

City Administrator Report to Mayor & City Council

February 5, 2016, Edition No. 209

WEEKLY UPDATE:

- Budget: Reminder: See you Saturday at 8am in the Lower Level Conference Room. Senator Brase and Representative Carlson will be in attendance at 8am for a brief legislative update.
- Police: A digital copy of the Police Department's Annual Report is attached.
- Fire: A digital copy of the Fire Department's Annual Report is attached.
- CSO: Attached please find the January 2016 West Hill Sewer Separation Project Progress Report.
- Park & Rec: The 2016 Winter Festival sponsored by the Muscatine Parks and Recreation Department was held on Saturday, January 30th at the Muscatine Municipal Golf Course. Activities included a Snow Pile Treasure Hunt, Snow Sculpting Contest, Golf Simulator Demonstrations, a Coloring Contest, a Golf Putting Contest, new games and a Progressive Meal Hike. This years Festival attracted roughly 450 participants!

Governor's Water Proposal Bullet Points (Update)

Revenue

Extends the Secure an Advanced Vision for Education (SAVE) penny to 2050 and adds \$10 million annual increase to SAVE amount: Beginning in fiscal year 2017, schools are estimated to receive \$468 million increasing by \$10 million per year until it reaches an estimated \$788 million in the year 2049 resulting in a total of \$20.7 billion directed towards school infrastructure under this proposal.

Utilizes SAVE revenues above \$10 million for water quality.

Water Quality Expenditures

25% Wastewater & Drinking Water Financial Assistance Program

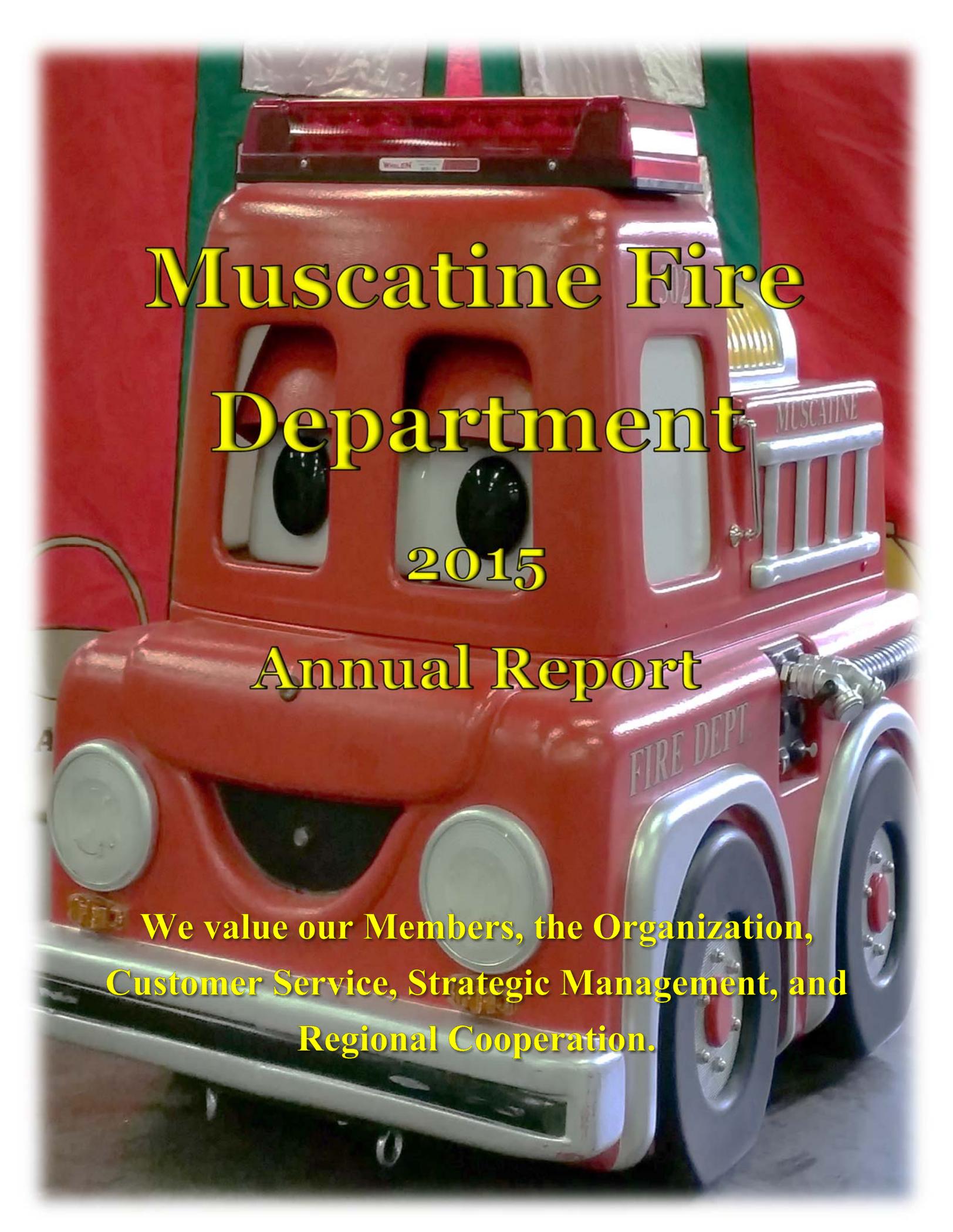
Provides resources to the Iowa Finance Authority for their existing wastewater program and extends to drinking water for public owned water treatment systems. Allows for loans, grants and forgivable loans with priority scoring and focus on implementation of the Iowa Nutrient Reduction Strategy.

25% Water Quality Financing Program

Provides resources for and creates a state money only revolving fund for watershed projects administered by the Iowa Finance Authority. Focuses on planned watershed financing through various local governments such as cities, counties, drainage districts and soil & water conservation districts. These projects can include plant upgrades for cities and watershed work for flood mitigation.

50% Water Quality Infrastructure Cost-Share Program

Sends 50% of the revenues to the Iowa Department of Agriculture and Land Stewardship to provide financial assistance on a cost-share basis to landowners for installing infrastructure projects. These edge-of-field infrastructure practices can have a significant downstream flood mitigating benefit in addition to the nutrient reduction benefits.



Muscatine Fire

Department

2015

Annual Report

**We value our Members, the Organization,
Customer Service, Strategic Management, and
Regional Cooperation.**

Table of Contents

From the Chief	Page 3
Mission Statement, Core Values & Philosophy	Page 4
Organizational Chart	Page 5
Calls for Service Report	Page 6
Fire Response Report	Page 8
EMS Report	Page 9
EMS Transport Report	Page 10
Location of Calls Report	Page 12
Response Time Report	Page 13
Hot Spot Analysis Diagram	Page 14
Training and Certification Report	Page 17
Focused Smoke Alarm Initiative Report	Page 18
Apparatus Condition Report	Page 19
Assistant Chief's Report	Page 20
Battalion Chief's Report: Green Shift	Page 21
Battalion Chief's Report: Blue Shift	Page 22
Battalion Chief's Report: Red Shift	Page 23
Equipment Purchases	Page 24
Survey of Comparable Fire Departments	Page 25
Fire Chaplain Program	Page 27
Promotion	Page 27
Appointments	Page 28
2015 Major Activities and Accomplishments	Page 29
Looking Forward	Page 31

FIRE DEPARTMENT

It is my pleasure to present the Muscatine Fire Department 2015 Annual Report. In this report you will find a tremendous amount of information that details the accomplishments of the past year and some of the numbers that help to explain what we do and how we do it. At the end of the day, an Annual Report really only tells a small part of a much larger story. A year in the life of the Fire Department cannot be simply reduced down to a few pages of words, numbers, graphs, and pictures. The real story exists within the experiences of the staff that make up this organization and the lives that they have touched throughout the year. The reality is that when we meet our citizens, or guests of our community, it is all too often under circumstances that are less than pleasant. In fact, for most of our encounters at fire and medical emergency scenes we are seeing them on what may very well be one of the worst days of their lives. Our satisfaction comes from the belief that in some way, through our service delivery model and professional staff, we have made things better.

Contrary to what those not familiar with the fire service might think, firefighters are not sitting around just waiting for the next emergency request to come in. They are extremely busy physically training to stay strong and healthy to perform the requirements of the job, training on the latest firefighting and medical techniques, servicing and maintaining our portable equipment and vehicles, and performing the critical tasks of prevention and education through fire inspections, code enforcement, and public education in between all of the emergency and non-emergency calls for service throughout the 24-hour shift.

I am never at a loss for the admiration I have of the fine work our firefighters do. We consider it an honor and privilege to serve the people of Muscatine and take seriously our role of stewards of the public trust, a role we have served since 1916. As Fire Chief, I am fortunate to lead an organization comprised of people both skilled at and committed to protecting the lives and property of Muscatine's citizens and visitors. Our doors are always open, so please feel free to stop by or contact me if you have any questions, concerns, or just want a tour of the fire station.

Sincerely,



Jerry Ewers, Fire Chief
Muscatine Fire Department





FIRE DEPARTMENT

Mission, Core Values & Philosophy

MFD Mission Statement

It is our mission as members of the Muscatine Fire Department to safely provide quality emergency services to the community through the protection of life, property, and the environment from the effects of medical emergencies, fires and other hazards and to reduce these threats through fire prevention and public education.

MFD Core Values

Members: We promote an atmosphere of trust and respect that encourages individual growth, participation, creativity and acknowledges the achievements of our members.

Organization: We support an organization built on a foundation of initiative, collaboration and commitment to efficiency, consistency and results, while attaining the goals of the organization.

Customer Service: We are dedicated to providing superior customer service.

Strategic Management: We plan for change and develop management strategies to meet the challenges of our future.

Regional Cooperation: We promote, encourage and participate in partnerships that provide all communities and organizations with the highest level of service and training.

