

Public Safety

Purpose – Discuss how to improve police levels of service while maintaining the department's budget over the next three to five years.

Over the last five years, the City has reduced the number of patrol officers and dropped its code enforcement program due the loss of federal policing grants and property tax revenues.

The 2006 Police Levy to support the department's equipment needs failed by 55% (508 voted yes, 635 voted no).

Adding police officers to meet levels of service may or may not have a direct impact on crime. It may be more cost effective to consider other measures such as a Community Policing program and contract services to reduce crime and the fear of crime. These alternatives will be discussed during the retreat.

Outcomes

Review current public safety priorities and provide direction to staff on the Mayor and Council's police priorities.

- What should be the day-to-day reporting relationships between the Mayor, City Administrator and Chief?
- Should the department adopt Community Policing Priorities?
- Should the Council explore a contract model and direct staff to perform a "due diligence" study of costs versus benefits?

Attachments

- A. Ordinance No. 903-06 – Creating the City Administrator Position
- B. Sample community policing program
- C. Sultan Police Department – Council retreat brief and community policing efforts
- D. Snohomish Sheriff's Office contract models, sample program, and cost

Public Safety

Reporting Relationships

Code cities are required to appoint a chief law enforcement officer (RCW 35A.12.020). Sultan Ordinance No. 903-06 created the city administrator position and required that all city officers report to the city administrator (**Attachment A**).

City administrator duties include: overseeing the police department budget and acting as the liaison between the Chief of Police and the Mayor.

The current reporting relationship is working well. It would be helpful to further define the liaison responsibilities.

Staff recommends continueing the current reporting relationship with clarification by the Mayor and Council regarding the liaison responsibilities.

Community Policing

- The City is not meeting the 2004 adopted level of police service (2.6 officers/1,000 residents).
- With the additional of Officer Liz Faith, the City will have approximately 1.8 officers/1,000.
- In order to meet the adopted level of service, the city would need to hire 3.5 additional officers at a cost of approximately \$108,000/officer for a total of \$378,000/year.
- This would bring the total police budget to approximately \$1.4 million or 70% of the total general fund budget.
- Neither the state constitution nor state law mandates a specific number of law enforcement officers or level of law enforcement services. This is primarily a policy decision for the city or town council or commission to determine.
- While the police budget consumes more than 50% of the City's General Fund revenues there is some perception the police could be doing more to connect with the community.
- One option is to adopt a community policing program (**Attachment B**) with specific program priorities and performance measures.
- The Sultan Police Department is already offering several community policing programs such as residential security checks, Block Watch, CERT training, and concealed weapons permits. The Chief has outlined Sultan's current community policing programs in **Attachment C** along with feedback from the town meeting held on January 30, 2007.

Public Safety

- What seems to be missing is clear direction from the Mayor and Council on community priorities and performance standards –

Police service standards include:

- Response times (e.g., response to emergency calls, answering telephone calls for police service)
- Officer deployment (e.g., scheduling and deployment efficiency)
- Traffic (e.g., crashes at targeted intersections)
- Clearance rates (e.g., violent and property crimes compared with national average)
- Drug and vice activity (e.g., response to methamphetamine labs, response to narcotics tips)
- Neighborhood policing (e.g., time consumed in proactive policing, partnerships)
- Citizen satisfaction with police services (e.g., customer satisfaction with officer contact, community perceptions of fear, safety, and disorder)

The seven service standards above reflect areas of police services that are important in other communities—they may be different in other communities.

Staff recommends the Council adopt a formal Community Policing Program using Attachment B to help define the Mayor's and Council's community policing priorities.

Contract Services

- There is interest on the part of the Mayor and some Council members to evaluate Snohomish County contracting models to determine if this is a more cost effective approach to providing police services.
- The County has several different contracting models to choose from as outlined in **Attachment D**.
- There will be a presentation during the retreat by Snohomish County Sheriff's contracting group with Q & A follow-up with Council.



SULTAN POLICE DEPARTMENT MEMORANDUM

Date: February 2, 2007

To: Mayor Ben Tolson

From: Chief Walser

Subject: Police Department 2007, Council Retreat Briefing

**Cc: Deborah Knight, City Administrator
City Council**

Enclosed and attached here-with is a summary of the Activities, Goals, Objectives, Accomplishments and Challenges of the Sultan Police Department for the year 2006 and beyond.

The year 2006 was a very difficult and challenging year for the department to maintain 24/7 coverage for the city. We were given another budget reduction mandate of 15% in November of 2005. During that time frame two officers left the agency for others and we met the budget reduction by not refilling those two positions. Our staffing level dropped to 6 officers and the chief. We all coped by increasing our shifts to 12 hour shifts, with union approval, and staffed a minimum of one officer on duty at different times. In April another officer left to go to Snohomish County, we still coped. In June an officer was involved in a serious, off duty accident that put him on medical leave for the next 3 -1/2 months. We could not provide any semblance of 24/7 coverage and the mayor authorized the hiring of another officer; Officer Adrian Stebbins was hired as a lateral from Seattle P.D. and began 14 weeks of mandated training. At this same period we were authorized to pay outside agency officers \$30.00 per hour to work daily 12 hour shifts to offset our manpower shortage. We were again able to provide minimum one officer on duty staffing 24/7. In July the mayor authorized refill of another officer position and Officer Ed Pereira, a former Bellevue P.D. officer was hired as a lateral officer and he began the mandated 14 week training. We were still down 1 officer from 2005 levels and 1 officer still on medical leave. In September the council authorized a refill based upon the recommendation of the Finance officer's evaluation of the overtime and expense of the contract officers who were filling in for the injured officer. A new lateral test was given and an officer Liz Faith, from the Bellevue Police department was offered the position effective February 5, 2007. Please reviews the organization chart for

MEMORANDUM - Page 1 of 1 Pages

2007 for current staffing. The police calls for service are presented in the attached graphs.

The "crime problems" in the city of Sultan are similar to crime trends in virtually all cities and towns and our officers are doing an excellent job of handling the issues. We have an average 911 call response time of 1 ½ minutes and less time to respond to high priority calls such as bank robbery, armed robbery, armed assaults, and burglary in-progress complaints. We have a very good crime to arrest solve rate of above 90% and are working hard to improve that rate.

As part of our Community Policing program we offer several services to our citizens such as:

1. Residential security Check. When residents notify us they are away for an extended period.
2. Business Security Check, open and closed
3. Routine Bar and Tavern Check
4. Block Watch/Community Watch training and assistance
5. Homeland Security / C.E.R.T. and Personal Safety classes
6. Issuance of Concealed Weapons Permits
7. Finger print service for employment requirements
8. Local access to official police certified records upon proper request
9. Seat-belt and Child Restraint Seat installation assistance and evaluation
10. Personal contact on all calls or complaints
11. Police Web Site access to forms and request documents, www.sultanpolice.org
12. C.A.R.E. Program which assists needy local school children with school supplies, athletic equipment, prom clothing etc.
13. Referral System for citizens to access public assistance and issuance of emergency vouchers for food, fuel, and lodging.
14. Civil Paper and Court Order service for citizens
15. Community Service Program and monitoring for court ordered community service sentences.
16. Giving Tree program in partnership with the V.O.A and local businesses to provide for needy local families during the Christmas season.

17. Two Bi-lingual officers for minority translation issues.

We have provided or are still trying to provide virtually all of the Community Policing recommendations in the attached "Community Policing: Principles and Elements" attachment.

For 2007 – 2008 we hope to renew our very successful Bicycle Patrol pro-active program, replace several of our aging, high mileage vehicles, add 1 additional patrol officer, implement at least two community in-put meetings, utilize citizen volunteers to assist publishing an informational bulletin weekly to inform our citizens of current crime problems, calls for service, and other appropriate issues and to help answer telephones and some counter contacts. We intend to continue utilizing the motorcycle patrol and hope to place a second officer in the program. If these goals are accomplished we will be able to staff all work shifts with a minimum of two officers on duty 24/7 and communicate more effectively with our citizens.

Chief Walser

From: <thprint@aol.com>
To: <chief.walser@sultanpolice.org>; <rogerand@seanet.com>; <gerry@horizon.net>
Cc: <kenjwan@aol.com>; <judyotan@speakeasy.net>; <jrose62@juno.com>; <lorittactorm@seanet.com>
Sent: Thursday, February 01, 2007 3:10 PM
Subject: Re: Last Nite's Meeting--Feedback

Hi Chief Walser

My goal is to get out there and talk face to face with people re: block watch. This is such a great opportunity to listen to people, which many times in itself is huge in combatting concern, and also I plan to "educate" along the way, create a greater understanding and appreciation for what you guys do. I will keep you guys informed along the way. My history is in being self employed, helping people produce their marketing materials, I was the "middle man" so when the client was mad at the printer, or the other way around I was the "mediator". The one to make both sides happy. I succeeded in doing this nearly all the time. SO, I can use these same skills to bridge distance now too. A weekly or bi weekly crime report and pro active message is a great way to let people know what the police are doing in their community. This could even be accomplished on email. We can gather the email addresses of those interested in receiving this. It's obviously cheaper then printing something too. If someone doesn't have email we could have copies available too. If I am out there with "people" I promise you I will get to know them, and I will be able to dispell the myths circulating. It's full speed ahead. :)

Traci

-----Original Message-----

From: chief.walser@sultanpolice.org
To: <rogerand@seanet.com>; <gerry@horizon.net>; <thprint@aol.com>
Cc: <kenjwan@aol.com>; <judyotan@speakeasy.net>; <jrose62@juno.com>; <lorittactorm@seanet.com>
Sent: Thu, 1 Feb 2007 12:09 PM
Subject: Re: Last Nite's Meeting--Feedback

Traci,

You are exactly right about perceptions. I welcome any and all advice in that regard and I value yours, Gerry's, Loretta's, Josie's and others. My goal is to educate the citizens about the many issues we face and how to solve them. Our officers are doing a yeomans job of trying to get a handle on things and in fact are successful in solving crimes, arresting people, and doing the many security things they do daily ; however we have become too re-active instead of pro-active and this has to change if we are ever to make headway given the present resources. To that end I am asking your collective help and input on how best to accomplish the goal.

I have a lady who has offered to volunteer in our office to help get out a weekly crime update and council briefing, I'm looking for other ideas and volunteers.

Thanks for all your interest everyone,

Sincerely,

Chief Fred B. Walser

360-793-1051 ext 223

----- Original Message -----

From: thprint@aol.com
To: <rogerand@seanet.com>; <gerry@horizon.net>
Cc: <chief.walser@sultanpolice.org>; <kenjwan@aol.com>; <judyotan@speakeasy.net>; <jrose62@juno.com>; <lorittactorm@seanet.com>
Sent: Wednesday, January 31, 2007 7:03 PM
Subject: Re: Last Nite's Meeting--Feedback

It was evident from last night's comments that PUBLIC PERCEPTION is just as important as "the facts." City officials and the police need to start paying attention (me thinks) to what the public perceives. I come from the advertising-marketing-communications world and I can tell you for a fact that great products have died in the marketplace - or never achieved the success they should have - not because they were not great products but because the perception of those products in the public's mind was not what it should have been

C-4

2/2/2007

I TOTALLY AGREE WITH THIS ABOVE! It's why I write the opinions to the monitor and I submitted my ride along with the Sultan Police article recently for print consideration. It is ALL perception and that is where we will win against the Bouchers. Already, I have had several people in Sultan email me re: the Block Watch. This is a great chance to talk to people and spread truth verses just rumors and lies that people hear from the Ol Boys. I plan to prove myself, earn people's trust the honest way and work the ground game here. This is how we can change perception, one story, one person at a time and accumulatively it adds up. One more thing, I keep thinking about Dusty's "pre election" speech last night. I want to say for the record, I am a formidable opponent for him, and I will hold him and others of his kind accountable. Words are a powerful thing, and can be used as a great tool to motivate and change mind sets. Right now, they can't figure me out, which is why I think the older guy wants to meet with Kerry and I. I like leaving them in question. We'll keep the mind games up :) Traci

-----Original Message-----

From: rogersandco@seanet.com

To: gerrygibson@seanet.com

Cc: ~~clifford@seanet.com; TLPaint@seanet.com; Kerry@seanet.com; julyan@seanet.com; julyan@seanet.com; julyan@seanet.com~~

Sent: Wed, 31 Jan 2007 6:48 PM

Subject: Last Nite's Meeting--Feedback

Gerald Gibson wrote:

My impressions for what it is worth:

Fred did an awesome job:

1. He gave the facts and provided the figures that clearly showed the police were busy and doing their job.... get Block Watch going more, and more citizen involvement are all part of the solution. Anyway, that is what I left the meeting with.

Amen brother Gerry. Good wrap up of things I'd say. The only thoughts I could add are these:

1. Interesting that neither the Mayor or council members had anything to say about their personal roles and responsibilities as elected officials for the way things are today (no mention by a single person that they were evidently not smart enough as a group to plan ahead for the future knowing the federal grant money for police officers would go away some day). The future does not happen in a vacuum. Bad decisions were made, bad policies deployed to get us where we are today. The fact none of them stood up to talk about that is quite revealing in my view.

2. It was evident from last night's comments that PUBLIC PERCEPTION is just as important as "the facts." City officials and the police need to start paying attention (me thinks) to what the public perceives. I come from the advertising-marketing-communications world and I can tell you for a fact that great products have died in the marketplace - or never achieved the success they should have - not because they were not great products but because the perception of those products in the public's mind was not what it should have been.

Right now this police department and our elected officials are "positioned" in the marketplace (as we say in the biz) in a largely negative way. Some of that is justified. Some is not. But if you do not pay attention to perception, you are not paying attention to real-world reality.

3. Re: the drug problem/meth dealers. Appears to me the powers-that-be have allowed (by default, not design) the problem to get out of hand over time. Seems the issue was never considered JOB ONE. If we have officers who have time to go after speeders on Hy 2 (important as that is) and talk with school kids (as important as that is) then we have time to make life costly and difficult for known drug dealers.

C-5

2/2/2007

In every community you survey, life goes downhill rapidly for residents as drugs take hold and dealers do business with impunity. Why the police and the city council did not see this as the number one job in this community I do not know. It is every bit as important as sewers and running water and taking dreamy walks (and secret meetings) with developers.

