

**CITY OF PARK RAPIDS
CITY COUNCIL WORKSHOP
JULY 26, 2016, 5:00 PM
Park Rapids Public Library-Lower Level
Park Rapids, Minnesota**

1. CALL TO ORDER: Mayor Pat Mikesh called the City Council Workshop for July 26th, 2016, to order at 5:00 p.m.

2. ROLL CALL: Present: Mayor Pat Mikesh, Councilmembers Ryan Leckner, Rod Nordberg, Erika Randall, and Paul Utke. Absent: None. Staff Present: Administrator John McKinney, Planner Ryan Mathisrud, Public Facilities Maintenance Superintendent Chris Fieldsend, Treasurer Angela Brumbaugh, Public Safety Director Harlan Johnson, and Clerk Margie Vik. Others Present: Dennis Kusak, Dick Rutherford, Justin Frette, Carrie Parks, Mike Mercil, Robert Gilmore, and Kevin Cederstrom from the Enterprise.

3. PRESENTATION:

A. Police Department Study by Upper Midwest Community Policing Institute: Dennis Kusak, Executive Director of the Upper Midwest Community Policing Institute, stated the City Council requested we conduct an organizational study of the police department. You have been given the official copies of the report. I will be giving an overview of the entire report. Our company is a Minnesota 501C3. We are a law enforcement consulting, training, and technical assistance association. We provide these services throughout the United States, on behalf of the Department of Justice, the Community Policing Services, and the Bureau of Justice Assistance.

Kusak stated the areas we were asked to look at include leadership and communication practices of the police department, organizational structure and staffing patterns, regulations, policies and procedures, work place culture, and teamwork. The methodology that was used to collect the information was review of documents that were provided to us by the police department, and we interviewed eighteen people, including members of the police department, the City Council, and other pertinent stakeholders that the city administrator choose to include in the study. We had an onsite inspection of the facilities and key functions of the department, including examining the property room and the procedures that are used to govern the property room.

Kusak stated we do this kind of work all over the United States. On first impression when one comes from the outside, you have a fine group of dedicated officers. They care about the profession of policing. That's just a sample of the talent you have. You get the people that you hire in character, so they are committed to the policing profession. You also provided them with very good equipment. In addition to the vehicles, they have a state of the art computer, dispatch, and records management system. You were recognized as one of eight Minnesota outstanding agencies for traffic enforcement and safety activities.

Kusak stated the purpose of the leadership is to implement a leadership model that provides direction to the organization, aligns the personnel, and motivates movement

towards a common goal. In this area, we look at things like management systems, accountability, strategic plan, policies and procedures, evaluations, this is how we know the officers are doing well, transparency of the organization, and the culture. The culture makes the organization deliver the kinds of service the citizens deserve and expect. Some of the key findings, you will see this theme through the whole presentation, there was no vision or written goals for the organization that guided it to a common conclusion at the end of each year. There was a lack of management tool systems within the organization. I've indicated some of the very basic to insure that you have a properly functioning police department and that is the field training program. If you don't train the officers right, you can't expect performance. You take advantage of part time officers who come from other agencies. That means you have to train them the way you do it. Policing is different in every agency. To insure consistency for your citizens you need to have a field training program. Supervision stood out. I'm not saying they needed supervision, they deserve supervision. They deserve guidance, coaching, mentoring, and support as they go about doing the work on your behalf. They need personal performance evaluations. The officers need to know how they are doing. The chief needs to know how they are doing, and ultimately, the City Council has to know that the goals that you believe and the desired level of service that you want for the community, is communicated, evaluated, and the officers that are doing that work the way we want it done need to be recognized and valued, and this is one of the bests ways we can do that, along with building their individual educational performance career steps.

Kusak stated we recommend you have a written vision, mission, and values statement, establish annual goals for each calendar year. Share those goals with all personnel, and report the progress in an annual report. Formalize the field training officer program. We are talking about something that is well known in the law enforcement field. There are schools and programs in place that you can adapt to your agency and develop a procedure which all officers go through the field training, particularly new officers. You need to develop a policy for case disposition procedures. The department was very proud of the amount of case clearances, in other words criminal cases reported to the police department are cleared. There are several ways in Minnesota to clear those. The issue is it's subjective. With the absence of a department policy that says how you want the cases cleared, some are cleared by arrest, some are solved without an arrest, and there are exceptions to clearances if there is nothing that you can do with the case. We need a policy that guides that process within the organization. You have a mission statement posted on the wall in the police department, where it should be in the heaviest trafficked area of the department, you have value statements, and you have a vision. The chief has a chart that says this is how I want you to act, where I want you to go, on the bottom of the vision statement it says, I want you to wow the community with service. That is the vision that they understand now through a written policy.