MFD Philosophy

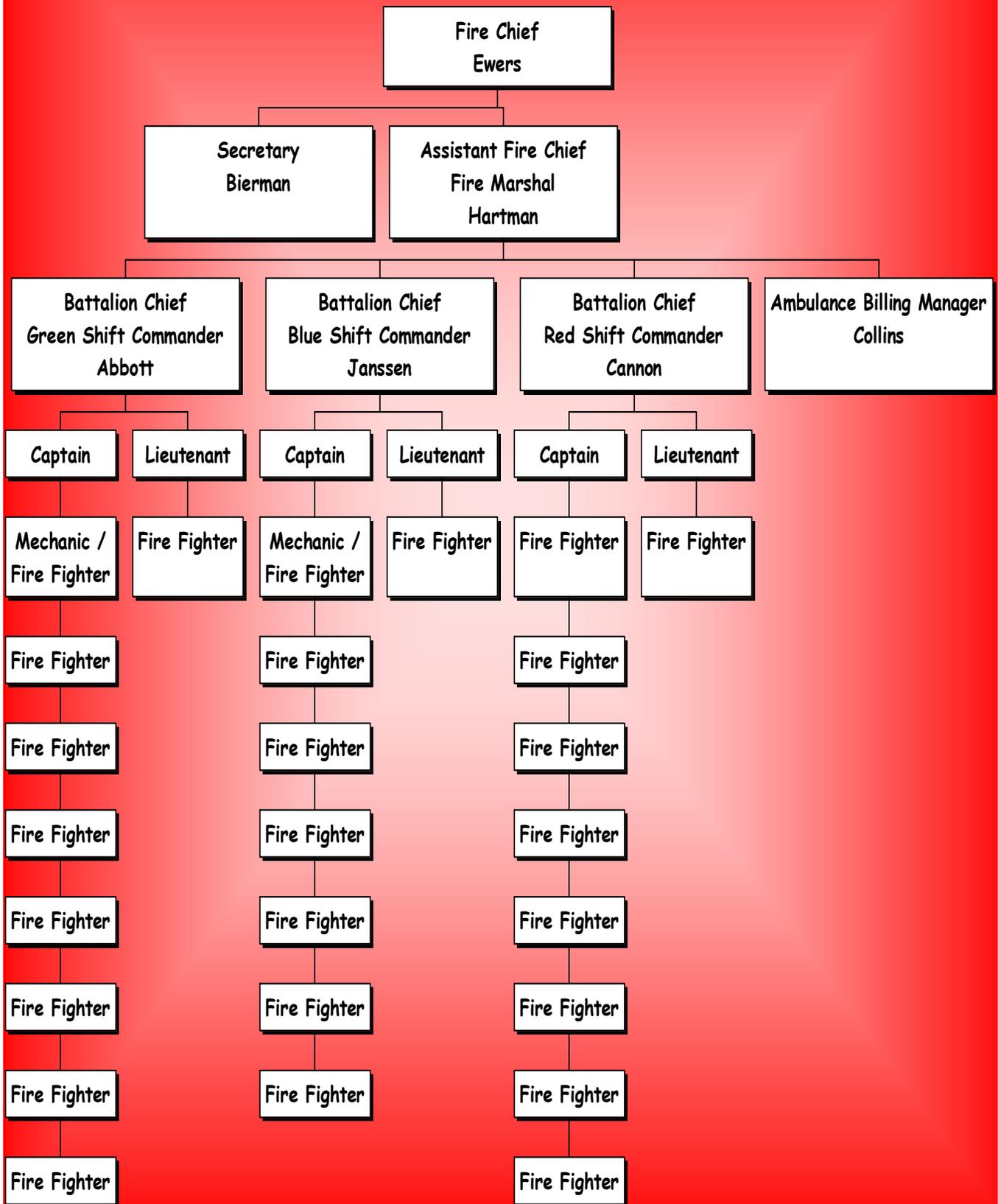
Service and protection with Pride, Honor, Loyalty, Courage, Compassion, Respect, Teamwork, and Safety.

We Accept:

- Great personal risk to save another person's life
- Moderate personal risk to save another person's property
- No personal risk to save what is already lost

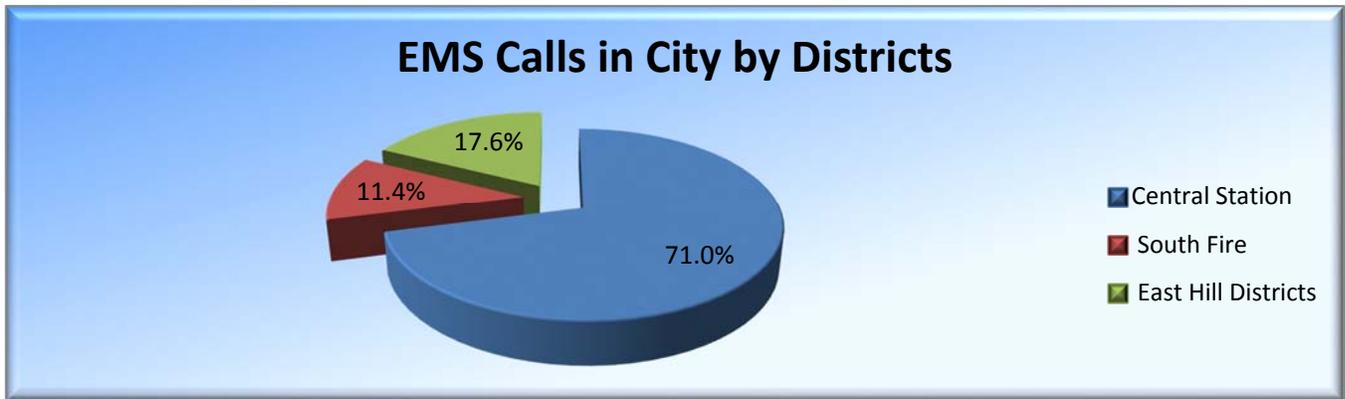
"I remember Muscatine for its sunsets. I have never seen any on either side of the ocean that equaled them" — Mark Twain

Muscatine Fire Department

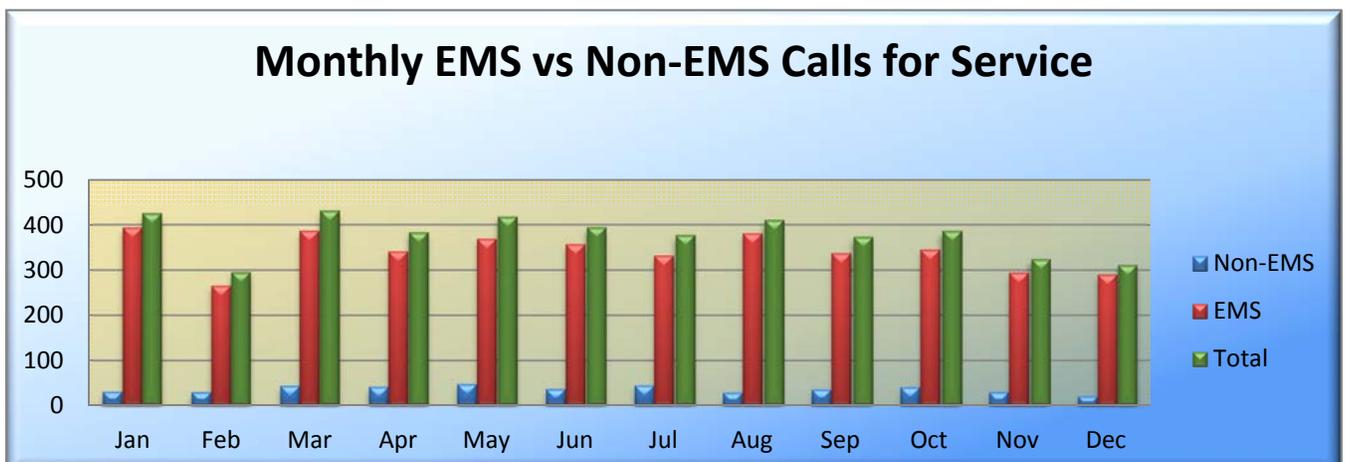
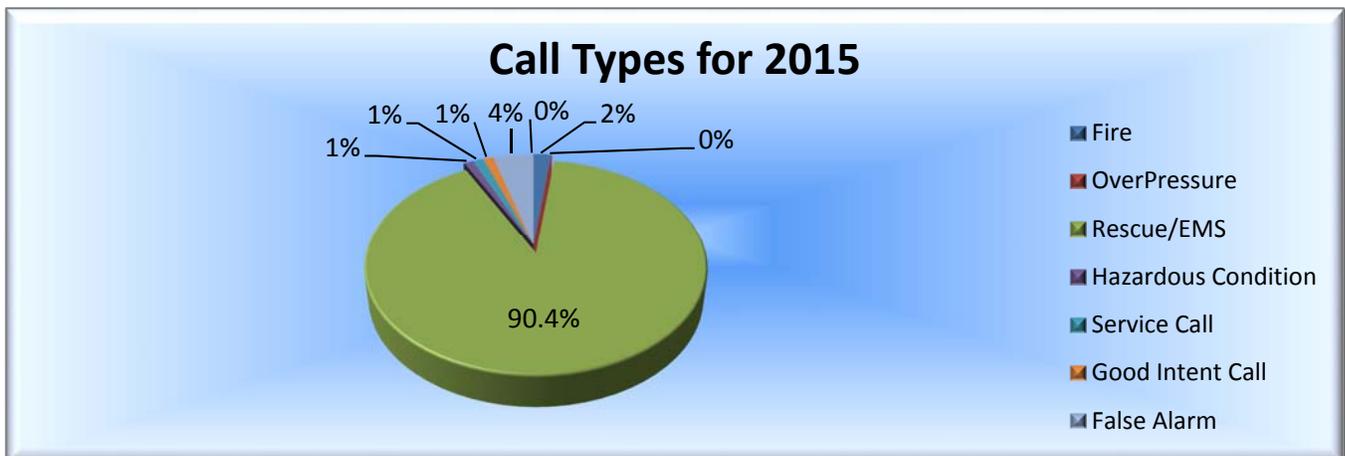


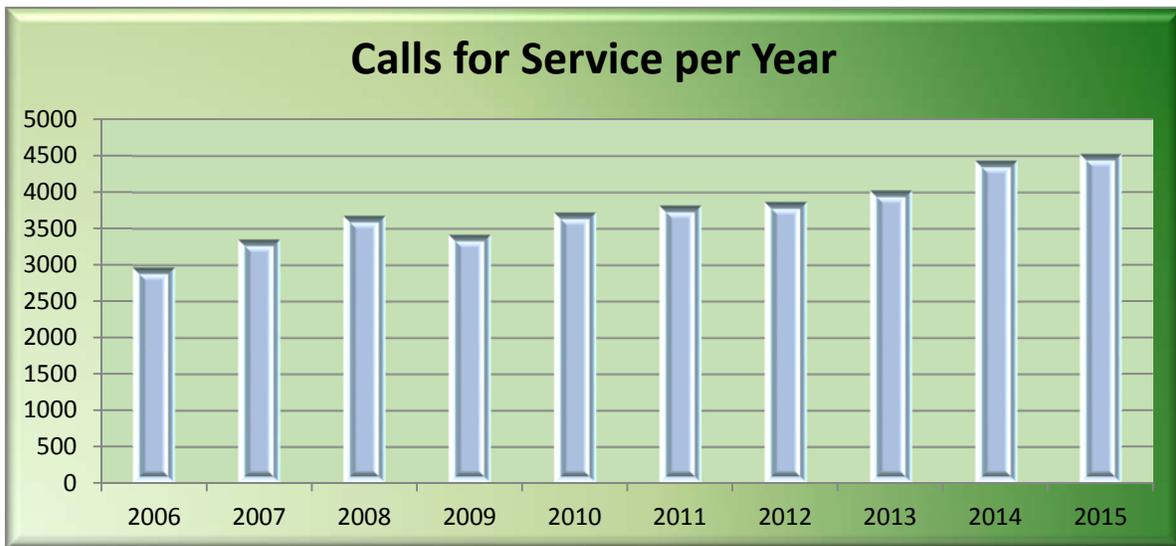
Calls for Service Report

We saw another record breaking year in terms of calls answered for service in the year 2015. During the past year, 4,526 calls for service were answered. This equates to 12.4 calls a day. As in years past, emergency medical service calls were the majority of the alarms answered. During the last year, the Muscatine Fire Department had 1,229 overlapping responses when we had multiple emergency calls taking place at the same time. More than 27% of our responses happened the same time we were tied up with another call. The graphs below are a breakdown of various information regarding calls for service.