Out of the box thinking on the issue: if it is too hard to nail drug dealers/users in the act, too hard and expensive to deploy enough under cover officers to shut these criminals down then **the act of doing business has to be made too expensive for them to maintain a franchise in this town.**

If one makes the cost of doing business quite high, if it is so high the participants cannot make enough money to justify the risk then drug dealers - as any other business - will shut down and move elsewhere. Simple law of economics. The Soviet Union collapsed from within not because we sent in highly trained guys with guns but because we bankrupted them with the arms race. No dollars, no franchise. Period.

It would appear the police and the council need to start thinking about this issue creatively and at right angles...as opposed to looking straight down the road and doing things as they have always been done. If one keeps repeating the same moves over and over again yet ends up in the same place...that could be one definition of insanity (or at least evidence of a few neurons not firing properly).

BOTTOM LINE: Beuraucrats, in my experience anyway, have a tendency to scratch the same old dog the same old way...for decades at a stretch. Be a good time to get over that. Move on.

4. Seems obvious there are a few people who want to shut down the local police department and contract the job out to the county. These individuals, in my view, have no idea what a short-sighted and long term BAD move that would be. In my view you would have to have a case of the terminal stupids to think that was a grand idea. There are a million and one good reasons the State Patrol does not contract out what it's officers do to officers from other jurisdictions. Same with the U.S. Marines. They do not contract out their work to mercenaries who can probably do the job cheaper....but also hold them hostage to demands later on when the entire Marine infrastructure is gone and it's too expensive to fire back up again.

When you have a functioning and over all pretty good police department with full infrastructure in place - headed by a police chief that is generally well respected and does have a positive stature and certain cache' in the broader civic community around us - shutting that down and farming the job out is one of the dumbest decisions any community can make -- although I am sure there are a enough cases here and there where it works well enough that it gives rise to the idea all communities can do it successfully. But please note: the higher up the food chain you go in terms of city size and stature, NO CITY of any decent repute farms out the cop shop. None. That tells you something important.

5. Community members will not go for added tax levies for police protection when the city council keeps sending out messages that priorities for this city are elsewhere -- as in keeping the public in the dark about meetings and other important matters, spending a fair amount of time (evidently) in secret confabs with developers and taking \$30,000 in "contributions" that no one seemed to know much about, making questionable if not downright bad financial decisions, hiring a city manager (good as Ms. Knight is, and SHE IS GOOD) plus consultants and associate planners, etc. etc., instead of putting the money into public protection and God knows what else.

It appears that pressure needs to be put on these people. They need to receive the message loud and clear that policing the community adequately and getting rid of drug dealers (and all the problems those drugs bring) is their NUMBER ONE one priority. And doing their own jobs better is priority #2.

If they don't "get it" then the community needs to elect new leaders. Pretty simple. A public letter DIRECTING THE COUNCIL on this issue and signed by local residents - with copies going to the news media for added sparkle - is a nice start me thinks. A good public spanking can do wonders in getting an elected official's attention.

6. If the community cannot afford new officers at the moment then somehow, some way we need to figure out a structure where we train and maintain a reserve officers pool of competent volunteers who can (just as volunteer fire fighters do) handle some of the less important jobs and free up time for full time cops to handle serious crime full time.

C-6

2/2/2007

7. My opinion is, every officer on the force should be reachable via email -- but with the STRONG caveat to the public that email is not for general bitching and moaning or for officer-dispatchable items but for short, specific items relating to issues not of an immediate nature. Fred should monitor the input to get a real idea of what people are thinking and saying. When you start REALLY communicating with the public one-on-one - in a more time efficient manner than phone or even in person - amazingly positive things can happen.

An example: "Officer Bob. Just a quick note to let you know there is a suspicious vehicle that's been driving around here late at night the last few nights. Brown late model Dodge truck with license # starting out BD4, that's all i got. May be nothing though. Thanks. Ron."

Officer bob responds in timely fashion: "Got it Ron, thanks. Memo has gone out to local officers and county-wide dispatch describing vehicle and to be aware of it. Keep us posted of further developments. Do you need anyone to call you on this issue or stop by for any reason? Bob."

For the officer that whole interchange with a member of the public perhaps took 70 seconds -- but that sort of thing yields HUGE dividends in a variety of ways. Over time you will feel the shift to a more pro-active police posture and far better communication with the public. Better communication leads to better perception.

No time for the officer to do that, you say? OK. Then it would be a perfect job for one of our new RESERVE officers. You know, the one we pluck from the pool. We do have a pool of these folks don't we?

A well prepared city council thinking ahead for the future would surely have that on the agenda, right? Perhaps we can get our developer friends to "donate" another \$30,000 "contribution" to make that happen. Good idea, yes? :-)

8. Finally, regarding this on-going problem with communicating with the public -- it can be solved quite simply. So simple its scary. The city is wasting a valuable resource. The Internet was DESIGNED for instant, detailed communication. If Loretta, as a lone one-woman-band can do what she does with her web site then the city can do a better job with it's site.

(a) Construct the city's site so that it TRULY FUNCTIONS AS IT SHOULD. This ain't rocket science. Make sure that every meeting notice, every important thing in the world (to local citizens) is posted on that site with plenty of lead time. In fact, place TOO MUCH information there.

Err on the side of caution. I am sure Loretta would allow the city to put a link to every one of her audio cuts on her web site..audio of city meetings I mean. A link. That's all you need. What better way to keep the public informed?

Here Loretta is doing all the work of recording those meetings for FREE plus paying for all the gear..then taking the time (for free) to post it on her web site...and all the city has to do is get her permission to put up a link to the audio in order to have it all (FOR FREE) on the city's web site!.

Bingo. Then citizens can hear for themselves ON THEIR OWN TAXPAYER FUNDED WEB SITE their crack, sharp-as-tacks elected officials in action. If that ain't a no-brainer to keep the public informed I dunno what is. Mayor Benny could even use it to wax eloquently on...well...whatever it is he waxes on about.

(b) Then **send a simple B & W post card to every adult in town** explaining that from here on out all meetings, all the important things they need to be aware of will be posted on the web site **AND UPDATED DAILY if need be**. Hard copies would also be posted at both the library and city hall.

(c) Advise citizens in the post card to check the site (or hard copies at city hall) frequently because this will be (here we go now) **OUR NEW COMMUNITY OUTREACH PROGRAM** to better inform the public of the important things they need to know about. What a concept, eh?

Getting better mileage out of a car you already own. Bingo. The program gets put into play, citizens have been duly advised and they know FOR A FACT now where to get timely information they need to know about.

C-7

2/2/2007

(d) Repeat the post card mailing twice per year to alert folks who move into the community during the year and to remind current residents so no one can claim they are being kept in the dark.

Cost: about \$300 to \$400 tops for the post cards, printing and postage. And then (thank you God) we get an end to the long, boring wail about complaints from the public of no notice of important meetings etc. It's a cheap, workable plan. Do it.

Best part is no one needs a Master's degree to figure that one out and you don't need to spend \$9,000 on a consultant to tell you how to do it (although I won't refuse it you wish to cut me a check).

Folks at city hall - including the police department - need to, in my opinion get their act together a little more, start breathing some real air and begin (altogether now) to **start thinking out of the box.** :-)

THE END

Regards,

Ron Faver

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Deborah Knight

From: Gerry & Bonnie Gibson [gerry.gibson@verizon.net]
Sent: Saturday, February 03, 2007 8:49 AM
To: ~~ben.tolson@ci.sno.wa.us, flannery@pennie.com, deborah.knight@ci.sno.wa.us;~~
~~blair@ci.sno.wa.us, quicorve1@hotmail.com, steve.clayton@ci.sno.wa.us~~
Subject: Town Meeting Last Week

I thought I would forward some comments made by citizens regarding the meeting last week. I am doing so solely to provide feedback and not to place blame or to upset anyone---this is 100% meant only as feedback with the sole purpose to help everyone make the right decisions. These comments were made before the recent drug bust. I am sending this to members I know receive e-mail. Some do not, or at least other attempts have been returned. If anyone feels this is worth reading, please forward a copy to those not listed above. Please read them all--remember, these are just comments made by people who were at the meeting.

Thanks

Gerry

>My impressions for what it is worth:

>

>Fred did an awesome job:

>1. He gave the facts and provided the figures that clearly showed
 >the police were busy and doing their job. Comparisons such as the
 >number of calls per officer for SPD contrasted to Monroe was very
 >telling

2. Fred's sincerity and his knowledge of detail, including
 >bringing up his beliefs and experiences relating to kids, gave him
 >believability and credibility that was beyond reproach. In my opinion
 >Chico's questions re: Fred never there made Chico look like a fool to
 >the rest of the crowd. He was intending to embarrass Fred, but it
 >backfired.

>3. Fred completely neutralized those that were out to "get" him, even
 >tho the audience was "stacked".

>

>Not bad for the lowest paid (but best) police chief in the county.

>

>There are a few messages that I came away with, however:

>1: There is a need for better police coverage. The example Fred gave
 >of crimes occurring while having to take a prisoner to jail, was easy
 >to understand. Obviously, no one can be in two places at the same
 >time.

>2. There is a serious drug problem in town and in the vicinity and
 >that this drug problem is most likely related to the increase in car
 >prowls and burglaries. I thought Fred's only vulnerability last nite
 >was that he didn't respond/reply to several citizen's comments about
 >the long-standing drug house situations, even when some say they turned
 >in license plate info and even pictures. Ben did not give him a chance
 >to respond, going directly to the next person's comments. My impression
 >is that this is a problem that needs to be addressed as it is a concern
 >to many.

>3. There are not many suggestions to solve the problems. The mayor
 >touched briefly that the staffing was caused from loosing federal

C-9

>funding--an old old story that he falls back on. He also touched on
 >the roof top taxes, but again not the best solution especially for the
 >present. I don't think the crowd last nite wants to wait a couple
 >years. The citizen involvement issue sounds good, but we all know how
 >difficult that is, especially when city hall does such a crappy job of
 >getting the word out about such meetings. Block Watch is good and can
 >offer some help. The one guy that talked about the levy failing and
 >that the solution was that we had to pay more, certainly made the most
 >sense, but the loud mouths did not want to hear that. I suspect that
 >the answers are to get more police or at least more commitment from the
 >city to fund more police--a viable plan for a change, get Block Watch
 >going more, and more citizen involvement are all part of the solution.
 >
 >Anyway, that is what I left the meeting with.

1. Interesting that neither the Mayor or council members had anything to say about their personal roles and responsibilities as elected officials for the way things are today (no mention by a single person that they were evidently not smart enough as a group to plan ahead for the future knowing the federal grant money for police officers would go away some day). The future does not happen in a vacuum. Bad decisions were made, bad policies deployed to get us where we are today. The fact none of them stood up to talk about that is quite revealing in my view.
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3. Re: the drug problem/meth dealers. Appears to me the powers-that-be have allowed (by default, not design) the problem to get out of hand over time. Seems the issue was never considered JOB ONE. If we have officers who have time to go after speeders on Hy 2 (important as that is) and talk with school kids (as important as that is) then we have time to make life costly and difficult for known drug dealers.

In every community you survey, life goes downhill rapidly for residents as drugs take hold and dealers do business with impunity. Why the police and the city council did not see this as the number one job in this community I do not know. It is every bit as important as sewers and running water and taking dreamy walks (and secret meetings) with developers.

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enough money to justify the risk then drug dealers - as any other business - will shut down and move elsewhere. Simple law of economics. The Soviet Union collapsed from within not because we sent in highly trained guys with guns but because we bankrupted them with the arms race. No dollars, no franchise. Period.

It would appear the police and the council need to start thinking about this issue creatively and at right angles...as opposed to looking straight down the road and doing things as they have always been done. If one keeps repeating the same moves over and over again yet ends up in the same place...that could be one definition of insanity (or at least evidence of a few neurons not firing properly).

BOTTOM LINE: Beuraucrats, in my experience anyway, have a tendency to scratch the same old dog the same old way...for decades at a stretch. Be a good time to get over that. Move on.

4. Seems obvious there are a few people who want to shut down the local police department and contract the job out to the county. These individuals, in my view, have no idea what a short-sighted and long term BAD move that would be. In my view you would have to have a case of the terminal stupids to think that was a grand idea. There are a million and one good reasons the State Patrol does not contract out what it's officers do to officers from other jurisdictions. Same with the U.S. Marines. They do not contract out their work to mercenaries who can probably do the job cheaper....but also hold them hostage to demands later on when the entire Marine infrastructure is gone and it's too expensive to fire back up again.

When you have a functioning and over all pretty good police department with full infrastructure in place - headed by a police chief that is generally well respected and does have a positive stature and certain cache' in the broader civic community around us - shutting that down and farming the job out is one of the dumbest decisions any community can make -- although I am sure there are a enough cases here and there where it works well enough that it gives rise to the idea all communities can do it successfully. But please note: the higher up the food chain you go in terms of city size and stature, NO CITY of any decent repute farms out the cop shop. None. That tells you something important.

5. Community members will not go for added tax levies for police protection when the city council keeps sending out messages that priorities for this city are elsewhere -- as in keeping the public in the dark about meetings and other important matters, spending a fair amount of time (evidently) in secret confabs with developers and taking \$30,000 in "contributions" that no one seemed to know much about, making questionable if not downright bad financial decisions, hiring a city manager (good as Ms. Knight is, and SHE IS GOOD) plus consultants and associate planners, etc. etc., instead of putting the money into public protection and God knows what else.

It appears that pressure needs to be put on these people. They need to receive the message loud and clear that policing the community adequately and getting rid of drug dealers (and all the problems those drugs bring) is their NUMBER ONE one priority. And doing their own jobs better is priority #2.

If they don't "get it" then the community needs to elect new leaders. Pretty simple. A public letter **DIRECTING THE COUNCIL** on this issue and signed by local residents - with copies going to the news media for added sparkle - is a nice start me thinks. A good public spanking can do wonders in getting an elected official's attention.

6. If the community cannot afford new officers at the moment then somehow, some way we need

to figure out a structure where we train and maintain a reserve officers pool of competent volunteers who can (just as volunteer fire fighters do) handle some of the less important jobs and free up time for full time cops to handle serious crime full time.

7. My opinion is, every officer on the force should be reachable via email -- but with the STRONG caveat to the public that email is not for general bitching and moaning or for officer-dispatchable items but for short, specific items relating to issues not of an immediate nature. Fred should monitor the input to get a real idea of what people are thinking and saying. When you start REALLY communicating with the public one-on-one - in a more time efficient manner than phone or even in person - amazingly positive things can happen.

