Five-Year Strategic Plan 2020-2025

Beltrami County Sheriff's Office

To protect the lives, rights, privileges and property of the citizens of Beltrami County in a way that preserves the public's trust.

Contents

Office of **SHERIFF OF BELTRAMI COUNTY**
613 Minnesota Avenue NW
Bemidji, MN 56601

Ernie Beitel, Sheriff
Phone (218) 333-9111
Fax (218) 333-8325
ernie.beitel@co.beltrami.mn.us

December 3, 2019

All Beltrami County Citizens & All Beltrami County Sheriff's Office Employees
Beltrami County, MN

Greetings to all,

It has been my honor to serve my community and country as a law enforcement officer for what will be my 38 year and am now serving my first term as your Sheriff.

Planning is key to the long-term success of the Beltrami County Sheriff's Office. Our daily successes and failures are only relevant when we understand what we need to provide, and precisely how we can efficiently and effectively protect and serve the citizens of Beltrami County. We have examined our journey; our history, specifically focusing on our potential as we move forward into the future.

As an organization we are not only serving our community as legislated by statute, but also through our partner agencies and the critical community relationships in which we are strongly vested in. We are inspired to continue in our progress and future of our community through our talented staff and programs.

I am proud of the men and women of the Beltrami County Sheriff's Office. They have done remarkable work to adapt to the ever-changing needs of our community while performing their duties to the highest standards of professionalism. I want to thank all the staff, division's heads, and personnel for their hard work, dedication and commitment to the development of this strategic plan. This project was a lot of work for our staff that had to find the time and juggle the workload for this document to come together. I also want to thank Jan Heuer for the great amount of time she put into this project to see it come together. Her tenacity to see this project through was a huge driving factor to making it become a reality. She is a good steward and friend to the Sheriff's Office and to our community.

Sincerely,

Ernie Beitel

Ernie Beitel
Beltrami County Sheriff
This strategic plan is dedicated to those whom came before us in serving and protecting the citizens of Beltrami County, we stand upon their broad shoulders, to those whom currently serve and to those whom will bravely serve in the future.

3

Sheriffs of Beltrami County:

May 1897 – January 1901	Jacob P. Nygaard
January 1901 – January 1909	Thomas Bailey
January 1909 – January 1913	Al B. Hazen
January 1913 – January 1923	Andrew Johnson
January 1923 – January 1927	Julius R. Johnson
January 1927 – January 1938	Andrew Johnson (2d term)
January 1938 – January 1967	John Joseph Cahill
January 1967 – January 1982	Thomas F. Tolman
January 1982 – February 1989	Orielle Norland
February 1989 – November 1994	Dwight Stewart
November 1994 – January 1998	DeeWayne Rognstad
	Chief Deputy Bill Cross
January 1999 – December 2006	Keith Winger
	Chief Deputy Tom Lyons
January 2007 – January 2019	Philip Hodapp
	Chief Deputy Mike Bakke (2007-2012)
	Chief Deputy Ernie Beitel (2012-2019)
January 2019 – Present	Ernie Beitel
	Chief Deputy Jarrett Walton

The Sheriff serves a four-year term as elected by the constituents of Beltrami County. The Sheriff appoints the Chief Deputy and Administrative Assistant to serve at-will.

The Beltrami County Sheriff's Office is located at 613 Minnesota Avenue NW, on the Beltrami County Campus, in Bemidji, Minnesota.

Command Staff Organizational Chart

```
                          ┌─────────────┐
                          │   Sheriff   │
                          └──────┬──────┘
              ┌─────────────┐    │
              │    Chief     │◄──┘
              │   Deputy     │
              └──────┬───────┘
                     │
                     ├──── Field Operations
                     │
                     ├──── Communications/ Emergency Management
                     │
                     ├──── Records
                     │
                     ├──── Jail
                     │
                     ├──── Investigations
                     │
                     ├──── SWAT
                     │
                     └──── PBTF & HSTTF Commander
```
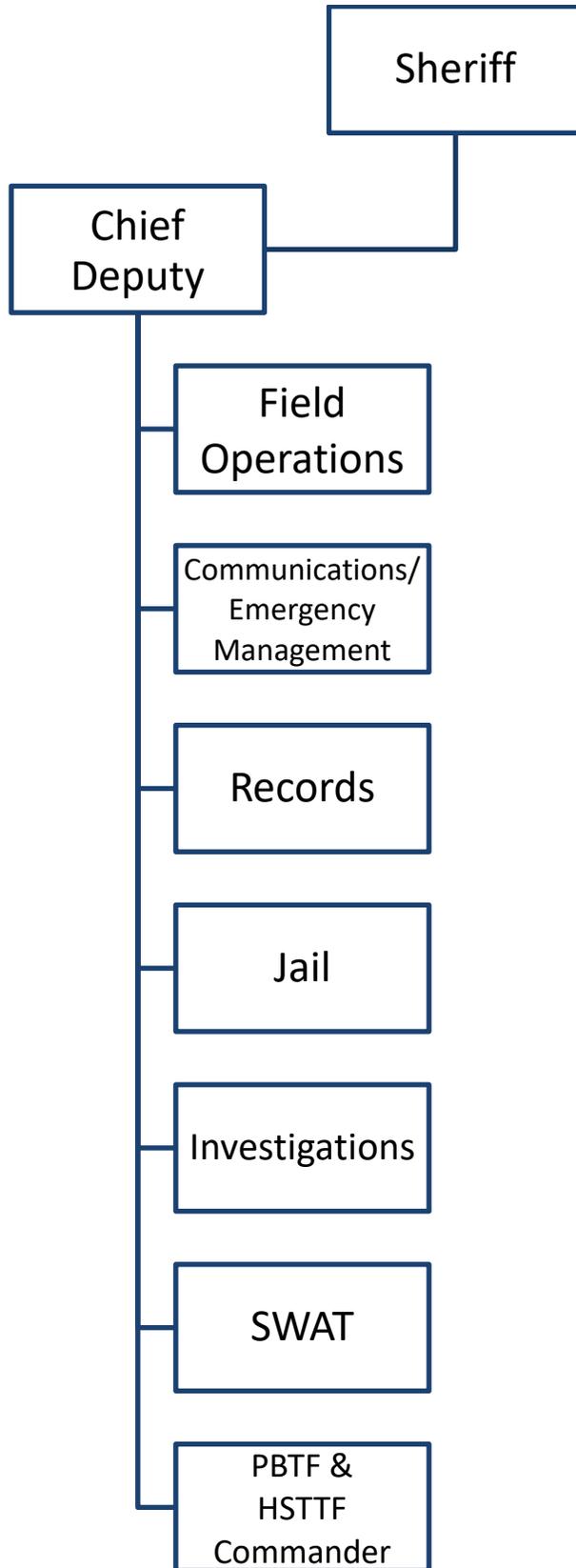
Beltrami County Sheriff's Office Mission Statement

The Beltrami County Sheriff's Office is dedicated to providing professional and innovative enforcement, detention and court security for the protection of life and property in Beltrami County as mandated by State Statute.

Major Goals:

- To keep and preserve the peace of the county.
- To provide a safe environment for inmates, staff, and the public during all phases of the judicial process.
- To provide positive activities to inmates to control their behavior while in custody.
- To apprehend and assist in the prosecution of criminals, recover property, and aggressively enforce laws.
- To service the citizens by preventing and suppressing crime and protecting lives; rights and property.
- To link citizens with the Sheriff's services through telecommunications and information technology.
- To maintain a diverse, fit work force and assure the community that the most qualified employees are recruited and developed to serve and protect their communities.

Law Enforcement Code of Ethics

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against abuse or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others.

Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or abuse and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.

Purpose of the Beltrami County Sheriff's Office Strategic Plan
The purpose of this strategic plan document is to provide meaningful insight relative to the operations and operational requirements of each division within the Sheriff's Office. Division Commanders and Staff provided the information and data associated with each of the divisions within their areas of expertise of which is critical in the development and implementation of a useful strategic plan.

The Beltrami County Sheriff's Office five-year strategic plan provides a workable framework for achieving our vision and mission. Vital to this plan is providing quality services that are prompt and cost effective while addressing the ever-changing needs of the community we serve. To this end, we constantly strive to provide consistent, timely, cost effective services while maintaining and embracing new partnerships with both the private and public sectors.

The development and utilization of a strategic plan which outlines the direction and needs of the Beltrami County Sheriff's Office is intended to be an internal critical planning tool and its funding governmental body. This plan includes staff input during its development which promotes administrative and budgetary processes to chart its course and assess future personnel, equipment, facility and fiscal needs. This plan also adds an on-going performance monitoring component, designed to hold members accountable for their contribution to the accomplishment of specific objectives and ultimately the mission of the Beltrami County Sheriff's Office.

Beltrami County Sheriff's Office at a Glance
The Beltrami County Sheriff's Office is a full-service law enforcement agency with the following divisions: Patrol/Field Operations, Criminal Investigations, Task Force Operations, Beltrami County Jail, Communications, Records, and Recreation Division including: Boat and Water Safety, ATV, OHV and snowmobile enforcement, search and rescue, SWAT, and Emergency Management including our volunteer organizations; Sheriff's Posse, First Responders, Paul Bunyan Amateur Radio, and Civil Air Patrol.

The Beltrami County Sheriff's Office employs Deputy Sheriffs, Correctional Officers, Court Security Bailiffs and Deputies, Communications Officers and Records Staff. The Beltrami County Sheriff's Office is the headquarters for the Emergency Management operations in Beltrami County as well as responsible for the operations of the Beltrami County 911 Emergency Call Center Public Safety Answering Point (PSAP).

The Beltrami County Sheriff's Office is responsible for the administration of the following departments and grant budgets: Coroner, Sheriff Contingency, Sheriff Administration, Boat & Water, County Park Patrol, Chippewa National Forest Patrol, Snowmobile Safety Grant, Communications, Civil/Warrants, Criminal Investigations, Field Operations, North Beltrami County Con-Con, Toward Zero Death Grant, MN Off Highway Vehicle Safety Grant, Safe Trails OJP Grant, Headwaters SWAT, Emergency Management, E-911 Grant, Bailiffs/Court Security/Transport, and Beltrami County Jail.

The Beltrami County Sheriff's Office patrols over 3,000 square miles with an average population of 17.7 people p/square mile, 86 townships, portions of two federally recognized Tribal Nations (Red Lake and Leech Lake Bands of Ojibwe Indians), 459,851 acres of state forest lands, protecting over 46,000 full-time county residents and nearly 22,000 seasonal residents. By some estimates, the summertime population of the county increases by more than double with seasonal residents and tourists who are attracted to the area's resorts and water recreation opportunities. The Boat and Water division patrols approximately 116,000 acres of lakes (over 500 bodies of water) located within the boundaries of Beltrami County.

The duties of the sheriff are statutorily defined by Minn. Stat. §387.03:

>The sheriff shall keep and preserve the peace of the county for which purpose the sheriff may require the aid of such persons or power of the county as the sheriff deems necessary. The sheriff shall also pursue and apprehend all felons, execute all processes, writs, precepts, and others issued or made by lawful authority and to the sheriff delivered, attend upon the terms of the district court, and perform all duties pertaining to the office, including investigating recreational vehicle accidents involving personal injury or death that occur outside the boundaries of a municipality, search and dragging for drowned bodies, and search and looking for lost persons. When authorized by the board of county commissioners of the county the sheriff may purchase boats and other equipment including the hiring of airplanes for search purposes.

Beltrami County Court and Campus Security Division Organizational Chart

```
                    ┌─────────────────────┐
                    │                     │
                    │    Sergeant (1)     │
                    │                     │
                    └──────────┬──────────┘
              ┌────────────────┴────────────────┐
    ┌─────────┴─────────┐            ┌───────────┴──────────┐
    │                   │            │                      │
    │   Bailiffs (8)    │            │       Court          │
    │                   │            │   Deputies (5)       │
    └───────────────────┘            └──────────────────────┘
```
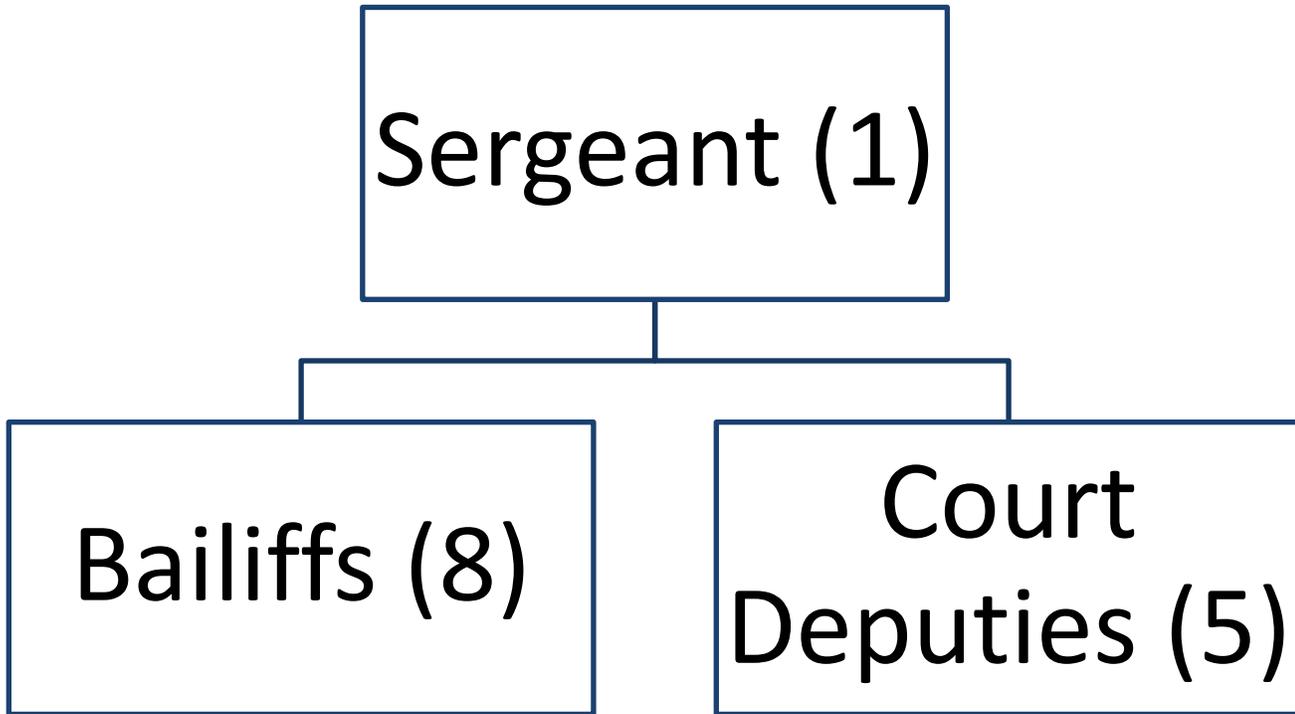
Mission Statement
To uphold all functions of the judicial system, while serving the people and associates of Beltrami County with dignity, fairness, and respect.

Vision
The Beltrami County Court Security Staff strives to protect the integrity of the court and the rights of every citizen who comes before it, while ensuring all disputes are resolved peacefully and efficiently. Personnel will respect the physical, mental, and cultural needs of all people throughout the Beltrami County campus and aim to prevent or deter any violent action taken against them.

Values
Teamwork – is a crucial aspect of the job. We seek to understand how we can best support each other and make choices that put team before individual performance.
Accountability – for ourselves and the actions we take. We recognize that division members are its greatest asset. Collectively, we assume responsibility to treat each other in a professional manner and support their professional development.
Respect – for all members of our diverse community. We treat members of the public with dignity and we maintain the highest levels of integrity and professionalism in all our actions.
Excellence – striving for personal and professional excellence in everything we do. We lead by example. We are committed to managing our resources in a careful, efficient, and effective manner.

Overview of Beltrami County District Court and Beltrami County Campus Security Division
The Court Security Division has an active role providing protection and security in the Beltrami County Courthouse as well as throughout the Beltrami County Campus. They also transport inmates to scheduled court hearings, medical/mental health appointments, pick them up on warrant in other counties, and bring them to prison when their sentence is executed.

In 2021, there are currently 14 staff members assigned to work the Beltrami County Court Security Division. The team is made up of 1 Sergeant, 5 Court Deputies and 8 Court Security Officers all of whom work together to meet the needs of court, transport operations, and campus security.

The Beltrami County Court Security Division is led by the Court Security Sergeant who is accountable to the Beltrami County Sheriff for the overall management and oversight of court security operations and personnel. The Court Security Division is administratively organized to support three separate core functions. Each function is supervised by the Court Security Sergeant who manages and oversees security operations and personnel within Court Security, Campus Security, and Transport Divisions.

All court security staff are responsible for providing a safe and secure environment to support and ensure the fair, safe, and efficient administration of justice. Court Deputies and Court Security Officers (CSO) are the front-line members of the integrated team that is responsible for the execution of the court security mission and values. Both entities protect and safeguard courthouse grounds and the building, county campus building and staff, court staff, and the public whom utilize our courts. Court Deputies are primarily responsible for access control of the Judicial Center. CSOs have the prime responsibility of maintaining order in the courts; protect judges, jurors, witnesses, prisoners, litigants, and the public whom utilize the court facility. CSOs enforce judicial orders and licensed Court Deputies have the statutory authority to enforce laws.

Assisting the Court Security Sergeant in the management of the Court Security Division is a Transport Lead and

two CSO Leads. Responsibilities include the day-to-day management and oversight of the Court Security Division to ensure the division meets its organizational goal to provide effective and professional security within the judicial center, county campus, and transport operations. In executing this duty, the Court Sergeant manages and coordinates training and threat management programs as well as the administrative functions of the division.

The Court Security Sergeant is the primary advisor to the Sheriff for the development of training programs, policy and protocols, and supervising training practices. Working under the supervision of the Captain and with general guidance from the Sheriff, the Court Security Sergeant is responsible for threat detection and mitigation programs. The Court Security Sergeant has oversight over the development and operation of electronic and other security systems installed in and around the courthouse, county buildings and throughout the county campus. This position is also responsible for managing and coordinating emergency preparedness plans, the completion of vulnerability assessments, and efforts to evaluate and mitigate threats directed at the courthouse and throughout the county campus.

The integrated, cascading organizational structure with clearly identifiable individual duties and responsibilities is designed so that every member of the Court Security Division can visualize and understand their role in the organization. To achieve the goals identified in this plan, it is imperative that every member of the division beginning with the newest Court Security Officer to the Sheriff unmistakably understanding their role and be committed to consistently producing excellence.

The Beltrami County Court Security Division staff are trained in a formal Field Training Officer (FTO) training program and participate in numerous levels of transport operations. The Court Deputy Sergeant and the Transport Lead monitor warrant information, transport requests, and transport scheduling.

The Transportation Unit manages inmate movements outside the perimeter of the Beltrami County Jail. These specially assigned officers maintain care, custody, and control of inmates when they must be transported to and from courts, hospitals, or other correctional institutions.

The Transportation Unit averages 80 inmate and mental health transports monthly and logs roughly 8,900 miles per month. The Transportation Unit oversees 5 vehicles that are uniquely designed for inmate transportation, including specialized vans and SUVs. All transports involve multiple officers who ensure the safety and security of the inmate, transport personnel, and the general public.

When not performing transport assignments, transport deputies assist with court security and campus security functions.

Historical
Beltrami County Court Security Division
Construction of a new courthouse in 2007 brought new safety and security requirements in order to provide adequate security to the new facility. Unlike the Historic Courthouse Annex building, in which courtrooms were located on the first floor, the new courthouse has multiple courtrooms on different floors. Security staff are now required to monitor courtrooms on multiple floors while simultaneously supervising inmate escorts and holding areas during this time. This has presented significant challenges for court staff also necessitating changes in staffing requirements to meet the safety and security needs of the new courthouse.

Physical barriers were not the only challenge the Court Security Division would face in 2007. They also faced

significant turnover within the Court Security Division during that time. While a select group of licensed staff were promoted to road deputy positions, others simply retired, leaving significant vacancies within the division. Hiring new staff became a priority throughout the later part of 2007 through the beginning of 2008.

Sustainable staffing levels did not occur until mid-2018. Once the new staff received on-the-job-training they were immediately placed into courtrooms and inmate escorting positions. Staff felt it was "sink or swim" when it came to daily operations. Over time the new staff acclimated to the positions and became an integral part of the new courthouse security team. The new team consisted of two part-time deputies and four non-licensed bailiffs whose primary role was court security. Licensed staff were no longer working road shifts and were now consistently working security at the front desk checkpoint, performing bailiff duties and assisting with inmate escorts.

From 2008 through 2011, the Court Security Division continued to struggle with staffing levels and inconsistent leadership. In 2011, administration addressed the need for formal leadership within the division at which time the first supervisor position was created. This position would experience turn-over multiple times over the next 4 years. In 2015, administration changed the Court Security Supervisor title to Court Security Sergeant.

Significant improvements followed over the next few years within the Court Security Division.

Transport Operations
In 2014, the Court Security Division would be delegated the responsibility of transport operations. Prior to 2014, transports were conducted primarily by non-licensed correctional staff assigned to the Beltrami County Jail. Court security staff were utilized from time to time to assist with transports. The change in transport protocols occurred after an inmate escaped from custody while on a medical transport, which led to a manhunt and a vehicle pursuit. After careful consideration, administration formally transferred transport operation responsibilities to the Court Security Division. Transports would be performed by licensed court deputies assigned to the courthouse.

The new role proved to be more than the Court Security Division could accommodate. With new procedural changes, it would stretch staffing to a new level. Essential staff were being pulled from security checkpoints and courtrooms and placed in vehicles, transporting inmates throughout Minnesota and surrounding states. It became apparent that staffing for courthouse and transports operations would be more challenging than before.

Leadership and staff found it extremely difficult to keep up with the rigid timelines each courtroom required for daily operation while at the same time, manage the inconsistent and the constant fluctuation of transport requirements. The competing priorities became difficult to navigate and challenged the entire team.