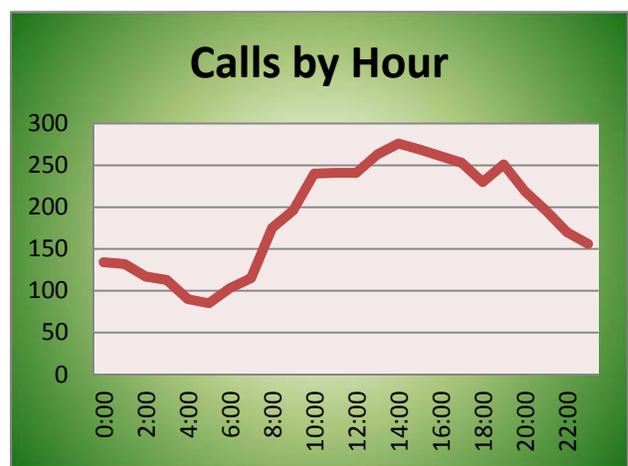
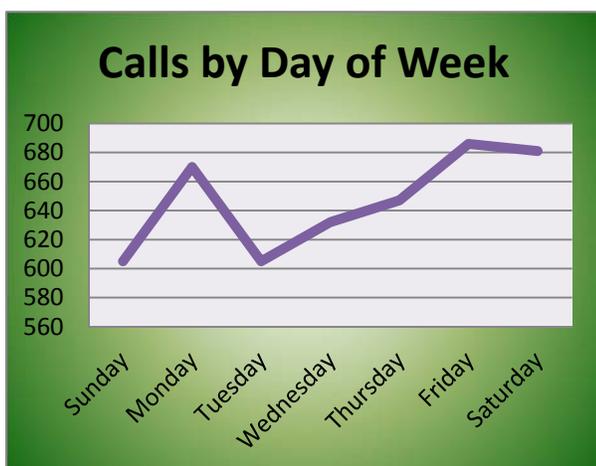
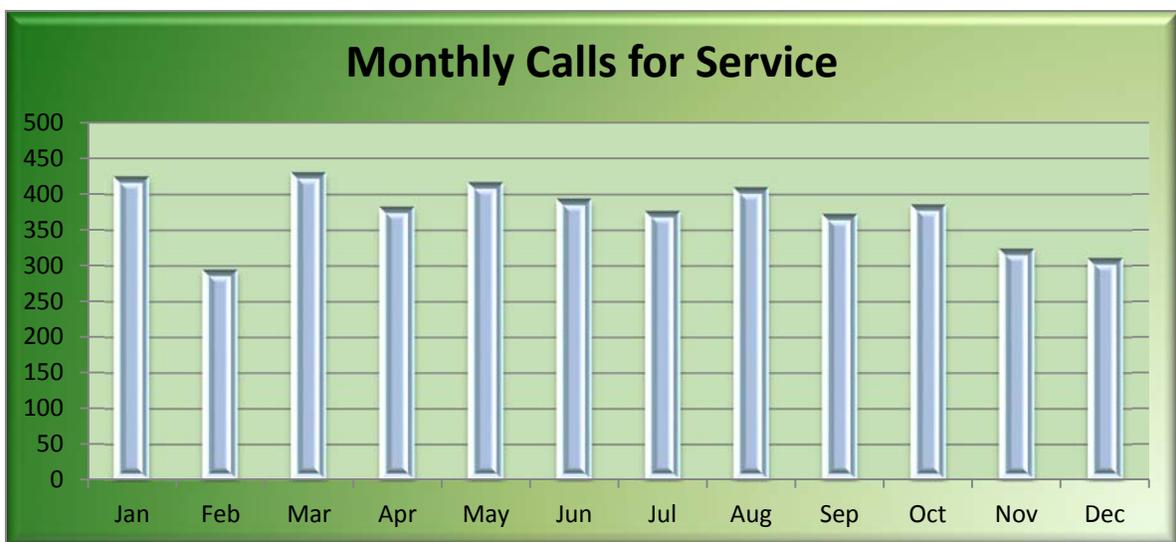


Note: This illustrates the need for an East Hill Station



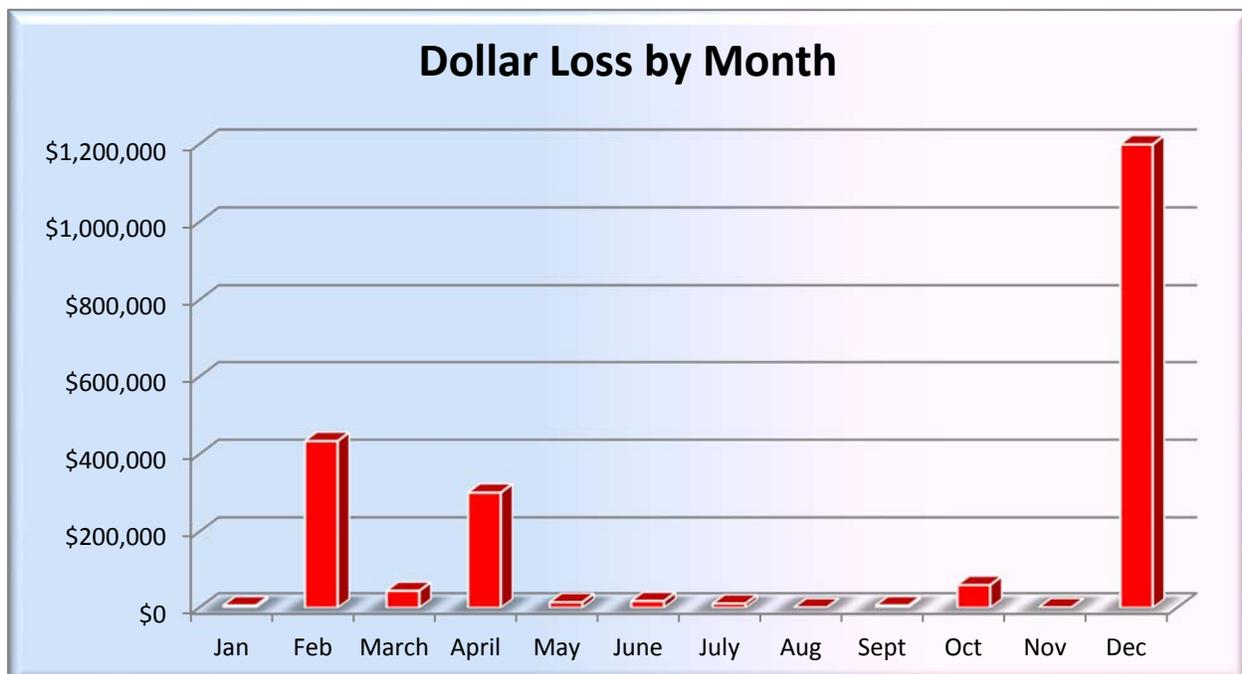
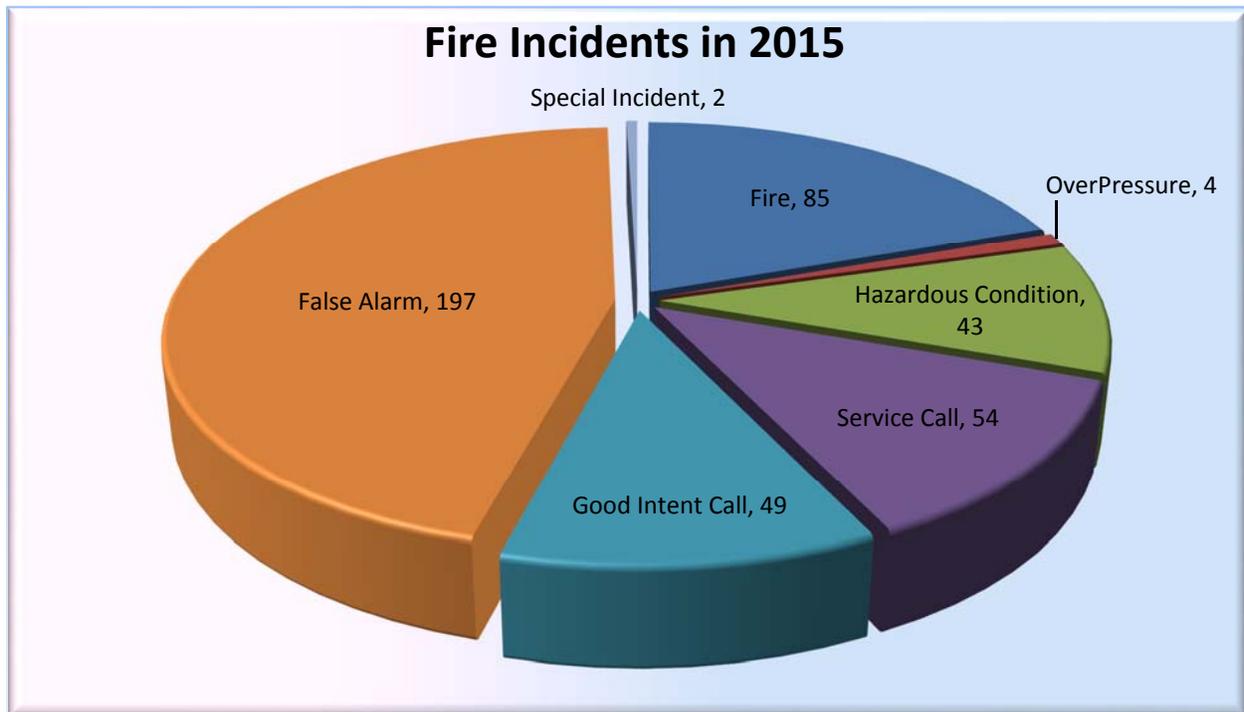


Note: Prior to ambulance inception in 2000, call volume was much lower. For instance, in 1996 were 3.67 calls/day



Fire Response Report

During 2015 the Muscatine Fire Department responded to 434 calls for service that fall into the category of a fire related response. Of the 85 total fire calls, 27 were considered to be working structure fires. The total fire loss for 2015 was estimated at \$2,099,470.

