

talk with all of them concerning four points:

1. Personal background
2. Let department heads do job
3. Meet with each individually
4. Any changes will be discussed with them

I talked to the Acting Chief of Police afterwards.

He is willing to stay on till the end of the year but would like to be made either permanent chief or assistant chief by that time. Something will have to be worked out soon.

The rest of the day was taken up with a special council meeting at noon to change a resolution deleting an easement from a previous resolution. The resolution passed unanimously. I was directed to talk to the seller concerning possible inclusion of the easement and also with the seller's attorney. The attorney was going out of town so the Mayor and I decided to sign the purchase agreement without any changes since it would take several weeks to complete the paperwork, and work on the storm sewer should begin now.

The Mayor, City Engineer and I also met with the high school Superintendent and the architects for the new high school to iron out a problem about who was supposed to do

what on the street at the site. The problem resulted when the contractor did not read the contract closely enough and began doing street work (stripping and grading) which was to be done by the city. We agreed pretty much on a trade off of work and dollars so that the contractor would not get stuck for \$10,000.

By switching some work around, no one will be out any money in the end and the difficulty could be resolved. We need assurances, however, that the streets are dedicated and that the present subcontractor who is doing the road work will sign a release saying he will not do any more road work under the old contract.

November 4 - Wednesday

Election results are in and two Councilmen were defeated--Joe Collins and Roger Rucker. The new men are Paul Sutter and Robert Korteum, the former a florist and the latter a businessman. Collins's defeat was somewhat of a surprise since he had been a Councilman for 10 years. I do not know anything about the new men yet.

I spent part of the morning at the Water and Light plant talking to the manager and his assistant. The oper-

ation looks in good shape. The water is a completely local operation drawing from three wells. The electric power is purchased from Northern States Power and distributed by the city. I met briefly with three NSP representatives concerning expansion of the city distribution system because of annexations. The other reason for expansion is to take in some of the larger companies which have private hookups to NSP. We have a consultant working on some plans and I will get together with him soon.

I spent the rest of the morning looking over police chief applications and called one man for an interview next week. There is another fellow who might be a good prospect but I haven't decided yet.

The rest of the day was spent looking over past minutes and files to get a better feel for the community.

There are a number of things to do and each time I get further into something, the more complicated it gets. After the first day, I thought moving in and making decisions would be easy, but talking to different people always brings out new aspects of a problem that I had not considered before.

I think the only area I will really push forward in is the police department. Getting a new chief will solve a lot of problems: lack of discipline and inadequate record keeping, particularly. I have no intention of playing police chief myself unless I can not find a satisfactory one in the next month from names acquired in the last advertisement in June.

If I do not get a good one out of that group, it will take two to three months to readvertise and interview before I can get a chief. In that case I would really have to take over because I can't let the present situation go on much longer.

November 5 - Thursday

Our consultant for an expansion of the electric distribution system and plant was in this morning. He filled me in on what lines we are intending to buy, what customers we plan on bringing in, and who we have talked to so far.

I could not understand why the Northern States Power Company was negotiating with us to sell some of their

and customers to us. It was pointed out, however, that we have jurisdiction over any operations in the city and they have to sell to us by law. Some of the customers we hope to take over are two of the larger industries in town.

I found out in our discussion also that the Water and Light utility was separate from the city up to 1968 when the new charter was adopted. Till that time, there was a separate board for the utility. At the present time, the utility has approximately \$750,000 in surplus funds, with no particular plan for spending it. I also found out that the utility has no budget. All I could say was that with a three quarter of a million dollar surplus, you probably do not need a budget. However, I will have to meet with the utility manager during the coming year to set up a budget. It is too late for this year.

What I want to find out even more, however, is what they plan on doing with the \$750,000. My first reaction is to either reduce rates or make the money available to the other funds of the city. I gathered that before the new charter, the old utility board planned on turning over

about \$400,000 to the City to build a new City Hall.

The idea seems to have died. Another thing to check into and work on.

November 6 - Friday

It is amazing to me the number of loose administrative procedures in the City, theoretically anyway. The City seems prosperous and in good physical condition. Work seems to get done, but in some cases I don't know how. I reinstated a work order procedure on incoming calls and complaints which had been dropped after the last Manager left. At least it will give me some idea of what is going on.

The first week is over and some ideas concerning possible changes are growing. I still will hold back until I am here longer, except for the Police Department.

November 9 - Monday

Week number two is underway and it is raining, again. Construction on a couple of sewer and water lines will be delayed some more. If it keeps up much longer, it will get too cold and freeze up. Work will not get finished till next spring. The streets are starting to break up, too.

We should have more problems with them than usual come next Spring.