An example: "Officer Bob. Just a quick note to let you know there is a suspicious vehicle that's been driving around here late at night the last few nights. Brown late model Dodge truck with license # starting out BD4, that's all i got. May be nothing though. Thanks. Ron."

Officer bob responds in timely fashion: "Got it Ron, thanks. Memo has gone out to local officers and county-wide dispatch describing vehicle and to be aware of it. Keep us posted of further developments. Do you need anyone to call you on this issue or stop by for any reason? Bob."

For the officer that whole interchange with a member of the public perhaps took 70 seconds -- but that sort of thing yields HUGE dividends in a variety of ways. Over time you will feel the shift to a more pro-active police posture and far better communication with the public. Better communication leads to better perception.

No time for the officer to do that, you say? OK. Then it would be a perfect job for one of our new RESERVE officers. You know, the one we pluck from the pool. We do have a pool of these folks don't we?

A well prepared city council thinking ahead for the future would surely have that on the agenda, right? Perhaps we can get our developer friends to "donate" another \$30,000 "contribution" to make that happen. Good idea, yes? :-)

8. Finally, regarding this on-going problem with communicating with the public -- it can be solved quite simply. So simple its scary. The city is wasting a valuable resource. The Internet was DESIGNED for instant, detailed communication. If Loretta, as a lone one-woman-band can do what she does with her web site then the city can do a better job with it's site.

(a) Construct the city's site so that it TRULY FUNCTIONS AS IT SHOULD. This ain't rocket science. Make sure that every meeting notice, every important thing in the world (to local citizens) is posted on that site with plenty of lead time. In fact, place TOO MUCH information there.

Err on the side of caution. I am sure Loretta would allow the city to put a link to every one of her audio cuts on her web site..audio of city meetings I mean. A link. That's all you need. What better way to keep the public informed?

Here Loretta is doing all the work of recording those meetings for FREE plus paying for all the gear..then taking the time (for free) to post it on her web site...and all the city has to do is get her permission to put up a link to the audio in order to have it all (FOR FREE) on the city's web site!.

Bingo. Then citizens can hear for themselves ON THEIR OWN TAXPAYER FUNDED WEB

C-12

SITE their crack, sharp-as-tacks elected officials in action. If that ain't a no-brainer to keep the public informed I dunno what is. Mayor Benny could even use it to wax eloquently on...well...whatever it is he waxes on about.

(b) Then **send a simple B & W post card to every adult in town** explaining that from here on out all meetings, all the important things they need to be aware of will be posted on the web site **AND UPDATED DAILY if need be**. Hard copies would also be posted at both the library and city hall.

(c) Advise citizens in the post card to check the site (or hard copies at city hall) frequently because this will be (here we go now) **OUR NEW COMMUNITY OUTREACH PROGRAM** to better inform the public of the important things they need to know about. What a concept, eh?

Getting better mileage out of a car you already own. Bingo. The program gets put into play, citizens have been duly advised and they know FOR A FACT now where to get timely information they need to know about.

(d) Repeat the post card mailing twice per year to alert folks who move into the community during the year and to remind current residents so no one can claim they are being kept in the dark.

Cost: about \$300 to \$400 tops for the post cards, printing and postage. And then (thank you God) we get an end to the long, boring wail about complaints from the public of no notice of important meetings etc. It's a cheap, workable plan. Do it.

Best part is no one needs a Master's degree to figure that one out and you don't need to spend \$9,000 on a consultant to tell you how to do it (although I won't refuse it you wish to cut me a check).

Folks at city hall - including the police department - need to, in my opinion get their act together a little more, start breathing some real air and begin (altogether now) to **start thinking out of the box**. :-)

THE END

Anyway, as for the meeting. It was obvious the old boy network was there to push their agenda - getting rid of the Sultan Police force and hiring the Snohomish County Sheriff. Grumpy old Boucher seemed upset when Tolson told him the meeting wasn't about possibly hiring the Sheriff's Office and getting rid of the Sultan Police. There were a few of them who used the term "Crime Wave", which I thought was an interesting way of describing the problems. As usual, the majority of the people want the undivided attention of the police force, but they don't want to pay for it. By the way, who made Daddy Boucher the Town's Ear. Because he and his cronies don't like the SPD, he knows what the "Pulse" of Sultan is? He probably has a base of 10 or 20 people who hang out at his restaurant/bar, who do nothing but egg each other on about the police, and this qualifies as a good example of what Sultan residents are think? Let's say he has 50 regulars, 50 divided by 4,500 = 1.1% of the population. Yes, that sounds like a fine sampling of the majority of people in Sultan.

I thought Tolson used every opportunity to push his "Roof Top" agenda. Frankly, I'm tired of this theory that more roof tops, means more business. It may mean more business, but at what cost to the

C-13

community? My feeling has always been, that if a business opens and it is a solid, high quality business with great customer service, then the business has a good chance of succeeding. Vinnacio Coffee is a good example. Obviously when the population grows, you need more business's to serve that population, but in order to attract business to Sultan, Sultan needs to be more attractive to business and that involves more then adding roof tops.

Chief Walser

From: "Ellis, Janice" <janice.ellis@co.snohomish.wa.us>
To: <chief.walser@sultanpolice.org>
Sent: Wednesday, January 31, 2007 1:38 PM
Subject: Thank you!

Fred - Thanks for giving me the opportunity to attend last night's community meeting. I learn a tremendous amount at these meetings - lessons that always inspire me to ensure that our office goals are aligned with the community's needs. For example, I was quite surprised to learn about Sultan's problems with drug houses. We all know the constellation of problems that co-occur with drug houses, and your community members did an excellent job describing how they are impacted by the burglaries, car prowls and general delinquency that pervades neighborhoods with drug houses.

Please let me know how my office can work with your department to address your community's needs. I know we can't achieve perfection, but it is in the community's best interest to try to do better.

As an aside, I did not speak up when a citizen voiced concern about the work you do that takes you outside of Sultan. I should have. As you know, I have the opportunity to work with each and every police chief in the County. Most of the small town chiefs feel like they cannot be involved in county or state-wide matters because of the press of local business. I understand where they are coming from, but it is precisely because you are so involved in the Police Chiefs and Sheriff's Association, WASPC, and the Route 2 corridor issues that you can (and do) leverage area resources to help Sultan. Your work on the Huber property (and neighboring nuisances) is a prime example of your success. You were very gracious to extend thanks to me and to the Executive (via Deanna Dawson) yesterday, but you are the person within Sultan's leadership who educated us about the problem and the need for a coordinated response. It is precisely because of your work that we were, within the Civil Division of my office, able to work with our Code Enforcement Department to develop standards and protocols necessary to successfully abate nuisance properties. And, of course, Mr. Huber received a lot of attention from the Criminal Division. The community does not understand how much effort it takes to address individuals like Mr. Huber through the criminal justice process, but individuals who engage in behavior like his are well worth the effort.

Finally, I did receive a request from one of the senior DPAs to remind your folks of the importance of including certain information on referrals. His request is excerpted below. By the way, the new Superform prompts officers to include all of this information. Use of that form could quickly address the feedback outlined below:

It would be good if the Sultan Police Department gives us complete information in the report regarding the suspect and the victim in Assault 4 DV cases, i.e:

1. Full name of suspect and victim.
2. DOB of suspect and victim.
3. Physicals of suspect, at least, and victim, if possible.
4. Address of suspect and victim.
5. Nature of the relationship of suspect and victim.
6. Detailed description of the assault itself.

Janice E. Ellis

☛☛☛ Snohomish County Prosecuting Attorney
Admin. E 7th Floor, Mail Stop 504
3000 Rockefeller Avenue
Everett WA 98201-4060

C-15

1/31/2007

(425) 388-3772
(425) 388-7172 fax
prosecuting_attorney@co.snohomish.wa.us

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C-16

1/31/2007

Chief Walser

From: "Ellis, Janice" <janice.ellis@co.snohomish.wa.us>
To: "Fred Walser" <chief.walser@sultanpolice.org>
Sent: Tuesday, January 30, 2007 4:48 PM
Subject: Fred: FYI

Fred - As you will see from my initial email, I asked the Criminal Division to provide me with assessments re how Sultan PD is doing. If Officer Gillespie's efforts are any example of the standard of practice employed by your Department, Sultan is in very good hands.

-----Original Message-----

From: Goodkin, Jarett
Sent: Tuesday, January 30, 2007 2:29 PM
To: Ellis, Janice
Subject: RE: Sultan PD

Janice:

I had a 3.5/3.6 hearing involving Officer Gillespie of Sultan PD last week. He appears to be a very pro-active officer. In my case, he decided to make a social contact with the defendant due to information he had heard from some other people. His social contact resulted in an arrest of the defendant for MIP, and the defendant confessing to Taking a Motor Vehicle in another case that was still under investigation. Due to his efforts, the defendant is entering a guilty plea next week to Second Degree Taking a Motor Vehicle.

I hope this information helps.

JARETT A. GOODKIN
Deputy Prosecuting Attorney
Snohomish County Prosecuting Attorney - Criminal Division
3000 Rockefeller Avenue, M/S 504
Everett, Washington 98201-4046
(425) 388-3286 (direct line)
(425) 388-3572 (fax)
jgoodkin@co.snohomish.wa.us

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-----Original Message-----

From: Ellis, Janice
Sent: Tuesday, January 30, 2007 2:18 PM
To: SPA-Criminal
Subject: Sultan PD
Importance: High

I am going to a public meeting on community policing issues in Sultan tonight.

Please forward any feedback/insight you have re the quantity and quality of Sultan's work that you think I should know before I attempt to field questions from citizens regarding those topics.

Many thanks,
-Janice

Janice E. Ellis
Snohomish County Prosecuting Attorney
Admin. E 7th Floor, Mail Stop 504
3000 Rockefeller Avenue
Everett WA 98201-4060
(425) 388-3772
(425) 388-7172 fax
prosecuting.attorney@co.snohomish.wa.us

C-17

Larry Marshall - Doc Book

From: "Chief Walser" <chief.walser@sultanpolice.org>
To: "Cavagnaro, Joan" <[REDACTED]@sno.wa.us>
CC: "larry marshall" <[REDACTED]@sultanpolice.org> "colleen holman" <[REDACTED]@sultanpolice.org>; "scott berg" <[REDACTED]@sultanpolice.org>
Date: Fri, 6 Oct 2006 10:18:37 -0700
Subject: Re: Officer Marshall

Joan,

Thank you for the compliment regarding the quality of Officer Larry Marshall's reports, a copy of your memo will be placed in his file.---Chief Walser

----- Original Message -----

From: Cavagnaro, Joan
To: chief@sultanpolice.org
Sent: Thursday, October 05, 2006 11:05 AM
Subject: Officer Marshall

Hi Fred - just passing on this compliment.

-----Original Message-----

From: Hupp, Hal
Sent: Wednesday, October 04, 2006 3:26 PM
To: Ellis, Janice; Cavagnaro, Joan
Subject: Next Meeting with Sultan PD

Officer Larry Marshall writes a really enjoyable report. Felt like I was reading a well written short story ☺

Halley R. Hupp

Deputy Prosecuting Attorney
Snohomish County Prosecuting Attorney - Criminal Division
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Everett, WA 98201
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FAX 388.3572
hhupp@co.snohomish.wa.us

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C-18

Chief Walser

From: "Kathy Immel" <kathy@immeldesigns.com>
To: <chief.walser@sultanpolice.org>
Sent: Friday, February 02, 2007 8:03 AM
Subject: Kathy Immel here... We've talked in the past in your office

Chief...

I'm sitting here listening to all the audio minutes from the 1/30 meeting. I'm so sorry.. I feel that I've let you down, I know I have. Please have faith, I'll be there to help at the schools. ~~Medical information removed by request from sender~~
~~Medical information removed by request from sender~~
~~Medical information removed by request from sender~~. This has kept me from pursuing the much needed help in our town here. I did attend a Saturday night safe stop... but unfortunately no one was there to let the kids in. I hung out with the kids for awhile, and that was a great time for me to reconnect with them. I look forward to following through with my promise as soon as I can know I can stay on my feet for more then 5 min and that if I had to get away from a situation I'd be able to do something more then a hobbled slow walk. ~~Medical information removed by request from sender~~
~~Medical information removed by request from sender~~

Again, please accept my apologies that I've not been there yet. I can certainly have you do the background check on me if you'd like. Not a problem. Let me know ok? At least that can get going.

Kathy Immel
425.238.3175

** medical information removed by
request from sender*

FAMILY SITES! A MUST VISIT!