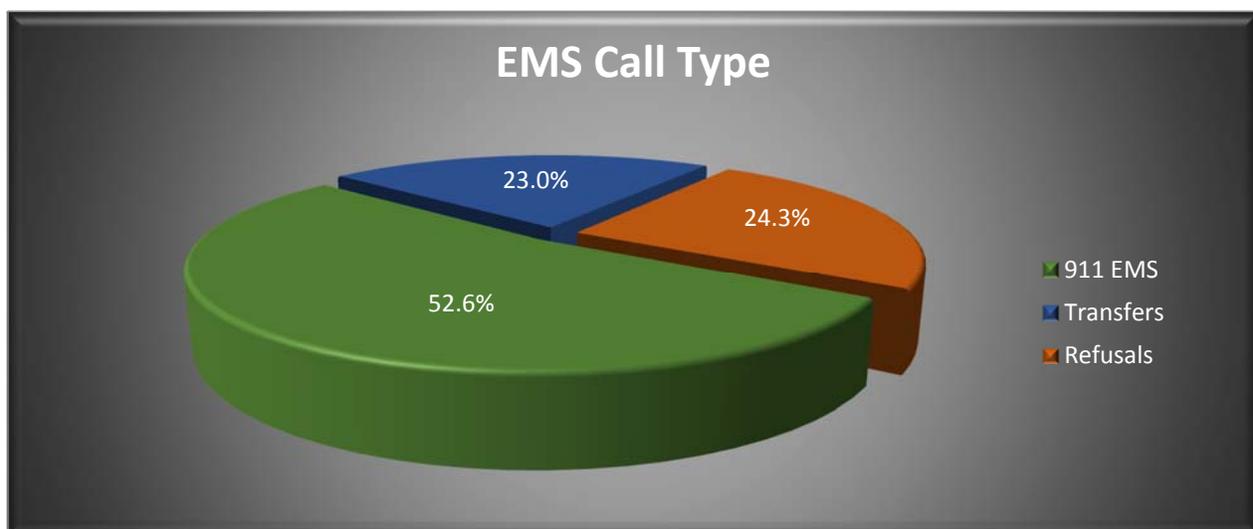


Note: Property value protected is more than \$1,189,000,000

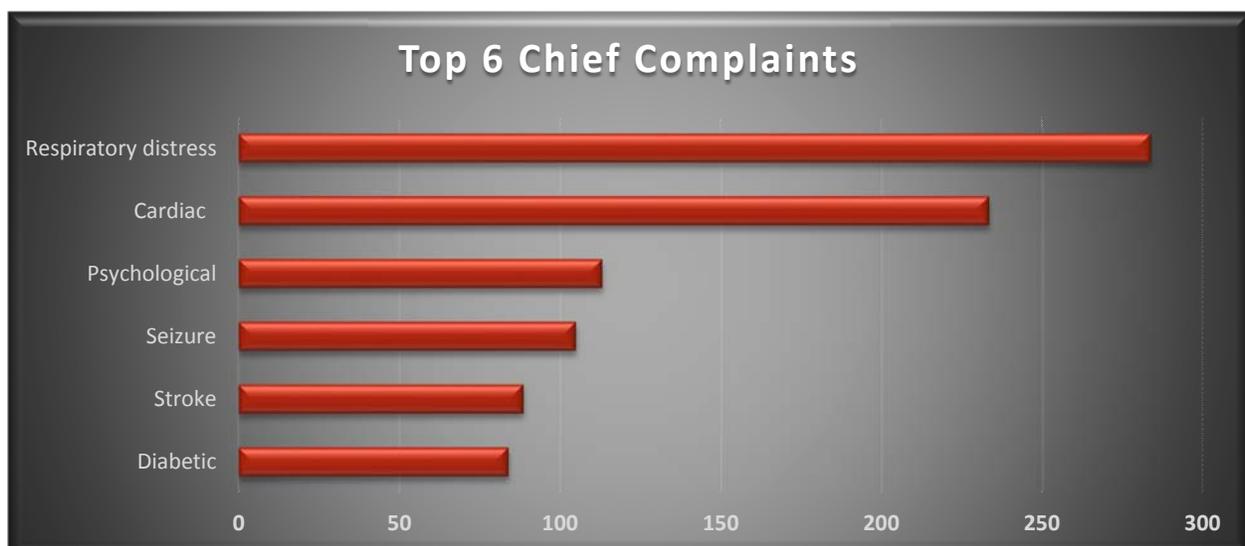
EMS Report

During 2015, the Muscatine Fire Department responded to 4,082 calls for service involving emergency medical services related events. The Fire Department breaks emergency medical calls for service into three different areas, including 911 calls with transport, inter-facility transfers, and refusals.

Emergency responses where there was a transport of the patient represented 1,970 calls for service. Of this number, 1,716 patients were transported to Trinity in Muscatine and 254 patients were transported to hospitals in other locations as a result of 911 calls. A response where the patient was not transported by ambulance represented 904 calls for service. Transfers represented 1,070 calls for service. Lastly, 138 calls relating to 911 responses are the result of motor vehicle collision, water & ice rescues, and other EMS type calls where no assistance was provided.

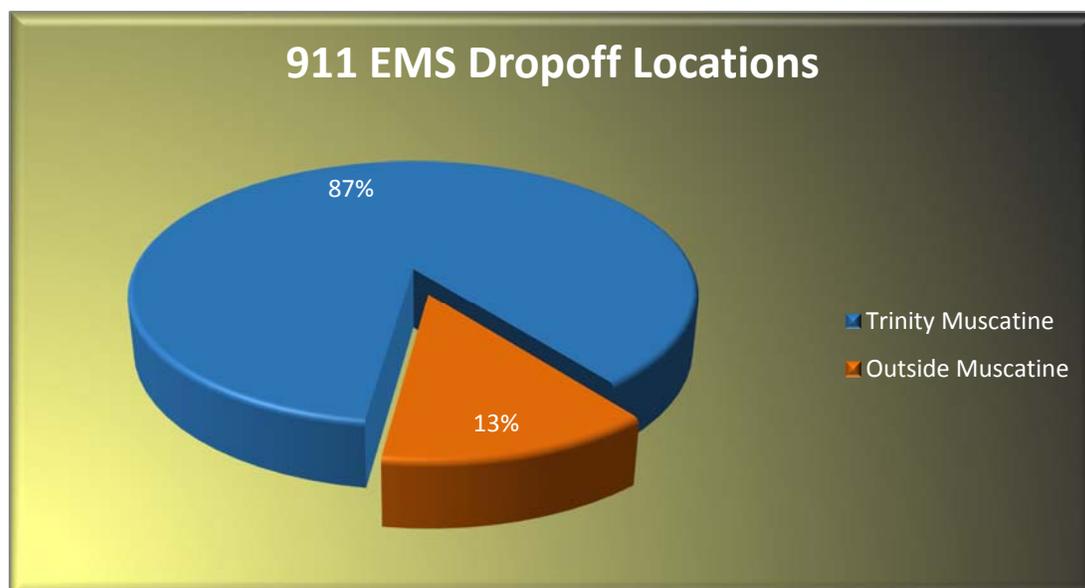
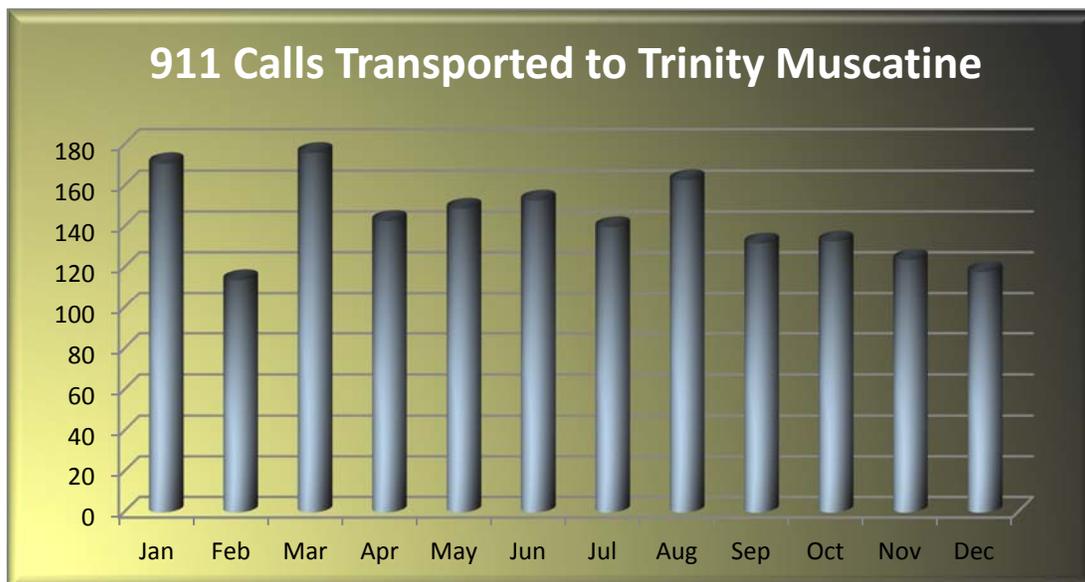