Went over to the County Sheriff's office in the morning. He was interested in two things: (1) about \$500 for a drug education program in the schools, and (2) the possibility of the City Police moving over to the new County jail building which is to be completed next February. The first item I will discuss with the Council. The second item will have to wait until the new Chief is hired.

At the present time the Sheriff's Office acts as a dispatcher for the City Police. City Police records are practically nonexistent, but both offices could share records if in the same location. There is also confusion among the citizens regarding what is a City matter and what is a County matter. With a centralized operation, people could call in and be referred to one location.

The drawbacks center around who would be in control. The Sheriff is a strong personality. I think he would dominate a weak Chief. A strong Chief would probably be

at odds with him. In any case, a lot would depend on a new Chief would want to operate.

After lunch I got filled in by the City Engineer regarding projects now in progress: (1) 300 feet of sewer to the west of the City, (2) sewer and water extensions to the new high school site, and (3) storm sewer construction to the thirty-six acre area we purchased last week. All are being delayed by the rain.

Afterward I met with a representative of the gas company which is seeking a twenty-one per cent rate increase. It seems a bit steep but will have to be looked into further. The gas company has a franchise with the City which gives us control over the rates. The company wanted to meet and make a presentation to the Council at a regular meeting. I told them I would take their information, read it over, ask them any questions I had, and then prepare a memo and send it to the Council with their information. I would include my recommendation in the memo and suggest that a committee of the Council study the question and report to the full Council.

I have no intention of letting any salesman, company

representative, etc. meet with the full Council at a Council meeting. These types of meetings are generally unproductive. They also would undermine my position as being the Chief Administrator. This type of information should be and will be presented to me, and I will digest it and make my recommendations to the Council. They can question me, blame me or whatever. But they will make decisions on the information I provide them.

November 10 - Tuesday

A candidate for Chief of Police was in this morning. He is Chief of a small town and has four men under him. I interviewed him along with the Mayor and the Sheriff. After the interview of about an hour and fifteen minutes, I took the candidate and his wife for an auto tour of the town. Afterward we met the Mayor and went to lunch.

From the interview he seems to be a good prospect. He has fifteen years police experience, twelve as Chief of a small department. He appears to be knowledgeable of the law. He has six children and his wife seems to be a pleasant person. As far as personality goes, he seems quite personable with a pretty good sense of humor.

I talked to the Mayor after the interview, and he was favorably impressed as I was. The Sheriff also thought he would be all right, but said he could not tell from the short interview. Then he suggested I call the Sheriff in the County in which the candidate is Chief.

I called the Manager of the City involved and he gave kind of a lukewarm recommendation. He said he was knowledgeable and had taken quite a bit of extra training. He said the Chief was probably ready to move on because of the limited size of the community and the ceiling in pay. He said also that he had been in the area all of his life, known by everybody and the Manager felt that he had some difficulty with people putting pressure on him for favors and breaks, etc. In general, he thought he would do a good job.

I then called the Sheriff of the County involved. The Sheriff had a very negative recommendation. He said the Chief was rude and crude, an old time "knock 'em on the head" type of cop who did not have any place in modern police work. He said he was not able to work with the other Chiefs and the Sheriff's Office. He gave me a

list of Chiefs I should call in the area because he did not want to leave the impression that it was a personality conflict. He felt the man was ignorant of the law and never participated in area training.

That telephone conversation obviously raised some questions. I will have to do some more checking. It was very deflating because from the interview I thought I might have a major portion of the Police Department problem solved. There are just not many other applicants available without advertising.

I then spent the remainder of the afternoon touring the public works operations, including the sewer plant, with the public works foreman. He seems like a good man with good control of the situation. Unfortunately, the sewer plant is built to handle 500,000 gallons per day and we are running 1,200,000 gallons. Obviously, there is a need for expansion.

November 12 - Thursday

A pretty quiet day. I checked a few references on the prospective Police Chief, and all were pretty positive. I haven't talked to the Mayor yet.

Another problem is our sanitary landfill operation. A new state law was passed prohibiting the burning of garbage. This is what we did until the new law was passed. Burning cut down the space needed for landfill tremendously. The new law means that we need new equipment and about six times more land than previously required.

I also toured the Volunteer Fire Department which has a new facility and a good complement of equipment.

November 13 - Friday

It is Friday the thirteenth. I hope nothing terrible happens today because I will not be around much. Moving the family day.

November 16 - Monday

Another new week. I checked with the Mayor of the Town where our candidate is now Chief. He was generally complimentary. He complained that the Chief would not always act when the people called in complaints. He said the Chief would require people to come in and sign complaints before he would take action. Personally, if that's the worst he has to say about him, I'm satisfied. In fact, the

Chief is following correct police procedure.