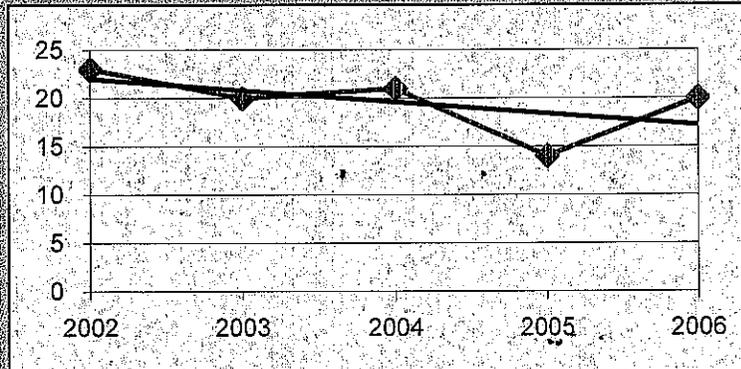
- <http://www.immeldesigns.com>
- <http://www.maisoui.net>
- <http://www.sultantronics.com>
- <http://www.perfectbouquet.com>
- <http://www.wedtahoe.com>

C-19

Adult Felony Referrals from Sultan P.D. (with linear trend line)

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft, Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

Year	Defendants
2002	23
2003	20
2004	21
2005	14
2006	20

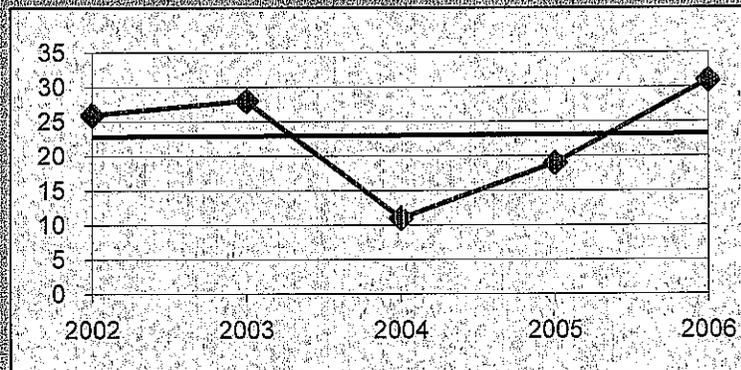


Snohomish County Prosecutor's Office

Juvenile Referrals from Sultan P.D. (with linear trend line)

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft, Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

Year	Defendants
2002	26
2003	28
2004	11
2005	19
2006	31

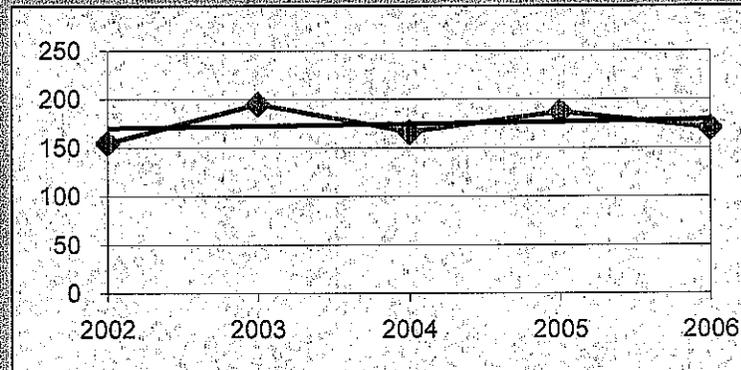


Snohomish County Prosecutor's Office

Misdemeanor Referrals from Sultan P.D. (with linear trend line)

All Case Types

Year	Defendants
2002	155
2003	195
2004	166
2005	187
2006	170

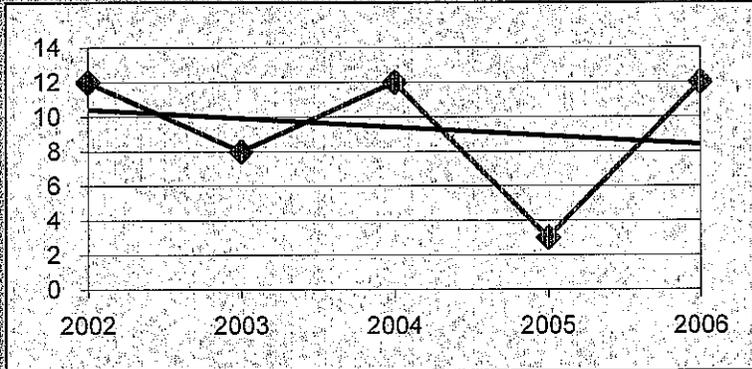


Snohomish County Prosecutor's Office

Adult Felony Declines from Sultan P.D. (with linear trend line)

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft, Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

Year	Defendants
2002	12
2003	8
2004	12
2005	3
2006	12

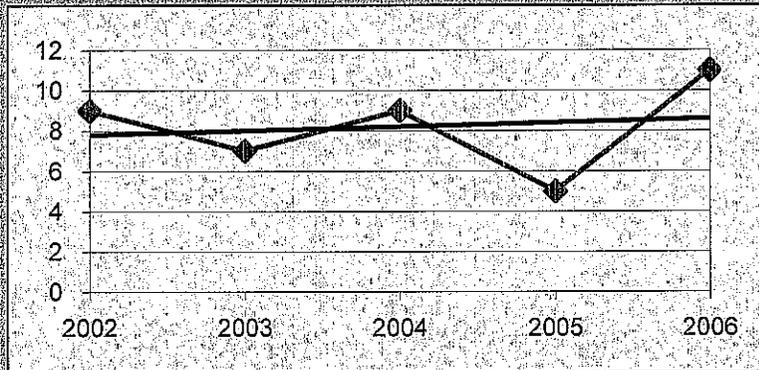


Snohomish County Prosecutor's Office

Juvenile Declines from Sultan P.D. (with linear trend line)

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft, Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

Year	Defendants
2002	9
2003	7
2004	9
2005	5
2006	11

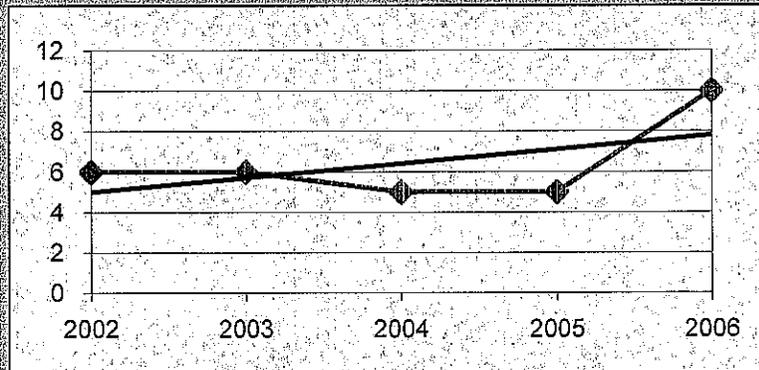


Snohomish County Prosecutor's Office

Misdemeanor Declines from Sultan P.D. (with linear trend line)

All Case Types

Year	Defendants
2002	6
2003	6
2004	5
2005	5
2006	10

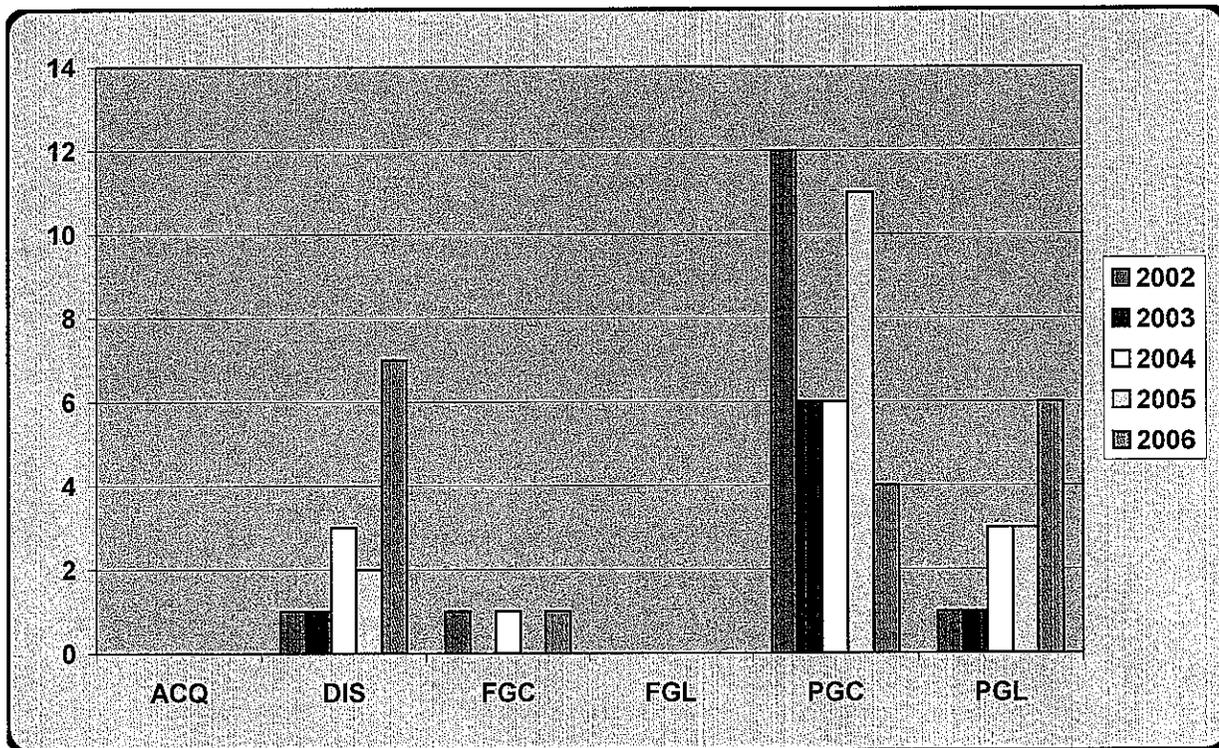


Snohomish County Prosecutor's Office

Sultan Police Department Adult Felony Charge Dispositions

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft,
Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

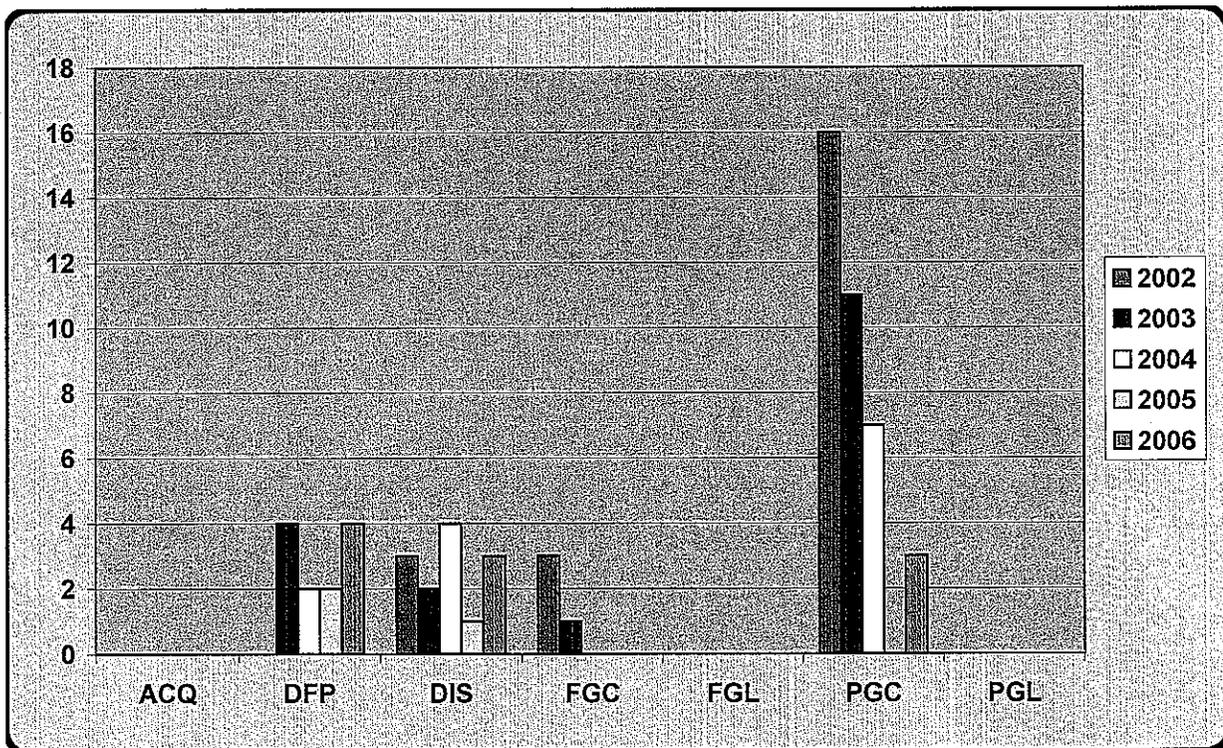
DISPOSITION	CODE	2002	2003	2004	2005	2006
Acquittal	ACQ	0	0	0	0	0
Dismissal	DIS	1	1	3	2	7
Found Guilty as Charged	FGC	1	0	1	0	1
Found Guilty Lesser Offense	FGL	0	0	0	0	0
Pled Guilty as Charged	PGC	12	6	6	11	4
Pled Guilty Lesser Offense	PGL	1	1	3	3	6
TOTAL DISPOSITIONS		15	8	13	16	18



Sultan Police Department Juvenile Charge Dispositions

Case Types: Alcohol, Burglary, Criminal Trespass, Drug Violations, Identity Theft,
Malicious Mischief, Possession of Stolen Property, Taking Motor Vehicle

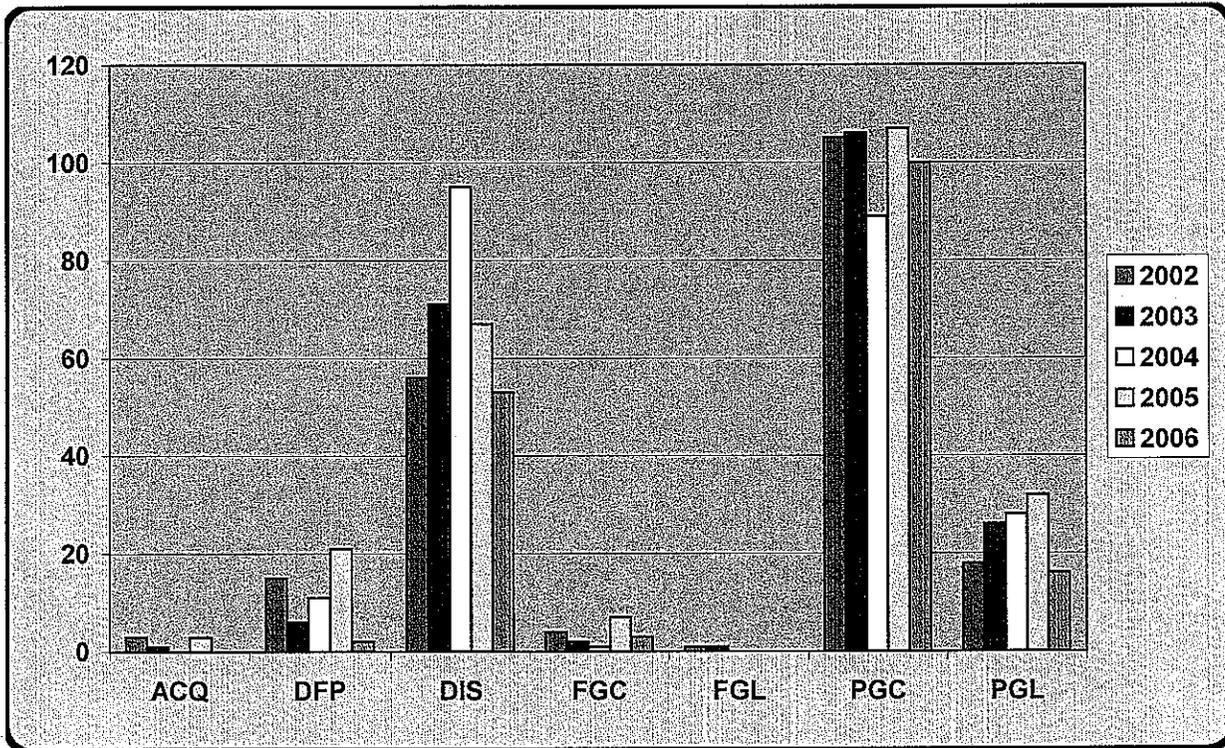
DISPOSITION	CODE	2002	2003	2004	2005	2006
Acquittal	ACQ	0	0	0	0	0
Deferred Pros.	DFP	0	4	2	2	4
Dismissal	DIS	3	2	4	1	3
Found Guilty as Charged	FGC	3	1	0	0	0
Found Guilty Lesser Offense	FGL	0	0	0	0	0
Pled Guilty as Charged	PGC	16	11	7	0	3
Pled Guilty Lesser Offense	PGL	0	0	0	0	0
TOTAL DISPOSITIONS		22	18	13	3	10



Sultan Police Department Misdemeanor Charge Dispositions

All Case Types

DISPOSITION	CODE	2002	2003	2004	2005	2006
Acquittal	ACQ	3	1	0	3	0
Deferred Pros.	DFP	15	6	11	21	2
Dismissal	DIS	56	71	95	67	53
Found Guilty as Charged	FGC	4	2	1	7	3
Found Guilty Lesser Offense	FGL	1	1	0	0	0
Pled Guilty as Charged	PGC	105	106	89	107	100
Pled Guilty Lesser Offense	PGL	18	26	28	32	16
TOTAL DISPOSITIONS		202	213	224	237	174



**CITY OF SULTAN
ORDINANCE 903-06**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SULTAN WASHINGTON AMENDING SECTIONS 2.10.020 AND 2.10.020 SO THAT THE CITY ADMINISTRATOR SHALL NOT SERVE AS THE CITY PLANNER AND ALL CITY OFFICERS SHALL REPORT TO THE CITY ADMINISTRATOR.