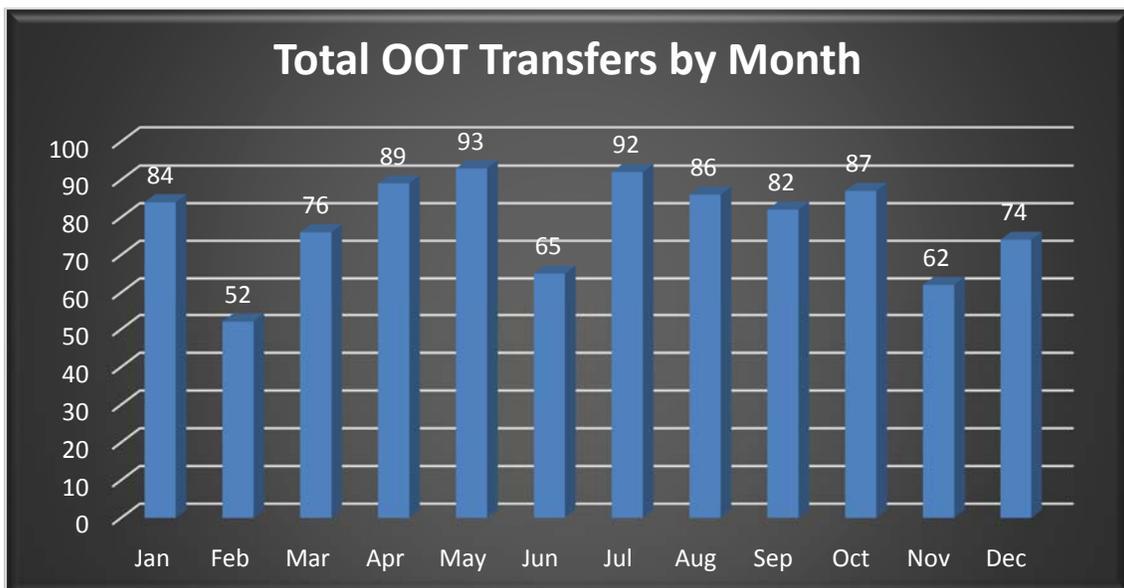
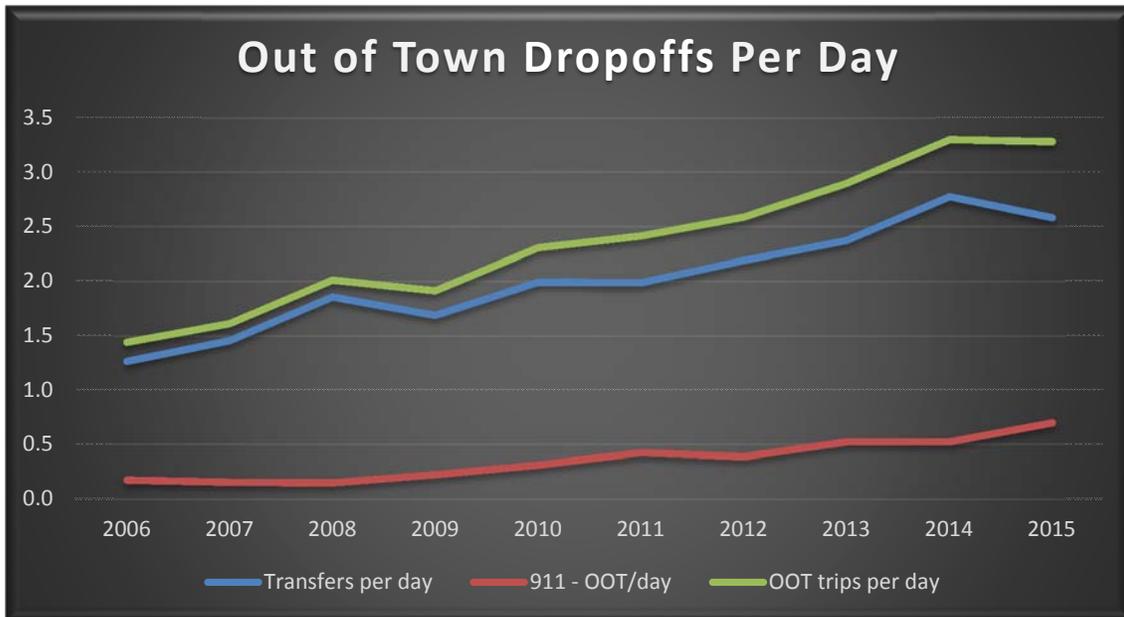
Note: Refusals include the following - No patient found, treatment/no transport, no treatment/no transport, and cancelled



EMS Transport Report

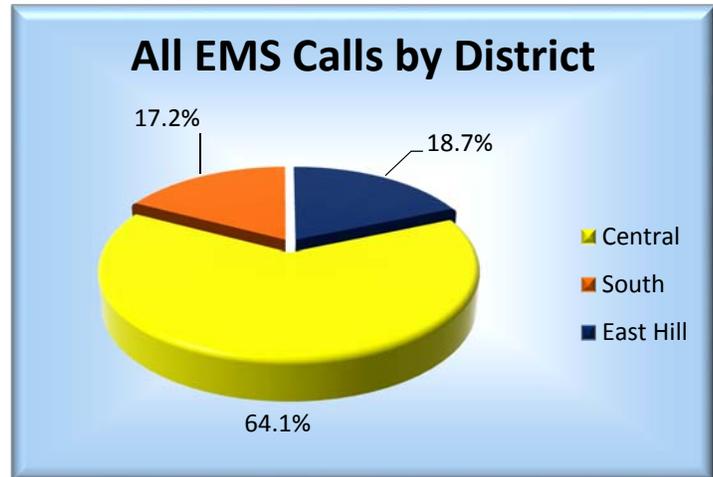
This last year was a busy year in terms of the number of calls for service that terminated in locations other than Trinity Muscatine. The number of out of town drop-offs includes transfers from Trinity Hospital in Muscatine and also 911 calls where the patients are transported to hospitals in other cities. The next series of graphs represent EMS transports to various hospitals outside of Muscatine. Calendar year 2015 saw the second most out of town drop-offs in our history. *Out of town drop-offs are particularly trying for our staff, because the ambulance crew cannot be counted on to provide assistance in the City while they are on these 2-3 hour trips.*





Location of Calls Report

Depending on the service provided, Muscatine Fire Department has a very large response district. Our fire district represents 18.5 square miles and a population of 23,819 people within the city of Muscatine. Our EMS district represents 151.5 square miles with a population of 30,342 people. This includes some of the townships that surround Muscatine. Along with this, we provide ALS medical tiers in Rock Island & Mercer Counties in Illinois. Additionally, we have ALS tier agreements with several other local ambulance services. The Muscatine Fire Department also provides regional hazardous materials coverage for the counties of Muscatine, Louisa, Washington, Henry and Keokuk representing 2,455 square miles with a population of 106,684 people.

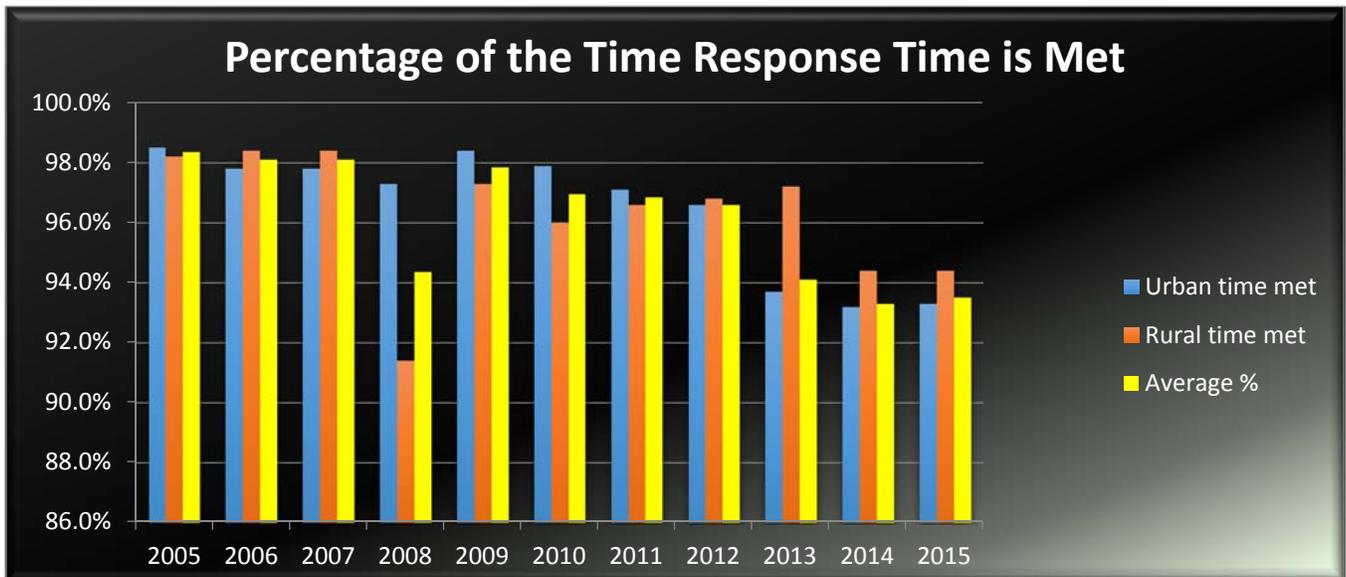


Central Fire District includes Trinity Muscatine

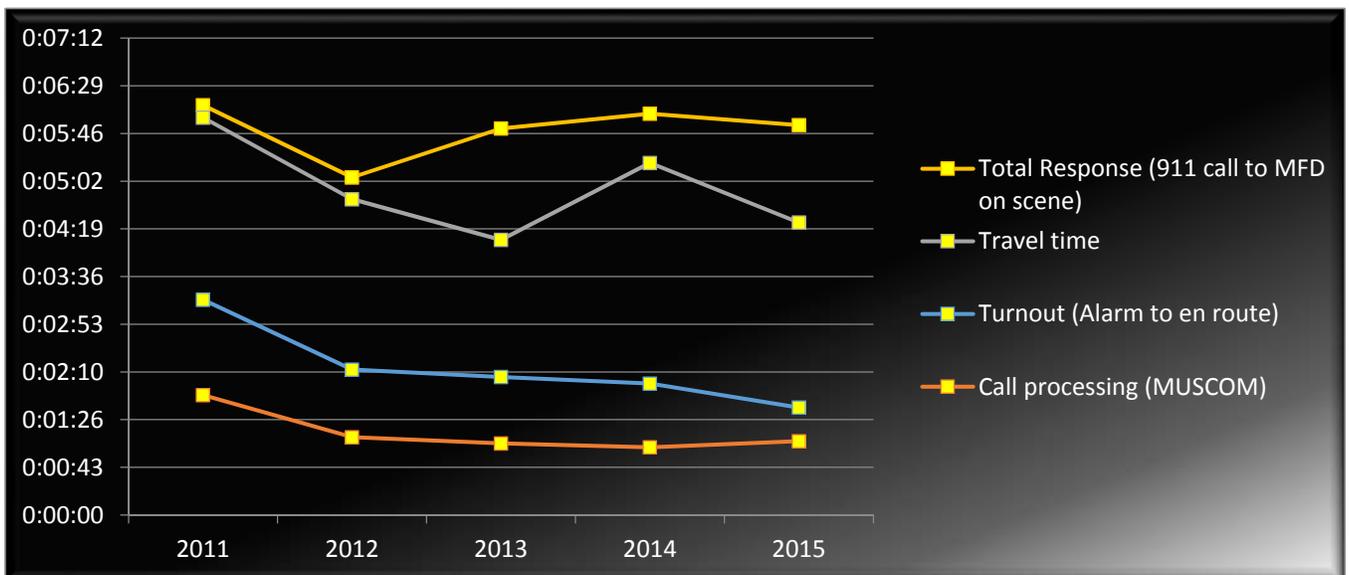
Responses to Rural Area	Number of Responses
Fruitland Township	192
Sweetland Township West	48
Bloomington Township	28
Lake Township	39
Sweetland Township East	30
Fruitland Territory South/East of Muscatine	17
City of Fruitland	51
Wilton	13
Suburban Response Area North of City	26
Suburban Area West of City	5
Areas East of City	2
Fairport	7
Illinois Areas	12
Seventy Six Township	7
Louisa County	2
Out of District	7
Moscow Township	12
Hill Top Subdivisions	5
Washington County	1
West Liberty	1

Response Time Report

The Muscatine Fire Department strives to provide a rapid response that arrives on scene in a safe and efficient manner. Depending on the nature of call and the location of the response, different response time goals are set. Our goal is to arrive at urban locations in less than 9 minutes 90% of the time. For calls outside the City limits our standard is to arrive in less than 15 minutes 90% of the time. This response time starts from the time of the 911 call and goes until the first unit arrives on scene. *These are in accordance with commonly utilized EMS response time requirements.*