The Mayor shed quite a bit of light on why I possibly received the one very negative reference. It seems that a consolidation of suburban police is in the works. There seems to be a lot of jockeying for position on who is going to be chief after the merger. Our candidate told us he was not in favor of the merger, and obviously this position would cause some hard feelings.

I talked to the Mayor and he suggested going up to the town and talking to some of the businessmen without letting on who I was. Since I am going to be in that area for a meeting on Wednesday, I will try that.

I then spent some time figuring out some percentages and average costs on the proposed gas rates in preparation for a meeting with their representative tomorrow.

In the afternoon the Plats, Streets and Utilities Subcommittee met. I sat in. They talked with two salesmen regarding a telescopic boom truck. We are going to purchase one. It's the last time committees are going to meet with salesmen. It's a waste of time and effort. In this case we blew one hour and forty minutes.

November 17 - Tuesday

I met with two representatives of the gas company regarding the proposed rate increase. I then prepared a memo describing the proposed increases, the real impossibility of challenging their figures without spending several thousand dollars in consultants' fees, and that there are other things we may want to include in the franchise such as free gas for the City and other considerations in return for approving the rate increase.

I then spent the remainder of the day preparing the agenda and supporting material for Thursday night's Council meeting which will be delivered to the Council tomorrow.

In the evening, the Hospital Advisory Board met and I attended, mostly to meet the people. The meeting turned out to be more than that. There are only two full time doctors in town and one of them is about eight months behind on his records. Since keeping records is a requirement for both Medicare and accreditation, getting the doctor to catch up is important.

My initial reaction is to tell the doctor to straighten

out or be denied permission to admit patients to the hospital. But if we did that, there would only be one doctor and he might decide to leave since he would have no one to share the work load. The Advisory Board has been working hard to get new doctors into town. At the present time they have two and possibly three lined up for July next year. At that time some disciplinary action could be taken with impunity. Now there is the fear that he will just take a thirty day vacation in retaliation.

We can not let him continue to fall behind in his records because a Medicare survey is due in about four weeks. If we are not approved by Medicare, they will stop payments. Since Medicare patients account for sixty-five per cent of our revenue, it is not a matter to be taken lightly.

The doctor involved knows the situation and when approached he always responds amiably and earnestly that he is going to get them done. Unfortunately, he has not followed through.

The Board decided to get one of the doctor's close friends to talk to him about the urgency of the situation.

The Board then decided to meet November 30 to review the situation.

November 18 - Wednesday

On the way up to the Manager's meeting I stopped in to talk to the Police Captain who spent three weeks in our town in May trying to straighten out the Police Department. It was mainly a friendly chat of not much consequence. He did give me the name of one of his Sergeants who is interested in the Chief's job.

At the Manager's meeting, which was highlighted by a good steak, I met the Manager of the Town where our chief candidate is currently Chief. I talked to him for about twenty minutes. He was quite complimentary and gave me a little more information concerning some of the bad feelings among some of the area police departments which again could account for the bad reference received. The Manager emphasized the Chief's ability to handle young people and his calmness and ability to handle any difficult situation, of which they have quite a few since they have a large amusement park in Town.

On the way back after the meeting I stopped in the town and got a haircut, hoping to get a little information by judiciously asking some questions. Super sluth at work! No one was particularly communicative, however, so I did not get much out of my brilliant plan.

November 23 - Monday

Would you believe swans! Someone called me up this afternoon complaining that the swans were frozen in on the lake. I naturally laughed since I thought it was a joke. Laughing, however, was not the right reaction. It seems there are two swans on the lake belonging to the City. The Park Department is supposed to care for them in winter.

I thought back to graduate school and tried to think of some bit of knowledge that might apply in this case. Unfortunately, dealing with swans was never covered. I called the Park Foreman and they spent most of the afternoon unsuccessfully chasing the swans around the lake. They are going out tonight to try and trap them in the dark. In the meantime, concerned citizens are calling me regularly to complain about our inhumanity.

I spent the remainder of the day getting the agenda and supporting material out for tomorrow night's meeting.

I did interview another Chief candidate in the morning with the Mayor and the Sheriff. We talked to him about an hour and a half. I then took him for a tour around town and met the Mayor for lunch. He is not a bad candidate but there is something about him that bothers me. I'd better think about it overnight.

November 24 - Tuesday

The swans have been rescued. After trying to catch them yesterday afternoon and evening, two crewmen walked on the ice this morning and caught the birds. Not being a country boy, I was pretty amazed at the whole affair. I though animals had something called instinct which would tell them to get their backside out of a lake when it started to freeze. I was told, however, that these swans were domesticated and consequently not accustomed to dealing with nature. On that point I sympathize with the swans. Our heroic efforts did make the front page of the newspaper, anyway.

