

BEMIDJI CITY COUNCIL

Work Session Agenda

Monday, August 26, 2019

**City Hall
5:30 P.M.**



1. CALL TO ORDER / ROLL CALL

2. POLICE DEPARTMENT STRATEGIC PLAN

3. COUNCIL COMMITTEE DISCUSSION

4. ADJOURNMENT

BEMIDJI POLICE DEPARTMENT

Strategic Plan 2017 – 2020

Plan update 2019

The Bemidji Police Department is committed to active partnerships with the community in order to protect life and property, innovatively solve problems, enhance the safety and quality of life and to provide exemplary police service by enforcing the law in a just and impartial manner.

Prepared by:

Chief Michael Mastin

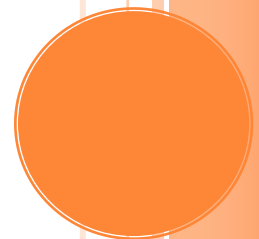




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In a republic that honors the core of democracy—the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy. –Plato



INTRODUCTION

The Bemidji Police Department has developed this strategic plan to provide information and direction into all aspects of this department. The strategic plan was developed under the guidance of the President’s Task Force on 21st Century Policing and focuses on the following six pillars.

- **Pillar One: Building Trust and Legitimacy**

Law enforcement culture should embrace a guardian—rather than a warrior—mindset to build trust and legitimacy both within agencies and with the public. Toward that end, law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with rank and file officers and with the citizens they serve. Law enforcement agencies should also establish a culture of transparency and accountability to build public trust and legitimacy.

- **Pillar Two: Policy and Oversight**

Pillar two emphasizes that if police are to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement, and fostering cooperation.

- **Pillar Three: Technology & Social Media**

The use of technology can improve policing practices, build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

- **Pillar Four: Community Policing & Crime Reduction**

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should, therefore, work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Specifically, law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety. Law enforcement agencies should also engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

- **Pillar Five: Training & Education**



Bemidji Police Department Strategic Plan 2017 – 2020

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for expanded and more effective training has become critical. Today's line officers and leaders must be trained and capable to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural morals, and a growing mental health crisis.

- **Pillar Six: Officer Wellness & Safety**

The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort. The Federal Government should develop programs to provide financial support for law enforcement officers to continue to pursue educational opportunities.

By incorporating the philosophy of these 6 pillars into this strategic plan it provides guidance to employees and the public to insure that all activities and partnerships are undertaken in a manner that is consistent with our Mission, Vision and Goals.

The Bemidji Police Department strives to provide exemplary service to the citizens of this city and visitors. Mindful of that, this document is public and provides transparency into the workings of the Bemidji Police Department. This document is a work in progress that will be regularly reviewed to ensure the Bemidji Police Department and its employees are aligned with the strategies identified and focused on achieving our goals.

BEMIDJI POLICE DEPARTMENT 2017 -2020

STRATEGIC PLAN GOALS

- Build strong relationships with all members of our community to increase transparency, understanding and trust.
- Establish well-trained and professional police officers who focus on protecting the dignity and human rights of all people.
- Focus on crime reduction efforts and improve quality of life issues by utilizing problem oriented policing strategies.
- Enhance emergency response capabilities to all hazards occurring in the City of Bemidji.



MISSION

The Bemidji Police Department is committed to active partnerships with the community in order to protect life and property, innovatively solve problems, enhance the safety and quality of life and to provide exemplary police service by enforcing the law in a just and impartial manner.

VISION

The vision of the Bemidji Police Department is to be leaders in assuring quality of life, safety, and protection for every member of the Bemidji community. This vision embraces the philosophy of community-oriented policing in all aspects of planning and operations.

VALUES

- RESPECT
 - We are committed to the honest and fair treatment of all our community members, while recognizing that each citizen has different needs and values.
- INTEGRITY
 - The employees of the Bemidji Police Department adhere to the highest professional standards, moral and ethical principles, utilizing the best practices in law enforcement to carry out our duties.
- INITIATIVE
 - We will seek opportunities to serve in a manner that exceeds expectations and adheres to the ideals of our mission, vision and professional Oath of Honor.
- COURAGE
 - Bemidji Police Officers will confront fear, danger, uncertainty, intimidation and other threats in order to enforce the law to protect the lives of the citizens of Bemidji.

DEPARTMENT HISTORY

The Police Department has evolved from the Village Marshal Daniel Darmis, appointed in 1896 to 33 sworn officers and 5 civilian staff led by Chief of Police Michael Mastin. The City of Bemidji was chartered November 4, 1905, as a Home Rule city with 'strong mayor' government where Alva A. Carter was elected mayor. The first Chief of Police appointed under the chartered city was S.O. Bailey who served as police chief from 1905 to 1914. Bemidji has had several Chiefs of Police since including; Harry Grey (1928 – 1943), Martin Daley (1943 – 1948) Earl Lang (1948 – 1955), James McDowell (1955- 1975), David Simondet (1975 – 1980), Robert Tell (1980 - 2000), J. Bruce Preece (2000 – 2005), Gerald W. Johnson (2006 – 2011) and Michael L. Mastin (2011 – Present).



Bemidji Police Department Strategic Plan 2017 – 2020

ORGANIZATION OF THE DEPARTMENT

The Bemidji Police Department currently consists of 34 sworn officers and 4 civilian employees.

Chief - Performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.