It is hereby ordained by the City Council of the City of Sultan, Washington as follows:

Section 1. Section 2.10.020 Sultan Municipal Code is hereby amended to read as follows:

2.10.020 Scope of Authority

The City Administrator shall be administrator, executive, and liaison officer for the city, under the direction and authority of the Mayor.

Section 2. Section 2.10.030 Sultan Municipal Code is hereby amended to read as follows:

2.10.030 Duties

The City Administrator, under the direction and authority of the Mayor, shall have the following specific duties, powers and responsibilities:

1. Supervise, administer, and coordinate the activities and functions of the various city officers, departments, commissions, and boards in carrying out the requirements of the city ordinances and the policies of the City Council and to administer and supervise the carrying out of the decisions and policies of the various city departments, commissions and boards; provided however, that with respect to the Police Department, the City Administrator shall oversee the department budget and act as liaison between the Chief of Police and the Mayor;
2. Regularly report to the Mayor concerning the status of all assignments, duties, projects, and functions of the various city officers, departments, commissions, and boards;
3. Assist in the preparation and subsequent submission to the City Council of the annual budget and be responsible for its administration in accordance with law after its adoption;
4. Serve as personnel officer for the city under the supervision of the Mayor;
5. Supervise all purchasing by the various city offices, departments, commissions and boards;

6. Supervise all expenditures by the various city officers, departments, commissions, and boards for the purpose of keeping the same within the limitations of the annual budget of the city so much as possible, and attending to the amendment of the budget as necessary;
7. Attend all meetings of the City Council and such other meeting as may be requested by the Mayor;
8. Recommend for adoption by the City Council and approval by the Mayor such measures as deemed necessary or expedient in the running of the business of the city;
9. In conjunction with the Finance Director, Auditor and the City Attorney to keep the Mayor and City Council fully advised of the financial condition of the city and its future needs, and to assist in the preparation and submission to the Mayor and City Council of any reports necessary for the expedient running of the business of the city;
10. Investigate all complaints in relation to matters concerning the administration of the government of the city and in regard to the service maintained by public utilities in the city, and to see that all franchises, permits and privileges granted by the city are faithfully observed;
11. Assist the Police Chief, Building Official, Director of Community Development and all departments of the city in administering all ordinances subject to licensing, taxing, and inspections of buildings and developments within the city;
12. Make, compile and file with the City Clerk a complete inventory of the property, real and personal, owned or leased by the city and file amended inventories thereof at least semi-annually as to stock supplied and equipment, and annually as to all other properties.

Section 2. If any section of this ordinance, or if any subsection or part shall be declared unlawful, the balance of this ordinance, and of each section shall remain in full force and effect.

Section 3. This Ordinance shall be in full force and effect five days after publication as required by law.

PASSED by the City Council and APPROVED by the Mayor this 8th day of February, 2006.

CITY OF SULTAN

By _____
BEN TOLSON, Mayor

ATTEST:

By _____
LAURA KOENIG, City Clerk

Approved as to form:

By _____
THOM H. GRAAFSTRA, City Attorney

Date of publication: February 12, 2006

Community Policing: Principles and Elements



Community policing has its roots in such earlier developments as police-community relations, team policing, crime prevention, and the rediscovery of foot patrol. In the 1990s it has expanded to become the dominant strategy of policing - so much so that the 100,000 new police officers funded by the 1994 Crime Bill must be engaged in community policing.

Community policing (COP) is often misunderstood. Four essential principles should be recognized:

- **COP is not a panacea.** It is not the answer to all problems facing modern policing or all the problems facing any one department. However, COP is an answer to some of the problems facing modern policing and it may be an answer to some of the problems facing any one department.
- **COP is not totally new.** Some police departments or individual police officers report that they are already doing it, or even that they have always practiced COP. This may be true. Even so, there are some specific aspects of community policing that are relatively new; also, very few agencies can claim that they have fully adopted the entire gamut of COP department-wide.
- **COP is not "hug a thug".** It is not anti-law enforcement or anti-crime fighting. It does not seek to turn police work into social work. In fact, COP is more serious about reducing crime and disorder than the superficial brand of incident-oriented "911 policing" that most departments have been doing for the past few decades.
- **COP is not a cookbook.** There is no iron-clad, precise definition of community policing nor a set of specific activities that must always be included. A set of universally-applicable principles and elements can be identified, but exactly how they are implemented should and must vary from place to place, because jurisdictions and police agencies have differing needs and circumstances.

In order to describe the full breadth of community policing, it is helpful to identify four major dimensions of COP and the most common elements occurring within each. The four dimensions are:

- The Philosophical Dimension
- The Strategic Dimension
- The Tactical Dimension
- The Organizational Dimension

The Philosophical Dimension

Many of its most thoughtful and forceful advocates emphasize that community policing is a new philosophy of policing, perhaps constituting even a paradigm shift away from professional-model policing, and not just a particular program or specialized activity. The philosophical dimension includes the central ideas and beliefs underlying community policing. Three of the most important are citizen input, broad function, and personal service.

Citizen Input

Community policing incorporates a firm commitment to the value and necessity of citizen input to police policies and priorities. In a free and democratic society, citizens are supposed to have a say in how they are governed. Police departments, like other agencies of government, are supposed to be responsive and accountable. Also, from a more selfish standpoint, law enforcement agencies are most likely to obtain the citizen support and cooperation they need when they display interest in input from citizens.

A few of the techniques utilized to enhance citizen input are:

- **Agency Advisory Boards:** groups of citizens who meet regularly with the chief/sheriff and other top commanders to provide input and advice on overall agency policies, priorities, and issues.
- **Unit Advisory Boards :** groups of citizens who meet regularly with unit commanders and related personnel to provide input and advice on unit policies, priorities, and issues (e.g., precinct advisory boards, victims/witness advisory councils, family abuse advisory boards, etc.)
- **Beat Advisory Boards :** groups of citizens who meet regularly with their beat officer or beat team to provide input and advice on priorities and issues.
- **Special Advisory Boards :** groups of citizens with special interests who meet regularly with the chief/sheriff, top commanders, or related personnel to provide input and advice on policies, priorities, and issues related to their special interests (e.g., ministry alliance, business council, mental health council, etc.)
- **Community Surveys :** surveys conducted in various ways (telephone, mail, in-person, in the newspaper, etc.) to obtain citizen views on policies, priorities, and issues.
- **Electronic Mail/Home page :** use of the Internet, on-line services, computer bulletin boards, etc. to obtain citizen views on policies, priorities, and issues.
- **Radio/Television Call-In Shows :** use of radio and TV call-in shows to obtain citizen views on policies, priorities, and issues.
- **Town Meetings :** public meetings to which citizens are invited in order to provide input and advice on policies, priorities, and issues.

Broad Function

COP recognizes policing as a broad function, not a narrow law enforcement or crime fighting role. The job of police officers is seen as working with residents to enhance neighborhood safety. This includes resolving conflicts, helping victims, preventing accidents, solving problems, and fighting fear as well as reducing crime through apprehension and enforcement. Policing is inherently a multi-faceted government function - arbitrarily narrowing it to just call-handling and law enforcement reduces its effectiveness in accomplishing the multiple objectives that the public expects police to achieve.

Some examples of the broad function of policing include:

- **Traffic Safety** : good police departments pursue traffic safety through education and engineering as well as selective enforcement.
- **Drug Abuse** : many agencies seek to reduce drug abuse through public education, DARE, regulation of prescriptions, and control of chemicals as well as through a variety of enforcement efforts.
- **Fear Reduction** : many agencies attempt to reduce fear of crime (especially when it is out of proportion to actual risk) through public education, high-interaction patrol, problem solving, and enforcement focuses on nuisance crimes (e.g.; panhandling and loitering)
- **Domestic Violence** : most police departments now offer domestic violence victims an array of services (referral, transportation, protection, probable cause arrest, etc.) rather than merely explaining how to obtain an arrest warrant.
- **Zoning** : some agencies take the opportunity to participate in zoning decision and related matters (e.g., issuance of building permits) in order to offer input related to traffic safety, crime prevention, etc.

Personal Service

Community policing emphasizes personal service to the public, not bureaucratic behavior. This is designed to overcome one of the most common complaints that the public has about government employees, including police officers, -- that they do not seem to care, and that they treat citizens as numbers, not real people. Of course, not every police-citizen encounter can be amicable and friendly. But whenever possible, officers should deal with citizens in a friendly, open and personal manner designed to turn them into satisfied customers. This can best be done by eliminating as many artificial bureaucratic barriers as possible, so that citizens can deal directly with "their" officer.

A few of the methods that have been adopted in order to implement personalized service are:

- **Officer Business Cards** : officers are provided with personalized business cards to distribute to victims, complainants, and other citizens with whom they have contact.
- **Officer Pagers and Voice Mail** : officers have their own pagers and voice mail so that victims, complainants, and other citizens can contact them directly.
- **Recontact Procedures** : all of a subset of victims, complainants, and others are recontacted by the officer who handled their situations, the officer's supervisor, or some other staff member (e.g., a volunteer) to see if further assistance is needed.
- **Slogans and Symbols** : many departments adopt slogans, mission statements, value statements, and other devices designed to reinforce the importance of providing personalized service to the public.

The Strategic Dimension

The strategic dimension of community policing includes the key operational concepts that translate philosophy into action. These strategic concepts are the links between the broad ideas and beliefs that underlie community policing and the specific programs and practices by which it is implemented. They assure that agency policies, priorities, and resource allocation are consistent with the COP philosophy. Three important strategic elements are re-oriented operations, prevention emphasis, and geographic focus.

Re-Oriented Operations

Community policing recommends re-oriented operations, with less reliance on the patrol car and more emphasis on face-to-face interactions. One objective is to replace ineffective or isolating operational practices (e.g., motorized patrol and rapid response to low priority calls) with more effective and more interactive practices. A related objective is to find ways of performing necessary traditional functions (e.g., handling emergency calls and conducting follow-up investigations) more efficiently, in order to save time and resources that can then be devoted to more community-oriented activities.

Some illustrations of re-oriented operations include:

- **Foot Patrol** : where appropriate, many agencies have instituted foot patrols to supplement or even replace motorized patrol.
- **Other Modes of Patrol** : many agencies have adopted other modes of patrol, such as bicycle patrol, scooter patrol, dirt bike patrol, and horse patrol.
- **Walk and Ride** : many agencies require officers engaged in motorized patrol to park their cars periodically and engage in foot patrol in shopping centers, malls, business districts, parks, and residential areas.
- **Directed Patrol** : many agencies give motorized patrol officers specific assignments (sometimes called "D-runs") to carry out during time periods when they are not busy handling calls.
- **Differential Response** : many agencies have adopted differential responses (e.g., delayed response, telephone reporting, walk-in reporting) tailored to the needs of different types of calls, instead of dispatching a marked unit to the scene of every call for service.
- **Case Screening** : many agencies have adopted different investigative responses (e.g., no follow-up, follow-up by patrol, follow-up by detectives) tailored to the needs of different types of criminal and non-criminal cases, instead of assigning every case to a detective.

Prevention Emphasis

Community policing tries to implement a prevention emphasis, based on the common sense idea that although citizens appreciate and value rapid response, reactive investigations, and apprehension of wrongdoers, they would always prefer that their victimizations be prevented in the first place. Most modern police departments devote some resources to crime prevention, in the form of a specialist officer or unit. COP attempts to go farther by emphasizing that prevention is a big part of every officer's job.

A few of the approaches to focusing on prevention that departments have adopted are:

- **Situational Crime Prevention** : the most promising general approach to crime prevention is to tailor specific preventive measures to each situation's specific characteristics.
- **CPTED** : one set of measures used by many departments is CPTED (Crime Prevention Through Environmental Design), which focuses on the physical characteristics of locations that make them conducive to crime.
- **Community Crime Prevention** : many departments now work closely with individual residents and with groups of residents (e.g., block watch) in a cooperative manner to prevent crime.
- **Youth-Oriented Prevention** : many departments have implemented programs or collaborated with others to provide programs designed to prevent youth crime (e.g., recreation, tutoring, and mentoring programs)

- **Business Crime Prevention** : many departments work closely with businesses to recommend personnel practices, retail procedures, and other security measures designed to prevent crime

Geographic Focus

Community policing adopts a geographic focus, to establish stronger bonds between officers and neighborhoods in order to increase mutual recognition, identification, responsibility, and accountability. Although most police departments have long assigned patrol officers to beats, the officers' accountability has usually been temporal (for their shift) rather than geographic. More specialized personnel within law enforcement agencies have been accountable for performing their functions but not for any geographic areas. By its very name, however, community policing implies an emphasis on places more so than on times or functions.