The first major improvement was identifying a Transport Lead that could monitor each facet of transport operations. The Transport Lead position would prove to be one of the greatest innovations the Court Security Division successfully developed.

Over the next few years leadership and court security staff would find it a challenge to create a legitimate transport program for Beltrami County. Several issues were identified of which required an immediate remedy. Among the first issues requiring immediate remedies were excessive overtime usage, transport fleet maintenance, ensuring each transport was adequately staffed, and maintaining consistent miles and time range to get to the same destinations.

Developing efficient routes, improve transport scheduling, and vehicle assignments began to streamline the process. Later, introducing new equipment to the transport fleet such as mobile computers to allow officers the ability complete pre-booking, update transport documents, and view the transport database proved helpful in efficiently navigating through the process.

Staffing & Significant Event History

2007
2007 The Beltrami County Judicial Center building opens / three judges assigned.
07/2007 Beltrami County Court DWI / Wellness court program developed, began functioning.

2011
07/25/2011 Court Deputy Supervisor position added to personnel.

2013
01/2013 Court Deputies signing all Sheriff's Office E-Charging digital citations.
06/2013 Beltrami County Court begins Domestic Violence Court program.

2014
03/2014 Court Staff formally trained to collect urine samples for court ordered UA's.
06/2014 Transport operations moves from the jail to Court Security Department.
08/2014 Court Security Field Training Program Developed.
09/2014 Court Staff assigned spare squad / fleet management.
09/2014 Court Supervisor scheduling impound lot maintenance.
10/2014 High Definition Cameras added.

2016
01/2016 Court Supervisor hosts A.L.I.C.E. training for judges and court staff.
05/2016 Transport fleet equipped with mobile laptop computers.
10/2016 Courthouse A.L.I.C.E. training for Judges Court and administrative staff.

2017
02/2017 Purchased Smiths Detection Hi-Scan 6040c X-ray Inspection System.
04/2017 Data Works Plus, Live Scan Fingerprinting system installed / Replaced outdated unit.
06/2017 Received $95,000.00 ($47,500 Courthouse safety grant) to fund camera/tech upgrade within Judicial Center.
10/2017 Fourth Judge chambered in Beltrami County.

2019
02/2019 Court Security begins capturing suspense fingerprints.
02/2019 Court Security improves Campus Security workstation and camera monitoring.
04/2019 Law Enforcement Center cameras replaced with HD cameras.
04/2019 Community Services Center cameras replace/added with HD cameras.
04/2019 County Administration building cameras replaced/added with HD cameras.
04/2019 New Court Security Talk Group Created for ARMER Radio upgrade.

2021

07/2021 Arbitrator camera system begins to replace Digital Ally in transport vehicles.

09/2021 Court Security Office and front desk remodel plans submitted and approved through ARPP.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25
Additional holding cells on 2d and 3d floors of courthouse	Division Sergeant			X			
Remodel dual workstation within Court Security office	Division Sergeant			X			
New prohibited item signage & graphics at entry point & Court Security office door	Division Sergeant		X				
Upgrade/Maintain camera system	Division Sergeant	X	X	X	X	X	X
Complete all floor mapping	Division Sergeant			X			
Transitional replacement of transport vehicles	Division Sergeant	X	X		X	X	X
Replace office furniture	Division Sergeant	X			X		
Replace Single-Point Entry Screening equipment	Division Sergeant	X					X
Replace weapons/pistols	Division Sergeant	X					
Transitional replacement of ARMER portable radios	Division Sergeant	X		X	X	X	
Transitional replacement of mobile transport computers	Division Sergeant	X	X		X	X	X
Purchase fingerprint card copier	Division Sergeant				X		
Transitional Replacement of judicial cameras	Division Sergeant	X		X	X	X	X
Replacement of body worn cameras	Division Sergeant	X			X		

Goals and Measurement

Five-year court security projection

- Create 3 full time non-licensed positions and 1 full time licensed position other than the Sergeant.
- Offer civil fingerprinting services from 0830-1600.
- Additional holding cells on 2nd and 3rd floors of the courthouse.
- Remodeled duel workstation within the Court Security Office.
- New record keeping system for data entry.

Five-year campus security projection
- Maintain the camera system.
- Establish procedure and routine for campus security mobile and foot patrols.

Beltrami County Court and Campus Security Division Project Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'20	'21	'22	'23	'24	'25	'26	'27
254	Transport Vehicle	R	42,000	40,000		50,000	50,000	50,000	50,000	
254	Office furniture	R	1,700			3,000				4,000
254	Pistol	R	4,000							
254	Single point entry screening	R	9,000							30,000
254	ARMER portable radios	R	3,000	3,000	4,000	4,000	4,000	4,000	4,000	
254	Mobile Transport Computers	A	5,000	2,500		2,500	2,500	2,500	2,500	
254	Fingerprint Card Copier	A					1500			1,500
254	Judicial Camera Replacement	R	2,000	2,000	3,000	3,000		4,000	4,000	4,000
254	Holding Cells	A								
254	Body Worn Cameras	A	4,000			9,000	9,000	9,000		
254	01 – Gen. Rev.		776,495							
TOTAL			847,195	47,500	7,000	73,000	54,000	56,500	60,500	39,500

Emergency Communications Division

Emergency Communications Division Organizational Chart

```
┌─────────────────────────────┐
│                             │
│    Division Director (1)     │
│                             │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│                             │
│      Team Leaders (2)        │
│                             │
└─────────────────────────────┘
          │
          ┌─────────────────────────────┐
          │  FT - Communications        │
          │      Officers (8)           │
          ├─────────────────────────────┤
          │  PT-FT Communications       │
          │      Officers (2)           │
          └─────────────────────────────┘
```
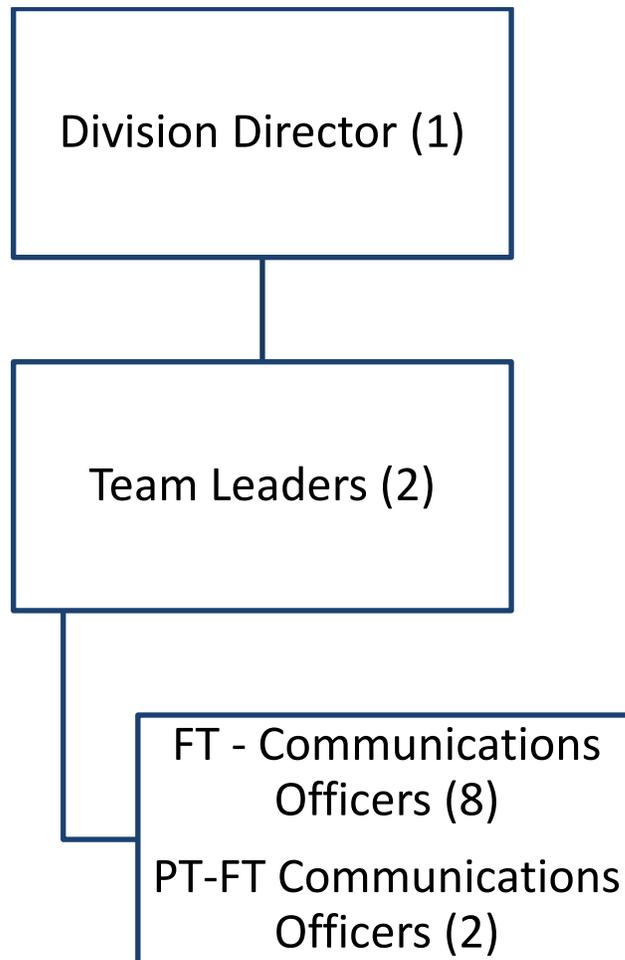
Overview of Emergency Communications

The Beltrami County Public Safety Answering Point (PSAP) is operated by the Beltrami County Sheriff's Office, located in the Beltrami-Bemidji Law Enforcement Center at 613 Minnesota Avenue NW, Bemidji, Minnesota.

The PSAP manages and dispatches emergency 911 calls, administrative calls and non-emergency calls related to law enforcement, emergency medical and fire services in Beltrami County. The PSAP is a five-seat center with full 911 capabilities, including Enhanced 911 and Text-to-911.

In comparison to neighboring counties, the Beltrami County PSAP manages a disproportionately high number of calls to the PSAP center. During July 2019, the Beltrami County PSAP managed an average of 86.6 "911" emergency calls to the PSAP each day with a spike in August 2019 to 89.0 "911" emergency calls. The nature of those calls ranged from mundane, low priority non-emergency calls to those which illustrated the atrocities that humans are capable of performing.

Full MCC7500 ARMER consoles are equipped at each of the five seats allowing for communication on 800mghz

resources, VHF resources as well as activation of outdoor warning sirens.

The PSAP is responsible for the dispatch of three law enforcement agencies, the Beltrami County Sheriff's Office, Bemidji Police Department and Blackduck Police Department. The PSAP directly works with our partner agency dispatch centers including the Red Lake Police Department, Leech Lake Police Department, Minnesota State Patrol, Department of Natural Resources and Chippewa National Forest Law Enforcement.

There are two ambulance services in Beltrami County, the Bemidji Ambulance Service and Blackduck Ambulance Association. The Leech Lake Ambulance Service, Baudette Ambulance, Roseau Ambulance and Thief River Falls Ambulance provide service to the remote areas of Beltrami County. All medical dispatch in Beltrami County is routed through the Beltrami County PSAP.

The following fire departments are located within Beltrami County: Bemidji Area Fire Department, Blackduck, Kelliher, Alaska and Solway Fire Departments. Cass Lake Fire Department and Grygla Fire Department also provide fire protection in Beltrami County. The Department of Natural Resources and Chippewa National Forest provide wildland fire services. All fire dispatch in Beltrami County is routed through the Beltrami County PSAP. Wildland fires are routed through the Minnesota Department of Natural Resources.

All law enforcement agencies in Beltrami County that do not have their own PSAP or Dispatch Center rely on Beltrami County's PSAP and Records Division for the entry, confirmation, validation and clearance of "hot" files in the National Crime Information Center (NCIC), including missing person, wanted persons, stolen articles, stolen vehicles and stolen guns.

The PSAP is also responsible for the confirmation of Harassment Restraining Orders, Orders for Protection, Domestic Abuse No Contact Orders and other enforcement orders by the court.

CodeRED by Onsolve was deployed as the Emergency Notification System for Beltrami County in 2012 and remains in service in 2021 Beltrami County has experienced tremendous success with the system and of which all notifications are sent through the PSAP or Emergency Management Division.

Historical
The Beltrami County Sheriff's Office has been in existence since 1897 when Beltrami County was officially recognized as an organized County.

Many decades would pass before emergency service technology and two-way radios would increase the efficiency of the Sheriff's Office. Enormous advances in technology have occurred relative to basic 911 operating systems to Enhanced 911 and finally to Next-Generation 911. One of the most significant changes in two-way radio communications has been the evolution from a single radio channel to doubling the channel capacity to two-channels and finally to a sophisticated trunking radio system with inter-operability to every public safety discipline across the state.

In 1977, the Minnesota legislature enacted a law requiring all counties to possess Emergency 911 capabilities. Initially dispatching duties relative to the entire county were managed by the Bemidji Police Department.

In 1978 the City of Bemidji sold the dispatching capabilities to Beltrami County.

During the early 1980s, Beltrami County began utilizing the 911 system. The system was functional, however,

relied upon the caller to provide information to the 911 Dispatchers to send assistance because information was limited to the prefix of the city or area the call was originating. A comprehensive understanding of the geography of Beltrami County was essential because mapping software was not readily available and standardized addressing was limited solely to rural route mailing addresses.

During the late 1980s the "new" Law Enforcement Center was constructed, however, the Dispatch Center was not included in the building plans and remained located in the Beltrami County Jail.

During the late 1990s Beltrami County began implementing Enhanced 911 which directly created uniformity to addresses across the entire county.

In 2001, the "new" Law Enforcement Center was replaced with the current Law Enforcement located at 613 Minnesota Avenue NW, Bemidji, Minnesota. The Dispatch Center was relocated to the 1st floor of the Law Enforcement Center.

Numerous changes in technology have occurred during the past two decades which began during the planning phase of the new Law Enforcement Center. The previously occupied dispatch center was a modified control room of which was difficult for two dispatchers to perform their duties. The current Beltrami County Dispatchers have a spacious five position dispatch center each equipped with five high-definition computer monitors. Beltrami County has state of the art 911 technologies.

In 2017, the execution of Next-Generation 911 technologies has been implemented by processing Text-to-911 calls for service. This technology allowed those with traditional communication limitations access to emergency services via text messages. The Beltrami County Sheriff's Office continues to manage the emergency needs of the citizens, visitors and emergency responders in Beltrami County with a vision of enhanced communications efficiency while adapting to the future needs of this growing county.

Training and Staffing
The challenges associated with the recruitment and retention of staff is not unique to Beltrami County and has been problematic across Minnesota for several years.

As of 2018, staffing for the PSAP is comprised of the following:

One Director / Supervisor	.4 FTE; also .6 FTE Emergency Management
Two Communications Team Leaders	Full-time
Eight Communications Officers	Full-time
Two Communications Officers	Part-time (budgeted and scheduled full-time hours)

Communications Officers hold a unique and challenging position within the public safety profession. Unlike licensed Peace Officers and Correctional Officers training standards, Communications Officers do not have any certification requirements other than ARMER radio training per state standard.

Training and certification are required to permit access to the National Crime Information Center and Criminal Justice Information Systems. Largely, the most critical components of the position are left to jurisdictional standards and training. A myriad of training opportunities exist that Beltrami County Communications Officers could attend of which are hosted by the state or other jurisdictions, however, due to staffing and budgetary limitations it is constructively not possible to attend and participate in these training opportunities.

The Beltrami County PSAP has perpetually been understaffed due to recruitment and retention challenges. Employees who have separated from Beltrami County consistently advise that the disproportionately high call volume and inadequate staffing levels as a driving factor to seek other employment. These factors present significant challenges regarding participation and training attendance, but also staffing and employee morale because earned time off (vacation) is frequently denied.

Technology and Equipment
Advances in technology continue to develop at a rate that were incomprehensible ten-years ago. While Beltrami County currently meets the benchmark of Next-Generation 911 "Next-Gen 911," is an ever-changing, moving target as new technologies are introduced.

Beltrami County owns the infrastructure in the PSAP, known as Call Processing Equipment (CPE). This investment exceeds $200,000. CPE is replaced on an average of every five years. Vendors who offer CPE are migrating to other options known as hosted solutions. Hosted solutions are essentially leased equipment from the vendor. This option allows the PSAP to have contemporary equipment that is maintained by the vendor. This migration also sets the foundation for consistent operating programs, software and infrastructure across the state. The Beltrami County Sheriff's Office lacks an adequate backup PSAP within the county. The fact that we are a five position PSAP and process Text-to-911, none of our neighboring agencies are capable of being designated our backup PSAP.

Consolidated dispatching centers have proven to be a viable option for smaller counties and counties who struggle with the exponential cost of operating a PSAP. Staffing is an increasing challenge for PSAPs as the demanding nature of the position requires a unique skill set and attributes that are difficult to recruit as the strain on the workforce continues as well as a declining desire to work in law enforcement professions. The Minnesota State Patrol is an example of how consolidated dispatch centers can operate. The State Patrol combined numerous regional PSAPs to three regional PSAPs. Advances in radio technology and communications infrastructure makes this possible. Several rural counties in Minnesota have already begun consolidating their PSAPs and CPE. The size and call volume in Beltrami County are prohibitive to another PSAP assuming our PSAP operations.

The Beltrami County Sheriff's Office Communications Division recognizes that the demands of our community are evolving, thus the evolution of our community influences emergency communications as well. We continue to look towards the future by investing in equipment that places Beltrami County in a ready position to consolidate with smaller adjacent PSAPs acting as a regional dispatch center.

Communications Officers are increasingly frustrated with the operability of our Computer Aided Dispatch (CAD) software. As updates in technology and software are implemented, a desire for CAD to CAD interoperability is desirable because it will allow information sharing of criminal justice data with other PSAPs.

Emergency Medical Dispatch
Due to an aging and overall population growth in Beltrami County and surrounding areas, emergency medical services are experiencing an exponential increase in calls for service. Beltrami County's PSAP manages all medical dispatch in Beltrami County. Some counties have secondary PSAPs that handle medical dispatch as they have ambulance services that conduct Emergency Medical Dispatch (EMD) for pre-arrival care (the time between the 911 call and arrival of emergency medical services).

Beltrami County has had a quasi-EMD protocol that has been inconsistent with the level of pre-arrival care provided based on the experience and proficiency of the Communications Officer.

Due to the number of staff working in the PSAP simultaneously, providing full EMD in Beltrami County will be difficult as EMD protocol requires pre-arrival care from call start until arrival of EMS without placing the caller on hold.

In 2019 legislation advanced in Minnesota as a part of a nation-wide effort of the American Heart Association (AHA) to require all PSAPs to have a protocol for providing CPR instruction over the phone to callers assisting in a cardiac medical emergency (T-CPR). While this initiative has not been enacted into law, the AHA has been successful in numerous states and this will likely become a mandate across the country in the near future. Beltrami County is working with Minnesota's Emergency Communications Networks to comply with this anticipated requirement. If Beltrami County opts not to provide pre-arrival CPR instruction, we will be required to contract with another secondary PSAP to perform this instruction.

Public Education of Public Service Answering Point (PSAP) Responsibility
Communications Officers are frequently the initial contact for the public requesting emergency services. Outside of the Records Division business hours, Communications Officers are the first point of contact for the public seeking public safety assistance in person. This is achieved through face to face contact through the lobby window or by utilizing the lobby phone.

The Law Enforcement Center does not have a receptionist to handle walk-ins or initial phones calls. While there is an automated message with options for different divisions, callers are unfamiliar with which option to select, subsequently introducing the caller to the PSAP. Many of these calls are not for the PSAP or handled by the PSAP and are transferred or forwarded elsewhere. Administrative phone calls for the Beltrami County Sheriff's Office and Bemidji Police Department are initially answered by the PSAP. The general public lacks a comprehensive understanding of what is handled by the PSAP and what is handled by other entities, such as the street department for roadway issues or power companies during power outages. Criminal statutes and civil issues can be difficult to understand and the PSAP fields calls of this nature numerous times daily and are inherently confusing for the PSAP.

Mental Health
Communications Officers experience a profound level of stress related to their enormous responsibility ensuring public safety and responder safety. They are auditory witnesses to the atrocities of mankind and disasters through the phone. Often the last status Communications Officers are afforded relative to a situation is upon arrival of emergency responders. This creates extraordinary stress on Communications Officers as they process what they just heard, leaving the only opportunity for closure of the situation is to speculate for which most dwell with the result being a long-term effect on mental health. Following critical incidents, such as officer involved shootings or incidents resulting in loss of life, a Critical Incident Stress Debriefing (CISD) may be offered to personnel responding on the scene, however, Communications Officers have been historically excluded or inadvertently not invited to participate. While not physically on scene, Communications Officers are unquestionably involved and may experience negative effects resulting from the incident and should be included in CISD and other hot-wash (immediate debriefing following an incident) or formally scheduled debriefing.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
Achieve full staffing in the PSAP	Division Director	X	X	X	X	X	X	X	X
All PSAP personnel attend mandatory and non-mandatory quarterly training using rotation	Division Director	X	X	X	X	X	X	X	X
Attend advance training or conference	Division Director		X	X	X	X	X	X	X
CPE equipment replaced	Division Director						X		
Migrate to hosted solution for CPE rather than CPE purchase	Division Director				X	X	X		
Develop relationships with other PSAPs for CAD to CAD interoperability	Division Director		X	X					
By 2021, after Beltrami County has replaced the CAD and RMS system, a committee or relationship developed with other counties for CAD to CAD interoperability for sharing and transfer of CAD information	Division Director			X					
By 2023 CAD to CAD interoperability with shared jurisdictions, such as Leech Lake Police Department will ideally be implemented.	Division Director				X				
By 2024 CAD to CAD interoperability with other law enforcement agencies will ideally be implemented. As this is a scheduled update of software that will require collaboration with several law enforcement agencies, no project cost is assigned exclusively to the Communications Division	Division Director					X			
Establish an adequate backup PSAP	Division Director			X	X	X	X	X	X

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
By 2022 a Continuity of Operations Plan addressing the minimum requirements of PSAP evacuation and relocation must be established. Cost – see 2022	Division Director			X	X				
By 2022 Beltrami County must test the Continuity of Operations Plan in a full-scale exercise. Cost – see 2022	Division Director				X				
By 2022 Beltrami County will ideally have an adequate and sufficient backup PSAP established within reasonable proximity to Bemidji. As there are a myriad of possible solutions	Division Director			X					
Train Beltrami County Communications Officers to be in accordance with anticipated T-CPR **legislation**			X						
Staff the PSAP with an adequate number of Communications Officers to provide EMD – 2 additional Officers	Division Director				X	X	X	X	X
By 2021, after Beltrami County has replaced the CAD and RMS system, a committee or relationship developed with other counties for CAD to CAD interoperability for sharing and transfer of CAD information	Division Director					X			
By 2023 CAD to CAD interoperability with shared jurisdictions, such as Leech Lake Police Department will ideally be implemented	Division Director		X						
By 2024 CAD to CAD interoperability with other law enforcement agencies will ideally be	Division Director				X				

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
implemented									
Educate the citizens of Beltrami County of the appropriate use of 911 and services provided by the PSAP	Division Director					X	X	X	X
Establish an administrative phone number and receptionist to handle administrative phones calls during business hours	Division Director			X	X	X	X	X	X
	Division Director	X	X	X	X	X	X		

Goals and Measurements

Training

- Achieve and maintain full staffing in the PSAP. At 2019 staffing levels, the PSAP has been running an average of one-quarter to one-third short staffed for two years. This has resulted in a tremendous burden for staff and has had cascading effects. Having a full roster of trained Communications Officers will measure this goal's completion. Cost may be in the form of recruitment or participation in career fairs (minimal cost).
- Allow attendance at mandatory and non-mandatory trainings related to Emergency Communications and Public Safety Dispatch. In 2022 half of the Communications Officer will be allowed to attend an advanced training or conference, this will be the opposite half allowed attendance in 2019. By 2023 all Communications Officers and Supervisors will be allowed attendance at an advanced training or conference annually at a cost of approximately $12,000 annually. This goal will be met when combined with goal one attendance at trainings and conferences.
- Implement a training program that exceeds standards. The Beltrami County PSAP inconsistently holds training either internally or with external resources. Beginning in 2020, the PSAP will hold training quarterly on specific topics benefiting the PSAP. Cost is approximately $1,000 in overtime and backfill cost annually. This goal will be satisfied by holding training quarterly.