Captain - An administrative and supervisory position serving as first assistant to the Police Chief and assumes complete command of the department in his absence. The Captain is in command and responsible for all field operations including both patrol and investigation.

Sergeants - Performs a variety of routine and complex public safety work in the performance and administration of police patrol, investigations, traffic regulation and related law enforcement activities. There are currently 4 sergeants assigned to patrol and one sergeant assigned to the detective division.

Detectives – There are currently 2 detectives who perform technical law enforcement work as non-uniformed police officers in the investigation, detection and prevention crime.

Patrol Officers - Perform police patrol, investigation, traffic regulation, and related law enforcement activities. Within the patrol division there are other assignments such as: SWAT, Field Training Officer, Bike Patrol, Firearms and Taser instructor, Defensive Tactics, and Emergency Vehicle Operations.

School Resource Officers – Two Bemidji Police Officers are currently assigned to Bemidji Area Schools. One officer is assigned to the Bemidji High School and the other is assigned to the Bemidji Middle School.

Auto Theft Investigator – This is a grant funded assignment used specifically to investigate auto theft related crimes. The officer performs non-uniformed technical investigative work.

Paul Bunyan Drug Task Force – One officer is currently assigned to the multi-jurisdictional task force which focuses on drug related activity and violent crimes.

Community Service Officer – Our two Community Service Officers are licensed officers that focus on public relations, quality of life issues and local ordinances.

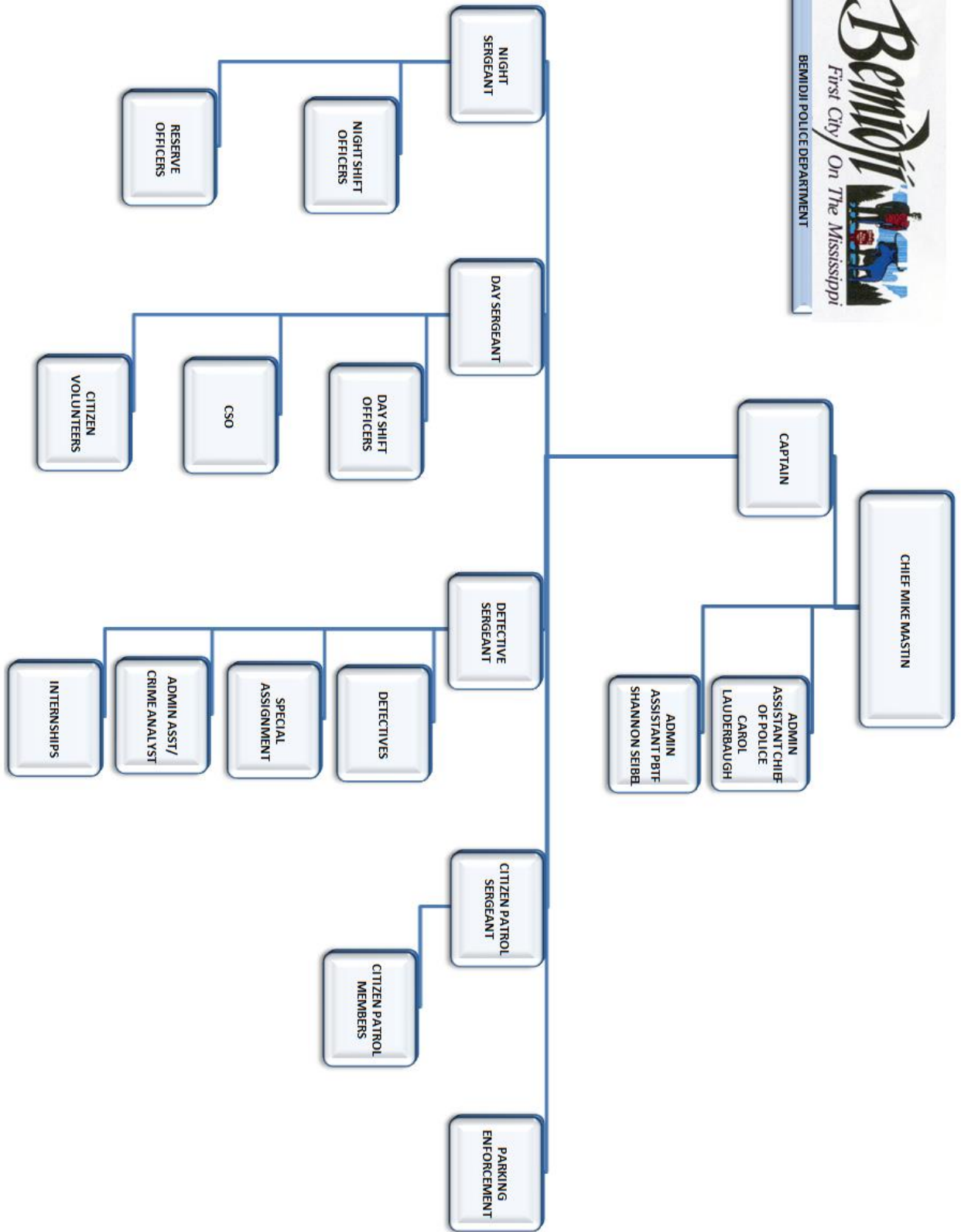
Parking enforcement – Two non-licensed employees perform public contact work in enforcing codes and ordinances governing parking and assisting the public.

Administrative Assistant / Crime Analyst - Performs a variety of routine and complex clerical, secretarial and administrative work in keeping official records, providing administrative support to the department, detectives and task force. The Crime Analyst is responsible for collecting, collating, and analyzing crime data for a variety of sources and disseminating to the appropriate personnel within the department as well as other agencies.