Kusak stated you need to develop a performance expectation. Right now they have an evaluation system that is used throughout the entire city. That is not uncommon in the history of cities. In today's environment for police you need to have an instrument that is designed just to measure and to evaluate the kind of work that police do. When we talk about the evaluation instrument everybody has job descriptions. That tells you what is expected of you, but you need job responsibilities, expectations, for each position. That expectation document says how we want you to do the work. That's the important piece so that we can assure ourselves we're giving the same level of service, and then you need to

implement that system. Currently, today, while there is a system and they are required to do annual evaluations, those weren't being done comprehensively and continuously.

Kusak stated a communications system within that organization at the time we conducted the survey did not exist. There was a lack of effective communication. I highlighted some areas that stood out, like the preparation of officers coming on shift. There is not a procedure or methodology that they would all be insured of getting the same information so that they could go out and do the work prepared, and above all know some of the dangers that may exist as they and the history of what may have occurred in the city while they were off duty. General internal communications are usually done at staff or department meetings where we don't always just talk about police work, but what's happening in the city and how are we all working together.

Kusak stated you need a comprehensive social media Facebook policy. At the time there wasn't a comprehensive policy and there was an officer who was very proud of the work he was doing in the area of social media. The problem was there was no department policy. It wasn't recognized by the department and it wasn't part of his duties. That is a concern with today's social media because officers have qualified immunity and official immunity. This is the biggest area of litigation today, both for police officers on duty and off duty. The policy has to talk about the work being done on Facebook and has to be sanctioned by the department. The officer needs to be assigned to social media as his regular duties, so that if something happens there is protection for him, and no liability, as well as protection for the city. Also the comprehensive social media policy has to talk about what you are authorizing the officers to do, such as take pictures of crime scenes, and accidents, on their personal cell phones. That is high risk. If they do, and it's allowed, and that get subpoenaed, they will take the whole phone, and they don't just look at the records that pertain to police work, they look at everything on the phone. It needs to be clear as to what you will allow, and secondly what do they do with those pictures. There has to be strict prohibitions as to who can post and where it can be posted. That's an area of communications that we look at. You need to have that communications policy, that means how does this organization communicate with each other, when do we do it by email, or by a formal memorandum, how do we communicate with the chief. All of that has to be spelled out in a policy.

Kusak stated a policy for distributing daily activity reports generated by the new records management system didn't exist. There was a procedure known as the door and things were posted on the door. But there was no way of guaranteeing that everything that was important got to the door and if officers got called out too early didn't have time to do that. Today I observed there is now a book that keeps track of all that activity, and all of the things that officers need to know readily available to where they report for their duty assignment.

Kusak stated we looked at your investigation division. There was no case management system. How do you know what the investigator is working on? There needs to be a system in place where the investigator is assigned cases. That's his case load and he manages that. Officers are encouraged to follow up on their own investigations. That needs to be spelled out. When they follow up can they leave the city to do that or do they have to stay in the city? If it requires leaving the city do they then turn it over to the investigator, who can go all over and follow those cases. That would also help you to understand how many cases were cleared, how they were cleared, how many arrests were made, those are the things that determine staffing levels and operational procedure levels.

Kusak stated lastly, develop practice reports of the status of complaints and calls for service. What we're talking about here is our communication doesn't only exist in the city, it exists with the community. That policy should include such things as when you do a call for service and you develop service, before you go off duty you make a phone call to that complainant and you advise them what you did. If it needs more follow up you assure them, but at least they get to understand there needs to be a practice or a policy that says when we do it, when we don't do it, how do we do it, and who does it. We need to formalize the participation in social media. I can't recommend that too strongly. We have implemented a case for a management system, and another way to really improve it is to establish regular staff meetings with agendas, minutes, and if we are going to be effective, to do the follow up so we make sure what we decided to do gets done. We do it as a team and we celebrate the successes.