Equipment / Technology

- Maintain equipment that is within the industry standard for NextGen 911 annually and as needed. Any equipment enhancements or replacements, whether scheduled or otherwise, should be verified through a reputable vendor that equipment purchases are consistent with NextGen 911 current and future implementation. Full CPE replacement is tentatively scheduled for 2023.
- Invest in infrastructure that enables Beltrami County to continue to position itself to becoming a regional dispatch center through consolidation. The BCSO currently has no established relationships for potential consolidation. As PSAP equipment begins to schedule for replacement in 2023, consideration should be made to enable expansion in the event of additional consolidation. There may be a slight increase in the overall cost for equipment replacement to accommodate expansion.
- Migrate to a hosted solution for 911 CPE rather than purchase. CPE replacement is scheduled for 2023 and purchase of new equipment is estimated to be approximately $350,000-400,000+ for a five position PSAP. Hosted solutions are a new concept but a viable option for CPE. Rather than purchase, the hosted solution

makes CPE available on a lease, alleviating maintenance agreements and purchase of CPE by the PSAP. Hosted solution cost is likely to increase in the future but are approximately $5,000 per position annually after an initial $5,000 per position set up and training cost.

- Replace current CAD and RMS software. Beltrami County is researching CAD and RMS replacement. Achieving this goal would be measured with the deployment of a new CAD and RMS system by 2021. As this is a scheduled update of software collaborative with the Bemidji Police Department, Blackduck Police Department and Beltrami County Sheriff's Office, no project cost is assigned exclusively to the Communications Division.

CAD to CAD Interoperability
- Develop relationships with other PSAPs for CAD to CAD interoperability.
- By 2021, after Beltrami County has replaced the CAD and RMS system, a committee or relationship developed with other counties for CAD to CAD interoperability for sharing and transfer of CAD information.
- By 2023 CAD to CAD interoperability with shared jurisdictions, such as Leech Lake Police Department will ideally be implemented.
- By 2024 CAD to CAD interoperability with other law enforcement agencies will ideally be implemented. As this is a scheduled update of software that will require collaboration with several law enforcement agencies, no project cost is assigned exclusively to the Communications Division.
- Establish an adequate backup PSAP. Beltrami County must develop a backup PSAP capable of handling daily call volumes and all features of our radio communications system, phone system and 911 system.
- By 2020 a Continuity of Operations Plan addressing the minimum requirements of PSAP evacuation and relocation must be established.
- By 2021 Beltrami County must test the Continuity of Operations Plan in a full-scale exercise.
- By 2022 Beltrami County will ideally have an adequate and sufficient backup PSAP established within reasonable proximity to Bemidji. As there are a myriad of possible solutions there is a wide cost spread from $50,000 to $250,000 to implement this goal.

Emergency Medical Dispatch
- Train Beltrami County Communications Officers to be in accordance with anticipated legislation. The legislation is projected to be law in 2022. If Beltrami County elects to perform T-CPR, all Communications Officers will be required to initially be trained at an estimated cost of $1,000 each ($12,000) and bi-annually at $500 ($6,000). This goal will be complete when Beltrami County Communications Officers can provide T-CPR in accordance with the legislation.
- Staff the PSAP with an adequate number of Communications Officers to provide EMD in Beltrami County by 2023. Training and maintenance for full EMD will always require staffing of three dispatchers, increasing staffing by two full-time communications officers. Estimated cost would be $120,000 but would also relieve the existing staffing issues during peak call times. This goal will be complete upon increasing staffing to 14 FTE Communications Officers and Team Leaders, not including the PSAP Director.

Public Education
- Educate the citizens of Beltrami County of the appropriate use of 911 and services provided by the PSAP. In 2022 and increasing in frequency annually thereafter, members of the BCSO PSAP will participate in public engagement activities. In 2020 we will purchase literature, handouts and items promoting and educating on 911. These materials will cost approximately $1,000 and an estimated $1,000 of staff time annually. Completion of this goal will be met with participation in at least two public engagement opportunities by PSAP personnel in 2022, three in 2023 and four in 2024.
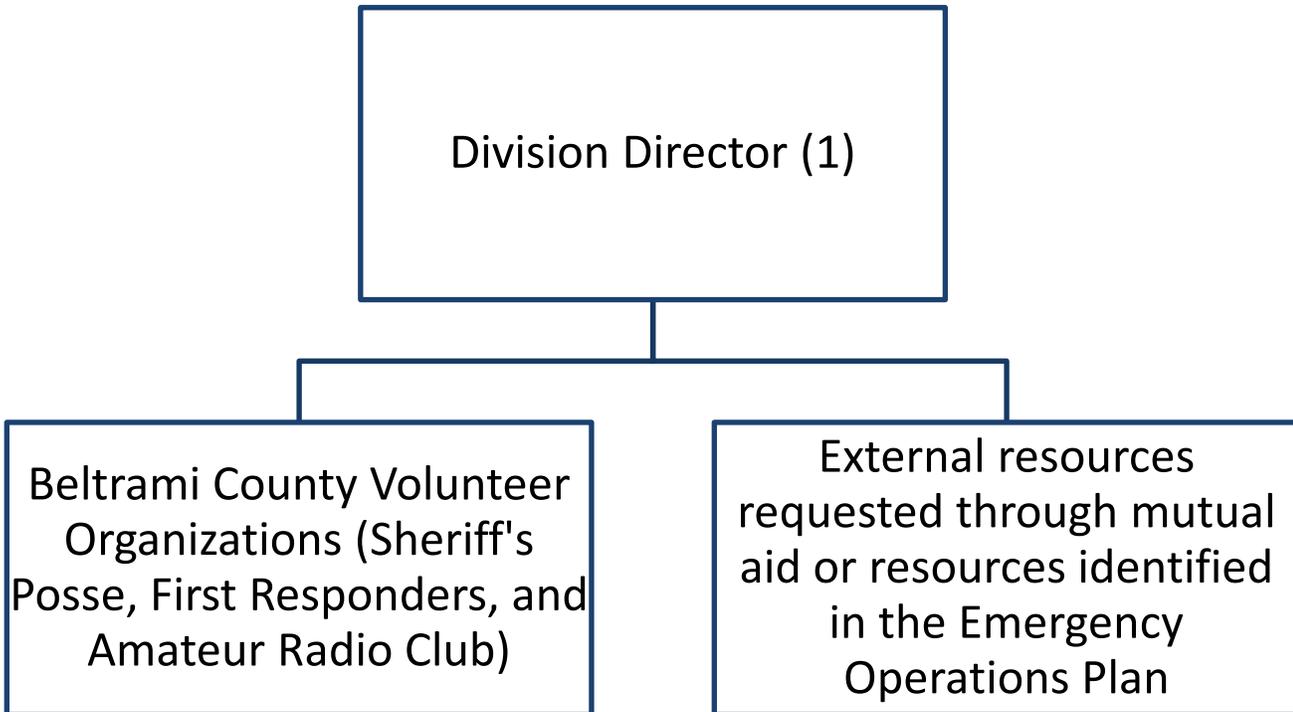
- Establish an administrative phone number and receptionist to handle administrative phones calls during business hours. A receptionist to handle administrative phones calls for the Bemidji Police Department and Beltrami County Sheriff's Office could be handled by other divisions or staff, diverting these calls from the PSAP. As Beltrami County has a multi-line phone system there would be little additional cost. This goal will be accomplished with having administrative calls initially routed away from the PSAP.

Emergency Communications Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'20	'21	'22	'23	'24	'25	'26	'27
211	Dispatch Recording System	R			20,000					
211	Radio Interoperability	R	40,000	40,000						
211	PSAP Backup	R		19,400						
211	PSAP Training		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
211	Advanced Training/Conferences			2,400	2,400	2,400	2,400	2,400	2,400	2,400
211	Replace CPE Equipment	R				134,000	133,000			
211	T-CPR Training				12,000	6,000	6,000	6,000		
211	Dispatch – Chairs	R	1,400	1,600	1,800	1,800	1,800	1,800	1,800	1,800
211	Court Security Mobile Radios	R	5,200	5,400	5,600					
211	01 Gen. Rev.		1,030,398							
TOTAL			1,144,398	140,600	118,000	209,200	142,400	142,400		

Emergency Management Division

Emergency Management Division Organizational Chart

```
                    ┌─────────────────────────┐
                    │                         │
                    │   Division Director (1) │
                    │                         │
                    └───────────┬─────────────┘
                   ┌────────────┴────────────┐
    ┌──────────────┴──────────┐   ┌──────────┴──────────────┐
    │ Beltrami County         │   │ External resources      │
    │ Volunteer               │   │ requested through mutual│
    │ Organizations (Sheriff's│   │ aid or resources        │
    │ Posse, First Responders,│   │ identified in the       │
    │ and Amateur Radio Club) │   │ Emergency Operations    │
    │                         │   │ Plan                    │
    └─────────────────────────┘   └─────────────────────────┘
```

Overview of Emergency Management Division
The Beltrami County Sheriff's Office is responsible for operating the Beltrami County Emergency Management Division (BCEM). Minnesota State Statute Chapter 12 outlines the requirements for emergency management in Minnesota. All phases of emergency management are administered through BCEM including, preparedness, response, recovery and mitigation. To accomplish the requirements set by statute and other local requirements, the State of Minnesota administers the Emergency Management Program Grant (EMPG) that financially supports local emergency management efforts. This funding source makes up approximately 50% of the budget for BCEM.

Emergency Management and Communications Partnerships/Affiliations
Northwest Region Emergency Communications Board (NWRECB), Regional Advisory Committee (RAC)
The Northwest Regional Emergency Communications Board serves the Northwest Region of the State of Minnesota. It consists of a Board, Advisory Committee, Owner & Operators group, and a User's group. Each of these groups fulfills specific roles and responsibilities. The NWRECB is similar to other regional groups located in the State of Minnesota. These regional boards all provide input and support activities associated with the Statewide Emergency Communications Board (SECB). The NWRECB is comprised of 14 counties, two tribal nations and one city. The Board is responsible for the prioritization, appropriation and administration of regional and state grants.

Each member of the joint powers agreement appoints one policy-level individual, usually a County Commissioner, and an alternate, to form the policy board of the NWRECB. The Board is ultimately responsible for the action of the NWRRB. They create a budget for the organization, make appointments to the SECB, approve planning documents, and do a host of other activities.

The purpose of the Regional Advisory Committee is to advise the Board. Each participating member of the joint powers agreement appoints one individual and one alternate to serve on the RAC. RAC members possess special expertise related to emergency communications administration, operation or technology. They make recommendations to the Board regarding the budget, appointments, approval of planning documents, regional standards and several other activities. They also review recommendations to the Board from the Owner and Operators group and the Users Group. The Beltrami County RAC Representative is the Communications Director and alternate Chief Deputy.

A group of individuals from the region whom have a strong skill set in administering and operating local emergency communication systems participate in an Owner and Operators (O&O) group. They, along with end users, discuss the day-to-day challenges of operating emergency communications systems. The O&O meets regularly, while the Users meet on an as-needed basis. These two groups help the RAC and Board identify their priorities.

Homeland Security Emergency Management Region 3 Joint Powers Board (HSEMR3JPB)
The 14 counties within Northwestern Minnesota are members of the Homeland Security Emergency Management Region 3 Joint Powers Board (JPB). The JPB was primarily established for the administration of regional and state grants. The JPB follows the regional boundaries established by the Minnesota Department of Public Safety's Division of Homeland Security and Emergency Management. The JPB has evolved from its inception. Post 9/11 terrorist attacks, grant funding evolved from plentiful to extremely competitive.

Until 2017 the JPB retained a regional planner whom was accessible to all member counties and entities within the region for Homeland Security and Emergency Management planning. Changes in funding priorities and rules

with the State Homeland Security Program ended that relationship. This move was detrimental for planning services in the region. The JPB now contracts with the Northwest Regional Development Commission for plan development. Beltrami County has successfully been awarded numerous grants which have enhanced resiliency and preparedness in the county. The JPB has also facilitated a mutual aid agreement between Emergency Management Agencies in the region. Beltrami County is represented on the JPB by the Emergency Management Director.

Historical

Terrorist attacks that targeted the United States on September 11, 2001 changed emergency management operations by introducing a heavier emphasis on terrorism preparedness and prevention. These goals closely aligned with what would become known as Homeland Security. In Minnesota, these efforts aligned so closely the state agency changed from the Department of Civil Defense to Homeland Security Emergency Management (HSEM).

Following the terrorist attacks and several large-scale disasters, Presidential Directives have transformed emergency management support through several grant programs of which rapidly expanded emergency management through the early 2000s. Unfortunately, those grant opportunities have experienced a drastic reduction and have become increasingly competitive.

Beltrami County has been included in numerous federal and state disaster declarations. Most recently, a federal declaration in 2018 associated with destructive tornadoes and straight-line wind events.

Beltrami County has been declared for tornadoes, severe weather and flooding eight times in the last twenty years and is in the top half of counties for frequency of disaster declarations in Minnesota. A contributing factor is that Beltrami County is geographically the 4th largest county in Minnesota and is prone to wind and tornado events.

During the late 1990s BCEM assisted in one of the worst disasters the region has ever experienced, the Red River Flood of 1997. This effort was supported by dozens of volunteers who fall under the BCEM umbrella, including the Posse, Paul Bunyan Amateur Radio Club, North Country First Responders and other community partners.

The Beltrami County Emergency Management Division (BCEM) has never had a staff greater than 1 FTE and currently is staffed at .6FTE. The BCEM Director was also the Communications Supervisor/Public Safety Answering Point Director and in 2006 the expanding responsibility of both roles prompted Beltrami County to create a new position of Assistant Emergency Management Director and Communications Team Leader to provide support to the BCEM Director.

In 2012 Beltrami County was impacted by a devastating straight-line wind event that downed hundreds of thousands of trees across north central Minnesota with Beltrami County being the epicenter, particularly impacted were the City of Bemidji and areas south to the Beltrami/Hubbard county line. The magnitude of this storm required a several months long recovery period and overwhelmed the resources, especially the BCEM Director, during the response period.

In 2012 Beltrami County began investing in the Assistant Emergency Management Director and Communications Team Leader position of which complied with the state requirements to be certified as a Minnesota State Certified Emergency Manager.

By the end of 2013, all training requirements were completed, and certifications were secured.

During the beginning of 2014 the Communications Supervisor/Public Safety Answering Point (PSAP) Director and Emergency Management Directors were split to two fulltime positions. This change improved efficiency, supported successful implementation and executions of preparedness exercises, established relationships which included a whole community approach to emergency planning and further satisfied all Emergency Management grant requirements. The PSAP Director successfully migrated law enforcement to the 800mghz radio system, ARMER – Allied Radio Matrix for Emergency Response.

After the retirement of the PSAP Director in October 2016, the BCEM Director position was re-merged with the PSAP Director reverting those positions to one position. BCEM would be staffed at .6 FTE and PSAP Director at .4 FTE. Subsequent to the staffing change, the Communications Center has struggled with staffing shortages and the Director has been disproportionately investing time in the PSAP. It is required that the BCEM Director attend the Homeland Security Emergency Management Governor's Conference and Association of Minnesota Emergency Managers' Training Conference. Exercises demonstrating the capabilities of Beltrami County emergency responders are required every three years with the director participating in three exercises annually.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
Conduct a mass care/sheltering full-scale exercise with partners	Division Director			X					
Conduct a rapids needs/damage assessment workshop with local agencies	Division Director				X				
Educate public regarding Emergency Management. Attend events, purchase literature. Attend events: 2 – 2020 3 – 2021 4 – 2022	Division Director	X	X	X	X	X	X	X	X
Review the Emergency Operations Plan	Division Director			X	X	X	X	X	X
Complete the Critical Infrastructure Key Resources Plan	Division Director			X					
Collaborate with local agencies to identify location(s) and construct severe weather	Division Director				X	X			

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
shelter(s) and outdoor warning siren(s)									
Develop and convene a social media team	Division Director			X					
Evaluate relevancy and expand presence on social media (Consider Twitter – 2022)	Division Director			X					
Implement a social media archive and retention schedule. Subscribe to retention application before expansion	Division Director	X	X	X	X	X	X	X	X
Assign reliable (out-of-service) vehicle for Posse use	Division Director			X	X				
Recruit and retain new Posse members	Division Director	X	X	X	X	X	X	X	X
Update Posse uniforms and insignia (rebranding)	Division Director			X					
Procure ARMER radios for Posse use (vacate VHF system)	Division Director		X						
Identify sustainable Posse funding	Division Director	X	X	X	X	X	X	X	X
Recruit and retain new North Country First Responder members	Division Director	X	X	X	X	X	X	X	X
Identify sustainable North Country First Responder funding	Division Director	X	X	X	X	X	X	X	X
Recruit and retain new Amateur Club radio members	Division Director	X	X	X	X	X	X	X	X
Update Mobile Communication Center	Division Director	X	X	X	X	X	X	X	X
Review, assess and assign roles in the Emergency Operations Plan annually	Division Director	X	X	X	X	X	X	X	X
Collaborate with Beltrami County. Health & Human Services. To draft NIMS and ICS tasks into job descriptions	Division Director		X		X				

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	'22	'23	'24	'25	'26	'27
Reduce NIMS and ICS roles of Emergency Mgmt. Director – assign tasks to appropriate personnel	Division Director		X	X	X				
Encourage those with NIMS and ICS roles to complete FEMA Independent Studies of ICS 100; 200; 700 & 800 within 6 months of hire	Division Director	X	X	X	X	X	X	X	X
Conduct ICS 300 training in Beltrami County	Division Director			X					
Conduct ICS 400 training in Beltrami County	Division Director				X				
Encourage primary elected officials to attend and participate in monthly Emer. Svcs. Cmte. meetings	Division Director			X					
Collaborate with the City of Bemidji in appointing Emer. Mgmt. Director or assist with funding Beltrami Cty. position	Division Director			X					
Integrate all communities within Beltrami County to the Beltrami County Emergency Operations Plan with an inclusion agreement	Division Director				X				

Goals and Measurement

It is undeniable that the United States, and particularly the Upper Midwest is experiencing more frequent and higher-consequence natural disasters. High precipitation events and severe weather are trending further north and winter weather is becoming outrageously unpredictable. Beltrami County must prepare for these events which are occurring with increased frequency. Beltrami County should anticipate greater participation in time-consuming disaster recovery efforts with an increased demand on the BCEM Director.

Additional training with the communities, cities and other entities within Beltrami County will increase efficiency in rapid needs and damage assessments. To ensure that the BCEM's Emergency Operations Plan operates comprehensively and efficiently, it will be required that roles and responsibilities are efficiently defined and

communicated to partnering agencies and departments. During the last several years, as entities within our community recognizes enhanced requirements many target capabilities have defaulted to BCEM. BCEM does not have the personnel or resources to address all the capabilities assumed will be carried out by BCEM.

Disaster Preparedness
Beltrami County has conducted numerous damage and rapid needs assessments following impactful natural disasters. These are typically executed by information gathered through the PSAP and compiled by the BCEM Director. Numerous opportunities exist to increase efficiency. Beltrami County has conducted several Full-Scale Exercises as required by the EMPG and certification requirements. Due to time limitations, these exercises are planned inadequately with limited participation. One capability that has been challenging is mass care and sheltering. Identification of sheltering partners is antiquated of which requires a comprehensive update relative to the facilities available in Beltrami County.

- Conduct a Full-Scale Exercise in 2022 related to mass care and sheltering. This exercise can be accomplished with minimal cost with volunteer resources from partner agencies such as the American Red Cross, Salvation Army, Beltrami County departments and other affiliated organizations.
- Conduct a rapid needs and damage assessments workshop for the local government agencies in Beltrami County by 2022. This will enhance understanding of the role of BCEM in post-disaster activity and promote better coordination following disasters. Training can be provided through HSEM at minimal cost.

National Incident Management System Reimplementation
Beltrami County is required to maintain National Incident Management System (NIMS) training in several levels of government. This includes emergency responders up to administration and elected officials. There are numerous opportunities for training through the Federal Emergency Management Agency and Minnesota Homeland Security and Emergency Management. Classes can be tailored to the target audience. Depending on level of integration to the Incident Command System (ICS), required classes can range from four to over ten.

Other county, city and volunteer organizations have important roles in Emergency Management in Beltrami County. Many of these roles are identified in the Beltrami County Emergency Operations Plan and delegated to the appropriate divisions. Those with roles identified may not be fully aware of the delegation nor is the delegation officially incorporated into their job description. An example would be the role of Mass Care and Sheltering. Historically the Emergency Management Director conducted these capabilities but is better conducted by Health and Human Services. The oversight of financial obligations would be managed by the Beltrami County Auditor-Treasurer's Office. Beltrami County needs to train those with a role in the Emergency Operations Plan with the fundamentals of NIMS and ICS. There are also numerous roles the Emergency Management Director assumes that would be more appropriately held by others.

