and survey reports and bulletins on a range of timely issues in criminal justice information management, technology, and law and policy, which are published and disseminated by the U.S. Department of Justice and U.S. Department of Homeland Security.
- Provides a wide variety of information about justice information systems, related technologies, standards, research, and technology acquisition via the Internet. These resources are available via the SEARCH home page at www.search.org.

Project Staff

Mr. Michael Jacobson is an Information Sharing Specialist for SEARCH, The National Consortium for Justice Information and Statistics, where he helps justice and public safety agencies nationwide to improve their use of technology and information sharing in mission-critical projects and initiatives. He assists in all facets of information sharing capability development and communications interoperability, including strategic planning, architecture development, business process modeling and analysis, service specification development, and performance management. He also contributes to publications on key issues and participates in efforts to develop and adopt national information sharing and interoperability standards.

Mr. Jacobson has more than 20 years of networking, database programming, user support, administration, and project management experience, with expertise in XML, business process modeling, and service-oriented architecture (SOA). Prior to joining SEARCH in 2009, he worked for the Montana Department of Justice (DOJ), most recently as an Information Technology Project Manager. In this position, he coordinated and completed multiple simultaneous projects, including managing project scope and timelines; developing project and communications plans; providing risk assessments; developing policies, standards, and procedures; analyzing business processes; and reporting to project sponsors, stakeholders, and team members. He managed the statewide Integrated Justice Information Sharing (IJIS) Broker program, which includes the information exchanges that allow a wide range of agencies (such as courts, jails, prisons, police, sheriffs, and motor vehicle division) to share real-time information quickly, securely, and accurately.

Mr. Jacobson also served as Chief of the Montana DOJ's Application Services Bureau for more than 3 years, which assists the department in planning, developing, and maintaining automated information systems. He oversaw the work of web developers, programmer/analysts, systems analysts, and database administrators, and also participated in long-range planning and coordinating development projects. He worked with IT managers statewide on enterprise-wide strategic planning, standards, and policy issues as Executive Chairman of the Montana Information Technology Managers Council, an advisory group to the state Chief Information Officer.

He also served as a System Analyst for the Montana Department of Agriculture for 5 years, where he was responsible for meeting its IT needs, including user support and training; network and server administration; and programming large and small database projects. He previously worked for MoreWire, Inc., as Vice President of Information Systems; Hydrometrics, Inc., as Senior Systems Specialist; and as an Information Service Specialist for the state Office of Public Instruction, all based in Helena, Montana.

Mr. Jacobson has a bachelor's degree in Computer Science from Carroll College. He has achieved SEARCH JIEM Certification.

**Appendix B:
Computer Aided Dispatch
Functional Specifications
Evaluation Spreadsheet**

CAD Standard Functional Requirements				
	FIT=1	GAP=1	NA	Comments
Law Enforcement Dispatch				
1.2 Use Case Diagram			x	The Use Case Diagrams are not intended to be an assessment area. Marked as NA throughout this assessment.
1.3 Call Taking	1			
1.4 Dispatch Decision Support		1		standard operating guidelines - no workflow in CAD
1.5 BOLO	1			not utilized - training issue
1.6 Dispatch Units	1			map and AVL
1.7 Unit Status Management	1			map and AVL
1.8 Call Management	1			
1.9 Supplemental Resources Tracking	1			
1.10 Call Disposition	1			assign resource to every incoming call
CAD System Administration				
2.2 Use Case Diagram			x	
2.3 Geofile Maintenance	1			one person throughout the whole group to make changes in St. Louis County - not available at local
2.4 Security	1			
2.5 Logging	1			
2.6 Configuration	1			User-specific configurations; however, not the SOPs
2.7 Table Maintenance	1			
2.8 Communication Center Relocation		1		
2.9 CAD Catch-Up	1			
Support Services				
3.2 Use Case Diagram			x	
3.3 BOLO	1			
3.4 Emergency Operations Center		1		
Call Management and Management Reporting				
4.2 Use Case Diagram			x	
4.3 Dispatch Supervisor Support	1			
4.4 CAD Management Reports	1			
4.5 Training and Testing	1			P-TEST call type - for testing and training
Interfaces				
5.2 Use Case Diagram			x	
5.3 Primary	1			
5.4 Additional Interfaces	1			Can see other agencies on the same CAD CAD in car is available
5.5 Locational System Interfaces	1			

5.6 Administration Interfaces		1		
5.7 Communications Interfaces		1		
5.8 Public Awareness Messaging		1		
5.9 Emergency Operations Interface		1		
5.10 Additional Business Functions			x	only PSAP in county
	20	7		