Bemidji Police Department Strategic Plan 2017 – 2020

ORGANIZATIONAL CHART



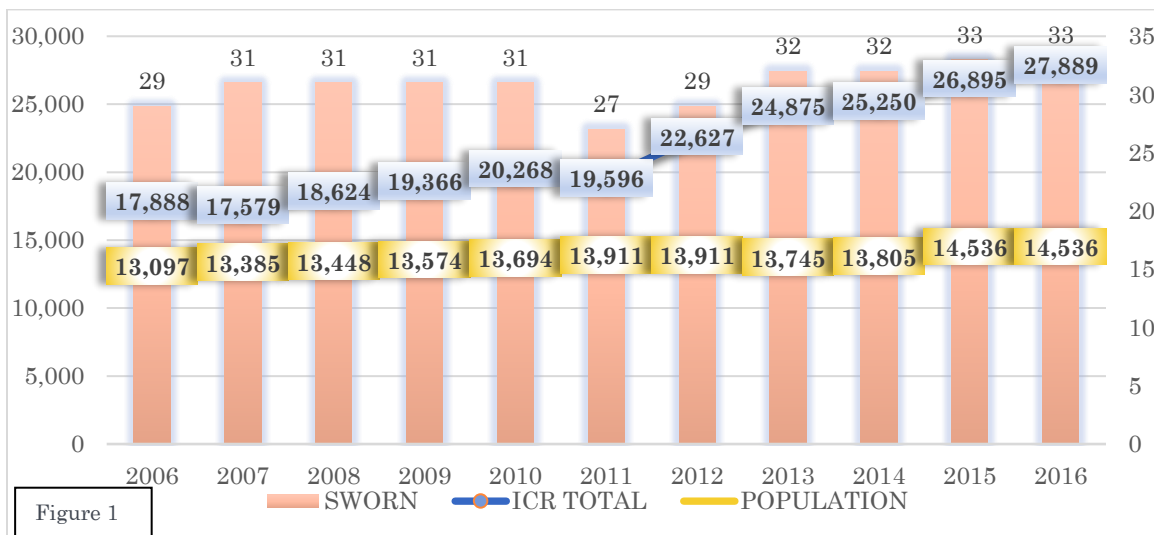


TREND ASSESSMENT

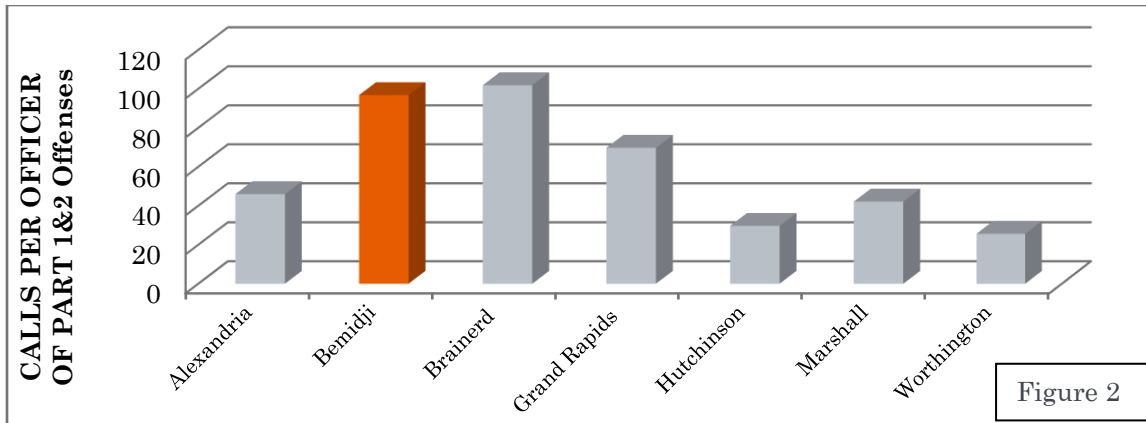
An integral part of the strategic planning process begins with the identification of trends and the current status of the environment in which the organization functions. The following categories directly affect the police department and its ability to provide exemplary service to the visitors and citizens of the City of Bemidji.

STAFFING –

As of January 2017 the Bemidji Police Department has 33 sworn police officers, 2 full time civilian administrative support staff and 1 part-time civilian parking enforcement officers. This professional staff handles all calls for service generated by citizens or visitors as well as proactive efforts such as public education, foot patrols and much more. During 2016 Bemidji Police Officers handled 27889 calls for service. Calls for service have increased significantly over the last 10 years. (Figure 1).