- Review, assess and assign roles in the Emergency Operations Plan at each annual review starting in 2022, vacating the Emergency Management Director from positions better suited for other personnel. (no cost)
- Collaborate with Beltrami County Human Resources and other entities to draft NIMS and ICS tasks into job descriptions of appropriate personnel by 2023. (no cost)
- Reduce the number of NIMS and ICS roles of the Emergency Management Director by assigning appropriate other personnel. The primary role of the Emergency Management Director is to manage the Emergency Operations Center. (no cost)
- Encourage those with NIMS and ICS roles to complete ICS.100, ICS.200, ICS.700 and ICS.800 through FEMA's Independent Studies by 2022 and within six months of new hire. (no cost)
- Conduct ICS.300 training in Beltrami County by 2022 and ICS.400 by 2023. ($500)

Public Education and Engagement

Historically, BCEM had greater participation in community events promoting resiliency and preparedness. Attendance at the Home Sport and Travel Show, Beltrami County Fair, National Night Out, TRIAD and other events were frequently attended. Due to time restraints these events have not been represented by BCEM for several years. Additionally, BCEM historically participated in disaster drills and emergency planning at area schools and other facilities.

- Educate the citizens of Beltrami County regarding the fundamentals of emergency management to enhance and promote resiliency and preparedness. In 2022 and increasing in frequency annually thereafter, BCEM will participate in public engagement activities.
- In 2020 we will purchase literature, handouts and items promoting and educating on emergency management. These materials will cost approximately $1,000. Completion of this goal will be met with participation in at least two public engagement opportunities by BCEM in 2022, three in 2023 and four in 2025.

Whole Community Planning and Response

There are several communities and organizations in Beltrami County. There is a monthly Emergency Services Committee Meeting held by Beltrami County Emergency Management to enhance contributions by our emergency responders and local governments. Attendance has been consistent, but there is opportunity to enhance representation from the local governments. Beltrami County maintains the Emergency Operations Plan which provides guidance for emergency response efforts in Beltrami County. Most communities in Beltrami County rely on the county plan to govern emergency response efforts. This is a common practice in largely rural communities. Because communities rely on Beltrami County's plan, they should be included during the review process to ensure their capabilities are accurately identified.

The City of Bemidji and adjoining townships constitutes the majority percentage of the population of Beltrami County. The City of Bemidji contributes a significant number of Emergency Management responses annually. Subsequently, the City of Bemidji should be encouraged to appoint an Emergency Management Director to assume Emergency Management roles within the city to manage their resources. Many of the Emergency Management responsibilities are identified at the state level for disasters and assigned to the county. With the exception of cities of the first class, cities will fall under the county in disaster declarations.

- Encourage participation in the monthly Emergency Services Committee meetings with attendance at last annually by chief elected official of each level of government by 2022. (no cost)
- Collaborate with the City of Bemidji in appointing an Emergency Management Director or in the alternative, request financial contributions by the city to the support and sustain the Beltrami County Emergency Management Director. (no cost)
- Integrate all communities in Beltrami County to the Beltrami County Emergency Operations Plan with an inclusion agreement by 2022. (no cost)

Required Plans

BCEM is responsible for the maintenance and update of the Beltrami County Emergency Operations Plan, Beltrami County Multi-Hazard Mitigation Plan, Critical Infrastructure Key Resources Security/Protection Plan, conducting monthly Emergency Services Committee meetings, conducting annual tornado drills, promoting Severe Weather and Winter Hazard Awareness Week campaigns. These plans require the review, update and analysis through a hazard vulnerability analysis.

- Despite challenges due to the global pandemic, the Hazard Mitigation Plan update was completed and adopted by Beltrami County in 2021.   This can be completed at no cost on staff time.
- Complete overhaul of the Emergency Operations Plan. Assign appropriate departments and agencies for

their target capabilities. Compile the plan in an Emergency Support Function organization versus annexes. This can be considered complete with an approved plan at the 2022 Regional Review Committee review of the plan. This can be completed at no cost on staff time.

- Complete the Critical Infrastructure Key Resources plan with input from all stakeholders. Plan should be reviewed in 2022 for implementation in 2022.   This can be completed at no cost on staff time.

Hazard Mitigation Projects

There are numerous hazards and potential mitigation projects that will be identified. BCEM will work with local planning agencies and local government agencies in mitigation strategies and potential projects. These projects may include outdoor warning sirens, severe weather shelters, wildfire reduction, and flood mitigation.

- By 2023 collaborate with a local government agency for the construction of a severe weather shelter and outdoor warning sirens at location(s) to be identified. Potential location(s) could be city or county recreation areas or parks. Cost to BCEM will be staff time and potentially local match requirements for projects, at 25% could range between $5,000-25,000+ depending on the project.

Social Media

Beltrami County has a limited presence on Social Media. Beltrami County created an official Facebook page for the Beltrami County Sheriff's Office in 2015 and has since grown to a successful platform for the dissemination of information and an opportunity for interaction with our community. Beltrami County Emergency Management has had a Facebook page since 2013 and was first used as part of the Hazard Mitigation Plan update. It was later used to disseminate emergency management information.

In 2019 the Facebook pages have a combined 24,000 followers. The pages are managed by the BCEM Director. In 2019 a Social Media Committee was formed to evaluate our presence on and use of Social Media as well as an attempt to alleviate the burden of page management on the BCEM Director. Due to public data retention requirements and to fulfill public data requests, Beltrami County should implement a program or software for the preservation of data generated on Social Media.

- Develop and convene a Social Media Team that is responsible for the content, moderation and management of the Facebook pages. A team of at least four people should be established by 2020. No cost is expected with developing this team.
- Expand presence on Social Media by exploring other platforms, such as Twitter, Instagram, Snapchat and others. These platforms are available for use by agencies at no cost. Twitter has proven to be a viable platform and should be considered for use by 2021, evaluating relevancy in 2020.
- Implement an archive and retention schedule for data on Social Media. There are commercial applications available for the retention and preservation of government Social Media pages. This should be implemented and subscribed in 2020, before expanding any Social Media Platforms. Cost is expected to be approximately $1,500 annually.

Beltrami County Emergency Management Volunteer Organizations

The Beltrami County Sheriff's Office has utilized volunteers to perform numerous emergency operation functions and has the following volunteer organizations under the Emergency Management Organization: Beltrami County Sheriff's Posse, North Country First Responders and the Paul Bunyan Amateur Radio Club. Volunteer organizations across the country are suffering with recruitment and retention of new members, this is no different for the Beltrami County volunteer organizations.

Beltrami County Sheriff's Posse (Posse)

The Beltrami County Sheriff's Posse is intended to support the operations of the Office of Sheriff. The volunteer organization has been in existence for 30 years and initially began as the Beltrami County Sheriff's Mounted Posse. Over the years, equine membership has dwindled with more Posse members having all-terrain vehicles and other talents and resources available. The Mounted Posse rebranded itself in 2017 to simply being the Beltrami County Sheriff's Posse. The Posse has assisted the Sheriff's Office in multiple facets including search and rescue, crime scene preservation, security checks, resort compliance checks and other emergency response activities.

The Beltrami County Sheriff's Office has a fleet management program that endeavors to provide the most reliable vehicles for field operations, transport division as well as other divisions in the Sheriff's Office. Some vehicles are taken out of service that could be used for non-essential non-daily use, such as for the Posse. The volunteer organization has limited funds available for uniforms. The Posse is in the process or procuring new updated uniforms that have a refreshed look that distinguishes them as volunteers not to be confused with licensed officers. The Posse successfully completed the migration to ARMER in 2021.

- Assign a reliable Sheriff's Office owned vehicle assigned to the Posse for their use.
- Recruit and retain new members to allow for depth of coverage when the Posse is activated.
- Update uniforms and insignia for the rebranding.
- Identify sustainable funding for the organization.

North Country First Responders (NCFR)

Pre-hospital care for victims of medical emergencies relies upon a response from law enforcement, emergency medical services personnel, and volunteers. The North Country First Responders are a volunteer organization of members trained in Emergency Medical Responder (EMR) level training or higher that provide life-saving medical care before ambulance personnel arrive on scene. NCFR is paged by the Beltrami County Emergency Communications Center and serves the majority of the population of Beltrami County and four townships in northern Hubbard County. The primary funding for NCFR is through donations and grants. In 2019, NCFR funding appears stable with the majority of funding being through donations and support from local townships. Unfortunately, long-term funding is not stable because donations are requested annually and a drastic reduction in grant opportunities has resulted in a significant shortfall in reliable and consistent funding.

As of 2019, NCFR funding is stable with funding being through donations and support from local townships. Long-term funding of the organization is always in question as requests are made annually.

- Recruit and retain new members.
- Identify sustainable funding for the organization.

Paul Bunyan Amateur Radio Club (PBARC)

During any incident, exercise or emergency response, one of the most critical capabilities is communication. Beltrami County has a robust communications system through Minnesota's ARMER network. While incredibly reliable, this system is not immune from failure. When all communications methods and systems fail, the amateur radio network has proven to be a viable alternative to normal communication methods. The PBARC has a room adjacent to the Beltrami County Emergency Communications System. PBARC also provides communication support during emergency response and exercises. They also maintain the Emergency Communications Truck and Mobile Communications Center, a recreational trailer repurposed with communications capabilities.

The Beltrami County Emergency Management owns the Mobile Communications Center while it is maintained

by PBARC. Estimated cost for county infrastructure updates/enhancements is approximately $5,000 over the next five years.
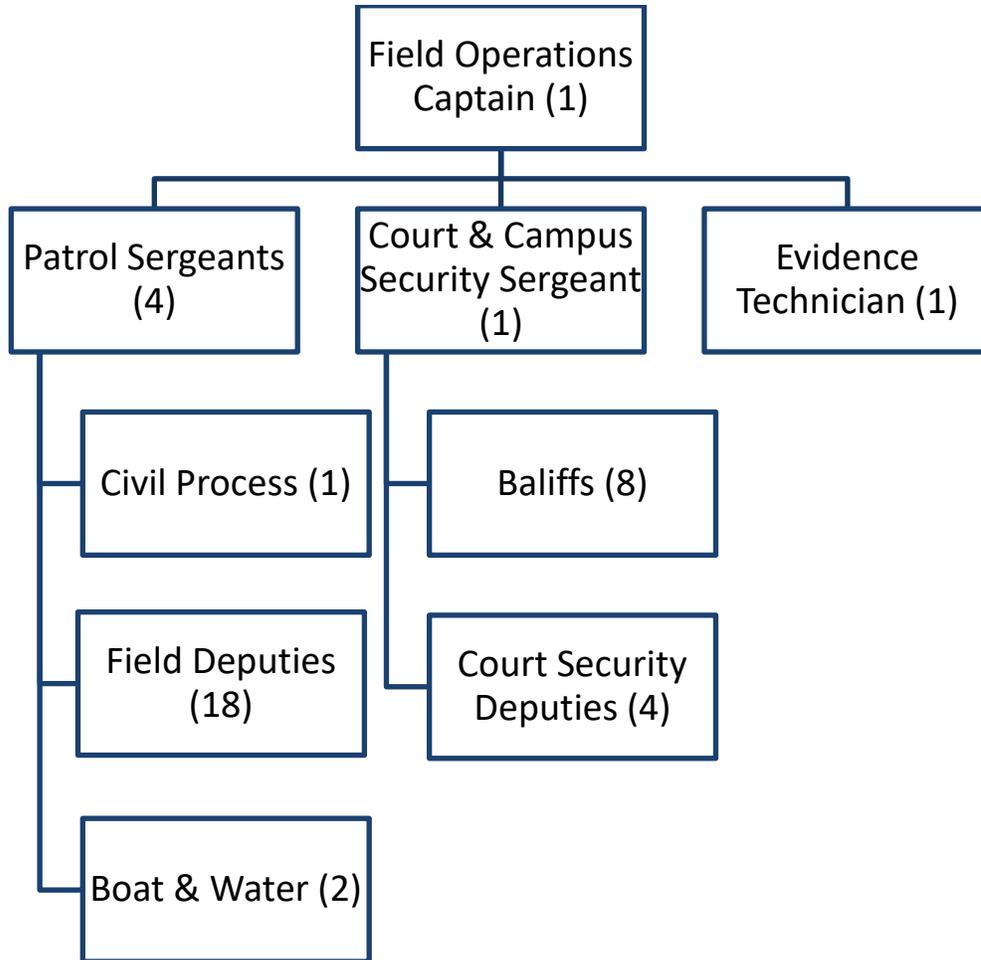
- Recruit and retain new members.
- Update the Mobile Communications Center with enhanced data capabilities.

Emergency Management Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	2020	2021	2022	2023	2024	2025	2026	2027
281	Public Education / Events			1,000	1,000	1,000				
281	Severe Weather Initiative (5,000-25,000)	A								
281	Social Media Archive Software	A		3,000	3,000	3,000	3,000	3,000		
281	Mobile Communication Center Update	R			1,000	1,000	1,000	1,000		
281	ICS 300 Training					500				
281	ICS 400 Training						500			
281	01 – Gen. Rev.		49,910							
TOTAL			310,111	56,500	5,500	4,500	4,000	4,000		

Field Operations Division

Field Operations Division Organizational Chart

```
                    ┌──────────────────┐
                    │ Field Operations │
                    │   Captain (1)    │
                    └──────────────────┘
          ┌──────────────────┼──────────────────┐
┌──────────────────┐ ┌──────────────────┐ ┌──────────────────┐
│ Patrol Sergeants │ │  Court & Campus  │ │     Evidence     │
│       (4)        │ │ Security Sergeant│ │  Technician (1)  │
│                  │ │       (1)        │ │                  │
└──────────────────┘ └──────────────────┘ └──────────────────┘
    │   ┌──────────────────┐ │   ┌──────────────────┐
    ├───│ Civil Process (1)│ ├───│   Baliffs (8)    │
    │   └──────────────────┘ │   └──────────────────┘
    │   ┌──────────────────┐ │   ┌──────────────────┐
    ├───│  Field Deputies  │ └───│  Court Security  │
    │   │      (18)        │     │   Deputies (4)   │
    │   └──────────────────┘     └──────────────────┘
    │   ┌──────────────────┐
    └───│ Boat & Water (2) │
        └──────────────────┘
```

Technology (2006-2021)
- Mobile Vision VHS in car cameras are in use. VHS tapes are stored and copied for evidence.
- 2007-Digital Ally replaces Mobile Vision. Videos are stored digitally on a server and a retention schedule purges older non-evidentiary files.
- Records Management Systems and Computer Aided Dispatch (RMS) May 2005 to September 2011. Cody Records Management.
- 2007-Micro cassette recorders are replaced with digital recorders. Records personnel are still transcribing deputies' reports.
- September 2011-RMS & CAD switches to LETG, is currently used.
- 2010-squads begin to incorporate in-car computers with mobile data air-cards.
- 2017-deputies begin using Dragon speech recognition software to draft reports which eliminates Records personnel transcription and enhances the completion of reports in a timely manner.
- 2016-transitioned from VHF to ARMER 800Mhz enhancing radio communications.

Equipment (2006-2021)
- 2007-Implemented the use of less lethal options for shotgun to enhance range of intermediate weapons for de-escalation.
- 2006-X26 Tasers in use. Its predecessor, the M26 was unreliable and cumbersome.
- 2016-Begin issuing X26P Tasers.
- 2006-1033 military program rifles in use.
- 2007-Begin phasing in newly manufactured rifles.
- 2014-Throw phone purchased and utilized to increase communications during critical incidents.
- 2015-1033 rifles were returned to Anniston, AL Weapons Depot.
- Several boats, ATVs, UTVs and snowmobiles added and recycled through the fleet to enhance patrol and Search and Rescue.
- 2015-Begin utilizing Drone for aerial search and recovery along with mission planning.
- 2016-Hardened level 4 body ARMER and helmets distributed to all deputies.
- 2016-Mobile and portable radios purchased to upgrade from VHF to ARMER.
- 2017-Second Drone purchased / two FAA certified Drone pilots.
- 2018-Extrication tools purchased.
- 2018-BCSO first armored vehicle RG-31 acquired through the 1033 program. The RG-31 was modified to support Law Enforcement Operations during rescue incidents.

Enhanced Assets (2006-2021)
Headwaters SWAT Team
- Up to 17 Operators.
- 7 Negotiators.

K9
- 2006-(2) K9 Teams operational.
- 2007-(2) additional K9 Teams operational.
- 2012-2019-K9 Teams back to (2) operational teams.

Project Life Saver
- 2016-2021-(2) fully trained PLS personnel trained to find clients within the program when lost or wandering with the use of radio telemetry. In 2021 the program support 14 clients (currently a capacity of 48 clients).

Special Operations
- Mobile Field Force (all deputies trained).
- Field Force Extrication Team (8) man extrication team.
- Search and Rescue.

Boat and Water (Recreational)
- Recreational Patrol and Enforcement.
- Watercraft inspection and safety.
- AIS (Aquatic Invasive Species) Enforcement.

Headwaters SWAT Team
Training is key to all specific disciplines within law enforcement. The Headwaters SWAT Team will maintain a high level of training for its Deputies, Officers and Negotiators. We will complete mutual aid training with regional teams to enhance capabilities. This will be completed on an annual basis with at least one regional team. Additionally, it will be the goal of the Headwaters SWAT Team to have a two-day operations training at Camp Ripley, MN. The facility assists in training and housing numerous SWAT Teams at a minimal cost to agencies throughout the year. The goal of training at Camp Ripley was postponed due to the COVID-19 Pandemic.

K9
It is the goal of the Beltrami County Sheriff's Office to maintain two K9 teams to work within Field Operations to enhance the department's capabilities in Search and Rescue, narcotics detection and suspect apprehension. The K9 teams will maintain a visibly higher profile image within Beltrami County to promote our mission and public relations. Within the next five-years, the division will retire one if it's older K9s with the goal of replacement through current funds and new donations.

Boat & Water/Recreational Enforcement
In 2021, the Beltrami County Sheriff's Office maintains (1) full-time Recreational Deputy and (1) seasonal Casual Deputy to patrol, educate and enforce Minnesota State Laws and Beltrami County Ordinances. The Beltrami County Sheriff's Office will increase its public education responsibility associated with this division. We will seek to offer more ATV, Snowmobile and Boating Safety training. We will explore partnership opportunities with the MNDNR Enforcement and Education Division. This will be prioritized as an immediate goal to be implemented in 2021 and maintained each year. This goal was originally to take place in 2020 but did not due to the COVIS-19 pandemic.

Mobile Field Force
In 2021, every licensed Beltrami County Sheriff's Office personnel member is trained in Mobile Field Force Operations. It will be the goal of the Beltrami County Sheriff's Office to maintain annual training for those personnel to maintain a minimum readiness to respond to civil unrest.

Field Force Extrication
In 2021 the Beltrami County Sheriff's Office has (8) fully trained extrication personnel. Training for these personnel will be on a quarterly basis due to the inherent risks of injury to law enforcement personnel and civilians whom choose to participate in escalated demonstrations. Equipment will also be assessed and updated on a capital expense schedule.

Search and Rescue

The Beltrami County Sheriff's Office will establish personnel who are trained in Search and Rescue techniques to lead Field Operations personnel with their efforts. This will consist of the Beltrami County Sheriff's Office Captain as the administrator. A Field Operations Sergeant for field supervision and four additional licensed personnel to lead specific teams. This will be prioritized as an immediate goal to be implemented in 2021 and be maintained each year. The original goal that was set in 2020 did not come to fruition due to the COVID-19 pandemic as most trainings nationwide for this were canceled

Project Life Saver

In 2019, the Beltrami County Sheriff's Office trained and secured certification of three additional personnel in Project Life Saver bringing the total certified personnel to four deputies. With a current client roster of 14 the division has the capability of serving up to 48 persons. It will be the goal of the division to promote this service through its Project Life Saver personnel and administration achieve the best service to persons and families whom need this service.

Comparative Staffing

2006/2007	2021
1 – Chief Deputy	1 – Chief Deputy
0 – Captain	1 – Captain
1 – Day/Civil Sergeant	2 – Day Sergeants
2 – Night Sergeants	2 – Night Sergeants
13 – Patrol Deputies	14 – Patrol Deputies
4 – K9s	2 – K9s
1 – North End Deputy (Con-Con funded)	2 – North End Deputies
2 – Civil Process Deputies	1 – Civil Process Deputy
2 – Seasonal Boat & Water Deputies	0 – Seasonal Boat & Water Deputies
0 – Full-time Recreational Deputy	1 – Full-time Recreational Deputy
0 – Casual Recreational Deputy	1 – Casual Recreational Deputy
2 – Permanent Part-time Deputies	2 – Permanent Part-time Deputies
0 – Full-time Non-licensed Evidence Technician	1 – Full-time Non-licensed Evidence Technician
1– Task Force Commander	1 – Task Force Commander

Staffing Levels

Field Operations

It is the goal of the Beltrami County Sheriff's Office to maintain prompt and professional service to the citizens of Beltrami County. In 2009 the Beltrami County Sheriff's Office began an initiative to implement technology as a means of streamlining professional service with the increases in calls for service. Deputies patrol vehicles became mobile field offices. With the implementation of Computer Aided Dispatch (CAD), Speech Recognition Software and being networked with shared drives Deputies no longer needed to spend hours at the Law Enforcement Center thus enhancing response times and limiting the time Deputies were off the road. From 2006 to present the Beltrami County Sheriff's Office Field Operation staffing levels have remained relatively similar. Personnel have moved around to accommodate the immediate needs of the Office and decreases in funding sources. Technology has us to a point of being as efficient as we can be without the addition of Field Operations personnel. Staffing levels should mirror and follow the trended increase for calls for service and

should be assessed on an annual basis by the Captain and Chief Deputy. The assessment information will be provided to the Sheriff for the purpose of evaluation of staffing increases.

Civil Process
Over the course of the past six-years, the Civil Process Division has maintained a relatively consistent number of process event as recorded through the RMS (Records Management Systems). Those numbers average approximately 1,375 events per/year. One Civil Process Deputy with the assistance of Field Operations Deputies have managed the case load effectively during the period. The Civil Process events should be assessed on an annual basis by the Captain and Chief Deputy. The assessment information will be provided to the Sheriff for the purpose of evaluation of staffing increases.