**Appendix C:
Records Management
System Functional
Specifications Evaluation
Spreadsheet**

RMS Standard Functional Requirements				
	FIT=1	GAP=1	NA	Comments
General				
				Narrative text search training and policy
Master Indices				
2.1 Use Case Diagram			x	The Use Case Diagrams are not intended to be an assessment area. Marked as NA throughout this assessment
2.2 Master Name Index	1			Jail side has the NiCIC fingerprint, jail side and mugshots squads cannot access Shield from outside the station
2.3 Master Vehicle Index		1		Entered under property file - not under separate auto file - search under property (property_type identifier)
2.4 Master Property Index	1			
2.5 Master Location Index	1			no coordinates in RMS - CAD
2.6 Master Organization Index		1		enters org info into name index - searching challenging (business practices)
Calls For Service				
3.1 Use Case Diagram			x	
3.2 Transfer CFS Data to the RMS	1			but - it doesn't populate the master indices (except location of incident)
Incident Reporting				
4.1 Use Case Diagram			x	
4.2 Prepare the Initial Incident Report	1			
4.3 Create Supplemental Report	1			
4.4 Report Review	1			workflow in system, but not utilized
Investigative Case Management				
5.1 Use Case Diagram			x	
5.2 Assign Investigator	1			investigators know it is his or her turn to pick up the items in their district or to fit their workload
5.3 Case Monitoring	1			
5.4 Conduct Investigations	1			
5.5 Charging		1		able to put report together - not sending electronically from system - records puts the paperwork together from the system then emails it to the prosecutors - attorney's office not using the electronic system
5.6 Case Disposition	1			get paper dispositions back after court ruling or memos for further investigation - records scans them in and puts in system under incident number
Property and Evidence Management				
6.1 Use Case Diagram			x	Paper-based chain of custody for evidence - using for stolen property inventory for state stats
6.2 Collect Property and Evidence	1			system has it - separate property room procedure - does not interface with RMS
6.3 Vehicle Impound	1			
6.4 Property and Evidence Storage	1			not using in NEMESIS, but may have capabilities
6.5 Property and Evidence Disposition	1			

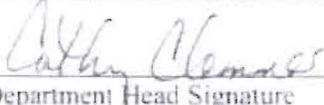
Warrant				
7.1 Use Case Diagram			x	
7.2 Receive and Process Warrant	1			Paper-based system from courts - 2 people enter warrants into the RMS, then into NCIC manually (create master name, do records checks, etc) then enter into NCIC on top of dispatch duties - Felony warrants within a day or two - other warrants average about 15/week felony and misdemeanor
7.3 Verify Warrant		1		do records checks, etc. through CJIS terminal - (dispatch does the warrant verification)
7.4 Warrant Service	1			No interface with NCIC to clear warrant
7.5 Cancel Warrant	1			dispatch marks it cleared
Arrest				
8.1 Use Case Diagram			x	built into case module - once CAD info dumps into RMS - manually enter master name info - then can update the case file that resulted in an arrest.
8.2. Arrest Subject	1			Offense codes - statewide offense codes in the case module (UCR offense codes)
8.3 Arrest Warrant Service	1			
8.4 DUI Arrest		1		not a separate module; just part of the case (scan in the BAC and Breathalyzers report to attach to Case file), no fields for BAC, etc
Booking				
9.1 Use Case Diagram			x	separate Jail module - same vendor, but not populated on records side - shared case number, etc.
9.2 Process Subject	1			shared master name index - jail enters info during booking stuff in MNI pushes forward
9.3 Verify Subject	1			JMS has screenings, etc., medical questions, etc. (Ivescan interfaces JMS - all they have to do is roll the prints) now interface with state with mug and SID
9.4 Release	1			The JMS is very nice
Juvenile Contact				
10.1 Use Case Diagram			x	Records flagged as juvenile
10.2 Juvenile Contact				
10.3 Juvenile Detention	1			in JMS - notification list, information protection
10.4 Juvenile Referral				county attorney - certain reports that deputy must fill out - templates within the case module that the county created
Crash Reporting				
11.1 Use Case Diagram			x	In case put in crash - use state form - separate system would be nice if it interfaced
11.2 Crash Reporting			x	module not used by PCSO - they use separate state application
Citation				
12.1 Use Case Diagram			x	Citations must be electronically sent to court - officers have access to statewide e-citation system in car that automatically sends citations to court. However, the interface doesn't always work, so the officer does manual citation. Records enters it into the RMS and fixes any information, then hits the e-citation button from RMS to court system. Even if it still goes into the e-citation in the car. Records still must manually enter the citation into the RMS. Every citation is touched by Records.