Kusak stated you need to create an organizational structure with any police organization that maximizes your leadership resources, distributes operational responsibility, institutionalizes accountability, and insures efficiencies. It needs to support the mission, values, and goals of the organization. You currently have a chief of police, a detective who serves as the second in command when so assigned by the chief. You have nine officers with three special assignments. There is an administrative officer, a school resource officer, and you have some officers assigned to task forces that function on a much broader level than the city. So that the count looks good to you those officers serve in dual roles, so in addition to those special duties they also work on patrol.

Kusak stated we found that without question with organizations that run twenty-four hours a day, seven days a week, needs supervision. It isn't that they require it, but that they deserve it. Supervision is lacking, particularly in the evening and the hours of the morning. Clearly to insure the continuity of providing that direction to insure that you have accountability within the organization and to insure that you are delivering the same police service 24 hours a day, that is an essential requirement is supervision. You had a shift schedule at that time of ten hour days. I know it's a desirable shift for the officers, but you have a limited number of personnel, and you have a high stress situation. By the very nature of those ten hour shifts with this level of personnel, before that shift starts, before the first officer goes to work, you're \$6,000.00 to \$8,000.00 in overtime already, and nobody has worked yet because they only work so many shifts. You have to cover every shift 24/7. If you have enough personnel it can be a manageable schedule, but when you have that many shifts to fill, and only so many officers to fill them, it creates a great burden of overtime. When someone is off, it automatically creates ten hours of overtime. The schedule needed to be looked at. We're not saying there is one absolutely better than the other, but you had a concern about what overtime was costing you. One of the reasons that stood out was because of the schedule you have been operating under.

Kusak stated you have an officer that served as an executive officer to the chief. We are making no value judgement of that position. The person who served in that position is extremely qualified to do the work. There was a need in the organization at that time for someone to assist the chief in getting the complex things that you were engaging in like your records management system, and your policy manual updates, and policy practice and receiving. But the role of that position caused friction within the organization because that position was treated differently. The position was titled the same as all of the other police officers. The compensation level was the same. But the function of the position, even to the uniform worn, was different. That's fine if there was a reason to accommodate

someone with a disability or a work injury. It wasn't clear at the time that we did the study the roll of that person and why those modernizations were made for that position. The position even had a special shift that worked all days, Monday through Friday. I'm not saying any of that is bad, but what is good is that you know why you are doing it, and why is one person being treated different, and that's the recommendation of this report.

Kusak stated you need to formalize the investigation function. The investigator knew what he was supposed to do, and it was up to him to decide what cases to work. One got the impression it appeared that the investigator worked cases that he thought were worthy of his time, of more significance, or had a personal taste for it than serving the entire needs of the organization and the community. The citizen who reports vandalism to the garage is just as concerned over that vandalism as the person who gets a wallet taken in a robbery. There needs to be a system so everyone agrees he doesn't have to work on this case, and this is why. He works on this case and in ninety days I want a follow up to know what happened. That's what I mean by formalize the investigative position. You also have a situation here where the investigator is required to provide direction to the police officers when they do their follow up investigations, both on duty and off duty. It's not clear sometimes if an officer needs assistance will that be given in person, over the phone, or in some other form of communication. All of that has to be spelled out so the officer knows the limits, what to expect, and knows how the department functions. We're seeing a greater need for search warrants for tracking devices on cars, blood draws, and sometimes for breathalyzers. All of that needs to be formalized so the officers can do their jobs.

Kusak stated you need to promote and/or hire additional supervision. That person would then serve as a second in command. The manager will know it. The chief will know it. They will balance their schedules to make all of that work. It will provide that evening supervision, and the opportunity for mentoring officers working the night shift. Here, the senior officers seem to work days, and the junior officers seem to work nights. Those officers need someone available for them to get direction. It was clear your officers were seeking advice. They were seeking it properly, but they should have an on-street supervisor. They shouldn't have to call the county attorney, or another agency supervisor that is on duty. They should be able to go to their supervisor and get that kind of direction. It will also provide more accountability, which means are we doing it the same way. It was clear with this study that the delivery of police services is not equal. It depends on the shift and the officer, and that shouldn't be. Everyone should deliver the same level of service in the same way to the citizens 24/7. And it will provide a much more formal process for the continuity of command within the organization.