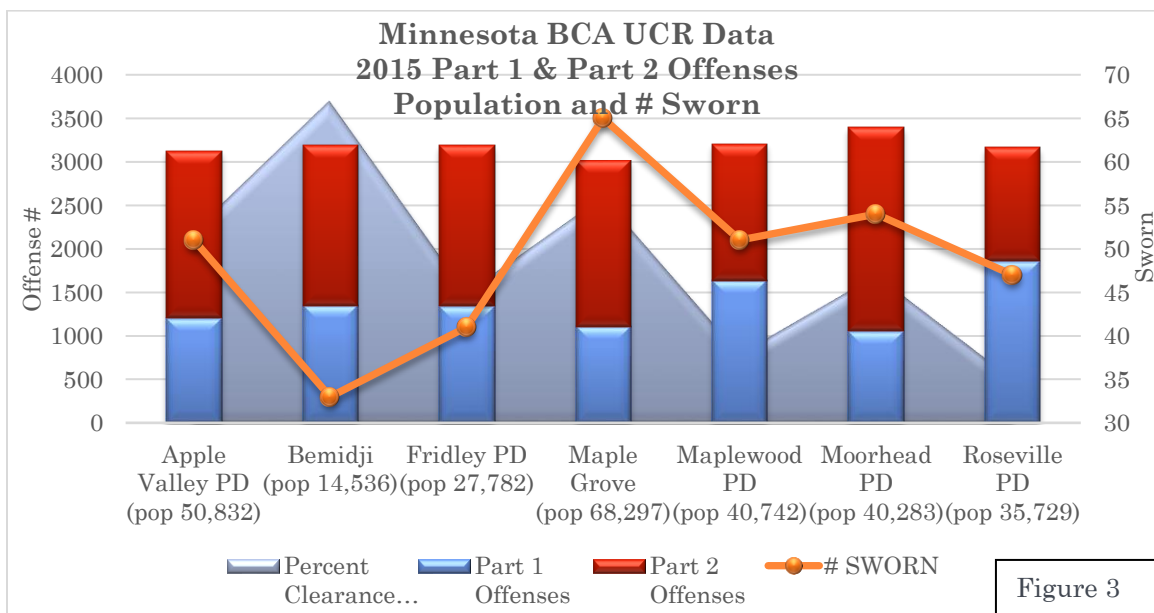


It is important to realize that calls for service include both non-criminal and criminal incidents. This is significant as the volume of non-criminal calls for service directly impact the ability of officers to devote time to reactive and proactive criminal investigations. When examining the number of crimes investigated by the Bemidji Police Department as reported in the Bureau of Criminal Apprehension 2016 Uniform Crime Report (UCR) it becomes clear that Bemidji Police Officers handle a very high number of criminal investigations compared to officers of similar sized municipalities. (Figure 2).



CRIME RATE

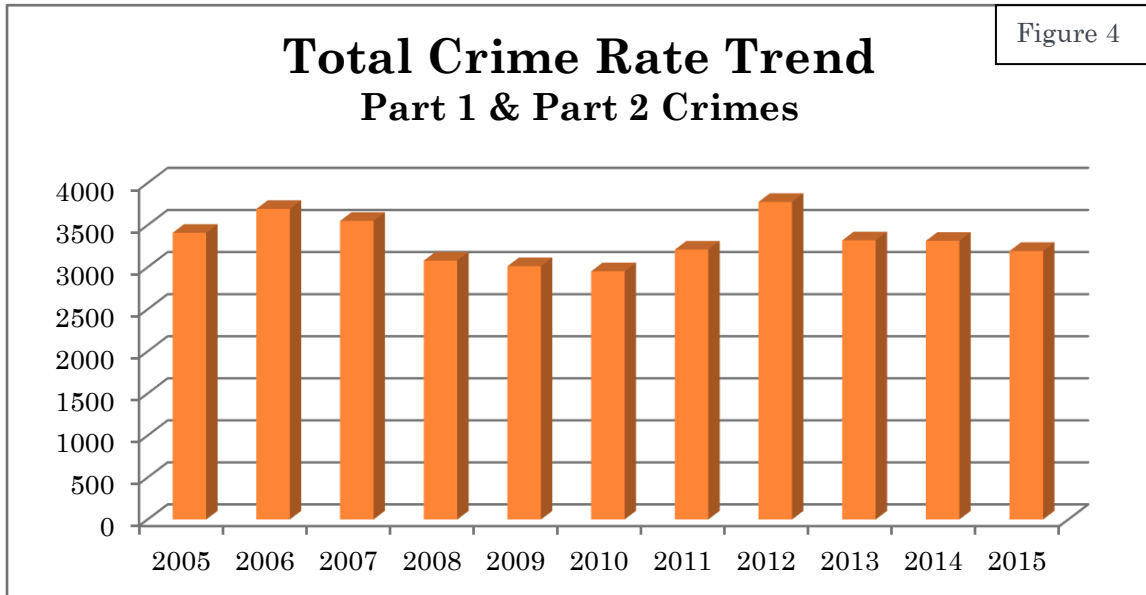
According to the Bureau of Criminal Apprehension’s 2015 Uniform Crime Report (UCR), the City of Bemidji had 1,344 Part 1 and 1,849 Part 2 crimes for a total of 3193 reportable crimes. In an effort to more uniformly compare crime rates and trends across all Minnesota law enforcement agencies the BCA calculates crime rates per 100,000 residents. When this calculation is made the crime rate for Bemidji is 21,966 crimes per 100,000 residents. This rate is significantly higher than other comparably sized jurisdictions. However, it is important to consider that the City of Bemidji is a regional center for government, retail, education and employment in northwestern Minnesota. Utilizing only the city’s population for the crime rate calculation may inflate the City of Bemidji’s crime rate. However, regardless of the calculated crime rate, it is important to realize the Bemidji Police Department handles crime numbers comparable to larger cities with departments that employ more police officers. (Figure 3).