Technology
Digital Video Evidence Gathering
In 2019 the Beltrami County Sheriff's Office began the process of implementing Body Worn Cameras (BWCs). During this process it was determined that the vendor for all in-car video evidence was no longer meeting the agency's demands for quality, customer and technical support services. A decision was made to test and explore alternative vendors to meet the needs of the agency. The Beltrami County Sheriff's Office will embark on a four to five-year transitional plan to replace the in-car audio/video evidence recording. As we move forward, we will assess our relationship with our new partners to determine their capabilities to support our operations in the future with BWCs and in-car audio/video recording capabilities.

Records Management Systems (RMS)
The Records Management Systems has experienced numerous corporate ownership changes during the past five-years. Customer support and technical services is almost non-existent. In 2019 the Beltrami County Sheriff's Office will move forward in exploring alternative vendor options. See also Records Management Strategic Plan.

ARMER Radio 800 MHz
The Beltrami County Sheriff's Office has utilized the ARMER Radio System since 2016. This system has been outstanding in comparison to the VHF and Digital VHF. Although several no coverage areas have been identified within the boundaries of Beltrami County, it is expected that the areas affected will be satisfactorily addressed during the next five-years. This will increase capability and officer safety.

Voice Recognition Software
The implementation and utilization of Dragon speech recognition software in Field Operations has alleviated the pressure from the Records Division association with the transcription of reports. This software has been effective in ensuring and providing prompt reports for timely dissemination. With the advancement of this technology we will explore and assess emerging technology annually by reviewing/testing newer products to determine whether our current vendor and software is able to meet the changing technology and vendors.

Equipment
The Beltrami County Sheriff's Office is recognized in the Northwest Region of the state as a premier organization with enhanced capabilities, assets and equipment. Deputies are provided with the most recent and updated tools to enhance officer safety and mission completion. The Beltrami County Sheriff's Office will maintain and schedule a budget for capital assets purchases for the replacement of its 2019 and older equipment. The Beltrami County Sheriff's Office will empower its personnel and specific training instructors to stay current and abreast of trends and upgrades to equipment to ensure we remain regional leaders in professional law

enforcement services. A committee will be developed and meet on a semi-annual basis to discuss trends, upgrades and emerging equipment available. The committee will consist of personnel in each division within the Beltrami County Sheriff's Office and its specific training disciplines.

Health and Wellness
It is the goal of the Beltrami County Sheriff's Office to provide its personnel with a means of maintaining physical health and strength to ensure meeting the rigors of the job. Deputies must be prepared to engage in strenuous physical activity as a matter of daily routine. The Sheriff's Office will maintain a facility (weight room) for physical health by working with its partners to maintain and update equipment. Additionally, a healthy physically fit person typically enjoys a higher level of mental and emotional well-being. Moving forward the Beltrami County Sheriff's Office will be looking into expanding its officer wellness program through medical testing and mental health monitoring and treatment. The Beltrami County Sheriff's Office is aware of recent statistics with regards to suicide amongst law enforcement officers nationally. In 2018 over 150 Law Enforcement Officers took their own lives as a result of mental health issues. The Beltrami County Sheriff's Office believes that our people are our assets and as such they are our top priority through maintaining peak performance physically, mentally and emotionally. In 2020 the Beltrami County Sheriff's Office will begin an initiative from the top down to ensure supervisors and peers check-in with their partners and colleagues (Neck up Checkup). A committee of peer support personnel will be formed inclusive of all divisions of Beltrami County Sheriff's Office employees to determine a proven and effective means of moving forward with monitoring and supporting mental health. The Beltrami County Sheriff's Office field operations division participated in the Checkup from the Neck up with 100% of its licensed staff minus one deputy on deployment. This will be continued in 2022.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'21	'22	'23	'24	'25	'26
Assess Field Operation staffing level based on calls for service. Cost – Assessment dependent	Captain and Chief Deputy	X	X	X	X	X	X
Assess Civil Process Division staffing level based on case load increases. Cost – Assessment dependent	Captain and Chief Deputy	X	X	X	X	X	X
Explore and test alternative audio/video vendors	Captain and Chief Deputy	X	X	X	X	X	X
ARMER Radio 800Mhz "no coverage" area resolution	Captain and Chief Deputy	X	X	X	X	X	X
Explore/assess emerging voice recognition software	Captain and Chief Deputy	X	X	X	X	X	X
Equipment replacement based upon viable enhancements (6 mo. rotation)	Division Personnel and Specialized Training	X	X	X	X	X	X

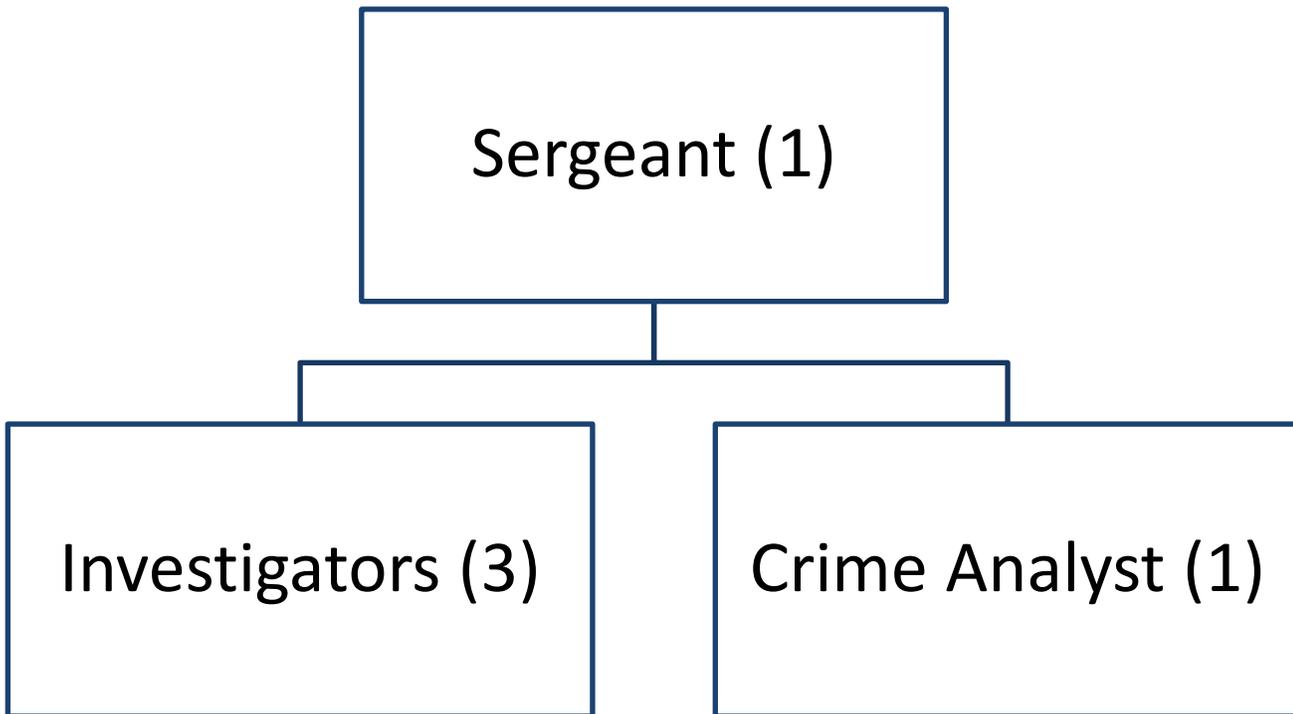| Goals, Measurement and Cost	Responsible Official(s) and/or Delegate Disciplines	'21	'22	'23	'24	'25	'26
SWAT – mutual aid training	Captain and Chief Deputy SWAT Command	X	X	X	X	X	X
SWAT – 2-day operations training at Camp Ripley	Captain and Chief Deputy SWAT Command	X	X	X	X	X	X
Increase K9 public visibility profile	Captain and K9 Deputies	X	X	X	X	X	X
Replace retired K9	Captain and Chief Deputy			X	X	X	X
Boat & Water Recreational Education – partner with MnDNR	Captain and Chief Deputy and Boat & Water Deputies	X	X	X	X	X	X
Annual Mobile Field Force Training	Captain and Chief Deputy	X	X	X	X	X	X
Field Force Extrication Training (3 mo. rotation)	Captain and Chief Deputy	X	X	X	X	X	X
Field Force Extrication Equipment assessment	Captain and Chief Deputy	X	X	X	X	X	X
Establish Search and Rescue lead personnel	Captain	X	X	X	X	X	X
Promote Project Life Saver	Captain	X	X	X	X	X	X
Weight room equipment maintenance and updates	Captain and Sergeants	X	X	X	X	X	X
Mental Health Committee	Sheriff, Command Staff and Supervisors	X	X	X	X	X	X

Field Operations Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'21	'22	'23	'24	'25	'26
202	Squad	R	70,000	70,000				
202	Pistol	R	1,030					
203	Body Worn Cameras	A		2,000				
212	Squad	R	71,000					
212	Body Worn Cameras	R		1,000				
212	Pistol	R						
214	Squads	R	280,000	490,000	300,000			
214	Radar Trailer	A		70,000				
214	Body Worn	A			26,000			

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'21	'22	'23	'24	'25	'26
	Cameras							
214	Pistol	R						
214	Gas Masks	A	15,000					
214	K9 Acquisition - Training Fund	A	6,000					
215	Squad	R		96,800				
215	Body Worn Cameras	A		1,000				
215	Pistol	R						
TOTAL			443,030	730,800	326,000			

Criminal Investigative Division

Criminal Investigative Division Organizational Chart

```
                    ┌─────────────────────────┐
                    │                         │
                    │      Sergeant (1)       │
                    │                         │
                    └────────────┬────────────┘
              ┌──────────────────┴──────────────────┐
    ┌─────────┴──────────┐            ┌──────────────┴───────────┐
    │                    │            │                          │
    │  Investigators (3) │            │    Crime Analyst (1)     │
    │                    │            │                          │
    └────────────────────┘            └──────────────────────────┘
```

Mission Statement

The Beltrami County Sheriff's Office will protect the lives, rights, privileges, and property of the citizens of Beltrami County.

The Criminal Investigative Division (CID) will strive to maximize the resources available to continue with quality driven investigations of criminal activity with unbiased, impartial, and fair findings of the facts of an investigation.

The CID promotes a work environment where investigators are provided the opportunities of specialized training for professional and personal development.

This mission of the criminal investigative division will continue to lead to the standard of excellence in the service expected by the citizens it serves.

Overview of the Criminal Investigative Division

The Criminal Investigative Division (CID) is responsible for conducting criminal investigations within the jurisdictions of the Beltrami County Sheriff's Office whereas the Sheriff's Office is the primary law enforcement agency.

The CID provides a wide array of investigative services to the communities within Beltrami County.

The CID conducts investigations including but not limited to homicides, death investigations, assaults, criminal sexual conduct, aggravated robberies, burglaries, missing persons, identity thefts, child pornography, financial crimes as well as other numerous many types of criminal activity. The CID follows up with patrol division calls for service to include witness and suspect interviews as well as developed leads of individual criminal acts and patterned criminal acts.

Additionally, the CID is responsible for crime scene control and processing for any "call out" incidents. The responsibility of crime scene processing consists of photographing, documenting, identifying and collecting evidence to ensure a defendable chain of custody associated with evidence of which is a large contributing factor in the successful prosecution of a crime.

The evidence collection may include large physical items, fingerprints, DNA, and other trace evidence. The CID is entrusted with this responsibility due to their extensive crime scene training and experience.

The CID conducts surveillance and participates in undercover operations while in a plain clothes detail for the Sheriff's Office. While in plain clothes operations CID is entrusted with the use and operation of the following specialized equipment due to their specialized training and experience. During these types of investigations and operations, investigators use a wide array of electronic equipment which may include but are not limited to:

- Laptop Computers.
- Handheld Covert Recording Devices.
- Video Recording Devices.
- Digital Cameras.
- Covert Alarm Systems.

- Covert Electronic Monitoring Devices.
- Global Positioning System Tracking Devices.
- Pole Cameras.

The CID also uses Alternative Light Source Equipment to assist in locating trace bodily fluid evidence within a crime scene normally during a physical or sexual assault.

Case management is also a CID responsibility as investigations proceed through the prosecution phase of the criminal justice system which involves state and federal court with a direct liaison relationship with the prosecuting attorney's office.

The CID completes all necessary affidavits for search warrants as well as administrative subpoenas to assist in the successful investigation of an incident.

The CID participates in monthly meetings with Multi-Disciplinary Teams which provide invaluable assistance to law enforcement during the investigative process. The monthly meetings also serve as a mechanism to promote a case study review process relative to investigations. The composition the MDT's are the following:
- Child Protection Investigators.
- Adult Protection Investigators.
- Social Services Case Managers & Intake Staff.
- Leech Lake Reservation Family Services.
- Director and Staff of the Family Advocacy Center of Northern Minnesota.
- Beltrami County Attorney's Office.
- Physicians.

The development and purpose of the MDTs are to provide comprehensive access to available services to the citizens of Beltrami County.

In 2019, the CID consists of:
- One Sergeant of Investigations.
- Three Investigators.
- One Crime Analyst.

The Sergeant of Investigations maintains a case load that is supplemental to the other administrative responsibilities as directed by the Sheriff's Office administration. An example of a responsibility that may be assigned by the Sheriff's Office administration is a conflict and/or internal investigations that cannot be predicted are assigned to the Sergeant of Investigations.

The Sergeant of Investigations reviews reports of the patrol deputies that are generated from the initial response to Type 1[1] crimes to assist in developing leads for follow up and assign an Investigator as a "Lead Investigator" as the investigation progresses.

---

[1] The Uniform Crime Reporting (UCR) Program administered by the U.S. Department of Justice divides crimes into two groups. Part I and Part II crimes. Each month, contributing agencies submit information regarding the number of Part I offenses known to law enforcement and the clearance rate of those crimes. Part I offenses are serious crimes which occur with regularity in all areas of the country and are most likely to be reported to police. Part I offenses are: criminal homicide, forcible rape, robbery, aggravated assault, burglary and larceny theft (except motor vehicle theft). Part II offense data is limited to reporting arrest data (e.g. weapons, fraud, drugs, stolen property, etc.).

The Sergeant of Investigations is responsible to ensure resources required by the Investigators are readily available which promotes the efficient and accurate processing, identification and collection of evidence during investigations.

It is required that the Sergeant of Investigations possesses a working understanding of the strengths and weaknesses of the Investigators s/he supervises of which promotes the ability to provide appropriate opportunities of specialized training required to be fully successful.

The Investigators are "paid on-call" and are subject to call-out during the nights and weekends for serious crimes and crime scenes that occur within Beltrami County. The "paid on-call" duties are rotated among the Investigators with the durations of each rotation being one-week, once each month.

CID is also tasked with administrative responsibilities within the Sheriff's Office. These administrative responsibilities include but are not limited to employment background investigations of candidates for vacant positions throughout the sheriff's office, sworn and non-sworn positions.

Historic Staffing
In 2004, CID's staffing consisted of one Sergeant and three Investigators. An administrative assistant from the Records Division was assigned to the Criminal Investigative Division. Upon the resignation of the Sergeant, the position was filled with an Investigator. The CID Sergeant position was not filled, supervisory duties were fulfilled by the Sheriff's Office Chief Deputy.

In 2013, the CID Sergeant was restored bringing the division staffing level to one Sergeant and three Investigators. Subsequently, Investigators were no longer required to perform administrative duties which resulted in an increased case load assignment to each Investigator.

Prior to March 2015, in Beltrami County the Department of Health and Human Services (DHS) would process all child and adult neglect/abuse/maltreatment intake and preliminary investigations. This process included intake (file screening) which required intake staffing level personnel to screen allegations and reports. The DHS employed two (2) intake workers to process the reports. Due to the overwhelming workload, DHS Investigators were tasked with intake responsibilities on a weekly rotating basis. The DHS Investigators decided whether to forward their investigative files to law enforcement (depending on jurisdiction) for further criminal investigation.

In March 2015, Governor Mark Dayton's Task Force on the Protection of Children concluded with numerous findings which resulting in improvements of practices within the child protection system and adult protection system at all levels of government within the state of Minnesota.

In July 2015, legislative requirements and policies changed at the Minnesota Department of Health and Human Services (DHS) to assist in child and adult protection system throughout the state. The policy changes resulted in funding and staffing level increases at the county social services level to assist local child and adult protection units in the proper screening and dissemination of reports of allegations of child and adult maltreatment. Beltrami County Social Services was allotted three (3) additional staff consisting of intake/investigators to process the workload. The change in screening procedures directly affected the CID because it mandated that all child and adult protection referrals must be forwarded to the CID for review of criminal activity. The effect of the unfunded mandate has resulted in a substantial increase of the Investigations Division to nearly 1,000

additional hours required to screen the cases forwarded to the Sheriff's Office from the Department of Health and Human Services.

In 2016, the administrative assistant position supporting the CID was changed to a Crime Analyst position. The addition of the Crime Analyst position provides invaluable support to Investigators by analyzing and reviewing data collected during an investigation. The Crime Analyst has a direct working relationship with the Investigators of which has proven to be extremely valuable to the CID.

Staffing 2004 – 2022

	'04	'04½ -'11	'12	'13	'14-'15	'16-'17	'18	'19	'20	'21	'22
Sergeant	1	0	0	1	1	1	1	1	1	1	1
Investigators	3	3	5	5	3	2	2	3	3	3	3
Crime Analyst	0	0	0	0	0	1	1	1	1	1	1

Goals / Measurement / Cost / Year

| Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'20	'21	**'22**	'23	'24	'25	'26	'27
Bring staffing levels to 4 full-time Investigators	Sergeant	X	X	X	X	X	X	X	X
Increase clearance rates annually	Sergeant	X	X	X	X	X	X	X	X

Goals and Measurement
- Annual increase in clearance rates by classification of offenses investigated by CID which is documented within the annual Unified Crime Report collected by the BCA.
- Increase staffing to four full-time Investigators. The foundation for this increase in staffing is due to the increase of investigations as evidenced and previously documented by an increase in mandated investigative duties and low staffing levels.
- Increase staffing to four full-time Investigators. The unprecedented increase in violent crimes, Part I Offenses, has caused a systemic increase in investigative hours for violent crimes which are prioritized over other investigations, considered Part II Offenses. The increase in the investigative hours focused on Part I Offenses has led to a delay in the investigators case management of the Part II Offenses due to the increased caseloads from the lack of or low staffing levels.

Criminal Investigative Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'20	'21	'22	'23	'24	'25	'26	'27
213	Squads	R	142,000			71,000				
213	Pistol	R	2,060							
213	Body Camera	R			4,000					
213	Training	R	5,500							
213	01 – Gen. Rev.		683,642							
TOTAL			833,202		4,000	71,000				

Beltrami County Jail Division

Beltrami County Jail Division Organizational Chart
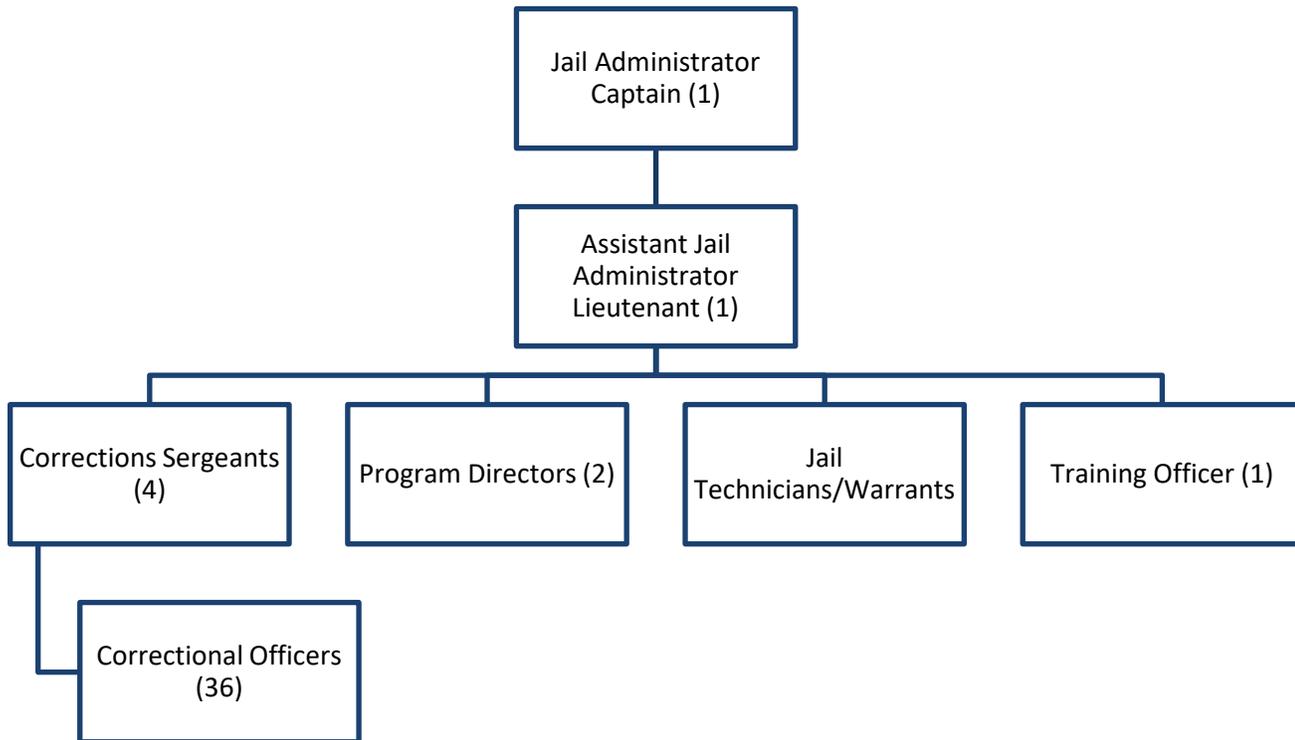
Mission Statement

The mission of the Beltrami County Jail is to enhance the safety of our citizens through efficient, professional, secure, and humane incarceration of criminal offenders.