Kusak stated we're talking about creating an administrative position to serve and support the chief. That's what I said about clarity. If you're going to have that position make it clear, understand why you're making accommodations, and then make the accommodations necessary to make that position effective. You need a good description for the detective that encompasses all of the expectations of the position and details the kind of work that you are expected to do, that details what his relationship is to the task force in the area, and when and how he gets involved in that, and how he represents your city within that involvement. We talked about that new position of additional supervision to be established that would expand the coverage of supervision and continuing leadership. I can't stress enough that you need to do that. In your history you have had some struggles about how a promotion process goes and how you select those personnel to be promoted.

Solve that problem. Find out how you want to do it and then you'll have the process. Do it as quickly as you can so it can benefit the organization.

Kusak stated things have changed. I'm well aware that the chief who did the study isn't the chief that we're working with today. I beg your indulgence when I make some comments about supervision or the lack thereof. I don't want it to reflect on the chief that you have in place today. I'm hoping that based on the report the Council will look seriously about how you can add additional supervision.

Kusak stated you need to create policies that will comply with the laws and best practices. The Minnesota Peace Officers Training requires law enforcement agencies to have mandated policies, and they have to be in the format that conforms to their recommendations. In addition to that they have to comply with the law, and today they have to comply with best practices. One of the areas that we talk about best practices is the use of force, and how police officers choose to use force, how they use force, what force they should use, and when they shouldn't use force. It needs to state the mission and provide direction and guidance for high liability. The whole purpose of that manual is to guide those areas and protect the officer, the citizen, and the city from extensive liability. It also sets the expectation of performance, and establishes a level of uniform service delivery. That's what the policies and procedures really are about. It's not just window dressing. It has to be a living document which the officers have to know about, trained in it, and realize that is the way we do it.

Kusak stated the key findings of the policy manual is that it's outdated. Some of the policies are there and they comply with POST Board, but they are very outdated. The policies reference positions that don't exist. The policy quickly becomes meaningless to the officers. In addition to that they have to be compatible with today's 21st century policing practices, which focuses a lot on how we use force. The world is changing. Some of the major police departments in the United States are currently under consent decrees covered by the Department of Justice and are faced with drastic changes in the use of force. In some departments if an officer wants to take a long rifle out of the car he has to have permission from the dispatcher, no more than one rifle can be out at a time, and a supervisor must be present. That's how the world is changing. Every chief has to make decisions about what that means. With the first question, they will be asked did you hear about this change and why don't you do it here.

Kusak stated the second part is police discretion. No other job has discretion like they do. It has to be guided by policy. Most often times it's not. The philosophy was, I hire good people, they know what's expected of them, and they do the best job they can. That's not enough. That discretion has to be directed. The critical areas that we talked about are social media, citizen's complaints, records management, personal performance, and investigations. The social media policy is absolutely needed. We need to talk about allegations of employee misconduct. It's really regulated in Minnesota. There is an employee bill of rights, union contracts, arbitration documents, many things that guide how we conduct investigations of police officers when a citizen makes an allegation of misconduct. The policy that you had in place had positions and processes that did not have the required forms when a citizen would come to make the complaint, nor a process of how it was conducted. Some of the times your chief was directly involved in the investigation, and therefore that took himself out of the position of being the final independent determiner of which it was a sustained allegation, and what would be an appropriate discipline.

Kusak stated you have a very good policy that talks about the mechanics of how your system works, how an officer is expected to use it, what cases he is expected to use it in. But a significant piece of the computer aided dispatch and records management system is the uniformity of data, garbage in, garbage out. There needs to be a policy that says how do we always enter street A, street B, names. Those are the kinds of policies you have to have in place so that when the officer needs to use the data base to run a check to determine the accuracy of an action being taken they get all of the history and background. Especially when they want to know things like have we been here before, and what have the other officers done here at this call. If that data is not entered the same way they won't get it.