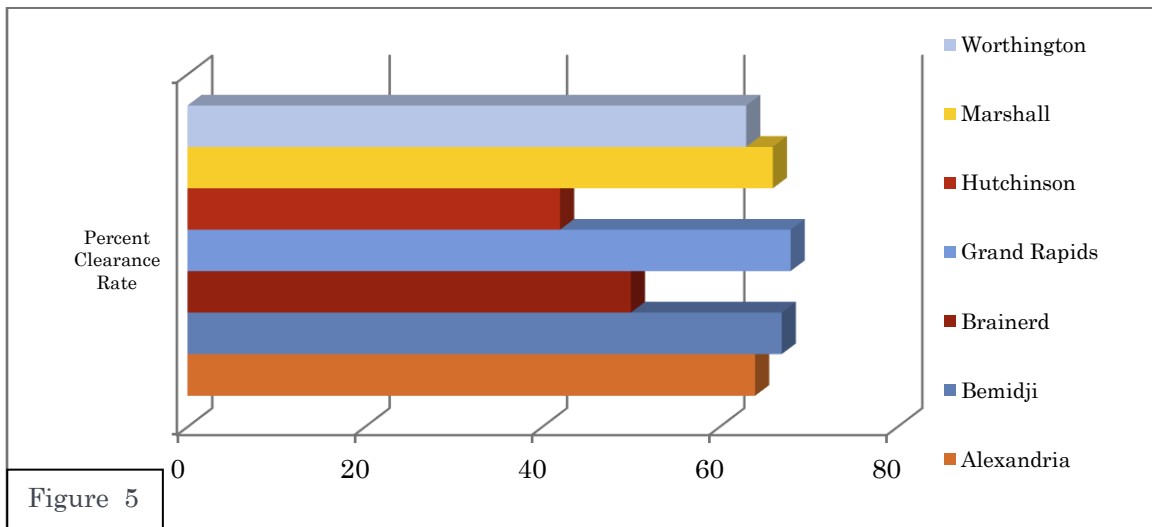


Bemidji Police Department Strategic Plan 2017 – 2020

A closer look that the total crime trends for the city of Bemidji over the last ten years reveals a 6.3% decrease in the total crimes committed. The goals and strategies outlined in this strategic plan will help to continue the reduction of crime occurring in City of Bemidji. (Figure 4).



During 2015 Bemidji Police Officers worked diligently to solve the crimes committed within our city. Through investigation 2,125 or 67% of the 3193 crimes reported in 2015 were cleared by citation or arrest. Clearance rates are calculated based on number of arrests or citations issued for reported UCR crimes. Below is a graph comparing Bemidji's clearance rate with other comparably sized municipalities. (Figure 5)





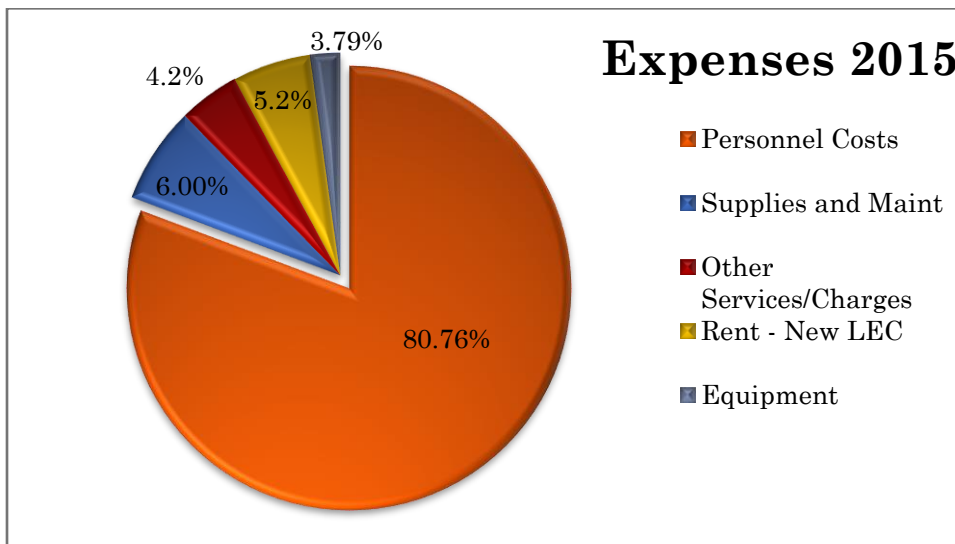
Bemidji Police Department Strategic Plan 2017 – 2020

BUDGET

The Bemidji Police Department operates on a current annual budget of 4.1 million dollars. Total operating expenses have increased 12.5% or 1.8% per year from 2008 to 2015.

CITY OF BEMIDJI POLICE DEPT EXPENSES 2008 TO 2016									
Description	2008	2009	2010	2011	2012	2013	2014	2015	Budget 2016
Personnel Costs	2,591,106	2,598,241	2,574,707	2,467,229	2,792,400	2,801,628	2,907,187	2,974,621	3,172,900
Supplies and Maint	206,005	197,466	164,729	207,300	242,300	262,154	253,862	222,525	298,000
Other Services/Charge	148,886	108,277	104,835	133,400	154,006	125,958	151,819	153,294	174,506
Rent - New LEC	196,815	197,388	197,827	198,000	198,000	192,430	193,000	192,848	192,000
Equipment	128,679	12,127	102,417	158,985	73,500	260,770	183,633	139,873	258,300
City Garage									
Total	3,271,491	3,113,499	3,144,515	3,164,914	3,460,206	3,642,940	3,689,501	3,683,161	4,095,706
Overtime	120,585	58,532	59,100	103,000	70,000	92,491	88,357	67,603	90,000
OT is included in above									

The majority of the police department's budget is spent on personnel. Personnel cost such as salaries and benefits consume 80.76 percent of the annual budget. Supplies such as computers, squad car equipment and office equipment along with vehicle maintenance consume 6 percent of the annual budget. Law enforcement center rent, heat, electricity and motor vehicle fuels use 9.4 percent of the budget while capital improvement equipment consume the remaining 3.79 percent of the budget.