I talked to the Mayor for awhile about our second candidate. We both agreed that he was knowledgeable of the law and generally a pretty good man. We both had a nagging doubt in the back of our minds which after some discussion crystallized into a certain degree of lack of self-confidence.

His bearing, speech and projection of himself were adequate, but we both felt he might have difficulty commanding and holding the respect of the men under him. He also did not seem particularly enthusiastic about the job and seemed not to have discussed it much with his wife and family.

Interviewing him did give us one advantage, however. It did show up our original candidate in a better light. I have decided after much consideration that I will offer the job to the first candidate. If I had not received the one extremely negative reference, I would have no problem appointing him as he came over very well in the interview. But because of the bad reference, I had to do the extensive checking which I have detailed earlier. My personal evaluation and judgment of the man plus the other information I

uncovered, particularly the move to consolidate the local police departments in his area, offset the bad review.

This, of course, is my first big decision. I began to get nervous and hesitant. I began worrying about mid-afternoon, particularly if he would be able to get along with the Sheriff here since we are considering working both departments out of the same building.

We have a Council meeting tonight and I would like to announce to them that I will offer the job to him. I am not required to get their approval and I am not seeking it. But informing them will be beneficial, I think.

A number of items were covered at the meeting tonight with a few citizens turning out with minor complaints. I decided on hiring the Chief while at home prior to the meeting after discussing the situation with my wife who is a shrewd judge of character. I told the Council about my choice and the reasons behind it. They all accepted my choice. I was grateful that the Mayor chimed in with his public support since he did not really have to do so. Hiring department heads is my responsibility and he could have avoided any comment easily, and

not get hung later if the Chief turned out to be a dud.

November 25 - Wednesday

A pretty quiet day before the holiday. I called the new Chief in the morning and offered him the job at \$900 per month to start with a fifty dollar per month raise as of July 1st. He accepted and will begin on January 1st. Major decision number one completed. I hope it works out.

I finally got a tour of the parks in the afternoon. We have a very impressive set of recreational facilities built around the two lakes in town.

I went to a luncheon meeting along with the Council at the invitation of the County Sheriff. The Sheriff wants to get our police working out of the new facility the County is building. It has some possibilities but I do not want to make a decision until the new Chief gets here and settles down a little. There is some urgency on the County's side, however, because they would like to finalize their plans while construction is still in progress.

The County would also like some financial support for

a drug education program and the Council seems in favor of it.

November 26 - Thursday

Thanksgiving

December 1 - Tuesday

I did some additional work on the police contract, mainly revising the salary schedule downward for two reasons: (1) to keep in line with salaries paid to other City employees, and (2) to allow some room for negotiating upward. My counter proposal is a sixteen per cent increase which is high but necessary to catch up and be competitive.

I also took some time out today to continue my visits to local businessmen. I saw three more today.

There was a special Council meeting at noon to approve an increase in our contract with a private ambulance service. The increase was approved but more stringent reporting requirements were added.

I then took some time to inform the Council of the hospital situation since they are the governing board and

have ultimate responsibility. If a suspension becomes necessary, it will probably hit the newspaper and the Council will be the target of questions, complaints, etc.

December 2 - Wednesday

I did some reading of state law regarding unions and police in preparation for police union negotiations.

I received a call in the morning from one of our more prominent citizens to come to his office and meet some people. I wanted to ask him who, but gathered he was not free to say for some reason.

I arrived at his office and met several of the community leaders and a few other people. The one who called me started speaking about a drunk driving charge against one of the persons in the room, and I did not know what to expect. I thought maybe they wanted me to do something illegal to fix the ticket. I was also thinking to myself that I will never walk into an unknown situation like this again if I can help it.

It turned out, however, that these people were all members of Alcoholics Anonymous. A little surprise to say

the least. They wanted to know if the City had any jobs in the Hospital for the drunk driver who is a registered x-ray technician and has laboratory experience.

I told them I was not sure about any openings but remembered there was one vacancy in the new budget and that I would check on it. I also decided to be very honest about it and tell them that taking on a person with this problem is not what I need at this stage of my tenure as City Manager. I told them we have other personnel problems that I am trying to straighten out, but that I would check with our hospital administrator to see what our employment situation is. If there is a vacancy, we will interview the individual in question and check his qualifications. If he appears satisfactory we will hire him on the condition that any indication on the job that he has been drinking will mean automatic dismissal.