Some of the methods by which COP attempts to emphasize geography are as follows:

- **Permanent Beat Assignment** : patrol officers are assigned to geographic beats for extended periods of time, instead of being rotated frequently.
- **Lead Officers** : since several different officers will be assigned to a beat across 24 hours a day, 7 days a week, often one officer is designed as the lead officer responsible for problem identification and coordination of the efforts of all the officers.
- **Beat Teams** : the basic building block for patrol can be the beat team (all the officers who work a particular beat) rather than the temporal squad or shift.
- **Cop-of-the-Block** : the beat can be sub-divided into smaller areas of individual accountability, so that every patrol officer has general responsibility for a beat and special responsibility for a smaller area.
- **Area Commanders** : middle-level managers (typically lieutenants) can be given responsibility for geographic areas consisting of several beats, instead of being shift or squad commanders.
- **Mini-Stations** : each beat or combination of beats can have its own facility (mini-station, sub-station, or storefront) to give it additional geographic focus for officers and area residents.
- **Area Specialists** : some detectives and other specialists can be assigned to geographic areas instead of to narrow sub-specialties (e.g., a detective handles all, or at least most, of the crimes occurring in a particular neighborhood, instead of handling car thefts from all over the jurisdiction).

Tactical Dimension

The tactical dimension of community policing ultimately translates ideas, philosophies, and strategies into concrete programs, tactics, and behaviors. Even those who insist, "community policing is a philosophy, not a program" must concede that unless community policing eventually leads to some action, some new or different behavior, it is all rhetoric and no reality. Indeed, many commentators have taken the view that community policing is little more than a new police marketing strategy that has left the core elements of the police role untouched. Three of the most important tactical elements of community policing are positive interaction, partnerships, and problem solving.

Positive Interaction

Policing inevitably involves some negative contacts between officers and citizens - arrests, tickets, stops for suspicion, orders to desist, inability to make things much better for victims, etc. Community policing recognizes this fact and recommends that officers offset it as much as they can by engaging in positive interactions whenever possible. Positive interactions have several benefits, of course: they generally build familiarity, trust, and confidence on both sides; they remind officers that most citizens respect and support them; they make the officer more knowledgeable about people and conditions in the beat; they provide specific information for criminal investigations and problem solving; and they break up the monotony of motorized patrol.

Some methods for engaging in positive interaction include:

- **Routine Call Handling** : officers can take the time to engage in more positive interaction in the course of handling calls, instead of rushing to clear calls in order to return to motorized patrol.
- **Meetings** : officers can take every opportunity to attend neighborhood meetings, block watch meetings, civic club meetings, etc.; these can yield productive non-enforcement interactions with a wide spectrum of the community.
- **School-Based Policing** : officers who take the trouble to go into the schools get many opportunities to interact positively with youth, not to mention teachers and other school staff.
- **Interactive Patrol** : too many officers patrol primarily by watching what goes on in public spaces; officers should stop and talk with more people so that their patrolling relies more on interacting than on watching.

Partnerships

Community policing stresses the importance of active partnerships between police, other agencies, and citizens, in which all parties really work together to identify and solve problems. Citizens can take a greater role in public safety than has been typical over the past few decades, and other public and private agencies can leverage their own resources and authority toward the solution of public safety problems. Obviously, there are some legal and safety limitations on how extensive of a role citizens can play in "co-producing" public safety. Just as obviously, it is a mistake for the police to try to assume the entire burden for controlling crime and disorder.

Some of the more interesting police-community partnerships and collaboration innovations include:

- **Citizen Patrols** : in many jurisdictions citizens actively patrol their neighborhoods, usually in cooperation with the police and often in radio or cellular phone communication with police dispatch.
- **Citizen Police Academies** : many departments now operate citizen police academies, typically held in the evenings, that inform interested citizens about the police department and often prepare them for roles as volunteers or citizen patrols.
- **Volunteers** : many departments utilize volunteers, auxiliaries, and reserves in a variety of sworn and non-sworn roles.
- **Schools** : many police departments today work much more closely with schools than in the past, not just with the DARE programs but also with school resource officers, truancy programs, etc.
- **Code Enforcement** : many of the problem locations that police deal with are susceptible to code enforcement for various building and safety violations

- **Nuisance Abatement** : some locations have such a multitude and history of criminal and civil law violations that procedures can be followed to close them down, demolish them, and/or forfeit their ownership to the government.
- **Landlords & Tenants** : many police departments work closely with apartment managers, public housing managers, tenant associations, and similar groups in order to improve leasing practices and prevent problems in rental properties.

Problem Solving

Community policing urges the adoption of a problem solving orientation toward policing, as opposed to the incident-oriented approach that has tended to prevail in conjunction with the professional model. Naturally, emergency calls must be still handled right away, and officers will still spend much of their time handling individual incidents. Whenever possible, however, officers should search for the underlying conditions that give rise to single and multiple incidents. When such conditions are identified, officers should try to affect them as a means of controlling and preventing future incidents. Basically, officers should strive to have more substantive and meaningful impact than occurs from 15-minute treatments of individual calls for service.

Some of the more promising approaches to problem solving include:

- **The CAPRA Model** : many departments use the CAPRA model (clients, acquiring & analyzing info, partnerships, response, assessment) as a guide to the problem solving process for all kinds of crime and noncrime problems.
- **Guardians** : when searching for solutions to problems, it is often helpful to identify so-called guardians, who are people who have an incentive or the opportunity to help rectify the problem (e.g., landlords, school principals, etc.).
- **Beat Meetings** : some departments utilize meetings between neighborhood residents and their beat officers to identify problems, analyze them, and brainstorm possible solutions.
- **Hot Spots** : many departments analyze their calls for service to identify locations that have disproportionate numbers of calls, and then do problem solving to try to lower the call volume in those places.
- **Multi-Agency Teams** : some jurisdictions use problem solving teams comprised not just of police but also of representatives of their agencies (public works, sanitation, parks and recreation, code enforcement, etc.) so that an array of information and resources can be brought to bear once problems are identified.

The Organizational Dimension

It is important to recognize an Organizational Dimension that surrounds community policing and greatly affects its implementation. In order to support and facilitate community policing, police departments often consider a variety of changes in organization, administration, management, and supervision. The elements of the organizational dimension are not really part of community policing per se, but they are frequently crucial to its successful implementation. Three important elements of COP are structure, management, and information.

Structure

Community policing looks at various ways of restructuring police agencies in order to facilitate and support implementation of the philosophical, strategic, and tactical

elements described above. Any organization's structure should correspond with its mission and the nature of the work performed by its members. Some aspects of traditional police organizational structure seem more suited to routine, bureaucratic work than to the discretion and creativity required for COP.

The types of restructuring associated with community policing include:

- **Decentralization** : authority and responsibility can sometimes be delegated more widely so that commanders, supervisors, and officers can act more independently and be more responsive.
- **Flattening** : the number of layers of hierarchy in the police organization can sometimes be reduced in order to improve communications and reduce waste, rigidity, and bureaucracy.
- **De-specialization** : the number of specialized units and personnel can sometimes be reduced, with more resources devoted to the direct delivery of police services (including COP) to the general public.
- **Teams** : efficiency and effectiveness can sometimes be improved by getting employees working together as teams to perform work, solve problems, or look for ways of improving quality.
- **Civilianization** : positions currently held by sworn personnel can sometimes be reclassified or redesigned for non-sworn personnel, allowing both cost savings and better utilization of sworn personnel.

Management

Community policing is often associated with styles of leadership, management, and supervision that give more emphasis to organizational culture and values and less emphasis to written rules and formal discipline. The general argument is that when employees are guided by a set of officially sanctioned values they will usually make good decisions and take appropriate actions. Although many formal rules will still probably be necessary, managers will need to resort to them much less often in order to maintain control over subordinates.

Management practices consistent with this emphasis on organizational culture and values include:

- **Mission** : agencies should develop concise statements of their mission and values and use them consistently in making decisions, guiding employees, and training new recruits.
- **Strategic Planning** : agencies should engage in continuous strategic planning aimed at ensuring that resources and energy are focused on mission accomplishment and adherence to core values; otherwise, organizations tend to get off track, confused about their mission and about what really matters.
- **Coaching** : supervisors should coach and guide their subordinates more, instead of restricting their roles to review of paperwork and enforcement of rules and regulations.
- **Mentoring** : young employees need mentoring from managers, supervisors, and/or peers - not just to learn how to do the job right but also to learn what constitutes the right job; in other words, to learn about ethics and values and what it means to be a good police officer.
- **Empowerment** : under COP, employees are encouraged to be risk-takers who demonstrate imagination and creativity in their work - this kind of empowerment can only succeed, however, when employees are thoroughly familiar with the organization's core values and firmly committed to them.

- **Selective Discipline** : in their disciplinary processes, agencies should make distinctions between intentional and unintentional errors made by employees and between employee actions that violate core values versus those that merely violate technical rules.

Information

Doing community policing and managing it effectively require certain types of information that have not traditionally been available in all police departments. In the never-ending quality versus quantity debate, for example, community policing tends to emphasize quality. This emphasis on quality shows up in many areas: avoidance of traditional bean-counting (arrest, tickets) to measure success, more concern for how well calls are handled than merely for how quickly they are handled, etc. Also, the geographic focus of community policing increases the need for detailed information based on neighborhoods as the unit of analysis. The emphasis on problem solving highlights the need for information systems that aid in identifying and analyzing a variety of community-level problems. And so on.

Several aspects of police administration under COP that have implications for information are:

- **Performance Appraisal** : individual officers can be evaluated on the quality of their community policing and problem solving activities, and perhaps on results achieved, instead of on traditional performance indicators (tickets, arrests, calls handled, etc.)
- **Program Evaluation** : police programs and strategies can be evaluated more on the basis of their effectiveness (outcomes, results, quality) than just on their efficiency (efforts, outputs, quantity).
- **Departmental Assessment** : the police agency's overall performance can be measured and assessed on the basis of a wide variety of indicators (including customer satisfaction, fear levels, problem solving, etc) instead of a narrow band of traditional indicators (reported crime, response time, etc.)
- **Information Systems** : an agency's information systems need to collect and produce information on the whole range of the police function, not just on enforcement and call-handling activities, in order to support more quality-oriented appraisal, evaluation, and assessment efforts.
- **Crime Analysis** : individual offices need more timely and complete crime analysis information pertaining to their specific geographic areas of responsibility to facilitate problem identification, analysis, fear reduction, etc.
- **Geographic Information Systems (GIS)** : sophisticated and user-friendly computerized mapping software available today makes it possible for officers and citizens to obtain customized maps that graphically identify "hot spots" and help them more easily picture the geographic locations and distributions of crime and related problems.

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SNOHOMISH COUNTY SHERIFF' OFFICE
Everett, Washington

CONTRACT MODELS

Model 1: Calls for Service Only

This model incorporates the handling of calls for service only. No Full Time Equivalent (FTE) employees are contracted for by the entity (e.g., a city). The contracting entity (e.g., a county) responds to and handles all calls for service, any necessary follow-up, arrests and bookings, etc. The city is charged for the calls on the basis of the cost to the county for the average call for service.

Model 2: Calls for Service plus Patrol Time (Town of Index Plan)

This model adds proactive patrol time to the Model 1 scenario. The city pays for a specified amount of patrol time per day, week or month. No FTEs are dedicated to the city, rather the service is provided by on-duty FTE's employed by the county. The city is charged for the time based on the hourly cost to the county of a deputy's time.

Model 3: Dedicated FTEs/Partial Coverage (City of Gold Bar's First Plan)

Under this model, the county provides FTEs dedicated to the city, but does not provide 24/7 coverage. During those times when dedicated FTEs are not on duty, FTEs from the unincorporated county area handle the calls for service in the city. The city pays for those calls on a call-by-call basis as in Model 1. If the dedicated FTEs are called out into the unincorporated county to handle calls, the city is given a credit according to the average cost of a call for service.

Model 4: Dedicated FTEs/Full Coverage (City of Stanwood Plan)

In this model, the city pays for FTEs dedicated to the city and buys enough FTEs to maintain 24/7 coverage. The FTEs stay in the city except for emergency calls outside the city. The city pays for the direct cost of the FTE's (salary, benefits, operating costs on an annualized basis).

Model 5: Regional Contract (Town of Darrington and City of Gold Bar Plan)

Under this scenario, a city or cities share the cost with the county to police a "region" of county area within which both unincorporated area and city limits lie. The costs of policing the region are determined, and the city or cities are charged their share of the costs. Costs are determined on the basis of how many deputies it takes to police the region 24/7 multiplied by the annual cost of a patrol deputy.

Model 6: Chief of Police (Only)

In this model, a city contracts for one person to act as their Chief of Police, managing the existing police department's personnel and resources. The Chief answers to either the Mayor or the City manager, depending on the form of government the city employs. The city pays the county for salary, benefits and operating costs on an annualized basis, for the appropriate level of management responsibility/authority required (sergeant, lieutenant or captain).

Sultan Contract Cost Proposal
17-Aug-06

Sultan Contract Costs

Years 2007-2009

		2007	2008	2009
Personnel				
	FTE	Annual cost		
Patrol Deputy	7	\$ 90,906	\$ 636,342	\$ 700,961
Sergeant	2	\$ 109,997	\$ 219,994	\$ 232,785
Lieutenant	1	\$ 117,796	\$ 117,796	\$ 130,206
Law Enforcement Secretary	1	\$ 53,538	\$ 53,538	\$ 55,144
Law Enforcement Technician	1	\$ 52,776	\$ 52,776	\$ 54,359
Subtotal		\$	\$ 974,132	\$ 1,063,952
Overtime				
Subtotal		\$	\$ 100,000	\$ 103,000
Other Costs				
Start-up costs for comm. Personnel	10	\$ 4,480	\$ 44,800	\$ -
Start-up costs for non-comm. Personnel	2	\$ 850	\$ 1,700	\$ -
Start-up costs for new vehicle purchases*	5	\$ 41,320	\$ 68,867	\$ 68,867
Start-up costs for old vehicle replacement fund	5	\$ 71,311	\$ 71,311	\$ -
Copy Lease Maintenance		\$	\$ 3,840	\$ 3,840
Phones/information services		\$	\$ 36,000	\$ 36,000
Office supplies		\$	\$ 6,500	\$ 6,500
Subtotal		\$	\$ 233,018	\$ 115,207
Credits				
Credit for police facility		\$	\$ (25,200)	\$ (25,200)
Credit for police equipment		\$	\$ (20,000)	\$ -
Credit for police vehicles	11	\$	\$ (85,000)	\$ -
Subtotal		\$	\$ (130,200)	\$ -
Grand Total by Year		\$	\$ 1,176,950	\$ 1,256,958
Grand Total for 3 years				\$ 3,738,643

Notes

Personnel costs include salary, benefits and operating costs, including vehicle operating costs and replacement.