Kusak stated we talked about the personal performance evaluation. It's a matter of developing those kinds of documents, maintaining that kind of a system, and lastly investigations have to become formalized. It can only be formalized by policy. The chief needs to have a direct hand in investigations. There is no way out of that. You have to know what's going on and what investigations are taking place. You don't have to know the status of them, but you have to know. You need to have social media, but it needs to be both on and off duty. The citizen's complaint policy needs to be in line with current law and current table of organization. It's out of date. You can't make reference to lieutenants if you don't have any in the organization. You can't say the chief is going to pick the compliant if the chief is going to be the final arbitrator. One person needs to be designated and trained to conduct those investigations because they are very complicated today. They change almost on a weekly basis as arbitration decisions come down. A lot of the allegations today involve social media. Today, very little of the data contained in that phone is stored in the phone. You want to talk about cell phone tower data. You want to know where that phone has been in the last six months. That's stored in some storage bank. When you do that search warrant you include that or you just violated someone's rights if you search the phone without that included. That's part of the 21st century practices. When we have an employee trained for that, they will be able to conduct those investigations, they will do allegations of procedures. Often officers are criticized how they perform their duties when it really is a malfunction of the poor policy they were operating under. That's why policy is so important. Everyone needs to be trained to understand it. During our interviews everyone had a different understanding of procedures. The chief's license can be disciplined, most frequently, over that policy.

Kusak stated we talked about how they need a policy in addition to what they have today so we can guide how data is entered and how we access it, when we access it and what we use it for. There have been scandals in the metro area regarding running driving and motor vehicle records without any reason. The League of Minnesota Cities is paying about \$5,000.00 a run, and some departments have thousands of illegal runs. That adds up. Leverage your technology to develop a better information sharing system so that all officers can have access to it. Today officers do a significant amount of data entry right from their car. They need to have guidance about how to enter that data and how to retrieve the data.

Kusak stated the performance evaluation system needs to be developed for all the jobs that you have that says how you do it and what you do. There are some things that are referred to as civil matters. Some police agencies say we don't do civil matters. That needs to be in policy so it's clear to the officers.

Kusak stated you need to guide the case assignments for the investigation functions. Someone has to be responsible to assign cases. In large organizations they divide them by crimes against people and crimes against person. They break them down so the investigator knows what crime is his when they go look at the computer printout for the last 24 hours. They will see the kind of crimes they have to investigate. They will download and enter them into their log, and that will become their case load. So patrol officers will know when to call, what to expect, and how to manage the investigations that they are doing. We need to provide investigative training to all department personnel, as long as they do their own follow up investigations from calls. You must make sure they have some training in how to take statements, collect evidence, how to process that evidence. You have an outstanding property room, procedures, and management of it. All officers can't go into the property room. That's how it's done. One person takes care of all of it.

Kusak stated workplace culture is something new in law enforcement. Historically, we had the military model, which is follow the chain of command and do what you're told by your senior officer. That doesn't work now. We have different generations of employees and they want to understand why we do the things we do. How do we have leadership that enlightens and empowers employees to provide exceptional service? You have an acting chief right now that says we use the wow factor. We wow them with the kind of service that is comprehensive and complete, the services that they deserve. A positive culture generates teamwork. You had a clear delineation between the officers working the day shifts and the night shifts. While it allowed you to function as a police department, we didn't have a positive culture. Everybody didn't feel that they belonged, or that the culture supported them in their work. That didn't result in total teamwork, and the idea that we all work towards a common goal at the end, to build trust, transparency, and communications between the police department and the community. The biggest way to do that is when officers believe in the culture, in pride, to deliver services. The key findings were the absence of that kind of direction. I'm not saying the work didn't get done. But it wasn't done with that wonderful feeling of motivation and empowerment. That needs to be created. We do that by updating policies, develop a system of exchanging information within the organization, and by providing supervision and accountability among the shifts of officers.

Kusak stated I know that conducting regular department meetings are expensive. But if you're going to stimulate that pride and empower them to be part of the organization there's no better place to do it than at a department meeting. That doesn't mean that we're running it by a committee. We don't take polls to decide how we service our citizens. But we have an opportunity for officers who have to do it every day to provide input and to feel that they had input into policies. Once that happens, then they are responsible and accountable to that policy. We have to formalize the criminal organizational function within your organization.

Kusak stated you need a communication plan that includes all members of the organization. It's not good enough that the chief talks to the sergeant and the sergeant talks to the officers. We need everybody in that organization talking at their level, including the clerical people. They know when an officer writes a report and how well they do it. In your organization it's a challenge that the reports are right because your county attorney has direct access to your police reports and can download them directly to his office. The last thing you want is for inferior reports going there that defense counsel can make an issue of if and when they go to trial. I suggest that you consider some form of team

building when you finally make your promotions and you get everyone you want to have in the organization have a team building and training. It means how you structure an organization so people feel they belong and are valued and I have an opportunity to give input.