12.2 Issue Citation			x	
Field Contact				
13.1 Use Case Diagram			x	
13.2 Document Field Contact	1			place in RMS for contact - officer observations - supplemental reports -
Pawn				
14.1 Use Case Diagram			x	not a separate module for pawn - track under property
14.2 Receive and Process Pawn Data		1		
14.3 Seize Pawn Property		1		
14.4 Analysis of Pawn Data		1		
14.5 Regional and State Pawn Reporting		1		
Civil Process				
15.1 Use Case Diagram			x	separate module that is being used - need in car for protection orders
15.2 Serve Orders	1			
15.3 Seized Property	1			
15.4 Billing	1			
Protection Orders and Restraints				
16.1 Use Case Diagram			x	within the civil module - searchable by name -
16.2 Protection Order and Restraint Recordings	1			currently fax/email orders for service to districts
Permits and Licenses				
17.1 Use Case Diagram			x	
17.2 Application Processing	1			using for gun permits - not very user friendly - not using for alarms
17.3 Collection	1			no county ordinance for billing for false alarms
17.4 Background Investigation	1			
17.5 Suspension-Revocation	1			
Equipment and Asset Management				
18.1 Use Case Diagram			x	Not in current RMS system
18.2 Equipment Receipt		1		pencil/paper and file - tracking of equipment a nightmare
18.3 Equipment Issuance		1		
18.4 Equipment Checkout		1		
18.5 Equipment Check-In		1		
18.6 Physical Inventory/Audit		1		
18.7 Equipment Maintained		1		
18.8 Equipment Disposal		1		
Fleet Management				
19.1 Use Case Diagram			x	not in current RMS system
19.2 Fleet Receipt		1		
19.3 Fleet Issuance		1		

19.4 Fuel Log		1		
19.5 Fleet Maintained		1		
19.6 Damage Reporting		1		
19.7 Fleet Disposal		1		
Personnel				
20.1 Use Case Diagram			x	schedule on Excel spreadsheet - no interface with court (paper delivered to officer)
20.2 Operational Management		1		no management tools in current RMS
20.3 Personnel Information		1		
20.4 Scheduling and Assignment		1		
20.5 Exceptions		1		
20.6 Duty Roster		1		
20.7 Training and Certification		1		Chief Deputy - tracks
Internal Affairs				
21.1 Use Case Diagram			x	Team protection mode within system
21.2 Conduct IA Investigation	1			
Analytic Support				
22.1 Use Case Diagram			x	crime mapping interface is available - not used much by agency - public website interface
22.2 Tactical Analysis		1		
22.3 Strategic Analysis		1		
22.4 Forecasting Analysis		1		
22.5 Administrative Analysis		1		
RMS Reports				
23.1 Use Case Diagram			x	system has this capability -
23.2 Aggregate Reporting	1			
23.3 Standardized Reporting	1			
23.4 Ad Hoc Reporting	1			
RMS System Administration				
24.1 Use Case Reporting			x	good security -
24.2 Security	1			
24.3 RMS Table Maintenance		1		must have NEMESIS make changes - new codes must be approved and created by system
24.4 Data Management	1			
24.5 Geofile Maintenance	1			
RMS Interfaces				
25.1 Use Case Diagram			x	
25.2 CAD Interfaces	1			still manual interactions for master indices - keeps same incident #, populates date, time, activity type, location, officer, no names in indices
25.3 Local/Regional Interfaces (prosecutor system)	1			not being utilized because prosecutor's dropped the system they didn't like the system (not user friendly)

25.4 State/Federal Interfaces		1		have to enter data twice
25.5 N-DEx Exchange		1		
25.6 Suspicious Activity Report(SAR) Exchange		1		
25.7 Registration Module	1			track through system - but done through statewide system
	42	36		
Sum	78			
Technical Services (IT Infrastructure)				
Network Services				Discussion of the communication bandwidth between locations, facilities, and systems, as well as connectivity to patrol
Hosting Services				hardware and system software infrastructure - discussion of servers, database, SAN, backup/recovery related to hosting the RMS
User Device Configuration & Deployment Services				Setup and configuration of user devices (PC, laptop, MDT, etc.) and ongoing support
Professional Services - PM, Procurement, etc.				Project management, Procurement, Policy management, Security review/audit, QA, Strategic Planning
Support Services and Functions				
Event Management-detection/prevention	1			an event is a detectable or discernible occurrence that has significance for the management of the IT infrastructure or the delivery of the services (status of IT infrastructure)
Incident Management-track and solve	1			unplanned interruption to IT services or a reduction in the quality of service (restoration of normal operating state as quickly as possible)
Request Fulfillment - user request	1			handling user requests - channel through which user can request and receive services, report issues, etc. (this is where SLAs come into play)
Problem Management - solve and prevent	1			dealing with the underlying cause of one or more incidents - resolve the root cause of errors and implement permanent solutions
Access Management-authentication, rights, identity	1			user rights, user identification, everything from passwords to monitoring denials of service, etc.
Performance Management-monitor and control	1			improvement of services - continual service improvement
IT Operations-managing the technical services	1			the technical infrastructure used to deliver services -
Service/Help Desk-user support	1			single point of contact for users - solves, routes, monitors all to ensure that all incident and services requests are dealt with
user have a procedure for reporting issues, etc. working relationship pretty good for tech support. (Vendor probably better than NEMESIS)				