They seemed satisfied with this approach and so did I since it was done on the spur of the moment. I would like to do something if I can because some of the people in the room were opposed to the previous Manager and

are not on particularly good terms with the Mayor and Council.

December 3 - Thursday

I checked with the Hospital Administrator, and we have no positions open for which our Alcoholics Anonymous member could qualify. I notified him and one of the other A.A. members. Good riddance on one hand and too bad on the other.

The rest of the day was spent on a number of small items such as skating rinks, possible land purchases, curb cuts, some sanitary landfill discussions concerning equipment, and continuing to meet some people in town.

December 4 - Friday

Another day of small items in the morning and attendance at a sales meeting of NCR on some computer equipment in a nearby town. I attended with our Water and Light Manager, his assistant and the City Auditor, since we are considering buying some new equipment to handle our utility billing. I attended mainly to see what are the possibilities of using the equipment for City

accounts, particularly assessments.

December 7 - Monday

A busy day, mainly of meetings. A Council committee met with representatives of Northern States Power to discuss relocation of our electrical substation in anticipation of future growth. Tentative agreement was reached but no formal approval was given until the entire Council can review the matter.

After the committee finished its work, I met with NSP representatives to talk about the cost of this project, including buying some of their equipment, lines, transformers, etc. as well as some other industrial customers which we take over since we have annexed them recently. Another meeting was set for next Tuesday.

After this meeting, I met with one of our citizens' subcommittees and spent a wasted forty-five minutes while they approved purchase of a truck for the electric utility. Now I have to send their recommendation to the Council before I can even write bids, let alone purchase the truck. This procedure will be changed next time around.

December 8 - Tuesday

Spent part of the day working on sanitary landfill problems, mainly on what type of equipment we should get and whether or not we should purchase or rent the equipment since the situation is pretty much up in the air depending on what role the County will play.

The rest of the day was spent meeting with the Hospital Advisory Board, Council, and Hospital architect to discuss hospital improvements, including a new wing. The present Hospital consists of an old section built in 1915 and a new wing built in 1960. The old section needs about \$150,000 to \$200,000 in renovations to meet state health standards.

Tearing down the old section and building a new wing will cost about \$850,000. The Mayor sowed some seeds by speaking before the Rotary Club last week. The last payment on the 1960 bond issue for that addition will be paid on Thursday. It seems a good time to hit the citizenry for another bond issue.

December 9 - Wednesday

While driving around town this morning, I met an old

friend who is working for the Office of Economic Opportunity as supervisor for state programs. He was easy to spot since he is the first Black person I have seen in town.

He was visiting the local program Director who runs a three County agency. I talked with both of them for about an hour and was invited to join the board of the Citizens Action Council. I declined for the present but told them I would be interested after I was settled in a little more.

The Director of the local agency had some interesting comments on the local power structure built around the Sheriff, County Attorney, and School Superintendent. The Superintendent has been here only two years but has amassed quite a bit of power according to the Director. I was aware of the Sheriff and County Attorney alliance, and knew the Superintendent had a great deal of influence but did not know they were together. They are, of course, quite conservative.

There are a few liberals in town, however, and some of them have some money, particularly one car dealer.

The rest of the day was spent with the City Attorney and Hospital Administrator discussing the nurses' union contract. Afterward I worked overtime getting out the agenda and supporting material for tomorrow night's Council meeting.

December 10 - Thursday

During the day I talked with the City Engineer and a salesman for Caterpillar about a lease deal on a tractor. The deal will allow us to lease a tractor at \$900 a month and deduct the monthly rental from the purchase price if we decide to buy it when the landfill picture clears up. I will recommend this action at the Council meeting this evening.

I blew a few hours in the afternoon driving around town with one of our Councilmen who is retired. It was a waste of time. This Councilman is a minority of one who does not want to spend any money on anything, including salaries. I think he just wanted to pass the afternoon.

The meeting in the evening was busy but routine. Another tractor salesman showed up with a lease agreement.

He started getting into a discussion with the Council and the Caterpillar salesman. In line with my policy of keeping salesmen away from the Council, especially at meetings, I told the Council I would talk again to each of the salesmen and make a recommendation to be acted upon at a special meeting next week. The Council was agreeable. I think it was a good precedent to set.

December 11 - Friday

After the busy week, I was not worth much today. I did some reading regarding landfill and streets and visited a few more businessmen in the afternoon.

I looked over tractor lease proposals and decided again on the Caterpillar tractor on a lease basis both because of the cost and size of equipment, particularly the weight which will help in compaction of the landfill.

The Medicare survey was completed today. They were pleased with our efforts to try and straighten out our deficient records. We are being given fifteen days to catch up on the records. Payment will not be stopped on Medicare patients. Even if the records are not up to date, we will only be given a deficiency.