TECHNOLOGY

During 2011 the Bemidji Police Department collaborated with the Beltrami County Sheriff's Office, Jail, Records, Dispatch, Beltrami County Attorney's Office and Blackduck Police Department on implementing a new records management software system (RMS). Over the last five years the software has proven its ability to significantly reduce data entry, increase work production and enhance the sharing of information between all agencies. With the new advancement in technology and equipment, officers are now able to do everything from within the squad car. This increases the amount of time the officer can investigate a crime, makes RMS resources available in the field and reduces the amount of time spent in the office.

In the fall of 2016 the Bemidji Police Department upgraded its radio communication system to the 800 mhz ARMER system. This has tremendously improved interoperability among other partner law enforcement agencies which increases efficiency during emergency situations. The 800 mhz system has also improved officer safety by allowing radio broadcasts from all areas of the city, including areas we have never been able to transmit.

As we move into 2017, the Bemidji Police Department will be looking into wearable body cameras. This technology will have a positive impact for the officers and citizens we serve. However, acquiring body cameras is not as easy as it seems. Much consideration and work must be put into: policy creation, product research, beta testing, data retention and storage, data redaction and reproduction. With the adoption of the wearable camera program we are hoping to create greater transparency into this profession.



STRATEGIC PLAN GOALS

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- Enhance emergency response capabilities to all hazards occurring in the City of Bemidji.



GOAL

Build strong relationships with all members of our community to increase transparency, understanding and trust.

OUTCOME INDICATORS

- The community will have trust and confidence in the Bemidji Police Department.
- Officers will continue to understand their role as guardians rather than warriors.
- Minority members of the community will have more opportunity to interact with police officers in non-enforcement situations.
- Citizens will be more informed about what the police department is doing and why decisions are made.
- Citizens will have an opportunity to speak with or voice concerns directly to the chief of police.
- Community based problem oriented solutions will be developed through the cooperation of the Bemidji Police Department and the community we serve.

2017 – 2019 PROGRESS AND ACCOMPLISHMENTS

- Acquired community input and engagement regarding the Body Worn Camera policy and equipment implementation.
- Began “Coffee with a Cop”, “Cone with a Cop” and “Cookie with a Cop” community engagement events throughout the city.
- Participated in the Blandin Community Leadership Program.
- In December of 2017 and 2018 the Bemidji Police Department organized the Heros and Helpers event. This event helps youth from disadvantaged homes buy holiday gifts for family members and themselves.
- Participated in numerous meetings with Native American leaders regarding race relations.
- Established a connection with the Bemidji Ojibwe Language Project to incorporate Ojibwe Language into our department. Through this initiative “To Protect and Serve; Ganawenjigeng miinaawaa Naadamaageng” was installed on every marked squad car.
- Officers have participated in nearly a dozen National Night Out events.
- Officers have participated in more than 2500 public relations events including; presentations, TRIAD, foot patrols, and elementary school visits.

GOAL



Establish well-trained and professional police officers who focus on protecting the dignity and human rights of all people.

OUTCOME INDICATORS

- Citizens will have a better understanding of police training and tactics.
- The police department will have open dialogue with community members about mental health issues or use of force.
- Officers will be better trained to address people in a mental health crisis.
- Policies will be developed that promote de-escalation during use of force incidents
- Officers will possess elevated skills in ethical decision making and interpersonal communication.
- Officers will incorporate procedural justice into problem oriented policing strategies.

2017 – 2019 PROGRESS AND ACCOMPLISHMENTS

- All Officers participated in discussion and training regarding procedural Justice and establishing legitimacy. The discussion focused on establishing trust and legitimacy with the entire Bemidji community through respect and understanding.
- Six (6) officers attended De-escalation strategies for persons with mental health crisis hosted by Leech Lake Tribal College.
- All officers received training and instruction regarding Bemidji Police Department's response to demonstrations.
- September 2017 all officers participated in use of force training which focused on de-escalation strategies. One officer received training as a De-escalation instructor.
- September 2017 all officers participated in less-lethal munitions training which provides an alternative to deadly force in certain circumstances.
- January 2018, a department meeting which focused on building legitimacy with diverse cultures and fundamentals of procedural justice.
- August 2018 All Bemidji officer completed training in;
 - Implicit Bias, Mental Health, Persuasion and De-Escalation, Wellness and Law enforcement.
- September 2018 All Bemidji Police Officers attended 5 hours of training on Use of Force with specific attention to de-escalation techniques. The training included online, classroom and live scenario situations.
- Five (5) officers attend the 40 hour Crisis Intervention Technique course.
- February 2019, All Bemidji Officers participated in trauma-informed policing with Tribal Youth training.
- The School Resource Officers attended training for mental health crisis in adolescents.
- February of 2019, All Bemidji Officers participated in the following training:
 - Implicit Bias 1 & 2, Use of Force legal issues, Use of Deadly force, Persuasion and de-escalation.



GOAL

Focus on crime reduction efforts and improve quality of life issues by utilizing problem oriented policing strategies.

