



**City of Minneapolis**

**Police Department**

Robert K. Olson  
Chief of Police

350 South 5th Street - Room 130  
Minneapolis MN 55415-1389

June 21, 2000

Office (612) 673-2853

Mr. Al Kalmanoff  
PO Box 5137  
Berkeley, California 94705

Dear Kal,

I am sorry it's taken so long to finally sit down and do this, but it has taken me a while to squeeze in the time.

When I look back at your arrival and injection into the CJCC process, I really believe the end result was positive. I believe your infusion into our process caused all of the entities involved to have to sit down with each other and talk plainly and honestly about issues concerning all of them. Of the contributions you made, the major accomplishment in my mind, is the continuing collaboration between agencies which is reflective of that effort. I recognize that one of your techniques, whether intended or not, was to make the various agencies collectively agree on their criticism of you, which took their mind off their criticism of each other. Sometimes you have to take on that roll to make such a diverse opinionated special interest group of executive's start talking about the truth. Even though there is a long way to go, I believe a great start was made by these forced meetings and structure, and I am sure that the continuing strategic planning process will continue.

The solidarity around the information system and now some more recent issues are seeing that affect.

All in all, I think you really stirred up the pot and got people thinking and moving in the right direction. I think that the only difficult issue was the time commitment to the Department Heads, which eventually took their toll, especially when most CEO's look for instant issues that they can pass off to subordinates who complete and bring back to them for approval.

I hope this letter finds you well.

Sincerely,

**ROBERT K. OLSON**  
Chief of Police  
Minneapolis Police Department

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