This means we lose our leverage on the lagging doctor until we get a few more doctors in town next summer. It annoys me to let this guy go on the way he has, but the time is not ripe to stick him.

December 14 - Monday

After checking over the landfill equipment proposals, I have decided on the Caterpillar tractor on a lease basis with an option to purchase. Since a committee of the Council is meeting at noon, I called the rest of them so we can have a special meeting and approve signing a contract. The Council did meet and after some discussion approved the contract.

We then had lunch with two representatives of the gas company to discuss their rate increase. The Council committee set the tone of the meeting by asking what it would cost to buy them out. A number of other questions were raised regarding their rate of return, rate base, replacement costs, etc. The company will furnish us material in the next week or so and a meeting was scheduled for January 14th. The gas company will have one of

their consultants who developed the new rates present at that meeting to answer any questions.

I received a letter today from our electrical union employees requesting "substantial" pay increases effective January 1. My first reaction was to send a letter saying, "sorry, fellows, but you missed your reopening deadline". Fortunately, I checked the present contract; and, unfortunately, I found we did not have a thirty or sixty day notification period. I called the City Attorney to check whether there was any general state law requiring a certain notification period. He will check it out.

December 15 - Tuesday

A meeting with Northern States Power was called off, but the committee met with our consultant on the expansion project and reiterated its preference for a western site for the new substation. The property belonging to the State Agricultural School would be ideal. I am to talk to the Head of the school and see what the possibilities are.

After that meeting I went to the Rotary Club executive meeting. The purpose was to have a fireside chat informing me of my duties and responsibilities. Yech! It is a good idea to join, however, because of the contacts available. Personally, I do not care for these types of organizations.

I talked with a few irate citizens regarding snowmobiles and the regulation of them. We do have authority to regulate them to some degree, but the problem is enforcing the laws. It is impossible to catch a snowmobile with a patrol car. We have one of the largest manufacturers of snowmobiles in town and a good portion of the citizenry have them.

Some, of course, drive the machines with little interest for the property of others. There also are drivers running about at three in the morning which does not foster good will among the anti-snowmobilers.

Generally, the people want a curfew and I am in favor of such a move. I am not too sure about the Council, however, there are too many snowmobilers who vote.

December 16 - Wednesday

Another luncheon meeting today with a Council committee to discuss sewer rates, particularly those affecting commercial customers. The discussion was highly subjective and the committee decided to leave rates as they are. In view of our need for an expanded sewage treatment plant, we will probably have to establish new rates at that time and this kind of problem can be worked out then.

Snowmobilers, lovers and haters of the machines, are stirring up a lot of problems. The haters want the machines banned or at least limited as to speed and hours of operation within the City. The lovers want no restrictions. Personally, I would ban them because of the disturbances they cause, the property they sometimes destroy, and their general contribution to pollution of the air as another internal combustion engine. The Council does not want to act too harshly, but some limitations will probably develop in the next month which will, more than likely, appease a majority of the citizens.

December 17 - Thursday

I finished my second counter proposal to the Police Union. I kept the salary at the same level as before. They originally wanted \$750 a month after two years with a \$600 a month starting salary. My original proposal was \$575 to \$700 over a five year period. I did give them a forty hour work week with time and a half for overtime. The union will accept our range over a three year period, but I want to get all our City employees on a five year plan eventually; and I will not give in on this item even if it means going to arbitration.

I also sent a letter to the Electrical Workers Union telling them that I would like their proposals in writing before beginning negotiations. I also told them that the late date of their proposal made it doubtful that a January 1st effective date could be met and that retroactivity in this case would not apply.

In the afternoon the Hospital Administrator, City Attorney and I met with the Nurses Union for several hours in the initial meeting. We made some progress and

will meet again a week from Monday.

All this union business in a town of 7,000 with eighty-five employees makes me wonder why! The salaries in the entire town are quite low. There are no other unions in town at any of the industrial plants. It seems the City became used to the generally poor salaries paid elsewhere in town and forgot to take into account what other municipalities in the area were paying. Consequently, all our people have organized to get in step with what is going on elsewhere.

December 18 - Friday

The four members of the Police Union came in to talk about the reply I sent them yesterday. They will accept our \$575 to \$700 range over four years now. I told them I still want the five year plan and am willing to go to arbitration for it. I did not tell them that I would up the range to \$715 at this point. If they decide they want to take that route I will then offer them an additional fifteen dollars. They are going to talk among themselves and let me know.

In the afternoon I went to a nearby town to meet with the other managers and some mayors from the area. Nothing significant but some good contacts.