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	Consent Agenda <i>(Please Circle)</i> <input checked="" type="radio"/> Regular Agenda Estimated Time: <i>(Please Circle)</i> 10 Min. <input checked="" type="radio"/> 15 Min. <small>Time needed</small> 30 Min. 45 Min. 1 hour
Department requesting action: <u>Auditor/Treasurer</u>	 Department Head Signature 12-18-12 Date

Item for Discussion:

Delinquent Property Tax Publication Cost – currently at \$20.00 per parcel Auditor-Treasurer requests increasing to \$35.00 per parcel to help offset actual costs.

In 2010, billed \$22,560.00 against 1,128 tax parcels and paid \$41,738.25 for a loss of \$19,178.25 In 2011, billed \$20,600.00 against 1,030 tax parcels and paid \$38,367.00 for a loss of \$17,767.00. Actual publication cost per parcel in 2010 was \$37.00 and in 2011 was \$37.25.

Board Action Requested: (Attach additional pages if needed)

Supporting Documents: Attached None

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	Consent Agenda <i>(Please Circle)</i> Regular Agenda Estimated Time: <i>(Please Circle)</i> _____ 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour
Department Requesting Action: <u>Administrator</u>	_____ Department Head Signature Date

Item for Discussion: <i>2013 Commissioner Per Diems</i>
Board Action Requested: (Attach additional pages if needed)
Supporting Documents: Attached None

RESOLUTION ESTABLISHING COUNTY COMMISSIONER
COMPENSATION AND PER DIEMS FOR 2013

WHEREAS, M.S. 375.055 and 375.06 set forth the authorization for compensation of Minnesota County Commissioners; and

WHEREAS, Pine County Commissioners are eligible to receive per diem payments in accordance with the above referenced statutes;

NOW THEREFORE BE IT RESOLVED that an annual salary shall be paid to each Pine County Commissioner;

BE IT FURTHER RESOLVED that Commissioners may receive payment of per diem (only one per diem per day) for meetings for county or committee meetings;

BE IT FURTHER RESOLVED that Commissioners may be allowed and paid for actual and necessary traveling expenses incurred while attending meetings of the County Board;

BE IT FURTHER RESOLVED that the following be deemed eligible for per diem reimbursement: Regular County Board Meetings, Committee Meetings, Temporary or one time meetings as directed by the Board or the Board Chair, Special County Board Meetings, Emergency County Board Meetings, AMC Meetings, and all other meetings that meet requirements of MN Statute 375.055.

And that the following are ineligible for per diem reimbursement:
Board of Equalization, Canvassing Board

A Commissioner shall not be entitled to County reimbursement of per diem, mileage, or other expenses if the Committee to which they have been appointed has reimbursed the expense incurred.

The salary for County Commissioners for 2013 is \$21,208.00

The per diem rate per meeting for 2013 is \$75.00

The mileage reimbursement rate for 2012 is to follow the federal rate.

Attest:

David J. Minke
County Administrator

Steven Chaffee
Chairman, Board of County Commissioners
Pine County, Minnesota

PINE COUNTY REQUEST FOR BOARD ACTION

Requested Board Date: December 18, 2012	Consent Agenda <i>(Please Circle)</i> Regular Agenda Estimated Time: <i>(Please Circle)</i> _____ 10 Min. 15 Min. Time needed 30 Min. 45 Min. 1 hour
Department Requesting Action: <u>Administrator</u>	_____ Department Head Signature Date

Item for Discussion: <i>2013 County-wide mileage rate. Recommend County follow federal rate for 2013.</i>
Board Action Requested: (Attach additional pages if needed)
Supporting Documents: Attached None



PINE COUNTY

Administrator's Office

635 Northridge Drive NW

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Pine City, MN 55063

1-800-450-7463 Ext. 1620

Fax: 320-591-1628

To: County Commissioners
From: David J. Minke, County Administrator
Date: December 18, 2012
Subject: Administrator Office Staffing

Earlier in the year, Roxanne Orvis (Administrative Assistant) position was made full-time until December 31, 2012. Previously she was working 4 days per week. I had intended to request the Personnel Committee extend her fulltime status into 2013 as Ilene Haavisto will be going to part-time status (phased retirement) starting February 1, 2013, however, I did not get it on the last agenda for consideration.

Since the Board will not meet again until January 8, 2013, I request the Board consider extending her full-time status to continue to assist with the transition for a period not to exceed one (1) year (12/31/13). It is likely the period will be for a shorter time.

Funds are available in the 2013 budget.