Overview of Beltrami County Jail Division

Jail

The Beltrami County Jail is comprised of three (3) floors with four (4) levels to include a mezzanine. 2019 approved capacity is 132 inmates with a 118-inmate operating capacity.

The lower level of the jail is a 60-bed minimum classification unit which has a Minnesota Department of Corrections approved operating capacity of 48 inmates. This unit is operated as a direct supervision unit. An inmate worker operates the facility laundry in this location. This unit is also used as the Huber work release program.

The main level of the jail includes the public entrance and lobby. This entrance serves the following multiple purposes:
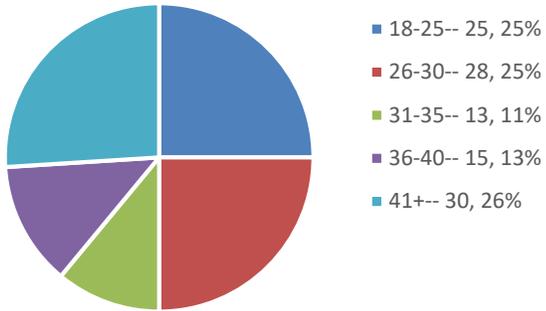- Inmate visitation.
- Court ordered commitments intake.
- Furlough/Huber intake and release.
- Inmates being arrested from probation.
- Employee, volunteer and contract worker entrance.
- Receiving dock for delivery of purchases and products required for jail operations.

The first floor consists of six (6) single floor housing units with a combination of cells and dormitory style housing and one (1) master control. This level is primarily used for female inmates and has one (1) housing unit for male special management inmates. There are also two (2) garage Sally Ports for inmate intake which also serves as a loading and receiving area.
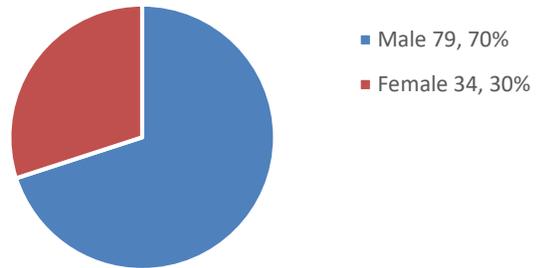
A 2015 remodel project was completed on this level which included administrative offices, staff locker and staff break rooms, kitchen and kitchen storage. Bemidji Program Area for Recovery (BAPR), an outpatient treatment/program, also resides in re-purposed first floor space.

The third level of the facility includes a celled unit which is utilized for segregation, has a dormitory unit, and four (4) celled units with a mezzanine. This level has the facilities only booking room with five (5) holding cells, a medical exam room and an indoor recreation area. Visitation with inmates is also provided on this level via a kiosk system.
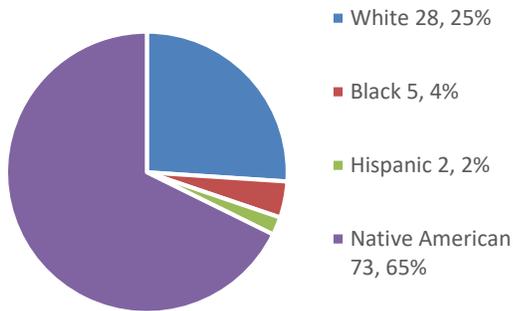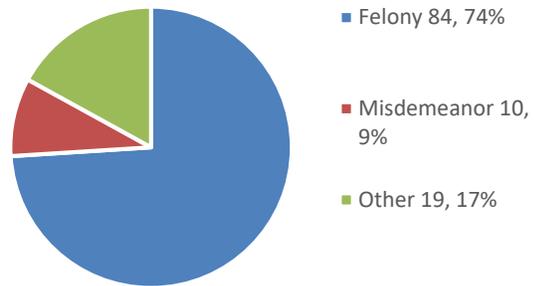
Beltrami County Inmate by Age

- 18-25-- 25, 25%
- 26-30-- 28, 25%
- 31-35-- 13, 11%
- 36-40-- 15, 13%
- 41+-- 30, 26%

Beltrami County Jail Inmate by Gender

- Male 79, 70%
- Female 34, 30%

Beltrami County Inmate by Self-Reported Race

- White 28, 25%
- Black 5, 4%
- Hispanic 2, 2%
- Native American 73, 65%

Beltrami County Jail Inmate by Charge Level

- Felony 84, 74%
- Misdemeanor 10, 9%
- Other 19, 17%

Beltrami County Jail by Detention Status

- Pre-Sentence 92, 81%
- Sentenced 16, 14%
- Hold 6, 5%
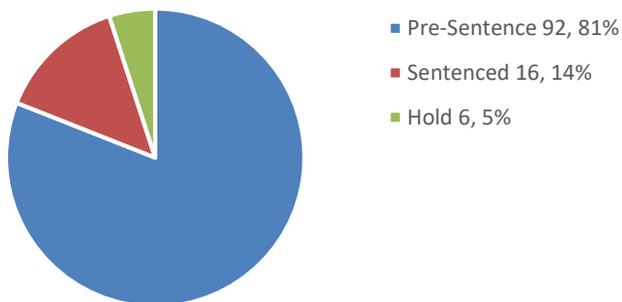
Booking
The Booking Officer is responsible for accepting new offenders, booking, and releasing inmates.

There are multiple types of offenders brought into the Beltrami County Jail, which include felony, gross misdemeanor, and misdemeanor level probable cause offenses, including outstanding warrant, contempt of court, court ordered commitments, writs, and arrests by US Marshalls, FBI, probation violations, and boarders from other agencies.

When an offender/inmate enters the facility, they immediately undergo an assessment to determine whether the inmate will be admitted into the secured facility or not. This includes a physical search for items of contraband. Any item deemed contraband is returned to the arresting/transporting officer.

The intake of persons under court ordered commitments report to the jail at 7:00 PM daily. Often, due to the lack of a staging area for commitments the process can take several hours.

During the booking process, the inmate is required to be cooperative by providing accurate information such as their legal name, date of birth, address, phone number, social security number, height, weight, hair/eye color, medical questions (including medical history), Tennessen warning, and will receive notifications and policy for Prison Rape Elimination Act (PREA), booking fee, inmate orientation, wrist band, health care advisory, and criminal charges leading to their detention. A thorough search of the inmate's property is conducted, inventoried, and stored. Each new intake is subject to a full strip search and gets clothed in jail clothing. Booking photos of a front and profile photo and if applicable, photos of tattoos and scars located on the body. The inmate is then issued a Guardian RFID[2] wristband, fingerprinted, and given the option of a free phone call. All inmates brought into the facility are fingerprinted. All fingerprints are captured digitally by a Live Scan Fingerprinting system and submitted electronically to the Minnesota Bureau of Criminal Apprehension (BCA).

The inmate is entered and processed into a money management system to include all money that is on their person. All inmates are required to pay a booking fee. The booking fee and other applicable fees from the inmate's account such as haircuts, phone card purchase, and other non-issued items purchased by the inmate, and any property damage are deducted through the money management system. Inmates are issued bedding, hygiene items, cup, spork and extra clothing.

Securing medical information from inmates during the booking process is critical. The Correction Officer is required to secure information regarding special needs, mental/emotional status, and required medications. All medical information is reviewed by a Registered Nurse (RN) within 24 hours of intake. Critical medical information is immediately reviewed by an on-call registered nurse, if after hours.

A Minnesota Department of Corrections rules change in 2015 required the Beltrami County Jail to have a dedicated staff person assigned to the booking station. This has been a continual struggle to maintain this post due to a lack of staffing. Annual inspections by the Department of Corrections continue to cite the Beltrami County Jail in this area for being non-compliant.

---

[2] Guardian wristbands contain a Radio Frequency Identification (RFID) chip of inmate information unique to each inmate which allows Correctional Officers to scan the wristband to identify the inmate, track movement, in and out of cell locations, level of classification which promotes institutional security, inmate and Correctional Officer safety. Guardian RFID also provides the Correctional Officer mobility to continue with their post duties while maintaining a detailed log of all activities within the jail involving inmates.

Classification

Classification is based on four (4) levels; minimum, medium, maximum, and administrative segregation. Classification is based solely upon the conviction history, severity of the inmate's current offense, and the mental stability of the inmate. Having the required units for proper classification has been a challenge for the Beltrami County Jail since 2014, due directly to the lack of space for the new classifications. The prior classifications system had fewer variables, thus allowing more inmates to be housed together. Today's classification system has caused the Beltrami County Jail to be unable to house the number of inmates that it once did under the prior system, thus the Beltrami County Jail continues to be non-compliant with classification in two (2) areas:

- Male Huber (work release) and minimum classification level inmates are housed together but should be in two (2) housing units. Due to the limited number of inmates using Huber system the issue is sporadic in nature.
- Female medium, minimum and Huber inmates are housed together in two housing units, however, these inmates should be housed in three (3) units but due to the limited number of female inmates using the Huber system the issue is sporadic in nature.

Staffing

In the Beltrami County Jail the fundamental duty of Correctional Officers is to serve the community; to safeguard lives and property to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional right of all to liberty, equality and justice.

Correctional Officers are entrusted to perform a wide variety of responsibilities and duties within the jail; control and supervision of inmates, escort and safeguard inmates, ensure inmates are accounted for, deescalate inmate conflicts, enforce jail rules, discipline inmates, conduct daily and random inspections of housing units and cells, assist inmates with medical needs, account for, document and provide prescribed medications, monitor various medical conditions for emergency status, provide first aid, maintain jail security, respond to inmate questions and concerns, monitor inmate programs, supervise meal distribution, assist in transporting inmates to and from other facilities and hospitals, complete booking process, conducting pat searches for weapons and contraband, possess knowledge and expertise of multiple computer data programs to ensure management of inmate financial accounts, fingerprints and release inmates, and remain current on all required DOC mandated training, while maintaining and projecting a professional demeanor.

In 2019, the Beltrami County Jail has four (4) teams of Correctional Officers, which consist of five (5) Correctional Officers and one Sergeant who rotate or six (6) full-time employees between daytime or a nighttime shift, providing 24 hours a day, seven (7) days a week and 365 days a year service. Each shift assumes different responsibilities; however, the primary goal of every shift is to maintain safety and security of the facility. It is a continuous challenge for the BCJ to comply with the DOC staffing requirements, directing the BCJ to be at the ordered seven (7) FTE with the addition of a booking officer.

Historical

In July 1989, the jail facility was shared with the Beltrami County Dispatch/911 call center and had a designed capacity of 68 inmates, however, during the construction process 13 beds were added bringing the capacity to 81 inmates.

In 2001 a change in the Minnesota Department of Corrections rules allowed the addition of 25 more beds through "double bunking." This brought the capacity of the Beltrami County Jail to 106 beds with the caveat

that 12 of the beds must be dedicated to female inmates. In addition, six (6) holding cells were created for transitional detoxification of new inmates.

By 2002, overcrowding became a challenge for the Beltrami County Jail, which began to consistently house inmates at other jail facilities resulting in a cost that exceeded $200,000 annually. This was addressed in 2004 when the basement of the Beltrami County Jail was remodeled into a 60-bed minimum security unit, bringing total capacity to 166 inmates.

In 2014, the Beltrami County Board approved a three (3) phase remodeling project that would provide the required upgrades to the facility and satisfied the deficiencies associated within the jail as reported by the Department of Corrections, but unfortunately doing so would require the Beltrami County Jail to add additional staff or FTE at completion in order to become operational. Unfortunately, the first phase of the remodeling project, which addressed a new kitchen and staffing needs, was well underway when this occurred.   The DOC advised Beltrami County that the staffing deficiencies were a higher priority subsequently the Beltrami County Board halted phase 2 and 3 of the remodeling project of which diverted the construction costs to bring the staffing levels to the current six (6) person teams. High turnover associated with job duties and a lack of candidates to work in the correctional field industry wide continue to be a challenge for the Beltrami County Jail.

In 2015, as a result of the changes made to the inmate classification system, the Beltrami County Jail capacity was reduced by the Department of Corrections from 166 inmates down to 140 inmates and instituted an operating capacity of 126 inmates which prompted the Beltrami County Jail to again begin housing inmates at other facilities as it did in 2002. That practice continues in 2019 of which costs Beltrami County taxpayers hundreds of thousands of dollars annually.

In 2016, to address jail staffing issues, the Beltrami County Jail initiated a recruitment campaign which included adding a new Correctional Officer classification that bypassed the previous training and education requirements of 2 years post-secondary education, into a one (1) year training program. The creation of this training position allows individuals without a two (2) year college degree to begin at a lower entry-level classification as a Corrections Officer 1 position. The Corrections Officer 1 position begins at a slightly lower pay grade; however, it is a training position that promotes non-post-secondary educated people to become eligible. This program has proven to be very successful and in July 2018, staffing levels at the Beltrami County Jail have increased to six (6) FTE team members. Due to the work environment and the nature of the position, retaining staff continues to be problematic. The Beltrami County Jail will be fully staffed when there are 41 employees which includes all full time and part-time Corrections Officers, Shift Sergeants, Program Directors, Jail Technician, and Administration staff.

In 2019, the jail is staffed with four (4) Sergeants, 26 Correction Officers (12 part-time employees), two (2) Program Directors, one (1) Jail Technician, one (1) Assistant Administrator and one (1) Administrator which totals 42 employees.

In 2020, the Beltrami County Jail was awarded a full time Jail Training Officer position. The position was filled in June 2020 to allow for the Training Officer to maintain all staff training and recertification.
The jail staff total will be 46 employees to include four (4) Sergeants, 30 Correction Officers (12 part-time employees), two (2) Program Directors, one (1) Training Officer, one (1) Jail Technician, one (1) Assistant Administrator and one (1) Administrator which totals 46 employees .

In 2021, the Beltrami County Jail was awarded four (4) additional full time positions due to not having a booking officer post. When this position is filled, it will allow the already four (4) teams of Correctional Officers, to have a seventh (7th) Correction Officer (including one Sergeant) who will rotate posts and be able to maintain safety and security by not dropping below security standards when there is a new arrestee.
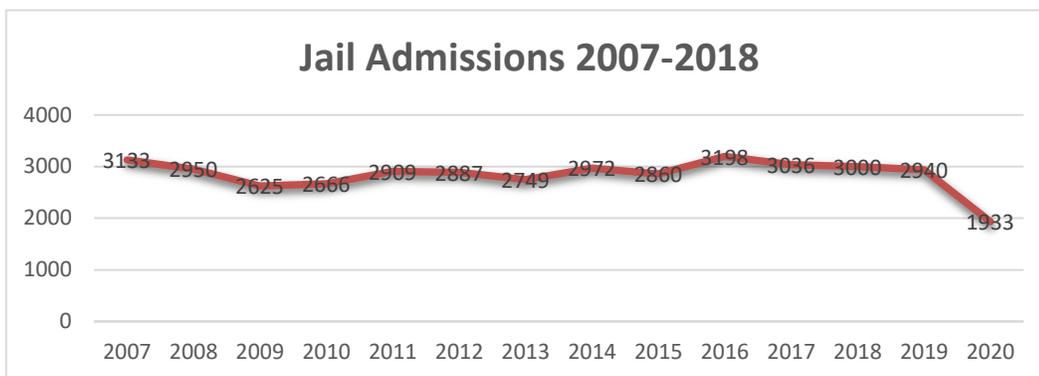
In the end of 2020 and beginning of 2021 staffing levels have been critically low as far as 45%, so the Beltrami County Jail has been at a limited number of inmates. Due to being below 50% staffing for much of the last few months the jail had to house out approximately 40 to 50 inmates daily with other county jails to maintain safety and security. Based on a prediction if staffing levels continue to raise the jail should be able to bring back inmates by March 2022.

Due to the staffing shortages March 2021 thru September 2021 Beltrami County developed a Jail Task Force to identify recruitment and retention issues. The Jail Task Force uncovered many different deficiencies in numerous areas, which allowed for many changes to be implemented regarding the recruitment process and retention issues to include, but not limited to: installing a bottle filler for drinking water, providing two (2) laptops for training and booking help, installing workout equipment for inmates, lowering the inmate population until staffing levels rejuvenate, continuous postings for the Correction Officer openings, remodel visitation to have second floor be solely professional visits via visitation booths which allows for a more secure visit between the inmate and their: attorney, probation agent, or social worker.

The County Board approved the Jail Project Manager to launch the Jail Project in implementing the first meetings of the Jail Steering Committee. This committee will be instrumental in pushing the Jail project forward to adopting a Needs Assessment and a Feasibility Study to come to a point of the jail and community needs.

By 2022 the jail has plans to have an employee access instead of all staff entering through the front door lobby. This allows for staff, inmate, and community separation. Additionally, in the fall of 2022 Beltrami County should be at a "go or no-go" stage regarding the Jail Project whether building new or remolding the existing jail.

Beltrami County Jail Bookings by Year

Jail Admissions 2007-2018

Year	Value
2007	3133
2008	2950
2009	2625
2010	2666
2011	2909
2012	2887
2013	2749
2014	2972
2015	2860
2016	3198
2017	3036
2018	3000
2019	2940
2020	1933

Commissary
Inmates may purchase extra items that make jail life more comfortable using the Beltrami County Jail commissary and vending machines. The Beltrami County Jail commissary is a virtual store which is operated through a kiosk system; inmates may purchase hygiene products, snacks, and miscellaneous items, such as flexi-pens, crayons, coloring books, notebook paper, envelopes, and post cards.

The vending machines are currently located in the recreation room, program and the minimum- security day rooms. With the exception of maximum security, inmates housed in each block are allowed one (1) commissary or canteen (vending machines) trip per weekday. On second floor, canteen access is offered concurrently with recreation time.

Inmate Communication
Historically, the "kite" system was used as a mechanism for inmates to submit written requests or to communicate grievances within the jail. Kite requests might include conveyance of non-emergency additional medical requests, legal needs and law library use, to inquiries regarding jail rules.

In 2019, the kiosk system has revolutionized and streamlined communication between the jail and inmates to one efficient communication system and that includes giving the inmate access to email and text messaging to individuals of whom they have contact information. There are fees that are charged to inmates for each individual function. Upon intake each inmate is given a canteen card and if they have funds loaded on the card it will allow them to order canteen items, send emails, send texts, submit general inquiries, and visit loved ones.

Texting devices were implemented in June of 2020. These devices are the same size as a common smart phone, but have options for texting and the most recent upgrade has given inmates access to the self-help programing on each device. The inmate is charged a $4 monthly access fee for use of the texting devices.

In 2021, the Beltrami County Jail added a law library. Now with merely a request an inmate is able to request the use of the law library. The inmate will be allowed access to the most updated law library with a few taps via a touch screen on all three (3) floors in the program areas.

In December 2020, the Beltrami County Jail went into contract with OD Security North America and added a Body Scanner for the intake process. In March 2021 the Soter Security Body Scanner was up and running. This device scans the offender prior to entering the secure area of jail and indicates to the corrections officer if there is contraband hidden on or inside the offender. The Sheriff's Office sought funding for this device when as the significant rise in contraband was being detected and entering the jail facility and the contraband was not being found through traditional searching.

In June 2021, the Beltrami County Jail sought after quotes and pricing for body cameras for each corrections officer. With the rise of controversy with law enforcement and corrections the Sheriff's Office pursued the equipment. By November, 2021 the body cameras were put into place. The benefit of a body-worn camera is the ability to provide correction officers safety and efficiency. The technology has already diffused many altercations with merely the presence of the camera on the officer. It also has provided transparency for any inmate encounter when a jail incident has taken place.

Female Inmates
In 1989 it was common for the jail to have only one (1) or two (2) females in custody at any given time, and for the time this was considered a significant female jail population. Comparatively, in 2019, the female inmate population of the Beltrami County Jail significantly exceeds the national average. The national average of female to male inmate ratio is 15% female to 85% male. Beltrami County Jail's female inmate population is consistently above 30% which creates a significant overcrowding challenge requiring many of Beltrami County female inmates to be housed out-of-county in other jail facilities. Even with the extensive out of county housing the Beltrami County Jail, due to space constraints, houses three (3) classifications together, in violation of DOC standards.

DOC Inspections/Assessing Future Needs

In 2019, the Department of Corrections inspection indicated two (2) medium-security units were over-crowded as a result of not meeting the minimum of 33 square footage in the day room area required per inmate. At the time of the DOC inspection in 2019, the jail was calculated to be at 19 square feet per inmate when fully occupied which resulted in the loss/use of 8 beds and an additional reduction in total operating capacity. The loss of the eight (8) beds equates to a cost of $160,000 annually for out of county housing.

In 2021, the DOC received a self-inspection from the Beltrami County Jail of which the jail received compliance marks.

Temporary Holding Cells

The Beltrami County Jail is equipped with six (6) temporary holding cells. The holding cells are utilized for unruly or uncooperative inmates who may need detoxification from chemical use that was present upon being taken into custody. Due to the limited temporary holding space these holding cells are consistently being utilized. The Beltrami County Jail does not have enough temporary holding cells to detoxify chemically induced inmates. Because chemical and alcohol abuse is endemic in our community, the Beltrami County Jail is in critical need of more temporary holding cells.

In August of 2021 the Beltrami County Jail added four (4) security cameras in a general housing unit that has assisted with adding four (4) more temporary holding cells. This has allowed a greater amount of inmates to be surveilled on camera for a longer more adequate amount of time.

Administrative Segregation

The second floor has two (2) cells dedicated to housing unruly and uncooperative inmates who do not get along with other inmates or have physical and/or mental health issues. Beltrami County has a very high number of inmates with diagnosed mental health challenges. It is not uncommon that the Beltrami County Jail is required to evacuate full blocks and convert their use to house multiple administrative segregation inmates. Additionally, the six (6) temporary holding cells have also been utilized to house inmates with physical/mental health issues because the Beltrami County Jail does not have alternative space to accommodate their needs. The Beltrami County Jail is in critical need of additional temporary holding cells and Administrative Segregation beds.