Kusak stated you have an outstanding staff both at city hall and in the police department. You have a chance to make the organization even greater than it is today. Go from good to great.

Randall questioned you recommended a night sergeant. Kusak stated I avoided telling you what the position should be, that's your job. Randall stated that would be a supervisor at night, and you recommended keeping this aid position, which is an informal position during the day. It's being proposed to us that there be two sergeants appointed, would that position then be a sergeant? Kusak stated you would never have a sergeant in that kind of position. In many organizations, as a way to develop your personnel, you assign them to the chief's office so they learn how to do the administrative side of policing. Randall stated so that would be a different job description, a patrol officer from a sergeant. Kusak stated yes, the duties and the performance expectations would be different. You have a job description for police officer. The current holder of that is a police officer. Randall questioned so it would still be a patrol officer? Kusak stated you could choose to do that. Randall stated right now that function is not being utilized as a patrol officer. Kusak stated that position is usually assigned to a police officer to learn the administrative side of policing. You can have civilians in there. When that person writes policy they're not going to understand the police perspective. The department has the advantage having someone writing policy that understands the challenges of law enforcement, the needs of administration, and can blend those two together. I'm saying you are free to do whatever you want. I'm talking about the position. At the time we did the study the chief needed an administrative aid. The work that was done was good. You wouldn't have a computer system without that. Randall stated I'm aware of that and I agree.

Kusak stated it's the chief's discretion on how he wants to organize that, but I don't think the chief would put a sergeant as an aid. Randall stated I get concerned that we go from ten officers, to one investigator, two sergeants, one administrative aid, and six patrol officers. That doesn't make a whole lot of sense for a department of that size. Kusak stated you will find in the details of the report that if you promote from within to replace the position, I'm not saying that you run down your number of officers, I'm really telling you make the promotions and hire another guy. Randall questioned you're suggesting we hire another officer? Kusak stated yes I am, make another supervisor. My recommendation is make it from within, hire another police officer so you don't shorten the number of people going to work.

Nordberg questioned as a member of the Finance Committee, how much is this going to cost if we followed all of your recommendations. There's also the changing from ten hour shifts to eight hour shifts. Does that increase or decrease our costs? How does our situation of a town of 4,000 people compare to other Minnesota cities in terms of total staff and budget? Kusak stated my experience is limited to metro city management where the iron clad rule was one cop per 1,000 in population. That is what a city manager is willing to take to the City Council. Up here it's not the number based on your population, but on your call volume. You have a healthy call volume. You need someone on duty 24/7 to handle those calls. You don't want to run from call to call. In Minneapolis, officers come to work and there's seventeen calls on the computer screen that were left over from the

day shift. So it's really looking at how busy your officers are. Our recommendation talks about a log sheet, which your interim chief just implemented. You are going to get data that says how they spend their time and what they are doing in that time. Then they can come to you and say 80% of our time is dedicated to calls for service so we don't have time to do the other work. You can make the decision whether you think they need more or they don't. I can't give you a hard number. It's all in the call volume. But you're collecting the data so you're taking a great first step. Historically you weren't.

Nordberg questioned now officers are required to do a lot of the reporting and inputting, is there a way to shift that to a clerical person? Kusak stated when I was in the car we didn't have computers. I suppose there's a way that system could be modified, but the officers still have to do some kind of document, whether it's an initial claim report or an investigative report so clerical can have the data to enter. The new systems allow that step to be alleviated and the officer does it because they know it. Randall stated having worked in this field it's just easier to do it yourself, with computers a lot of it goes away from clerical staff. You have to get it done and the computer is right in front of you.

Kusak stated regarding the budget, things are already in progress and that should not affect your budget tremendously. Changing shifts is going to save you some money if it's managed. You can't let a shift run its course, you have to manage it, which means you have to allow officers time off. All of that helps. I have thirty-four years of law enforcement. You have a police chief that you probably couldn't recruit. The changes that I saw in the two months since I've last been here are unbelievable. Harlan Johnson is doing everything that you've asked him to do and what we've talked about in that report. I also observed how he talks to his officers. I was with him and we went to the roll call room to talk to his officers each individually. That's what you're hiring a police chief for.

4. ADJOURNMENT: A motion was made by Randall, seconded by Utke, and unanimously carried to adjourn the workshop at 5:56 p.m.

[seal]

Mayor Pat Mikesh

ATTEST:

Margie M. Vik
City Clerk