OUTCOME INDICATORS

- There will be a reduction in the number of thefts reported by businesses and citizens.
- An increase in in the number of citations and arrests for distracted or impaired driving.
- Realize a reduction in the number of unrestrained child complaints.
- A reduction of criminal activity in areas identified as experiencing a high occurrence of crime.
- The public will have a better understanding of cyber and technology based crimes

2017 – 2019 PROGRESS AND ACCOMPLISHMENTS

- Hosted Crime-Free Multi-housing training session for local rental property owners.
- Developed a bicycle registration system in an effort to reduce bike thefts and return found bicycles to their owners.
- Purchased a speed data collector which is utilized in areas with high speed occurrences and complaints. Data collected is used to determine enforcement efforts.
- Officers worked with city staff to update the rental ordinance.
- Officers developed an initiative to reduce noise and party complaints in the neighborhoods surrounding the Bemidji State University through education and enforcement.
- October and November 2017, Initiated a focused enforcement effort for illegal activity (specifically minor consumption of alcohol, disorderly house & disorderly conduct) in the neighborhood southwest of the BSU campus. More than 100 citations were written.
- Officers developed a gas drive off initiative that assists gas stations deal with gas drive offs and reduced the amount of false theft reports.
- Developed a Safe Spot exchange area for online sales.
- Focused investigative efforts towards solicitation of minors and human trafficking cases. Bemidji Police Detective Holden has established herself as a regional expert in the area and her collaboration with other agencies has resulted in the discovery of numerous child solicitation and trafficking cases.
- Acquired an \$85,000 grant from the Office of Traffic Safety for a full-time officer who is dedicated to impaired driving enforcement. This officers has been recognized by MADD and DUI All-Stars for outstanding performance between October 2018 to April of 2019.
- The department also attained a TZD (Towards Zero Deaths) grant of \$30,000 which provides funding for directed enforcement of speeding, no seatbelt, impaired driving and distracted driving.
- Acquired an Auto theft Prevention Grant, in the amount of \$125,000 from the MN Dept of Commerce to address and reduce the number of stolen vehicles and thefts from vehicles in our city.



GOAL

Enhance emergency response capabilities to all hazards occurring in the City of Bemidji.

OUTCOME INDICATORS

- Local institutions and businesses will be better prepared to deal with an active shooter or significant emergency within their facility.
- City officials will be better positioned to effectively respond to emergency situations and ensure public safety.
- Officers will have the training and equipment necessary to handle a major civil disturbance.
- Assurance that the safety of the citizens of Bemidji is included in county wide emergency planning.

2017 – 2019 PROGRESS AND ACCOMPLISHMENTS

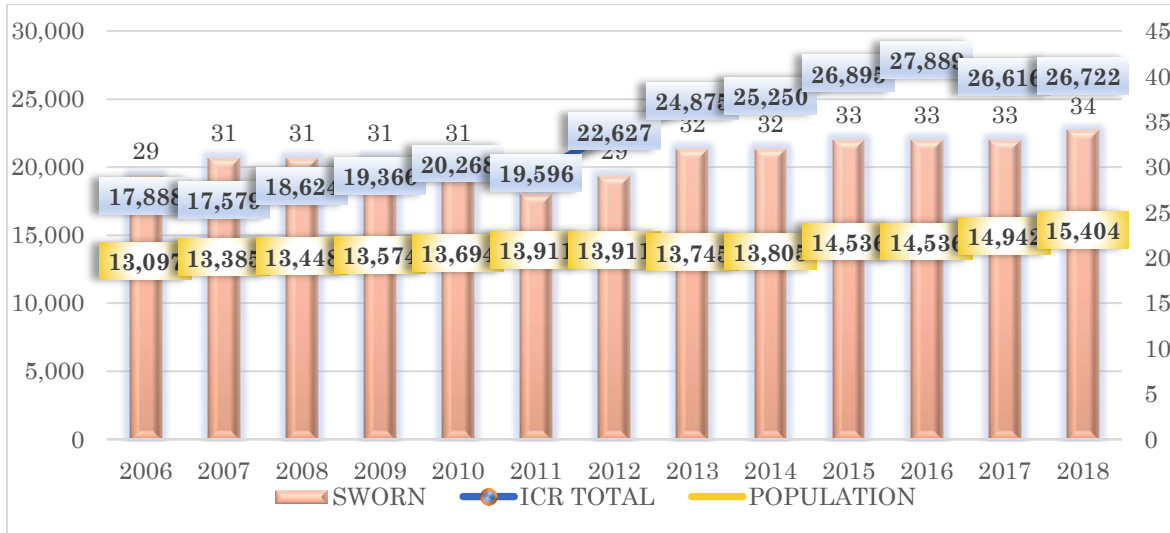
- BPD officers attended Community Awareness Emergency Response Pipeline training at the Hampton Inn.
- The Chief and Captain attended a Command and Planning training sponsored by the Dept of Homeland Security which focused on civil disorder events.
- Fully migrated radio system to the Armer 800 mhz, P25 compatible.
- Bemidji Police Department collaborated with surrounding agencies including; Leech Lake Police, Leech Lake Emergency Management, Cass County Sheriff's Office, Beltrami County Sheriff's Office, Beltrami County Sheriff's Office and Enbridge Energy to simulate and pipeline spill and the emergency response. A complete Incident Command Post was established, the ICS was utilized during this simulation exercise.
- 2017, 2018 and 2019 all officers have completed HAZMAT responder training.
- The Bemidji Police Department participates monthly in the regional emergency services meeting which focuses on regional response, capabilities, communication and preparation for disaster response.
- Participated in the mass dispensing planning for a potential pandemic out-break.
- Collaborated with the county EM director to identify local areas of concern and update the Hazard Mitigation Plan.
- Partnered with ISD #31 to form a safety committee to address large scale incidents.
- Fully implemented a body worn and squad car video platform which has provided valuable video footage and increased transparency with the public.