Medical Contract Services

Prior to 2013, the Beltrami County Jail utilized Beltrami County Public Health to operate the medical unit of the jail. Care for medical emergencies after-hours fell upon the most senior staff or Sergeant to triage the needs and determine whether to send inmates to the hospital for treatment. Additionally, Correctional Officers were responsible for passing mediations, caring for inmates by taking blood pressures, and addressing the needs of those inmates with diabetes. Not only was this very labor intensive but it also required Correctional Officers to have extensive medical training.

In 2013 the Beltrami County Jail contracted with MEND Correctional Care to deliver medical services to inmates. The daily Medical Team consists of two and one-half (2 ½) Registered Nurses (RN), (two [2] full-time and one [1] half-time), one (1) MT, and one (1) RN Director. RNs communicate daily with Administration, Sergeants, Correctional Officers and medical staff to ensure all personnel are apprised of the daily changes and needs of the inmates in a timely manner.

Daily, RNs field various health issues brought forward by correctional staff, medical staff, inmate medical

requests, and unexpected emergencies. The RN is responsible to assess individual medical needs and determine the best plan of care.   The process involves gathering necessary data, following medical protocols and/or obtaining orders from the Provider while accurately documenting individual interactions with inmates. The RN oversees the daily operation of the jail medical team by ensuring mediations are accurately processed, ordered, and entered on the medical records. RNs review every medication and ensure each individual MAR is correct. Daily bookings are reviewed and evaluated for medical concerns, special diets, diabetes, and those whom self-identify as having medical or mental health issues in response to medical booking questions. The RNs provide a daily written end-of-shift report to staff.

In January 2022 Beltrami County Jail will transition into a five (5) year contract with Advanced Correctional Healthcare (ACH) to deliver medical services to inmates. The daily Medical Team will consist of two (2) Registered Nurses and the evening team will consist of one (1) Registered Nurse. There will be four (4) full time Registered Nurses that cover the jail seven (7) days a week from 0600-2200 hours daily. There will be 16 hours of mental health services provided by a Mental Health provider inside the jail to have face to face encounters with inmates in need. Beltrami County Jail's goal is to have a 40 hours per week and a full Mental Health department, but this will take some time. The Mental Health services provided by ACH additionally incorporate Correction Officers critical incident reviews when called upon.

Urinalysis Vendor
Beltrami County Jail Correctional Officers and Bailiffs collect approximately 65-75 court ordered Urinalysis (UA) samples each month. Often, a significant amount of time is dedicated to the collection of specimens, frequently exceeding two (2) hours in duration. Due to the extremely time intensive nature of this task, it would be beneficial to contract the UA collection and result documentation to a qualified vendor. Currently the Beltrami County Jail and Court Division are working to create a collaboration of shared costs with other outside agencies such as the Beltrami County Health and Human Services Division.

Kitchen/Food Contract Services
The Beltrami County Jail Kitchen and Food services are provided through a contract with a private vendor of which provides inmates with three (3) meals daily. The contract provides for three (3) kitchen workers: one (1) full-time supervisor, one (1) full-time cook, and one (1) part-time cook. Additionally, they are assisted daily by three (3) inmate workers from the Beltrami County Jail minimum-security housing unit to fill, meal prep for breakfast, collect, and wash trays. The price per meal fluctuates daily by the number of inmates, but consistently is prepared at a cost of less than $10 daily per inmate. A licensed dietician is required to verify and certify that all meals prepared and served to inmates are in compliance with DOC standards.

Programs/Volunteers
Programs and volunteers provide a significant role in the Beltrami County Jail community to maintain functionality. Beltrami County Jail appreciates any form of program that allows our inmates to engage and interact in a positive manner with others and to participate in meaningful programs. Current programs offered include:
- Bemidji Area Program for Recovery (BAPR).
- Native American cultural treatment program and talking circles provided by Northwest Indian Community Development Center (NWICDC).
- Addictions and Alcoholics Anonymous (AA) programs for males and females.
- Parenting class for females and a MN Doula Project class for interested female inmates is also offered.
- MN Teen Challenge meets with male and female inmates and offers Teen Challenge opportunities for them to explore.

- Continuing the search for a GED volunteer or other options to support this group.

The Beltrami County Jail has been researching GED options and will most likely move toward a digital format to encompass inmates who are in the jail and then released. The digital option consist of electronic tablets for each student and gives secured usernames and passwords for the entirety of the inmate's incarceration as well as after release. Based upon research, as long as the inmate continues to use their GED account they will have access on the outside of the jail. If the inmate allows their GED account to go into a stagnant state their access will be denied and will not be reset until they either return to jail or call to get an updated username and password. This will likely go into effect early 2022.

In April 2021 Beltrami County Jail has opened an office for the RESET program and has jointly hired (with Beltrami County Social Services) a social worker, which the main goal is to reduce recidivism in the community. This is a volunteer program that challenges the inmate to commit to a positive RESET in their life regarding the following:
- Chemical Health: Rule 25 or treatment
- Housing support and referrals
- Cultural supports
- Transportation needs
- Medical needs: insurance or medication management
- Financial assistance: SNAP, MFIP or GA
- Education
- Developing a support system
- Parenting and pregnancy support/education

The RESET program is developed to work prior to the inmate's release to after the release. The regular communication with the social worker for a short period of time while the offender is back into the community is one of the main missions. This affords the offender to get supports established, stabilize housing, and develop a successful schedule that meets their needs and/or life style.

Minnesota 2911 Revisions

The Beltrami County Jail is licensed by the State of Minnesota and is similarly situated along with all other jails by being regulated by Minnesota Rule 2911. These rules provide minimum standards for public and private correctional facilities throughout the state of which are established and operate for the purpose of secure and safe detention and confinement of persons lawfully detained or confined. These rules are in a constant state of change, which creates steep challenges that directly affects the manner which jails are operated and affect how policies and procedures are established and applied within our jail. Additionally, there is a wide range of Administrative Rules that are applicable and are subject to evaluative scrutiny which include but are not limited to nonconformance, unsafe, unsanitary, or illegal conditions. When conditions do not conform or where specific conditions endanger the health, welfare, or safety of inmates or staff, the facility's use is restricted pursuant to the 2911 rule and the administrative authority granted by the Legislature to the DOC.

In 2013, 2911.2600 Classification of Inmates was firmly implemented by the DOC. This rule change dictated that each jail shall have a policy and procedure on classification which will include the consideration of the following: inmate gender, juvenile or adult status, category of offense, severity of current charges, convictions, or both, degree of escape risk, potential risk of safety to others and self, serious offense history, and special needs assessment, including vulnerable adults.

In 2013 rules regulating well-being checks was implemented by the DOC and instilled sanctions associated with non-compliance of which were applicable to the Beltrami County Jail beginning in 2014.   Due to the physical

layout of the Beltrami County Jail well-being checks continue to be extremely staff intensive with the continual staffing shortage. In 2018, the Beltrami County Jail installed an inmate tracking system, Guardian RFID, which uses wrist bands to assist in logging well-being checks, tracking inmate movement, and locations. This system went live in January 2019 and allows jail staff increased mobility while logging and tracking inmates.

Correctional Officers Wellness

Employee wellness is critical and must be a high priority to ensure institutional safety, employee health and continued productivity. The job of a Correctional Officer is a very demanding and difficult assignment in the best work environments. However, in Beltrami County, due to a significant staffing shortage, correctional staff fulfill their shift responsibilities without contractually required breaks and meal-breaks.

There is a correlation between employee wellness, employee performance and employee retention. A culture of wellness encourages and promotes performance through staff engagement as well as reducing employee burn-out which contributes to a greater likelihood of employee retention.

Beltrami County Jail Administration and employees have created an Employee Wellness Committee to address and suggest low-cost initiatives to promote employee health and wellness.

Additionally, Beltrami County Sheriff's Office Command staff have developed a "Check-up from the neck up" campaign. This "Check-up" is mandatory and requires all staff to have an hour consultation with a licensed therapist/social worker.

Beltrami County Jail has undergone much work related tension having to deal with multiple law suits and the 2019 pandemic which is directly related to the ever fluctuating staffing levels. Depending on how the county moves forward in the future with mask and vaccine mandates or how the law suits are settled and released publicly will directly continue to impact the jail's staffing levels.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'22	'23	'24	'25	'26	'27
First floor booking room	Captain						X
Booking room body scanner lease	Captain	X	X	X	X	X	X
Additional temporary holding space w/cameras	Captain						
Staging area for new arrestees	Captain						X
Separate intake and release door for Sally Port	Captain						X
Visitation booth doors with paper passes	Captain	X					X
Visitation Window Covering or Tint	Captain	X					
Window Tint on all blocks (1st & 2d floors)	Captain	X					
Paint Jail Mission Statement on main wall	Captain	X					

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'22	'23	'24	'25	'26	'27
Replace roof (leaks)	Captain						
Add dedicated Booking Officer and 4 FTEs	Captain						
Train all staff Mental Health Recognition	Captain	X	X	X	X	X	X
Maintain Predator Offender data	Captain						
Contract previous facilities – inmate data confirmation	Captain						
New Training Officer position	Captain						
Take Sergeants off-line – accomplished when fully staffed Cost – see narrative	Captain	X	X				
Implement texting devices to inmates	Captain						
Construct 2 or more visitation areas for each housing unit	Captain	X					
Basement – Install shower shelves	Captain	X					
Replace HVAC system	Captain						
Basement – Install security door	Captain	X					
Update/Remodel vending machines and laundry area	Captain						
Ad-Seg Remodel	Captain			X			
Increase amount of mental health services	Captain	X	X	X	X		
Explore addition of dentist to medical team	Captain	X					
New roof in kitchen (leaks)	Captain						
Sergeants process court paperwork	Captain	X					
Workout equipment in recreation room	Captain						
Remodel file storage area into training room	Captain						
Shared Contract w/Social Services for UA testing	Captain		X	X	X		
Body Cameras for all COs	Captain, Lt., Training Officer						

New Jail Facility

The existing Beltrami County Jail facility is nearing the end of its useful life. Costs associated with deferred maintenance, required remodeling to bring the capacity to 2911 compliance, remedying security

deficiencies, inmate out-of-county placement costs (capacity deficiency) are significant factors that do not address the underlying aging infrastructure.

Recent DOC facility and operations inspection findings indicate serious deficiencies of which must be remedied to continue operating the jail facility at a capacity which has been significantly reduced by the DOC. Operating at a reduced capacity requires housing inmates out-of-county, significantly increasing operating costs and the cost to taxpayers. It is also likely that future DOC findings of deficiencies could impose significant fines/penalties along with ordering further reduction in inmate bed capacity-operationally the Beltrami County Jail could be reduced to performing the inmate intake (booking), and then securing out-of-county housing and an immediate transportation to out-of-county facilities.

In 2019, the Beltrami County Jail is performing a facility study of which will provide information relative to the current and projected needs of the jail facility. While the formal study results have not been drafted, an informal estimate of jail construction costs would be approximately $38,000,000 (2019 construction dollars) for a 264 bed jail capacity, however, costs associated with required remodeling to bring the jail facility in minimal compliance with 2911 rules, minimally remedying security deficiencies, minimally remedying deferred maintenance issues are conservatively estimated to be $4,000,000. This does not address the underlying aging infrastructure and anticipated future maintenance, security, and inmate bed capacity deficiencies.

Out-of-county inmate housing costs for moderately healthy inmates are projected to be in excess of $200,000 annually (assuming 2019 detention population remains steady). This estimation does not factor in costs associated with transporting inmates to and from required court and/or medical appointments. By the end of the third quarter of 2019, the average population of the Beltrami County Jail was 110 inmates. With current staffing levels if a new direct supervision jail were constructed the jail could accommodate 199 of Beltrami County inmates leaving an additional 65 inmate capacity to accommodate inmates from other jurisdictions with a potential annual income in excess of $1.3 million dollars.

Calculating and estimating community/county growth, constructing a new jail facility would strategically place Beltrami County Jail operations in a position to accept out-of-county and agency inmate housing thereby generating revenue from neighboring jurisdictions as well as Department of Corrections, U.S. Marshall Service, and Federal Bureau of Investigations.

Beltrami County has hired a Jail Consultant to move the Jail Project forward. The Jail Steering Committee has been developed and will continue to move the Jail Project forward to completion. In 2022 the Jail Steering Committee will be at a "go or no go" phase when the Needs Assessment and Feasibility Studies are completed. The completion of these assessments will show what the county needs for an Adult Detention Facility to maintain the community needs.

Known Construction Costs of Existing Jail Facilities:

County	Build	Year	Est. Costs	# of Beds	Beds Staffed	% projected need	Current site Y/N	Est. Cost p/bed
Clay	Jail, LEC & land acquisition	2018 - 2019	$55M	207	150	28	Y	Jail - $25M
Hubbard	Jail	2005	$9M	116	60	49	Y	$77.5K
Morrison	Jail, Gov't Center	1989 reno 2003	$13M reno $1M	reno 94+ 56 beds=	89	41	Y	$250K

County	Build	Year	Est. Costs	# of Beds	Beds Staffed	% projected need	Current site Y/N	Est. Cost p/bed
				150				
Traverse	Jail	2007	$2.3M	13	NA	NA	Y	$176.9K
Crow Wing	Jail	2007	$18M	286	276	3.5	N	$62.9K
Renville	Jail	2008	$6M	72	65	10	N	$83.3K
Douglas	Jail	2010	$13M	156	135	13.5	N	$83.3K
Becker	Jail	2018 - 2019	$21.5 M	186	120	35.5	N	$115.5K
Swift	Jail, LEC	1985		12	30	40	Y	NA
Polk	Jail	2008	$38M	264	200	24.5	N	$143.9K
Pennington	Jail, Courts, Dispatch	2019	TBD	92	36	61	Y	NA

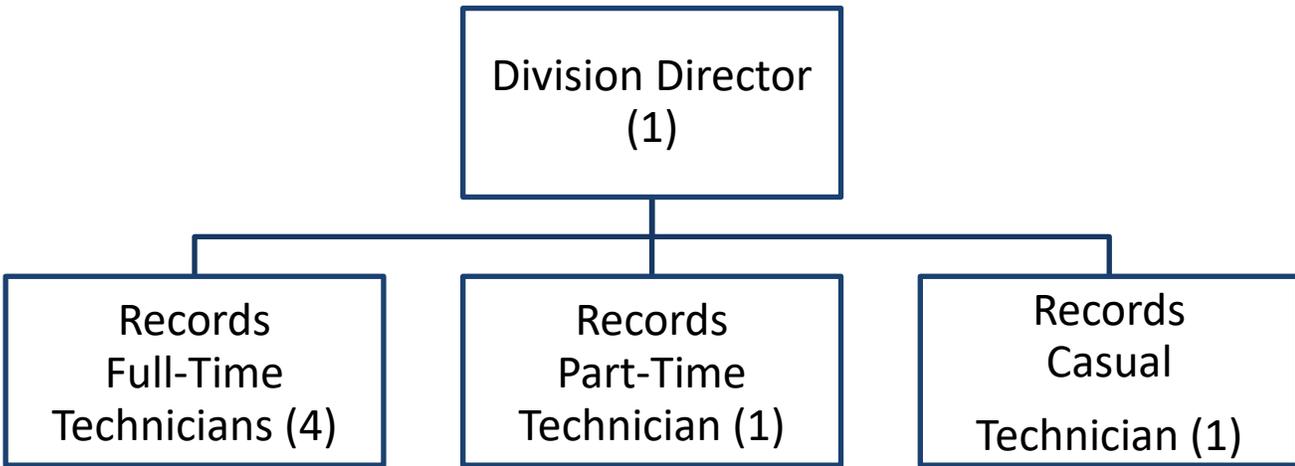## Beltrami County Jail Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'22	'23	'24	'25	'26	'27
250	13 bulletin boards (ea. block)	R	7,984					
250	3 bulletin boards (ea. conf. rm)	R	1,339					
250	1st floor booking room body scanner	A	20,000	20,000	20,000	20,000	20,000	20,000
250	15 tanks w/cameras	A		120,000				
250	Staging area for new arrestees	A			25,000			
250	Separate intake/release door for Sally Port	A			20,000			
250	Visitation window covering	A			624			
250	Remodel control rooms	A					160,000	
250	Construct one master control room	A					250,000	
250	Window tint on all blocks (1st & 2d floors)	A		1,380				
250	Replace roof	A						
250	Add dedicated Booking Officer and 4 FTEs	A						
250	Two booking stations	A				500		
250	Complete Phase 2 of 2014 remodel project	A				1,000,000		
250	Add Training Officer	A						
250	Install shower shelves	A				6,000		
250	Install security door - basement	A				15,000		
250	Complete Phase 3 of 2014 remodel project	A					1,000,000	
250	Standing desks for COs			2,000	2,000			
250	Remodel file storage area into training room			10,000				
250	Take out flooring in		5,000					

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'22	'23	'24	'25	'26	'27
	both 1st and 2nd FL control rooms							
250	01 – Gen. Rev.							
251	01 – Gen. Rev.							
TOTAL			34,323	153,380	67,624	141,500	530,000	

Records Division

Records Division Organizational Chart

```
                    ┌─────────────────────┐
                    │  Division Director  │
                    │         (1)         │
                    └──────────┬──────────┘
        ┌──────────────────────┼──────────────────────┐
┌───────┴────────┐   ┌─────────┴────────┐   ┌──────────┴───────┐
│    Records     │   │     Records      │   │     Records      │
│   Full-Time    │   │   Part-Time      │   │     Casual       │
│ Technicians (4)│   │  Technician (1)  │   │  Technician (1)  │
└────────────────┘   └──────────────────┘   └──────────────────┘
```

Mission Statement
The Records Division is committed to maintaining the integrity and security of Law Enforcement Data and providing complete, accurate and timely information regarding incident records, crime statistics and other information for all Law Enforcement related entities and private citizens.

Vision
The continuation of a team oriented, professional, knowledgeable division that supports Law Enforcement and provides excellent customer service to stakeholders utilizing up-to-date technology.

Overview of Records Division Operations
The Records Division provides administrative support work preparing, accessing, updating, and maintaining accurate law enforcement criminal and civil records and files, processing permits, preparing reports, releasing public information, entering warrants, assisting visitors, directing phone calls, and assisting in forfeitures and evidence duties for both the Bemidji Police Department and the Beltrami County Sheriff's Office. Records personnel spend considerable time on data entry and data clean up.

Records staff also compiles documents which are forwarded to the Beltrami County Attorney and Bemidji City Attorney for both the Bemidji Police Department and Beltrami County Sheriff's Office when a forfeiture proceeding is completed.

Transcriptions of audio recordings are minimal, however, are occasionally required on an unpredictable basis depending on trial schedules.

Another important duty of Records staff is accurate crime reporting as detailed by statute for Minnesota Criminal Justice Reporting System. Records Division staff must be well trained to possess a thorough understanding regarding reported crimes to accurately assign crime information to the incident which are subsequently reported to the Minnesota Bureau of Criminal Apprehension (BCA) and Federal Bureau of Investigation (FBI). This information is used by the BCA and FBI to generate crime statistics for each agency which are available to the general public.

Values
Integrity—We will uphold high ethical and moral standards.
Teamwork—We will work together as a team to achieve common goals.
Compassion—We will treat everyone with compassion and respect.

Professionalism—We will provide quality service through dedicated and well-trained employees.

Hours of Operation
- Historically Records operations was staffed 24/7.
- Circa 2004, staffing hours were reduced to 7 days a week from 5 am to 7 pm.
- 2009—staffing hours modified to 7 days a week 7 am to 6 pm.
- 2013—staffing hours reduced to Monday through Friday 7:00 am to 4:30 pm. Minimal staffing on weekends and holidays.
- 2016—staffing hours reduced to Monday through Friday 7:00 am to 4:30 pm, limited staffing on designated holidays.

Front Reception Area of Law Enforcement Center (LEC)
Records staff rotate to serve the reception area of the LEC which serves the Bemidji Police Department as well as the Beltrami County Sheriff's Office. During business hours, Records personnel are the point of contact for citizens conducting business with the LEC. Citizen requests include, but are not limited to, informing Dispatch of a need for an officer/deputy, receiving requests for public data, performing background checks for private citizens and law enforcement entities, receiving permit applications, receiving payments for parking tickets, animal impounds and vehicle releases, or directing citizens to the best resource.

Historical
Records Division Timeline of Changes
- 2005—RMS (Records Management System) was changed to Cody. This allowed Records to keep all notes and officers reports in the software. Still had paper copies of any additional case documents.
- 2010—Beltrami County Attorney contracts with City of Bemidji for prosecution, incidents no longer sent to Bemidji City Attorney, all are prosecuted by Beltrami County Attorney.
- 2010—began electronically submitting some items to Beltrami County Attorney's office. Media items (audio, video) still sent via CD/DVD.
- 2010—Records staff begins tracking false alarm calls, sending notices, invoicing and collecting fees.
- 2011—RMS changed to LETG. All Officers reports, documents, allows media items kept electronically in one incident.
- 2012—State of Minnesota develops/implement e-citations. Citations are submitted electronically to court reducing Records time for printing, copying and filing.
- 2012—Records staff begins training to manage evidence room.
- 2012—Records staff processes/submits/tracks forfeitures and impound lot inventory.
- 2014—Transcription duties decreased due to use of Dragon voice recognition software. Previously 40 hours per week dedication to transcribing deputy reports reduced to 5 hours or less per week.
- 2016—Beltrami County Attorney implements JScape service to allow all information to be sent, stored and shared with defense attorney's electronically. Eliminates need for CD/DVD for audio, video media.
- 2018—Creation of Evidence Technician position which assumes responsibility for evidence room and majority of forfeiture/impound lot duties. Records continues to provide support and assists in performing duties of this position.
- 2019—City of Bemidji hires City Attorney for prosecution, Records staff forwards incidents to the appropriate attorney office per designated offense.
- 2019 Records assumed warrant entry duties.
- 2019 Records assumed warrant information validation duties.