Note: Rural road construction impacted response times in 2008

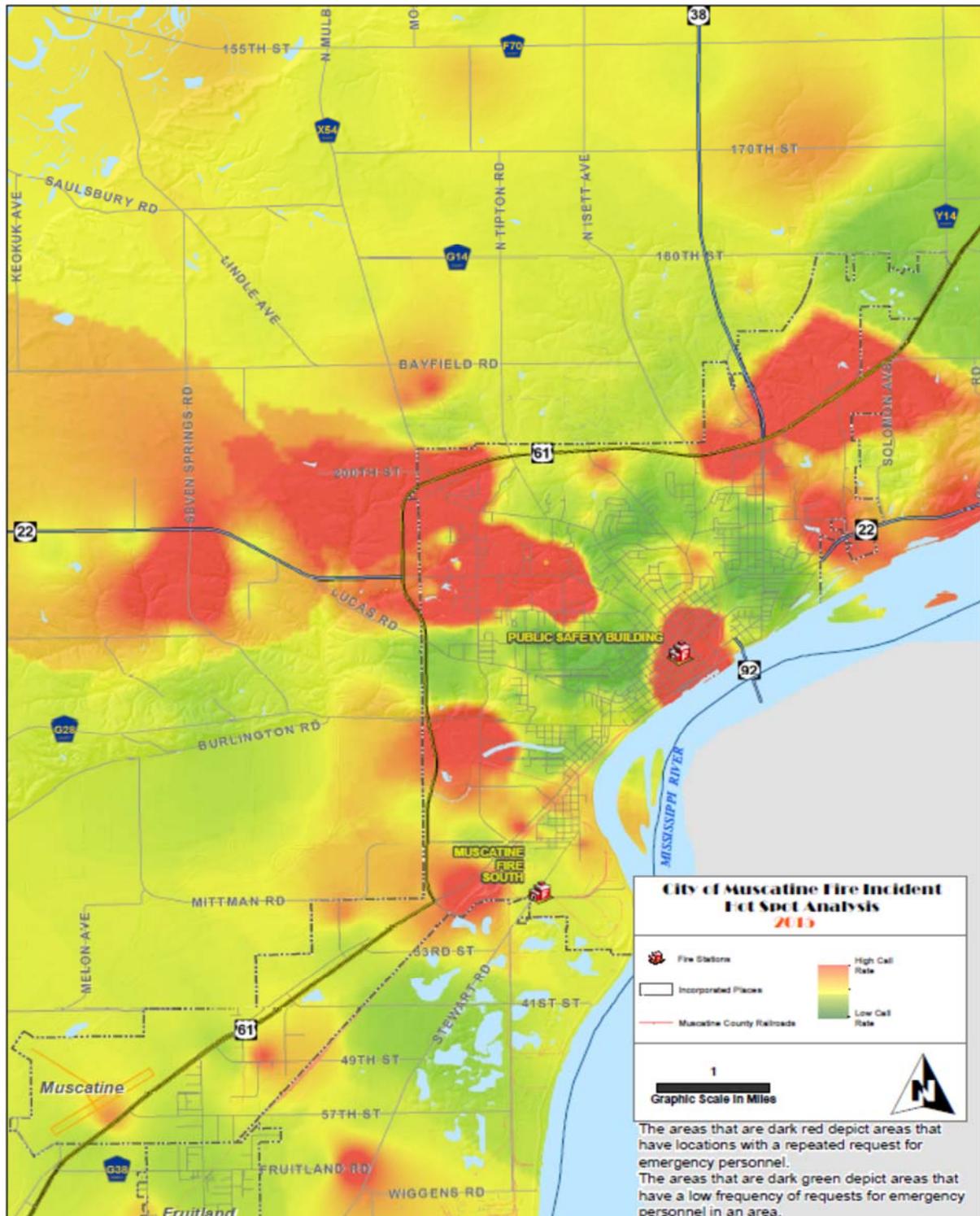


Muscatine Fire Department's average City response was 5:53 for all 911 EMS emergency responses

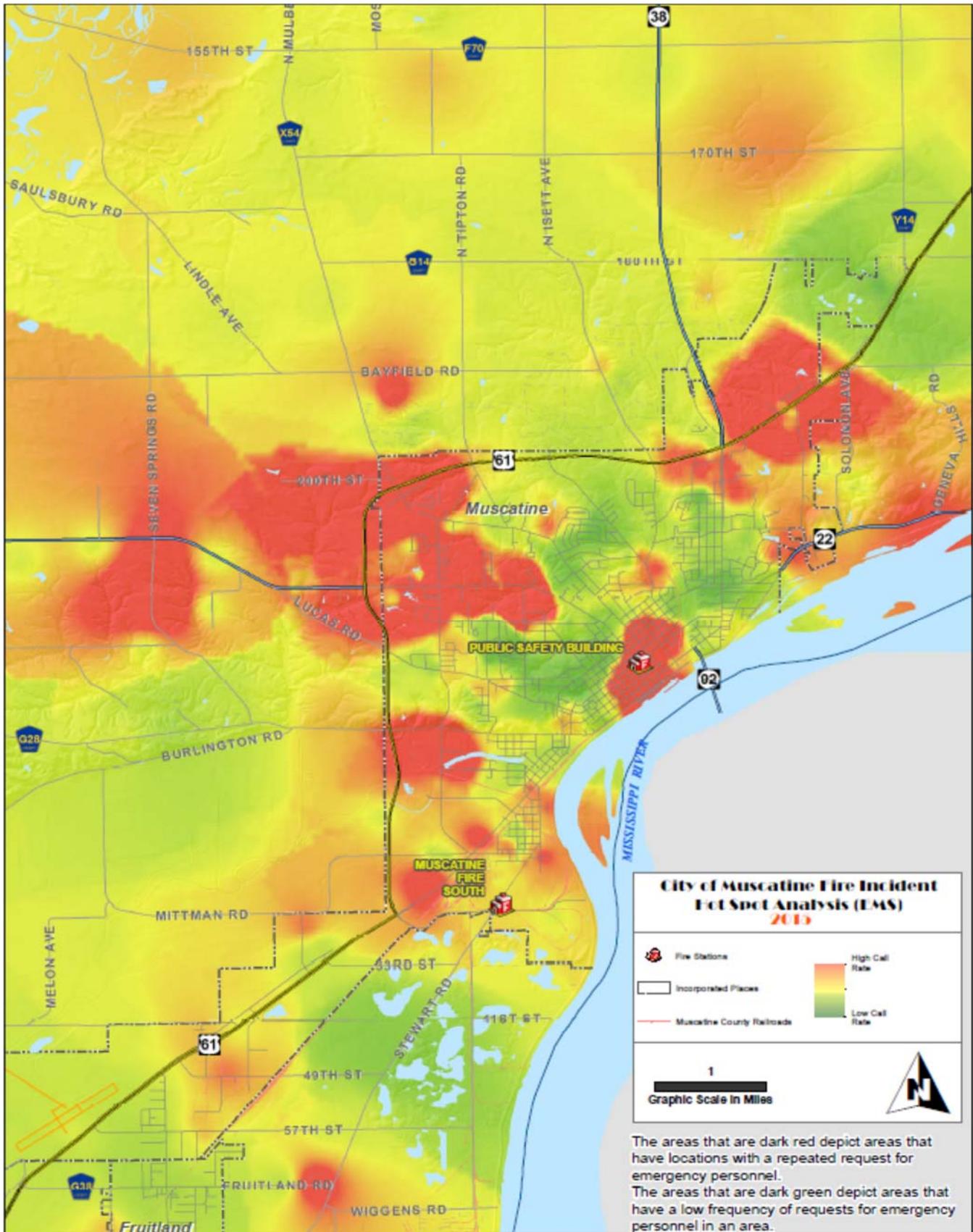
Hot Spot Analysis Diagram

The following diagrams were produced with assistance from the Muscatine Area Geographical Information Consortium (MAGIC). MFD was able to provide the locations of all of our calls for service and MAGIC plotted them to these maps to indicate the busiest locations within our coverage area.