December 21 - Monday

A call came in from the State Arbitration Board saying that the Police Union wanted to go to arbitration. I told them that as far as I was concerned we did not need an arbitrator, since I was certainly willing to talk. He said he would call the Union and tell them so. I did not get a call from the Union the remainder of the day.

People continue to call about snowmobiles and the skating rinks. The weather was very cold over the weekend and people expect all the rinks to be flooded. We hope to get them ready by Christmas.

I spent the rest of the day getting out the agenda and supporting material for tomorrow night's Council meeting. Routine mainly, approving licenses, etc. for the new year and cleaning up some funds before the year ends.

December 22 - Tuesday

I think we are pretty well settled on the police contract. I offered them a range of \$585 to \$715 over five years. All we have to do is settle on some language for the overtime clause.

I talked to a salesman about a sophisticated accounting machine for our utility billing. I told him mainly that he should do his talking with the utility manager so that he can make a recommendation to me. This is the kind of procedure I would like to institute as a matter of using my time to the best advantage.

The Council meeting was pretty uneventful. None of the anti-snowmobilers showed up as I expected they would.

December 23 - Wednesday

It snowed last night, and now we will not be able to get the skating rinks ready for Christmas. Most of the citizens won't know till Christmas morning when their kids want to try their new skates. They will go out, find nothing flooded, and probably have enough Christmas spirit not to call the City Manager on Christmas Day. I hope!

I met with the Electrical Union Workers in the afternoon. They want a substantial increase of twelve per cent and a change in the standby arrangement including pay for weekends. We talked also about some general complaints they had about their supervisor. I told them there is a grievance procedure which they should use. One complaint I heard about him from some others is that he is using the Water and Light Plant for a personal storage area and workshop for his kids. That negates the insurance we have on the plant if a fire ever started or an accident occurred. I will have to straighten that out immediately.

The union will probably agree to eight or eight and one half per cent. I told them I would reply next week.

December 24 - Thursday

Christmas Eve. We close at noon. Not much was accomplished by anyone today. One skating rink was finished today. Alleluia!

December 28 - Monday

How come the skating rinks are not finished?
At least the people didn't call over the weekend. It's
always the major problems that upset people.

I had the Water and Light Superintendent in this
morning and told him that he would have to remove his
junk from the plant and stop using it as a workshop. He
knew he was in the wrong and said he would get out of
there. I also gave him a written memo in order to have
it on record. We have no personnel records to speak of.
I am starting personnel files with this being one of
the types of things going into them.

In the afternoon I met with the Nurses Union again.
We made pretty good progress and should finish up at our
meeting next Monday.

December 29 - Tuesday

Everything has been pretty quiet today. Being between
the holidays I guess no one is working or complaining too
much. There was a brief meeting at lunch with a repre-
sentative of the gas company who brought some information

for next week's meeting regarding the requested rate increase.

In the afternoon I drew up some specifications for an articulated elbow device mounted on a truck for the Water and Light plant. We are bidding the chassis locally and the aerial platform to anyone. It will probably cost a few dollars more to buy the chassis locally, but the City tries to purchase as much as possible in town. After meeting some of the local businessmen, I think it would be smart to continue the practice.

The businessmen are a pretty tight--knit group. They do not like much competition, and they don't want people going out of town to shop in some of the larger cities around. Their idea of merchandising and sales promotion before Christmas was to hope for poor weather so people could not leave town. Prices are quite high, particularly clothing and appliances. Food is also higher than in the metropolitan area. They have a closed market and like to keep it that way.

They have been pushing for more parking in the downtown area and the City has put in one parking lot

which has helped to keep one supermarket downtown. The other ones have moved to the edges of the City. The businessmen seem to stick together and are a formidable group.

December 30 - Wednesday

Settlement had been made with one of the unions before I arrived here. There were some things, however, that were supposedly not written down but just agreed upon, particularly overtime work in snow removal periods. I met with the union representative and we worked out an agreement. This time it's in writing.

December 31 - Thursday

Just open half a day today. Kids are breaking up the warming houses at night. Love those youngsters! Full of ideals, dedication and education. Unfortunately, they are also full of excess energy.

The first two months have been filled with varied experiences. I've been bogged down with the unions lately, but I hope to finish that work next week and get on to other things like the citizens' committees, some planning

and straightening out some personnel problems.

January 11 - Monday

Some trouble with our skating rinks particularly the hockey rink. It's one of these deals that was started by a group of citizens interested in boys' hockey. The City bought the boards to make the rink, and the interested people flooded it and took care of it with occasional help from the City. This was started two years ago; and now, in its third year, the interested citizens are losing some interest in the work aspect. Everytime something is not up to par at the rink they call me.