Year 2008 reflects a salary step increase plus a 4.2% COLA based on the June 2006 CPI.

Year 2009 reflects a 4.2% COLA based on the June 2006 CPI.

Overtime is an estimate for the aggregate use by all personnel.

* Spread over 3 years

Credits are placeholder amounts pending the determination of fair market value.

SNOPAC and SERS 800 MHz costs not included.

All costs subject to change prior to contract execution.

1/25/2007

AFTER RECORDING RETURN TO:

Snohomish County Council
Attn: Barbara Sikorski
3000 Rockefeller Avenue, M/S 609
Everett, WA 98201

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SNOHOMISH COUNTY, WASHINGTON

**INTERLOCAL AGREEMENT BETWEEN
SNOHOMISH COUNTY AND THE CITY OF STANWOOD
RELATING TO LAW ENFORCEMENT SERVICES**

ORIGINAL

THIS AGREEMENT, entered into by and between Snohomish County, a political subdivision of the State of Washington (hereinafter referred to as the **COUNTY**), and the City of Stanwood, a municipal corporation of the State of Washington (hereinafter referred to as the **CITY**), **WITNESSES THAT:**

WHEREAS, the **CITY'S** geographical boundaries lie entirely within the **COUNTY**; and

WHEREAS, the **CITY** possesses the power, legal authority and responsibility to provide law enforcement services to the citizens within its boundaries; and

WHEREAS, the **COUNTY**, through the Snohomish County Sheriff's Office (hereinafter referred to as the **SHERIFF**) provides law enforcement services to the citizens of Snohomish County; and

WHEREAS, the **COUNTY** has the power and legal authority to extend those law enforcement services into the geographical area of the **CITY**; and

WHEREAS, Chapter 39.34 RCW authorizes two or more public entities to contract with each other to perform functions that each may individually perform; and

WHEREAS, the **CITY** desires to enter into an agreement with the **COUNTY** whereby the **COUNTY**, through the **SHERIFF**, will provide quality law enforcement services to the **CITY** and its inhabitants; and

WHEREAS, the **COUNTY** agrees to render such law enforcement services, through the **SHERIFF**;

NOW THEREFORE, in consideration of the covenants, conditions, performances, and promises contained herein, the parties agree as follows:

1.0 BASE LEVEL SERVICES. The **COUNTY** will provide within **CITY** limits the following law enforcement services, rendering such services in the same manner, and with the same equipment, as is customarily provided by the **COUNTY** in unincorporated Snohomish County unless otherwise set forth herein:

1.1 PATROL SERVICES. The **COUNTY** will provide Police Patrol Services as the first response for the enforcement of state law and city adopted municipal, criminal and traffic codes. Patrol services shall include reactive patrol to respond to calls for service, proactive patrol to prevent and deter criminal activity, and traffic patrol to enforce applicable traffic codes and investigate collisions. The deputies assigned to the **CITY** in accordance with this Agreement will provide patrol services during their scheduled work shifts exclusively within the **CITY** limits, provided that deputies may be directed to duties outside the **CITY** in cases of emergency only.

1.2 INVESTIGATIVE SERVICES. The **COUNTY** will provide Investigative Services consisting of follow-up investigations by detectives assigned to patrol precincts investigating crimes such as burglary or auto theft, and by detectives assigned to the Investigations Division investigating crimes such as homicide, drug offenses, special assaults, fraud, missing persons, vice, child abuse, and major collisions. These detectives are supported by polygraph, evidence control, and the Automatic Fingerprint Identification System (AFIS).

1.3 SPECIAL SERVICES. The **COUNTY** will provide Special Services that may include, but are not limited to, K-9 patrol, hostage negotiations, Emergency Response Team, bomb disposal, sex offender registration, dive team, reserve deputy support, Crime Prevention Officers, and volunteer community crime prevention.

1.4 SUPPORT SERVICES. The **COUNTY** will provide Support Services that include planning & research, subpoena control, training, accounting, payroll, personnel, labor relations, media relations, fleet management, radio maintenance, purchasing, records, internal investigations, contract administration and precinct support.

1.5 RECORDS. The **CITY** will perform required data entry into the RMS system in accordance with this Agreement, and shall maintain records in the police department facility.

1.6 EVIDENCE. The **COUNTY** will process and maintain Evidence and Property collected as a result of investigations occurring within the **CITY** in the same manner used for **SHERIFF** investigations occurring in the unincorporated portions of the **COUNTY**.

2.0 ORGANIZATION. The **COUNTY** will provide the services identified in Section 1.0 through the following organization:

2.1 CHIEF OF POLICE. After considering the advice and recommendations of the **CITY**, the **COUNTY** will designate a **SHERIFF'S** lieutenant to act as the Chief of Police. The Chief of Police will coordinate service delivery, attend Council and other public meetings as required by the **CITY**, prepare budget requests, schedule employees, maintain integrity of records and evidence, and generally manage law enforcement activities on behalf of the **CITY**. The **SHERIFF** has no interest in defining law enforcement issues and priorities of importance to the **CITY** to the extent that the **CITY's** directives to the Chief of Police are lawful. The Mayor shall maintain the authority to define law enforcement issues and priorities to the Chief of Police or his designee. The Chief of Police and all other personnel assigned to the **CITY** under this Agreement will respond to the general law enforcement issues and priorities identified by the Mayor.

2.2 ASSIGNED SUPERVISORY PERSONNEL. In addition to the Chief of Police, the **COUNTY** will assign at least one **SHERIFF's** sergeant to work within the **CITY** to assist the Chief of Police. The assigned sergeant(s) will assist the Chief of Police with supervision of other assigned personnel, and may also provide patrol, investigative, or special services. The number of sergeants assigned to the **CITY** shall be that listed in Addendum 2, attached hereto and incorporated herein by reference. The **COUNTY** may assign additional sergeants if requested and contracted for by the **CITY**.

2.3 ASSIGNED DEPUTY SHERIFF PERSONNEL. The **COUNTY** will assign fully commissioned deputy sheriffs to the **CITY**, as shown in Addendum 2 or as amended per section 6.3 of this Agreement. These deputies will be dedicated to providing the law enforcement needs of the **CITY** by performing patrol, investigative or special services under supervision of the Chief of Police and the sergeant(s).

2.4 JOINT USE OF POLICE DEPARTMENT FACILITY. Since both the **COUNTY** and the **CITY** will benefit from the use of existing **CITY** space by Sheriff's deputies assigned to patrol the **CITY** and the surrounding unincorporated **COUNTY** area, the **COUNTY** will provide a credit to the **CITY** per Addendum 1, which is attached hereto and incorporated herein by this reference. The parties agree that for the purposes of community identity, the facility may be identified as the "Stanwood Police Department" if the **CITY** so desires, but for purposes of this Agreement the facility will be considered a Sheriff's Office substation.

2.5 WORK LOCATION. Assigned personnel identified in Sections 2.1, 2.2 and 2.3 above shall provide the described services exclusively within the **CITY** limits, provided that personnel may be directed to duties outside the **CITY** in cases of emergency only.

2.5 MARKING OF VEHICLES AND UNIFORMS. The vehicles and uniforms of the Chief of Police, sergeant(s) and deputies assigned full time to the **CITY** under this Agreement will display identification of the **CITY**. The **CITY** will determine the form of identification; provided, the **SHERIFF'S** badge will be retained on the uniform and any marked vehicles display a small graphic stating "Law enforcement services provided by the Snohomish County Sheriff's Office" or something similar and mutually acceptable.

3.0 REPORTING.

3.1 REPORTING DISTRICTS. The **COUNTY** will maintain reporting districts that are coterminous with the city boundaries to enable accurate data collection on criminal and traffic activity and on dispatched calls for service.

3.2 NOTIFICATION TO MAYOR. The Mayor will provide the Chief of Police with a list of events that are considered "significant criminal occurrences." The Chief of Police will promptly notify the Mayor in the event of a significant criminal occurrence within the **CITY**.

3.3 ACTIVITY REPORTS. Each month, the **COUNTY** will provide reports to the **CITY**, through the Chief of Police, on criminal and traffic activity within the city limits.

3.4 MEDIA RELEASES. The **SHERIFF'S** Public Affairs Officer will prepare news releases concerning major crime investigations conducted by **SHERIFF** investigators and will send a copy to the Mayor or the Mayor's designee and to the Chief of Police. The Chief of Police, or the Chief of Police and the **SHERIFF'S** Public Affairs Officer, will prepare media releases

concerning law enforcement activities conducted by deputies assigned to the **CITY** under this Agreement. Any such release of information to the media that is deemed to be sensitive or likely to cause concern or alarm shall be provided to the Mayor or the Mayor's designee before its release. All other routine media releases concerning law enforcement activities in Stanwood will be forwarded to the Mayor or the Mayor's designee for review, concurrent with, or before release to, the media. Information concerning performance under this Agreement shall not be released to the media by either party without first discussing the issues involved with the other party.

4.0 PERSONNEL AND EQUIPMENT.

4.1 **INDEPENDENT CONTRACTOR.** The **COUNTY** is acting hereunder as an independent contractor so that:

4.1.1 **SERVICE PROVIDED BY COUNTY EMPLOYEES.** All County Employees rendering services hereunder shall be considered employees of the **COUNTY** for all purposes.

4.1.2 **CONTROL OF PERSONNEL.** With the exception of enforcement issues and priorities, the **COUNTY** shall control the conduct of personnel, including standards of performance, discipline and all other aspects of performance.

4.1.3 **CHIEF OF POLICE WORK SCHEDULES.** The **CITY** shall establish the work schedule and enforcement issues and priorities of the Chief of Police appointed pursuant to paragraph 2.1.

4.1.4 **OPERATIONAL CONTROL BY POLICE CHIEF.** Operational control of personnel, including but not limited to establishing work shifts and schedules, assignments, training requirements, overtime, etc. shall be the responsibility of the Police Chief. Notwithstanding terms and conditions contained in this Agreement, such operational control shall be consistent with provisions contained in the **SHERIFF'S** Office Manual of Policy and Procedures.

4.1.5 **CITY RIGHT TO REQUEST REPLACEMENT OF PERSONNEL.** The **CITY** shall have the right to require the **COUNTY** to replace deputy and sergeant personnel assigned to provide services under this Agreement, provided such requirement is made for reasonable cause. "Reasonable cause" shall include, but not be limited to, the following: Documented inability to correct performance deficiencies without resorting to formal discipline; an abrasive style that generates multiple citizen complaints over an

extended period of time; an inability or unwillingness to perform law enforcement duties required by the **CITY** that are not normally performed by Sheriff's deputies in unincorporated Snohomish County.

4.1.6 **REPLACEMENT OF POLICE CHIEF.** The Chief of Police designated under paragraph 2.1 may be replaced in the manner described in the paragraphs which follow.

4.1.6.1 **CITY REQUEST.** The **COUNTY** will replace the Chief of Police designated under paragraph 2.1 within fifteen (15) days of receipt of a written request from the **CITY** outlining the reasons for said request. Any written request for replacement of the Chief of Police shall be delivered to the Sheriff personally or by certified or registered mail.

4.1.6.2 **COUNTY REQUEST**

A. The **COUNTY** may replace the Chief of Police designated under paragraph 2.1; provided,

1. The lieutenant currently serving as Police Chief has been assigned to the **CITY** in that capacity for three consecutive years; or
2. The lieutenant assigned to the **CITY** as Police Chief has been promoted to a higher rank within the Sheriff's Office; or
3. The **CITY** agrees to the **COUNTY's** request to replace the lieutenant.

B. The **COUNTY** will provide the **CITY** with a minimum of 60 days notice of its intent to replace the lieutenant assigned to the **CITY**. If replacement is a result of the lieutenant being promoted to a higher rank within the **SHERIFF'S** Office, the **CITY** may retain the person assigned beyond 60 days by paying the **COUNTY** the difference in salary and benefits between lieutenant and the higher ranking position.

C. When the Chief of Police is replaced pursuant to this section, the **COUNTY** will provide the replacement lieutenant to the **CITY** a minimum of two weeks prior to the actual transfer in order to ensure an effective transition.

4.2 **SICK LEAVE TEMPORARY REPLACEMENT.** If a lieutenant, deputy, or sergeant assigned to the **CITY** is absent from duty due to illness or injury for longer than the average annual sick leave usage for the LEOFF II patrol deputy work force, the **COUNTY** will provide

a replacement on the first working day after the average annual sick leave period has been exceeded. The average annual usage of sick leave for the LEOFF II patrol deputy work force will be calculated in January of each year from the previous calendar year. This figure will be provided to the **CITY** with the invoice for January of each year that this Agreement is in effect.

4.3 **DISCIPLINARY TEMPORARY REPLACEMENT.** If a deputy or sergeant assigned to the **CITY** is absent from duty due to disciplinary action for a period in excess of one work day, the **COUNTY** will provide a replacement during the remaining term of the discipline.

4.4 **POLICE CHIEF: TEMPORARY REPLACEMENT, UNPLANNED OR ANNUAL LEAVE.** If the Chief of Police assigned to the **CITY** is absent from duty for annual leave or any unplanned reason for a period of ten (10) consecutive work days, the **COUNTY** will provide a replacement Chief of Police beginning on the 11th work day until such time as the Chief of Police assigned to the **CITY** is able to return to his duties as Police Chief. Furthermore, The **COUNTY** will provide a replacement Chief of Police beginning on the twenty-first work day in any calendar year in which the Chief of Police assigned to the **CITY** takes annual leave in excess of twenty work days cumulatively during the year.

4.5 **POLICE CHIEF: TEMPORARY REPLACEMENT, PLANNED ABSENCE.** If the Chief of Police assigned to the **CITY** is absent for any pre-planned reason other than annual leave (example: attendance at FBI Academy or some other long term work-related training), for a period in excess of ten (10) consecutive work days, the **COUNTY** will provide a replacement Chief of Police beginning on the first day of the planned absence.

4.6 **DEATH OR TOTAL DISABILITY OF POLICE CHIEF.** In the event of the designated Chief of Police's death or total disability, the **COUNTY** will provide a replacement Chief of Police as soon as reasonably practicable.