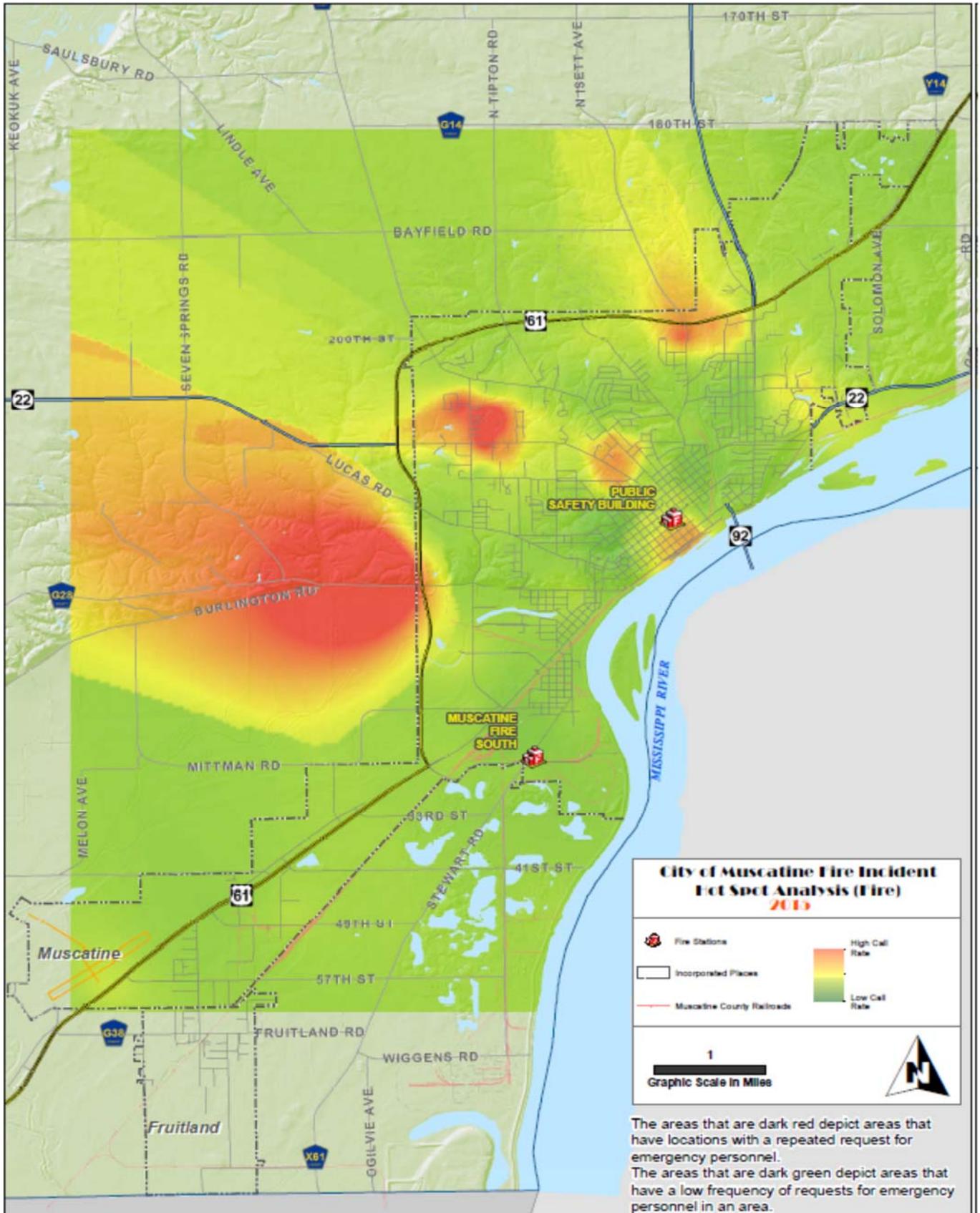
Map includes ALL responses



Map includes all EMS responses



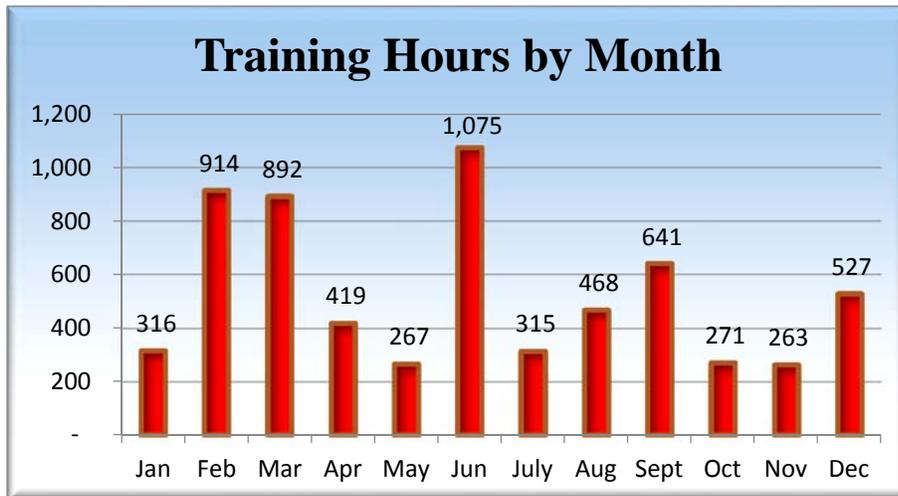
Map includes all Fire related responses



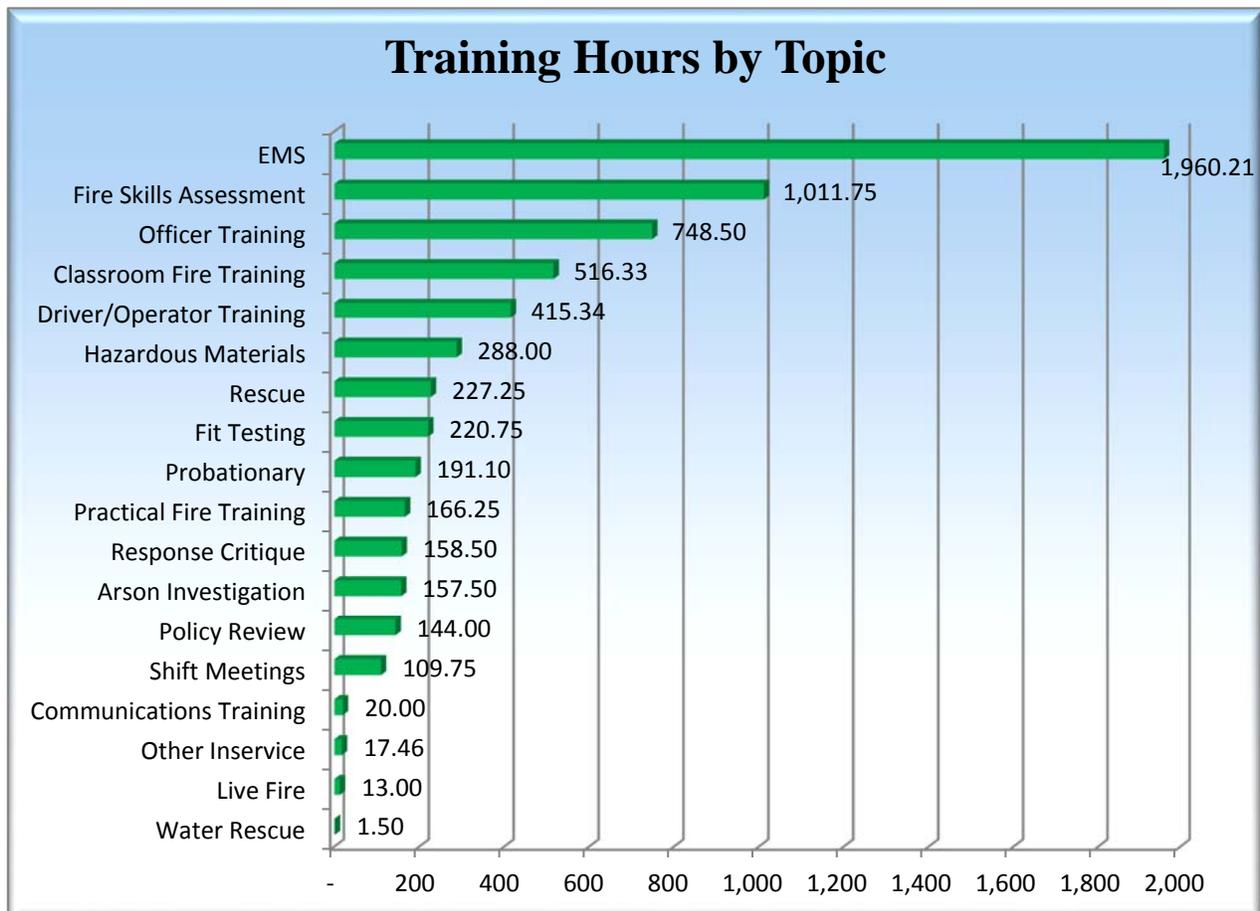
Training and Certification Report

In 2015, a grand total of 6,367.19 hours of training were completed. This was an increase of 38.8% in the total number of training hours from 2014. This dramatic increase in training hours was due primarily to a new department training initiative to train both veteran and rookie firefighters during the summer months. This training initiative included both basic firefighting skills and strategy/tactics on the

fire scene. Each member received an average of 172 hours of training during 2015.



**February and March are designated for Department EMS recertification; summer months focus on fire and rescue training*



Focused Smoke Alarm Initiative Report

On September 30th, 2015 the Muscatine Fire Department worked in collaboration with The American Red Cross, The United Way, and Ripley Estates for a “Day of Caring.” This was a one-day event in Muscatine that focused on Ripley's Manufactured Housing Park. Residents were offered “Home Safety Inspections” and smoke detectors to prepare residents in the event of a fire or disaster.

MFD joined a Quad City Safety Coalition earlier this year. This is a collaboration of area fire departments, the regional Red Cross, FEMA, and other Iowa/Illinois Health Organizations to prepare, prevent, and aid areas in event of fires, natural, or man-made disaster.

The City of Muscatine was assessed for areas of need. The Ripley’s area was chosen due to lack of fire hydrants, extended response times, and because it was recently annexed into the City.



On September 30th, the Red Cross provided their Emergency Response Vehicles, tools, and personnel to educate on fire and disaster preparedness. The United Way provided 27 volunteers from organizations such as Hon, Allsteel, and Kiwanis International. MFD provided firefighters to educate volunteers to assist with fire prevention and smoke detector installations. Ripley's Estates pre-canvassed the area so residents were aware of the event and provided a location for staging personnel.

The event lasted from 8am-4pm. We installed 118 smoke detectors. Every home in Ripley's that requested “Safety Inspections” and smoke detectors were provided them. If residents were absent, packets were left on their door to allow for follow up appointments. All follow up appointments were fulfilled within the next month.

Apparatus Condition Report

Vehicle	Description	Condition
Ambulances		
Ambulance 351	2000 Ford Medtec Ambulance with 2009 Chassis (refurbished once)	Fair
Ambulance 352	2016 Ford Medix, on order – estimated in service date May 1, 2016	New
Ambulance 353	2000 Ford Medtec Ambulance with 2010 Chassis (refurbished once)	Fair
Ambulance 354	2010 Ford Medtec Ambulance with 2013 Chassis (refurbished once)	Good
Ambulance 355	2012 Ford Medtec Ambulance	Good
Fire Engines		
Engine 311	2006 Alexis Station 1 Front Line Engine	Fair
Engine 312	2013 Pierce Station 2 Front Line Engine	Good
Engine 313	1988 Smeal Engine – Station 1 Reserve Engine (refurbished once)	Poor
Engine 314	1993 Pierce Engine – Station 2 Reserve Engine (refurbished once)	Poor
Specialized Apparatus and Support Vehicles		
Tender 316	1978 Chevrolet Water Tender (tanker)	Poor
Aerial 310	1997 E-One Bronto Skylift Aerial (ladder truck)	Poor
Haz-Mat 321	2005 Chevy Duramax C8500 w/ 2004 Mickey 16 Bay Trailer	Good
Chief's Vehicle	2008 Chevy Tahoe (used police vehicle)	Fair
Fire Marshal Car	2007 Ford Crown Victoria (used police vehicle)	Fair
Truck 331	2000 Chevy Utility Truck	Fair
Car 335	2011 Ford Crown Victoria (used police vehicle)	Fair
Mule 350	Side-by-Side Off-road Utility Vehicle (used police vehicle)	Fair
Air Trailer	Three Bank Pull-Behind Air Trailer	Good

Assistant Chief's Report

In a small department such as ours the staff members end up wearing many hats. Many of our programs are coordinated by fire fighters, including the delivery of our public education programs. Other activities usually handled within a fire prevention bureau are handled by shift staff – including regular business fire inspections. The Red Shift has done a great job of transitioning to a paperless system that has inherent efficiencies. Many of our investigations- including most small fires – are handled by shift investigators. Without this work, fire prevention duties would be overwhelming and ineffective. The next time you see a fire fighter teaching, inspecting, or investigating please share your appreciation for their work.

We are fighting fewer fires than we did years ago, but the fires we have tend to be more dangerous. Advances in building construction and production materials lie at the heart of this situation. The materials and techniques for building homes encourage lightweight construction, which under the stress of fire conditions has been shown to fail earlier with deadly results. Without fire protection systems such as sprinklers, these fires often lead to early collapse. On top of these concerns, we add in the amount and type of synthetic materials being built in to your couches, chairs, tables, carpet – most everything in a house. This makes today's fires more deadly much earlier than the types of fires we used to fight. If you web search for a video comparing legacy fires to modern fires you will see this first hand.