We obtained a schedule of practices and games from the people and worked out a program for maintenance of the rink. I have no objection to taking over this activity, but I do not like the way this developed. It makes the City look bad.

In the afternoon I prepared two memos to the Council explaining the union contract agreements which they have to approve Thursday. Since the police contract calls for a twelve and one half per cent increase, I spent

considerable time explaining the reasoning, mainly the need to pay sufficiently to get and keep good personnel.

January 12 - Tuesday

I worked again on getting information ready for the Council meeting.

The new Police Chief put a notice in the paper yesterday that parking meter enforcement would begin today. We were short on people before, but can now put someone on this job regularly. We are using an older man who has about thirteen months to go until retirement. He used up two ticket books this morning. It is important to do this in order to open up parking for shoppers and also to pay off our large investment in the meters over the last two years.

I worked again in the afternoon on getting information ready for the Council for Thursday's meeting particularly the union proposals. The police increase is going to be about twelve and a half per cent and some of the others seven and a half per cent. Generally, I think the Council will accept the increases, but one or two will

probably make some problems at the meeting.

January 13 - Wednesday

More work on the agenda today.

I think I finally have the skating rink problems straightened out. Somebody even called to say how good they were!

January 14 - Thursday

The Council met for the first time in 1971. They passed some routine resolutions authorizing various state agreements and arrangements for highways, etc.

The snowmobile contingent turned out sixty strong. Suprisingly, nobody became angry or belligerent, not even a raised voice. The curfew idea was not passed, but a fifteen mile per hour speed limit in town was approved.

The union contracts were all approved except for the nurses which was tabled since we haven't heard from them. One Councilman, as expected, was upset about the police raises, but he was no problem. In fact, I'm sorry I did not prepare higher recommendations for some of the other employees. Once they got over the hump on the police

contract, they were in a very generous mood.

January 18 - Monday

Today was a day of cleaning up odds and ends: making out contracts, answering letters, getting out ads to other area newspapers for a policeman, etc.

The Chief of Police handed out a book of rules and regulations to the police today and is having a departmental tonight. The Chief has been making some notable progress with the men. The new salaries and his leadership should help us develop a good force.

January 19 - Tuesday

The Chief's meeting with his men last night went well. A number of points were covered like coming in fifteen minutes before a shift starts, record keeping, community relations, etc. I am really pleased with the Chief so far.

I and a Council committee met again with representatives of NSP to discuss location of the new substation and the purchase of the industrial customers. They want \$310,000 for the sale of thirty-eight customers now in the

City. Our revenue would be \$38,000 per year and it would take eight years of profits before we make any money on the deal. We heard their reasoning, and the committee will discuss the proposal later on and make a counter offer.

Later in the afternoon I met with the owner of potential property for the substation to broach the subject to him. It is owned by a company, and the man we talked to agreed to bring it up to the Board of Directors.

In a little free time I had, I looked over the budget worksheets for the 1971 budget. I want to get these sheets out to each Department Head so they will know now how far to go in spending. There hasn't been much control in the past except that exercised by the Department Heads, depending on how conscientious they are.

January 20 - Wednesday

No word from the Nurses Union yet. I don't know what is holding them up. We are going to run into some

problems with retroactivity to the first of the year.

The City Treasurer brought in the annual receipts and disbursements report. Cashwise we are not in too bad a position. Receipts were about \$30,000 above estimates which will help us since we also spent above the estimates for last year.

Seven in the morning! The Chamber of Commerce wants me to speak at their breakfast meeting tomorrow morning. They want a report on our sewer application to HUD which was turned down last year. We are going to reapply with some changes in the application. But at seven in the morning!

January 21 - Thursday

I survived the breakfast meeting. The Chamber has a development corporation which is trying to get more industry in town. The sewer would be a real help. It would cost half a million, however, and federal funds would be a big help.

I looked over the budget again. Personnel and some other items are pretty detailed but the capital

budget is not explicit. It is detailed on the worksheets so I had them typed up for distribution. I also talked to the bookkeeper regarding her monthly reports.. I want a little more detail in a few areas so I can tell where we are spending our money.

One of the non-union Water and Light employees came in this morning disappointed about their salary increases. I was not aware of all the facts when I made the recommendation to the Council. I told him I would make a further recommendation to the Council.

I then spent a couple of hours with the Engineer discussing some sewer, water, and street problems and plans.

January 25 - Monday

Everybody wants to get a raise. Some other non-union employees came in today. There are only a few non-union employees and I would like them to keep up with the others.

I prepared some information for our trip tomorrow to discuss our airport application for state and federal funds.