- 2020 Records staff trains and converts to NIBRS crime reporting—certification from September through November
- 2020 COVID pandemic—acceptance of gun permit applications changed to by appointment only
- 2021 Gun Permit Processing Room completed, used for all gun permit applications, POR registration updates and data practices inspection of data

Workload

Records Division is responsible for records for Beltrami County Sheriff's Office, Bemidji Police Department and Blackduck Police Department.
- 2009—40,661 incidents for all three agencies.
- 2019—50,500 incidents were generated.
- Ten-year increase of 9,900 incidents.

A significant percentage of incidents are forwarded to Records to review data ensure accuracy and may forward the case to Beltrami County or Bemidji City Attorney and/or file a citation with the court.

All cases forwarded to an attorney's office for review also requires Records to assemble additional related data such as recordings, photos, additional documents and electronically forward the data to the attorney. A NIBRS offense is recorded along with other incident data to track crime statistics.

The Records Division tracks a multitude of other duties performed daily, however the most time and labor-intensive duty is processing release of public information requests to private citizens, insurance companies, civil attorneys, and businesses. The Records Division has experienced a significant increase in requests for data by non-law enforcement entities each year. The trend indicates continued increases in requests for public data by non-law enforcement entities.   In 2009, 920 requests for information by non-law enforcement entities were processed and in 2018, 1,744 requests for information by non-law enforcement entities were processed by the Records Division personnel. In other words, the Records Division processes an average of seven (7) requests for public data each business day from non-law enforcement entities of which does not include release of information to other law enforcement agencies, probation agencies, and social service agencies.

Data Requests (by year)	
2010	965
2011	1,122
2012	1,315
2013	1,395
2014	1,461
2015	1,111
2016	1,552
2017	1,589
2018	1,744
2019	1668
2020	1607

Additional Records Division Responsibilities and Duties
- Warrant entry—historically, the Records Division has provided back-up assistance for entry of warrants. In 2019, Records assumed responsibility for warrant entry and validation of existing warrant information.
- Records is performing validations for stolen gun entries into the National Crime Information Center (NCIC).

- Suspense files—In 2017 Minnesota BCA updated their suspense resolution system. Suspense files are created when court information does not match arrest information or arrest information is not available. At that time Beltrami County Sheriff's Office and Bemidji Police Department had a large number of suspense files. After considerable training, two Records Division employees began working on a project to resolve suspense records.
- Alarm billing—the Records Division assumed this duty in 2010. The County has an alarm ordinance which allows for billing of "false alarms" on a monthly basis. The Records Division has an assigned staff member responsible for tracking the number of false alarms per address and sending invoices for the false alarms.
- Assisting with Civil papers on a limited, as needed basis.
- Assisting Bemidji Police Department with city forfeitures.

Firearms / Permits to Carry and Permits to Acquire

The Records Division processes all Permit to Carry applications and Permit to Acquire applications for Beltrami County. In 2021, the Records Division has three personnel trained in processing applications for carry and purchase permits. This training includes FBI National Instant Criminal Background System (NICS) as well as advanced training for state disqualifiers. Applications have increased throughout the years, but in 2019 the number went down.

In 2020, applications received for both Permit to Carry and Permit to Acquire firearms applications skyrocketed. This began with the COVID crisis and increased with the 2020 Presidential Election. The processing of applications is taking more and more time and is often a full-time position. In late 2020 a third Records person began training to assist in this duty.

- 2009—184 Permit to Carry applications.
- 2016—745 Permit to Carry applications.
- 2018—691 Permit to Carry applications.
- 2019---573 Permit to Carry applications.
- 2020—988 Permit to Carry applications

- 2009 – 318 Permit to Acquire applications.
- 2016 – 560 Permit to Acquire applications.
- 2018 – 424 Permit to Acquire applications.
  2019---444 Permit to Acquire applications.
  2020—697 Permit to Acquire

GUN PERMIT APPLICATIONS
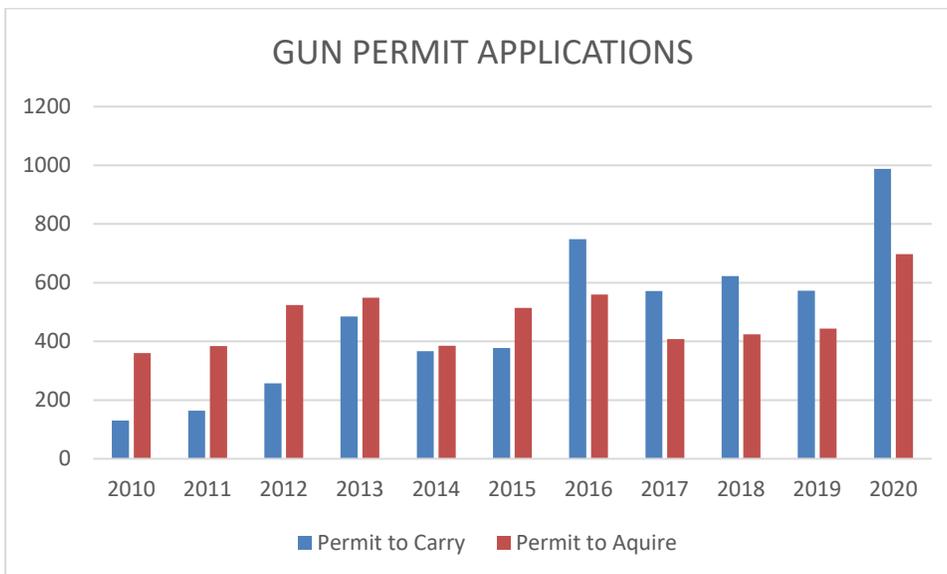
Warrants

As indicated in above Timeline of Changes, in 2019 the Records Division assumed the duties of all warrant

entries and the duties of warrant validations. In 2018, the following 1,554 warrants were entered. In 2019, 1493 warrants were entered. In 2020 even during Covid, 1442 warrants were entered.

2020 Warrants Entered

Felony	455
Gross Misdemeanor	381
Misdemeanor	605
Petty Misdemeanor	1
Total	1442

Comparative Staffing

2006/2016	2020
2006 – 4 Full-time, 1 part-time benefitted (40 hrs. p/wk.) and 1 full-time supervisor	4 Full-time, 1 part-time non-benefitted, 1 casual (gun permits and background checks) and 1 full-time supervisor. In 2020, the part time position was vacant from January until September due to lack of qualified candidates. In 2021, staffing was 100% from January to September. In Sept, a full-time employee left, the part time employee moved to full time and the part time position became vacant
2009 – 5 Full-time and 1 full-time supervisor	Note: Comparative analysis indicates that 9,900 more incidents were generated in 2019 than 2009 without an increase in staffing.
2011 – 4 Full-time, 1 part-time non-benefitted (20 hrs. p/wk.) and 1 full-time supervisor	
2016 -2021– 4 Full-time, 1 part-time (20 hrs. p/wk.), 1 casual (funded by gun permit fees) and 1 full-time supervisor	

2021 Review

1. COVID 19 Pandemic—The challenge continued in 2021 regarding operations during the pandemic. While County offices were open, efforts were still made to limit contact.   When the Law Enforcement Center lobby reopened, Records continued to accept gun permit applications by appointment only due to social distancing requirements.
    Trainings for Records Personnel continued to be delayed. Most in-person trainings were cancelled. Some virtual trainings were offered and Records staff did participate in those trainings. The purchase of a laptop for each Records employee made it much easier to participate in virtual trainings.
2. Staffing—. At the end of 2020, Records was once again fully staffed. Records continued to rotate at home work duties with in person work duties at the beginning of 2021. In September 2021, a full-time employee left our employment. Our part time employee moved into the full-time position

and applications have been received for the part time position.

3. Gun Permits—Permit to Carry applications for 2020 were the highest we have ever seen. In 2020, 988 Permit to Carry applications were received. There were also 697 Permit to Acquire applications submitted to the Sheriff's Office. 2021 has continued to be busy with processing applications. As of the beginning of October 826 Permit to Carry applications and 407 Permit to Acquire applications have been received.

4. Data Request—continue to be a growing responsibility for Records. Records received many large volume requests in regards to activities in the area. The fulfillment of these requests has taken many hours of time. Data Practices training continues to be a very important tool for Records staff.

Goals / Measurement / Cost / Year

Goals, Measurement and Cost	Responsible Official(s) and/or Delegate	'22	'23	'24	'25	'26	'27
Consistent, thorough training agenda for all staff	Division Director	X	X	X	X	X	X
Learn and utilize most current technology	Division Director	X	X	X	X	X	X
Reduce paper usage/waste to reduce paper purchase 2% each year	Division Director	X	X	X	X	X	X
Purge old case files	Division Director	X	X	X	X	X	X
Retention plan for electronic records	Division Director	X	X	X	X	X	X
Replace LETG Records Management System/CAD	Division Director	X					
Draft Reference/Training Manual	Division Director		X	X	X	X	X
Team Building Training and Exercises	Division Director	X	X	X	X	X	X
Reorganize common work areas	Division Director	X					

Goals and Measurements

Consistent training for staff—establish a consistent, thorough training agenda for all staff (2022-2026).
This goal was originally slated to begin in 2020 but due to the inability of Records Staff to attend trainings in 2020 and much of 2021, it has been moved back to a start date in 2022.

• Determine what trainings available (data practices, gun permit laws, expungements, customer service, BCA Criminal Justice Information System, NIBRS, Criminal Record Maintenance, Leadership ICLD development).

- Determine frequency of training and training attendance.
- Solicit training suggestions from staff members.
- Implement a training schedule.
- Develop Individual plans for staff members.
- Develop leadership skills in all team members.
- Review and assess training courses on a regular basis.

Measurement: Records has better understanding of job duties; improved moral due to increased opportunities; decrease employee turnover, fewer errors/more consistency in job duties, training schedule is in place and being utilized, Records personnel finish ICLD trainings.

Costs: Minimal, some additional dollars estimate $2000 a year.

Technology—Learning and using the most current technologies for a more efficient division (2022-2026).
2022—this is an ongoing goal, need additional training in editing audio/video for more Records Staff due to an increase in requests for Body Camera footage and squad video.
- Review RMS technology to add enhancement/improvements.
- Investigate new technologies to determine whether will benefit Records Division.
- Solicit training suggestions from staff members, research suggestions.
- Evaluate current technologies used, consider improvements.

Measurement: Increased efficiencies due to using updated technologies; savings on staff time.

Costs: Minimal, some additional budget dollars for software (estimate $1500 year).

NIBRS—implement National Incident Based Reporting System for crime statistics (2020).
2021—complete and successfully submitting to NIBRS. We need to set a training schedule to review NIBRS trainings periodically. Also training on how to extract NIBRS data from our RMS
- Attend trainings on using NIBRS.
- Contact Record Management System to update RMS for submission to NIBRS.

Measurement: Actively submitting statistics to NIBRS within error margins accepted by FBI.

Costs: Minimal, most trainings free, maybe some travel expenses ($500).

Reduce use of paper, eliminate wasteful use of paper (2025).
2021—another ongoing goal—in 2019 we ordered 30 cases of paper for LEC use. In 2020 we ordered 25 cases. 2021 to date we have ordered 15 cases. It is not clear whether the reduction is because of an effort to use less paper or the results of reduced staff in the Law Enforcement Center during COVID times.
In 2022, need to start a campaign to educate all on reducing paper use
- Establish good business practices for printing vs not printing.
- Explore technology uses to eliminate paper.

Measurement: Reduce paper purchased by 2% each year for the next five years (2025).

Costs: None.

Gun Permit room—Permit to Carry and Permit to Acquire applications are private data in Minnesota. The Gun Permit room would provide a space for individuals to complete an application and turn it into Records staff in a private environment. Also Minnesota Statute 13.82 allows individuals to "view" public data free of charge. Currently those people must sit in the lobby of the LEC. A private room with for viewing data, filling out gun permit applications and updating change of information for POR subjects would prevent private/confidential data from being released to the public. (2021.)

2021—The room was completed in 2021 and is currently being used for gun permit applications, and predatory offender registrations. We also need to implement a laptop for that room that can be used for individuals to fill out and sign application online.

- Assessment with facilities management.
- Plans for building renovation.

Measurement: Room finished and ready to use--Done.

Costs: Approximately $38500 was paid from County funds (Covid)

New Record Management System to replace LETG which is no longer offering the support and updates that are needed for Law Enforcement to fulfill our duties efficiently and effectively. (2022).

2022—This project needs to be revived. An extensive search was done in 2019 by a group of Law Enforcement employees. None of the systems that they researched were found to be satisfactory. Due to upcoming regional developments that may involve law enforcement resources, a decision was made to wait a couple of years and then revisit this project. Moved to 2022

- Contact agencies using other systems.
- Form committee to explore potential replacements.
- Site visits to other agencies.
- Thorough evaluation of each potential system.

Measurement: New RMS implemented.

Cost: $400,000.00.

Retention—Purge old case files per 2019 updated retention schedule (2021-2026).

2020—All files were sorted and documents that were not needed per retention schedule have been shredded. We still need to develop a method of indexing and electronically storing those retained documents.

- Determine which documents need to be retained and which can be purged--Done
- Develop schedule for destroying documents--Done.
- Establish method of indexing remaining documents.

Measurements: All old documents that do not need to be retained per retention schedule are destroyed. At the beginning of 2019, there were approximately 200 banker's boxes of old files/documents stored in the Beltrami County Jail basement. Most of these records are past the retention time and may be destroyed.

In 2021, staff from Records and Court Security/Bailiffs were able to review most old paper copies of Incident reports. Incidents involving criminal sexual conduct and suspicious deaths were set aside and all other incidents were purged by shredding. Later in 2021, a Court security employee began scanning the saved incidents. These still need to be recorded in a spreadsheet for indexing search and retrieval.

There are still paper records from 2004 to present that need to be reviewed.

Costs: Staffing time, Shred service estimate $500 year.

Retention—purge electronic records (2021-2026)

- Develop a procedure for purging electronic records per retention schedule (i.e. Cody and LETG).

In 2021, a Records Staff employee began accessing incident records from Cody and saving with any paper supplemental documents.

Measurements: Purging of records older than 10 years will be done on a consistent basis

Costs: $0

Reference/Training manual—create a comprehensive reference book for Records staff (2022).

2020—No progress was made on this goal. In 2021, one Records person will be assigned to compile worksheets on duties and tasks.

- After new RMS because we will have all new procedures.
- Document each duty with step by step how to guide.
- Establish a process for updating the manual.
- Establish a process for notification of changes in the process.

This has been delayed due to no new RMS. In 2022 we will revive and have Records staff complete worksheets and how-to manuals on existing tasks. This will be ongoing due to the constant change in our job procedures.

Measurement: Manual is complete.

Costs: Supervisor time to complete estimate $1000 year.

Team building—establish yearly team building exercises and or trainings (2020-2025).

2020—Due to Social Distancing restrictions, no team building exercises were completed. This in an ongoing goal and activities will be researched for 2022.

- Research team building exercises available.
- Schedule annual team building activity.

In 2022, we will schedule more staff meetings and gatherings. A regular staff meeting will be implemented monthly and other gatherings will be scheduled at least quarterly. We will continue to look for team building exercises to participate in.

Measurement: team building exercise scheduled each year, Records employees participate.

Cost: $1500 per year—could possibly be a shared cost with other county organizations.

Reorganize common work areas—with the addition of glass around front reception and another service window into the new Gun Permit Room, Records will need to reorganize our work areas for more efficiency. (2021). Additionally, with the reduction of paper, many of the file cabinets are no longer needed. In 2022, Records staff will explore reorganizing the main Records work area.

Measurement: reorganization complete for front reception area

Cost: $0

Records Division Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'22	'23	'24	'25	'26	'27
204	New Goals	A	6500	6,500	6500	6500	6500	6500
204	01 – Gen. Rev.		447,115 [3]					
TOTAL			492,115	6500	6500	6500	6500	6500

---

[3] This expense is shared by the entire Sheriff's Office and Bemidji Police Department associated with the purchase of photocopiers, office supplies, evidence supplies, etc.

Paul Bunyan Drug Task Force (PBDTF) & Headwaters Safe Trails Task Force (HSTTF)

Overview of the Paul Bunyan Drug Task Force (PBDTF) & Headwaters Safe Trails Task Force (HSTTF)

The PBDTF and the HSTTF operate as multi-jurisdictional task forces of which work independently, in collaboration with multiple local, state and federal law enforcement agencies proactively targeting mid to upper level drug traffickers in North Central Minnesota.

The PBDTF and HSTTF establishes goals and measurements independent from the control and supervision of its partnering agencies, however, is supported through funding and the assignment of licensed law enforcement officer throughout the region.

Beltrami County's Sheriff's Office takes a proactive stance against the use, possession, and distribution of controlled substances.

Beltrami County currently has a deputy assigned to investigate controlled substance crimes full time. This deputy serves on both the Paul Bunyan Drug Task Force and the FBI Headwaters Safe Trails Task Force. The assigned deputy works on these multi-jurisdiction task forces with members of numerous cities, counties, tribal reservations, and federal agencies in a collaborative effort to target mid to upper level drug traffickers in an area that covers most of north central Minnesota.

Investigations are conducted using confidential informants, controlled buys, search warrants, undercover operations, legal orders, interviews, and partnerships.

In addition to their own investigations, the assigned deputy assists with investigations throughout the taskforce area, as well as with investigations being conducted by Beltrami County personnel.

The current commander of the Paul Bunyan Drug Task Force is also a member of the Beltrami County Sheriff's Office, and the previous two commanders, dating back to 2007, have also been Beltrami County Sheriff's Office employees.

Oversight of the Paul Bunyan Drug Task Force comes from an executive board made up of Chiefs of Police Departments and Sheriffs from membership agencies. The members of the board conduct business through a majority vote system and is responsible for the selection of the task force commander.

As a Task Force Officer on the FBI Headwater's Safe Trails Task Force, the assigned deputy obtains deputation from both the FBI and the US Marshals Service, these deputations allow the assigned deputy to conduct Federal investigations on and of the Red Lake Nation, and directly submit cases to the United States Attorney's Office. Membership on the FBI Headwater's Safe Trails Task Force also brings resources and manpower from throughout the United States.

Historical

Since the inception of the PBDTF in 1986 and the HSTTF in 2005, the Beltrami County Sheriff's Office has supported these multi-jurisdictional task forces by dedicating licensed law enforcement personnel to investigate controlled substance crimes on a full-time basis.

The Beltrami County Sheriff's Office has provided a member to the Paul Bunyan Drug Task force since its inception in 1988, and since 2005 the same agent has been a member of the FBI Headwaters Safe Trail Task Force.

These task forces operate independently, in collaboration with regional law enforcement agencies. Since 2007, the Commander Office of the PBDTF has been a licensed law enforcement officer employed by the Beltrami County Sheriff's Office.

As illustrated by the 10-year case trend statistics, the investigative case load along with arrests have significantly increased. The narcotics seized has also seen a marked increase and appears to have shifted from heroin to methamphetamine narcotics, however, heroin distribution continues to be problematic in the region as evidenced by fatal and near fatal overdose incidents.

In 2019, PBDTF responded to 20 overdoses, 5 of which were fatal. In 2020, PBDTF agents took part in 88 overdose investigations, 15 of which were fatal. This number, although staggering, has already been surpassed in 2021. December 1st, agents have responded to over 130 overdoses, with 19 being fatal.

10-Year Case Trend

10-Year Drug Trend
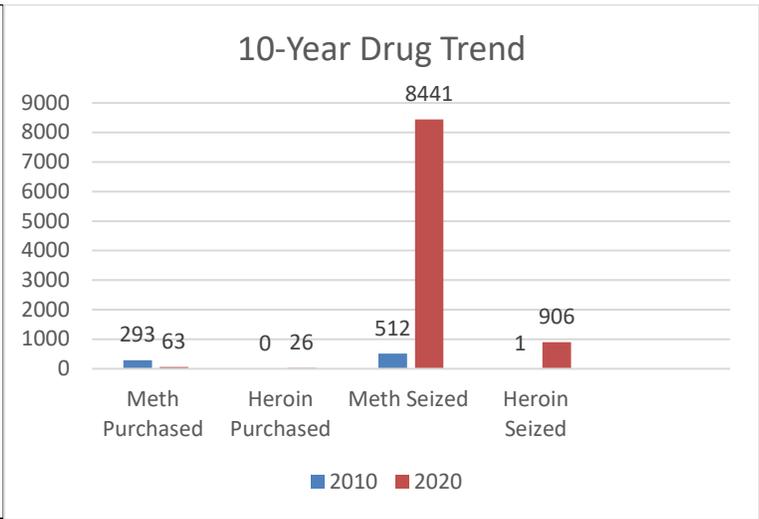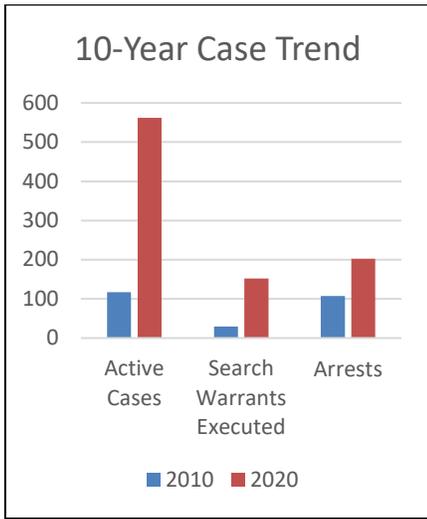
Paul Bunyan Drug Task Force (PBDTF) & Headwaters Safe Trails Task Force (HSTTF) Projected Costs

Dept. Budget Code	Fund # / Item	(R)Replace (A) Addition	'22	'23	'24	'25	'26	'27
229	Safe Trails Squad	A			55,000			
229	01 – Gen. Rev.		176,857					
TOTAL			176,857					