4.7 **TRANSFER OF EQUIPMENT REPLACEMENT.** Equipment purchased by the **COUNTY** with funds provided by the **CITY** for the purpose of providing services under this Agreement or any predecessor agreement shall become property of the **CITY** upon termination of this Agreement. The **COUNTY** shall provide the **CITY** with a list of capital equipment covered by this section which shall be updated annually. The **CITY** shall retain any money contributed towards reserve accounts for future replacement, purchase or upgrade of this equipment upon the termination of this Agreement.

4.8 **EQUIPMENT REPLACEMENT.** Equipment purchased by the **COUNTY** with funds provided by the **CITY** for the purpose of providing services under this Agreement shall be maintained in a manner, and replaced at a point in time, no later than is consistent with

the customary maintenance and replacement schedule for like equipment provided by the COUNTY in policing unincorporated Snohomish County. The CITY shall have the option to pay a lesser annual replacement rate in exchange for using its vehicles beyond the replacement time period utilized by the COUNTY; provided, the replacement takes place at the customary mileage limit for all like equipment in use by the SHERIFF.

5.0 PERFORMANCE REVIEW SCHEDULE. The Sheriff or the Sheriff's designee shall meet with the CITY as needed and at least annually to discuss performance under this Agreement. The CITY shall have an opportunity to comment on its satisfaction with the service delivered and request adjustments or modifications.

6.0 COMPENSATION.

6.1 CONTRACT AMOUNT. In consideration for the base level services provided by the COUNTY as set forth herein, the CITY promises to pay the COUNTY a sum, quarterly, equal to one-fourth of the amount determined to be the annual grand total according to Addendum 2; provided, the costs may be adjusted in accordance with paragraph 13.0, and with the outcome of binding interest arbitration proceedings should those proceedings not be concluded prior to the execution of this Agreement; and provided further, that salary and benefit costs increase or decrease more than one (1%) percent.

6.2 BILLING. The CITY will be billed in equal quarterly amounts for services rendered. Payments are due within 30 days after invoicing by the COUNTY. Payment shall be made to:

Snohomish County Sheriff's Office
Fiscal Division
M/S 606 3000 Rockefeller Avenue
Everett, WA 98201

6.3 ADJUSTMENT OF LEVEL OF STAFF SERVICES. In the event the CITY is unable to fund this Agreement in its entirety, the CITY will notify the COUNTY in writing at least 60 days prior to any changes regarding the level of staff services, and related capital equipment. The COUNTY shall make its best efforts to accommodate such staffing level changes requested by the CITY and if the COUNTY is able to do so, the parties agree to amend this Agreement per section 13.0.

7.0 CITY RESPONSIBILITIES.

In support of the **COUNTY** providing the services described in Section 1 and 2 above, the **CITY** promises:

7.1 **MUNICIPAL AUTHORITY**. To hereby confer municipal police authority on such **COUNTY** deputies as might be engaged hereunder in enforcing city ordinances within city boundaries, for the purposes of carrying out this agreement;

7.2 **CRIMINAL JUSTICE SYSTEM SERVICES (JAIL, PROSECUTION, DISTRICT COURT AND ASSIGNED COUNSEL)**. To provide for criminal justice system services necessary to support this Agreement that are directly attributable to enforcement of state and municipal laws within **CITY** limits;

7.3 **CITY PROVIDES SPECIAL SUPPLIES**. To supply at its own cost and expense any special supplies, stationery, notices, forms, equipment, uniforms and the like where such is required by the **CITY** or must be issued in the name of the **CITY**;

7.4 **SNOPAC CONTRACT**. To maintain its contract with SNOPAC for radio communication, dispatch services and CAD/RMS terminal assessments;

7.5 **VIOLATIONS BUREAU--CITY RETAINS REVENUE**. To retain its Violations Bureau and to retain revenue from traffic infractions in the same manner as it did before this Agreement was implemented;

7.6 **CITY PROVIDES CIVILIAN SUPPORT STAFF**. To provide a minimum of 2.0 full time equivalent civilian support staff at **CITY** expense dedicated exclusively to the needs of the police department, as determined by the Chief of Police, during the term of this Agreement; and

7.7 **CITY MAINTAINS BUILDING**. To maintain, at **CITY** expense, the police department building and its related utilities (except telephone), janitorial services, furnishings and **CITY** owned equipment at the same level of maintenance as other **CITY** owned and operated buildings.

8.0 DURATION.

This Agreement will become effective on January 1, 2005, or as soon thereafter as it has been duly authorized, executed by both parties, and filed with the Snohomish County Auditor as required by RCW 39.34.040. This Agreement shall remain in effect through December 31, 2007,

unless either party initiates termination procedures as outlined in Section 9 or termination is necessary due to a lack of sufficient legislative appropriation by either or both parties.

In the event of lack of legislative appropriation by the COUNTY Council, the CITY shall have the option of paying for services set forth in this contract in advance.

9.0 TERMINATION PROCESS.

Either party may initiate a process to terminate this Agreement as follows:

9.1 WRITTEN NOTICE REQUIRED. The party desiring to terminate this Agreement shall provide written notice to the other party.

9.2 TRANSITION PLAN. Upon receipt of such notice, the parties agree to commence work on, and to complete within 120 days, an orderly transition of responsibilities from the COUNTY to the CITY over a minimum time frame of twelve months; provided, the minimum time frame to complete and implement a transition plan may be shortened as necessary if this Agreement is terminated due to lack of legislative appropriation by either party. The transition plan shall identify and address personnel, capital equipment, workload, responsibility for on-going investigations, and any other issues related to the transition. Each party shall bear its respective costs in developing the transition plan.

9.3 FINAL NOTICE OF INTENT TO TERMINATE. Upon completion of a mutually agreed upon transition plan, or as necessary if this Agreement is terminated due to lack of legislative appropriation, either party may provide official written notice of its intent to terminate this Agreement consistent with the contents of the plan, or as necessary due to lack of legislative appropriation.

9.4 RETURN OF EQUIPMENT AND FUNDS. Upon termination of this Agreement, the COUNTY shall deliver to the CITY all equipment used to provide service to the CITY under this Agreement that was purchased (either directly or through reimbursement) with CITY funds. The COUNTY shall also deliver to the CITY any funds in Equipment Rental and Revolving (ER&R) or other reserve accounts accumulated for future vehicle or equipment purchases on behalf of the CITY.

10.0 NOTICES. Any notice provided for or concerning this Agreement shall be in writing and shall be deemed given when delivered personally or when sent by certified or registered mail to the following:

Any notice to **SNOHOMISH COUNTY** shall be sent or delivered to:

Snohomish County Sheriff
M/S 606 3000 Rockefeller Ave.
Everett, WA 98201

Any notice to the **CITY OF STANWOOD** shall be sent or delivered to:

Mayor
10220 270th Street NW
Stanwood, WA 98251

11.0 INDEMNIFICATION.

11.1 **COUNTY RESPONSIBILITY.** The **COUNTY** shall protect, save harmless, indemnify and defend the **CITY**, its elected and appointed officials, officers, employees and agents, from and against any loss or claim for damages of any nature whatsoever, including claims by third parties or **COUNTY** employees against which it would otherwise be immune under Title 51 RCW or other law, arising out of any act or omission of the **COUNTY** in performance of this Agreement, its elected or appointed officials, officers, employees or agents, except to the extent the loss or claim is attributable to the negligence or willful misconduct of the **CITY**, its elected or appointed officials, officers, employees or agents.

11.2 **CITY RESPONSIBILITY.** The **CITY** shall protect, save harmless, indemnify and defend the **COUNTY**, its elected and appointed officials, officers, employees and agents from and against any loss or claim for damages of any nature whatsoever, including claims by third parties or **CITY** employees against which it would otherwise be immune under Title 51 RCW or other law, arising out of any act or omission of the **CITY** in performance of this Agreement, its elected or appointed officials, officers, employees or agents, except to the extent the loss or claim is attributable to the negligence or willful misconduct of the **COUNTY**, its elected or appointed officials, officers, employees or agents.

11.3 **CITY ORDINANCES.** In executing this Agreement, the **COUNTY** does not assume liability or responsibility for or in any way release the **CITY** from any liability or responsibility that arises in whole or in part from the existence or effect of **CITY** ordinances, rules or regulations. In any cause, claim, suit, action or administrative proceeding in which the enforceability and/or validity of any such **CITY** ordinance, rule

or regulation is at issue, the CITY shall defend on that issue at its sole expense, and if judgment is entered or damages are awarded against the CITY, the COUNTY, or both, on that issue, the CITY shall satisfy the same, including all chargeable costs and attorney's fees, attributable to the existence or effect of a CITY ordinance, rule, or regulation. In any such cause, claim, suit, or action, each party shall otherwise remain responsible for its own acts or omissions, as well as those of its elected and appointed officials, officers, employees and agents, as provided in paragraphs 11.1 and 11.2 to this Agreement.

12.0 AUDITS AND INSPECTIONS. The records and documents with respect to all matters covered by this Agreement shall be subject to inspection, review or audit by the COUNTY or the CITY during the term of this Agreement and for a period of three years after termination.

13.0 AMENDMENTS. This Agreement may be amended at any time by mutual written agreement of the parties that is executed and filed with the COUNTY Auditor as required by RCW 39.34.040.

14.0 NO THIRD PARTY BENEFICIARY. The COUNTY and the CITY agree that this Agreement shall not confer third party beneficiary status on any non-party, including the citizens of either the COUNTY or the CITY.

15.0 LEGAL REQUIREMENTS. Both parties shall comply with all applicable federal, state and local laws in performing this Agreement.

16.0 VENUE. The laws of the State of Washington shall apply to the construction and enforcement of this agreement. Any action at law, suit in equity, or judicial proceedings for the enforcement of this agreement or any provision hereto shall be in the Superior Court of Snohomish County, Everett, Washington.

17.0 WAIVER OF DEFAULT. Waiver of any default shall not be deemed as a waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms of this Agreement unless stated to be such through written approval by the COUNTY, which shall be attached to the original Agreement and filed with the COUNTY Auditor.

18.0 DISPUTE RESOLUTION

18.1 In the event differences between the CITY and the COUNTY should arise over the terms and conditions of this Agreement, the SHERIFF and the Mayor, or their respective designees, shall attempt to resolve any problems on an informal basis.

18.2 If the problem cannot be resolved informally, the matter shall be referred to the Snohomish County Dispute Resolution Center for mediation.

18.3 If mediation is not successful, either party may institute legal action to enforce the terms and conditions of this Agreement. The prevailing party in any legal action shall be entitled to reasonable attorney's fees and court costs.

19.0 ENTIRE AGREEMENT. The parties agree that this Agreement is the complete expression of the terms hereto and any oral representations or understandings not incorporated herein are excluded. Both parties recognize that time is of the essence in the performance and the provisions of this Agreement.

20.0 SEVERABILITY CLAUSE. Should any clause, phrase, sentence or paragraph of this Agreement be declared invalid or void, the remaining provisions of this Agreement shall remain in full force and effect.

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In witness whereof, the parties have executed this Agreement.

SNOHOMISH COUNTY

CITY of STANWOOD

SUSAN NEELY
Executive Director

Susan Neely
for Aaron Reardon, County Executive

Herb Kuhnly
Herb Kuhnly, Mayor

DATE: June 29, 2005

DATE: _____

APPROVED AS TO FORM:

APPROVED AS TO FORM:

George Marsh
George Marsh, Deputy Prosecutor

Grant Weed
Grant Weed, City Attorney

DATE: 10/4/04

DATE: 11-12-04

APPROVAL RECOMMENDED:

Steven B. O'Connor (FOM)
Robert R. Bart, Sheriff

DATE: 10/06/04

REVIEWED BY RISK MANAGEMENT:

APPROVED OTHER ()

Leah Vergosen
for Leah Vergosen, Risk Manager

DATE: 1/15/05

ADDENDUM 1

Building Credit-Stanwood Police Department Facility

Building credit is determined by the following formula:

Approximate 3400 square feet of furnished office space;

\$12.00 value per square foot per year*;

$\$12.00 \times 3400 = \$40,800$ per year credit for years 2005-2007.

* Fair market value for commercial office space as determined by a survey of Stanwood area real estate companies, PROVIDED that if the City builds and occupies a replacement police facility during the term of this agreement, this square foot value may be adjusted in accordance with Section 13.0.

Addendum 2

Stanwood Contract Costs

Years 2005-2007			2005		2006		2007
Personnel							
Patrol deputies	6	\$ 86,288	\$	517,728	\$	533,260	\$ 549,258
School Resource Officer	1	\$ 83,232	\$	83,232	\$	85,729	\$ 88,301
Sergeant	2	\$ 101,797	\$	203,594	\$	209,702	\$ 215,993
Detective	1	\$ 84,304	\$	84,304	\$	86,833	\$ 89,438
Lieutenant	1	\$ 112,250	\$	112,250	\$	115,618	\$ 119,086
Subtotal			\$	1,001,108	\$	1,031,141	\$ 1,062,075
Overtime							
Subtotal			\$	105,100	\$	108,253	\$ 111,501
Other Costs							
Start-up costs for 1 new Sgt.	1	\$ 4,480	\$	4,480	\$	-	\$ -
Start-up costs for Sgt. Vehicle*	1	\$ 41,320	\$	13,773	\$	13,773	\$ 13,773
Copy Lease Maintenance			\$	3,840	\$	3,840	\$ 3,840
Phones/Communication			\$	12,180	\$	12,180	\$ 12,180
Office supplies			\$	6,500	\$	6,500	\$ 6,500
Subtotal			\$	40,773	\$	36,293	\$ 36,293
Credits							
Credit for Police Facility (Addendum 1)**			\$	(40,800)	\$	(40,800)	\$ (40,800)
Grand Total by Year			\$	1,106,181	\$	1,134,888	\$ 1,169,069
Grand Total for 3 years						\$	3,410,138

Notes

Personnel costs include salary, benefits and operating costs, including vehicle operating costs and replacement. Year 2005 costs represent an estimated 3% increase in personnel costs due to pending binding interest arbitration proceedings.

Years 2006 and 2007 reflect an estimated 3% annual increase in personnel costs.

Overtime is calculated on average use in 2003 for all SCSO ranks and assignments represented in Stanwood, (with 3% annual increase for 2004 and 2005) to arrive at the 2005 starting overtime figure.

* Spread over 3 years

** Subject to adjustment upon occupancy of the City's new Police Facility.