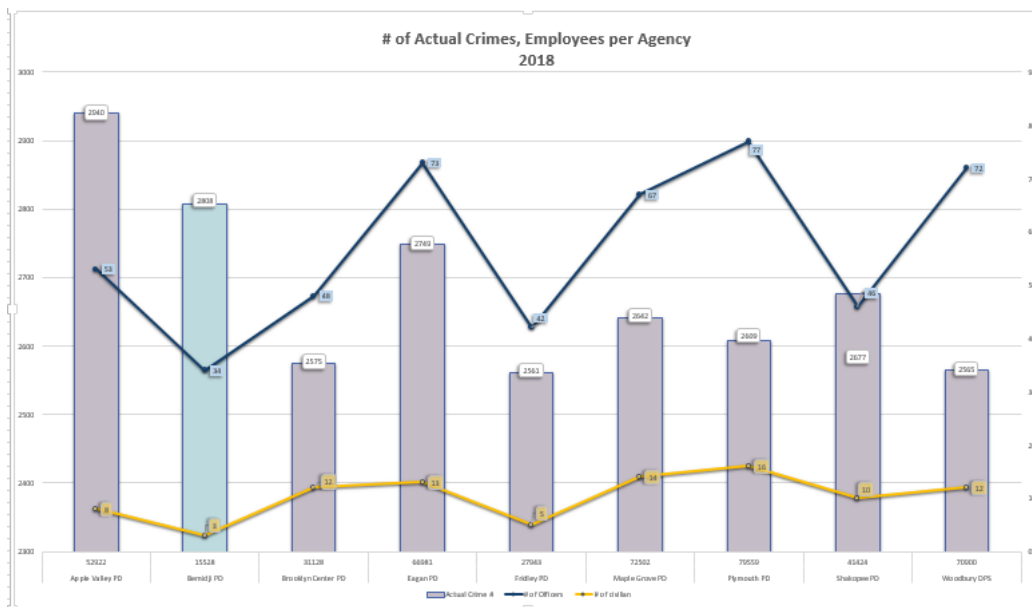
Bemidji Police Department Strategic Plan 2017 – 2020

MOVING FORWARD:

As Bemidji continues to grow and become the regional center for retail, education, healthcare, entertainment and other services, the demand for police services continues to increase. As the City of Bemidji prepares to expand its borders through annexation in 2020, we already know that the police department can expect to see an increase of nearly 600 calls per year based on the Beltrami County Sheriff's Office records for this area. This increase combined with the increasing demand for police service has the potential for creating the highest recorded calls for service our department has ever experienced.



The growth of the City of Bemidji is a great thing with many positives for our citizens, business owners and visitors. However, this increased growth and demand for police services continues to create a larger issue which is negatively affecting the Bemidji Police Department's ability to provide exemplary service. When examining police departments from identified comparable cities it is easy to see that officers of the Bemidji Police Department handle more calls for service than officers of other departments.





Bemidji Police Department Strategic Plan 2017 – 2020

Hiring and retention issues

However, adding more staff is not as easy as it sounds. With the current media fueled negative perception of this profession, finding quality candidates is challenging. We have struggled over the last year to fill open positions. Although we have been able to hire quality applicants, we have also initiated numerous pre-employment background investigations where the candidate was removed from the hiring process because of disqualifying issues. Compounding the problem is the low number of applicants which is becoming a nationwide problem. A recent posting for two fulltime police officer positions only received twenty-seven (27) applicants. This is 1/4th the number of applicants we would receive just a decade ago.

Employee turn-over has also impacted the department in many ways including; minimum shift coverage, Field Training Officer burn out, decreased level of officer experience, increased overtime. This has also precluded the ability of officers to participate in proactive law enforcement initiatives. Additionally, the turn-over of employees has impacted the administration’s ability to focus on other projects.

Employee 2017	Reason for leaving	Hired 01/2018	Reason for leaving
Dobie	Blue Earth Co. - Adv.	Larson	Alex PD - Adv.
Charboneau	Retired	O’Bryan	Belt Co. - Adv.
Hunt	Retired	Amey	
Gage	Chisago Co. - Adv.	Bardwell	Resigned
Donnell	Left LE	Vesel	Resigned
Hayft	Belt Co. - Adv	Warren	
Herr	Retired	Grossell	Resigned – Calls
Solheim	Retired	Peterson	Resigned - Calls
Bellows	Thief River Falls- Adv	Lorenzi - Hired 2019	
Burford	Extend Leave	Museum - Hired 2019	

While the department has worked on becoming more efficient in handling the volume of calls and high expectations of citizens, business owners, visitors as well as the social services, corrections, educational and judicial systems our department has reached functional capacity. The Bemidji Police Department simply cannot do more with less. To maintain the level of police services currently provided and prepare for the continued growth the City of Bemidji must strongly consider increasing the number of police officers and civilian staff accordingly.

“The Bemidji Police Department is committed to active partnerships with the community in order to protect life and property, innovatively solve problems, enhance the safety and quality of life and to provide exemplary police service by enforcing the law in a just and impartial manner”.

-Chief Mike Mastin