Our biggest tool to fight these deadly fires lies in prevention. Listen the next time a fire fighter talks to you about your smoke detectors; stop by our sprinkler trailer sometime and see the effect just one sprinkler head can be; pay attention to your cooking (our #1 cause of fire); teach your family what to do in an emergency; and above all – use some common sense. If you are unsure about fire prevention – ask!

With regard to fire prevention efforts, the following items are highlights:

- More than 900 burn permits were issued (12% increase over last year)
- Two dozen site plan reviews and 30+ sprinkler and alarm system reviews were performed
- More than 100 site visits were performed to confirm construction was within Code requirements
- Continued enforcement of City Code, including illegal burning and false alarms
- Over 2,100 'likes' on our Facebook page (check us out! Muscatine Fire Department)

2016 will bring more challenges and opportunities. We will include prevention in our goals as that is the most cost effective and safest way to reduce the threat to life, property, and the environment.

Please feel free to contact me with any questions regarding codes, prevention, or investigations.

Respectfully Submitted,



Assistant Chief Mike Hartman



Battalion Chief's Report: Green Shift

In our department the first priority is running emergency calls. After responding to emergencies each shift has different responsibilities for projects that have an impact on the safety of responders as well as the safety of the citizens of our community and for those individuals visiting. Green Shift is responsible for setting up training which teaches our firefighters how to be safe on scene and allows the fire fighters to work under extreme conditions to protect the lives and health of our citizens and their visitors.

In addition to teaching the firefighters, the Muscatine Fire Department has an aggressive Public Education program that shows children and adults alike how to be safe at home, on the street, at school and work.

The Muscatine Fire Department's training program and Public Education program includes 6,367 hours of training taught to 37 fire fighters, averaging 172 hours per person. Included in these numbers are:

- Fire- 1,707 hours total/ 46 hours annually per FF/ 27% of the total
- EMS- 1,960 hours total/ 53 hours annually per FF/ 31% of the total
- Driver training 415 hours total/ 11 hours annually per FF/ 6% of the total
- Rescue training 227 hours total/ 6 hours annually per FF/ 3% of the total
- Other - Probationary, Hazmat, Arson, Etc./ 1,307 Total Hours/ 35 hours annually per FF/ 20.5% of the total
- Officer training- 748 hours total/ 20 hours annually per FF/ 12% of the total
- We also had five staff attend National Fire Academy classes; one in the Executive Fire Officer program, one in the Managing Fire Officer program, and three in Command and Control classes

In regards to Public Education, Green Shift activities include:

- Station Tours and Freddy the Fire Truck Shows for Pre-School children - 460 preschool children
- Station tours - 99 children with adults, including Special Needs children and adults
- School visits to teach fire safety to 1st, 3rd, and 5th graders in ten different schools with 979 students attending
- Community interaction at Trinity health Fair - 200 plus children and adults
- Extinguisher training with MCC dorms and group homes in the city - 100 individuals
- Annual Open House with over 400 adults and children in attendance
- Six youth were referred to Juvenile Fire Starter Program
- 14 car seats inspected by certified child car seat technicians

Respectfully Submitted,



Battalion Chief Brian Abbott



Battalion Chief's Report: Blue Shift

The year 2015 started out to be a busier year than 2014. There was a significant increase in run numbers during January at a pace of 18-20 runs per day average. This pace did decline by February but maintained a record setting pace for most of the year. The shift personnel did a great job at handling the increased call volume and worked hard to get their projects completed. Many events were attended throughout the year such as attending the annual open house, participation in EMS Saturday, Trinity's Health Fair and EMS Day on the Hill in Des Moines.

Blue shift participated and completed skills-based fire training in the months of June and July. The department's goal was to conduct hands-on skills training on basic fire ground tasks. This type of training was deemed a success by the shift officers and firefighters. Other training opportunities included:

- 2 people attended National Fire Academy classes
- 3 people attended a High-Angle Rope Rescue class
- Shift personnel taught CPR to city employees & MUSCOM dispatchers
- 1 person acquired certification as an Ambulance Service Manager
- 2 people attended Advanced Vehicle Extrication training
- 5 people attended the IEMSA conference
- 2 people attended the Iowa Hazmat Symposium
- 1 person attended the IEMSA Leadership Boot Camp

Blue shift also was involved in many functions and assignments within the department. Those functions are as follows:

- Renewed Iowa & Illinois EMS Ambulance Licenses
- Put in service two new Revel portable ventilators
- Managed the SCBA maintenance program for the department
- Managed the Part-time EMT program
- Managed the EMS CQI program
- Maintained all fire apparatus
- Tested all fire hose in stock
- Tested all ground ladders

Respectfully Submitted,



Battalion Chief Darrell Janssen



Battalion Chief's Report: Red Shift

Red shift had a busy 2015 as we welcomed several staffing changes, including new firefighter David Jansen. Lieutenant Gary Ronzheimer was gone for several months deployed to Afghanistan for the Navy. During that time Pat Gingerich began his Lieutenant career on our shift.

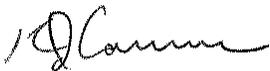
Commercial business inspections are a main duty of the Red shift. To help improve and streamline the inspection process the department purchased three iPads and new inspection software. Captain Harold Bennitt led the implementation and training with the new devices.

Red shift also coordinates the department's Hazardous Materials and Confined Space Standby programs. Firefighter Edwards received his Fire Investigator Technician (FIT) certification from the International Association of Arson Investigators. Also, firefighter Tom Summitt continues to manage the EMS Cardiac Status testing and all the required documentation for that process.

Some of the highlights of 2015 for Red Shift include:

- 377 business inspections performed
- FF Rudolph completed Fire Instructor I certification
- FF Jansen became certified as a Hazardous Materials Technician
- B/C Cannon and FF Wright, Edwards, Hoppe, Rudolph, and Wieland attended Leadership I and II National Fire Academy direct delivery training
- FF T. Summitt secured 2 grants for EMS equipment totaling \$34,000
- Received recognition for work on a cardiac arrest response
- Prepared and submitted materials for two Federal grants

Respectfully Submitted,



Battalion Chief Kevin Cannon



Equipment Purchases

Portable Ventilators



FF J. Summitt and FF Rock review the newest ventilator

In April 2015, Muscatine Fire Department was the recipient of two awarded grants with one from Carver Charitable Trust and the other from the Muscatine Health Support Foundation totaling \$34,000.00 for the purchase of two new Revel Ventilators.

These new devices are cutting edge technology combining a CPAP, BiPAP, and a ventilator all in one. Specially designed for pre-hospital care, this device allows us to use it in a medical emergency such as acute asthma as well

as high level transfers when airway assistance is needed. The ventilator part of this device is now used during critical care transports between facilities, providing a specific volume of air for a sedated and intubated patient. All are very important and needed in an advanced life support ambulance.

Ambulance 352

The department was authorized to purchase a new ambulance in FY 15/16. On November 30th, the purchase agreement was signed and Foster Coach out of Sterling, IL was contracted to provide a new Medix Ambulance.

This new ambulance is expected to take no more than 165 days to build. The 'new' 352 will be replacing a vehicle that was refurbished in 2008. The refurbishment process includes placing the compartment from the old model onto a new chassis. This

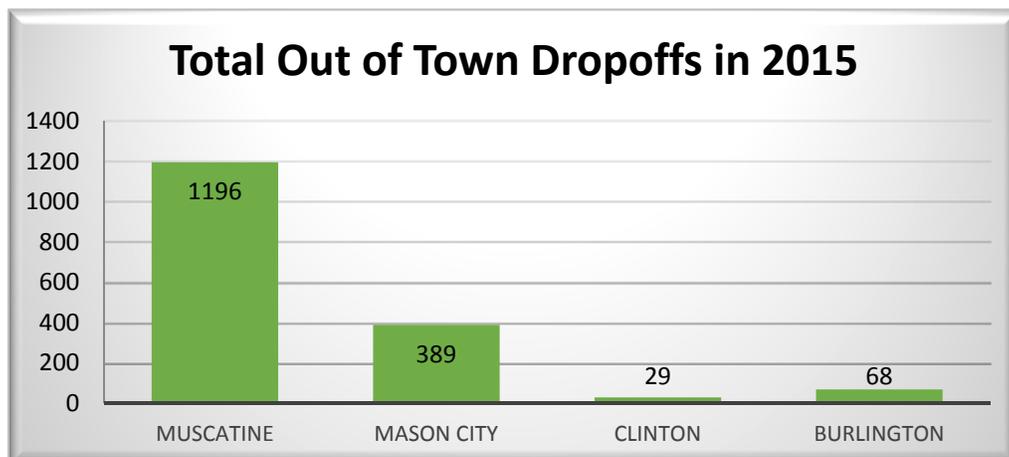
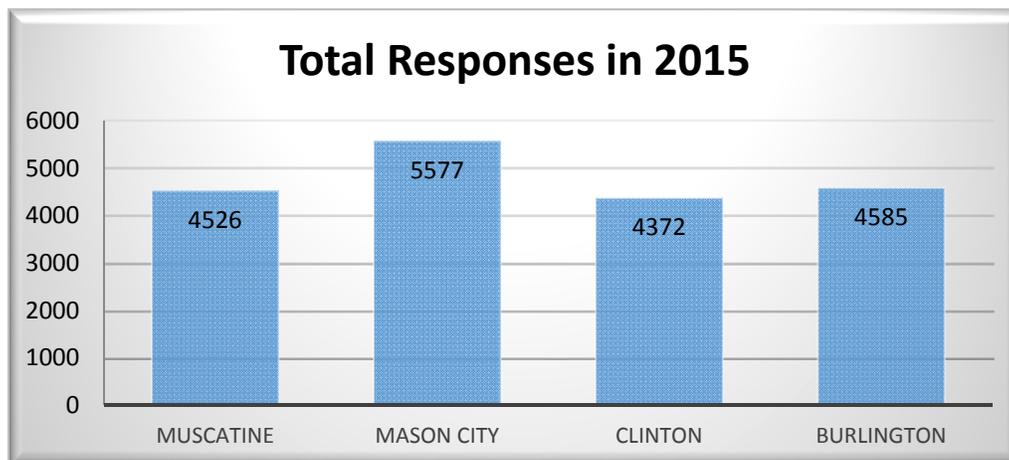


2008 chassis now has over 190,000 miles and 7,000 engine hours, and will have well over 200,000 miles at the time it is replaced. The above photo shows the new ambulance as it is working its way down the production line.

Survey of Comparable Fire Departments

To put a department's performance in perspective, it can be helpful to compare other fire departments that share similar characteristics. We can identify benchmarks from this process in order to assess the performance of our own department. All of the agencies chosen for comparison possess similar characteristics to Muscatine in regards to population, service coverage area, and operation of a fire based EMS ambulance service. It should be noted that Mason City is the only comparable that regularly performs long distance inter-facility transports from their own community hospital to another hospital outside their community; a service that Muscatine Fire provides.

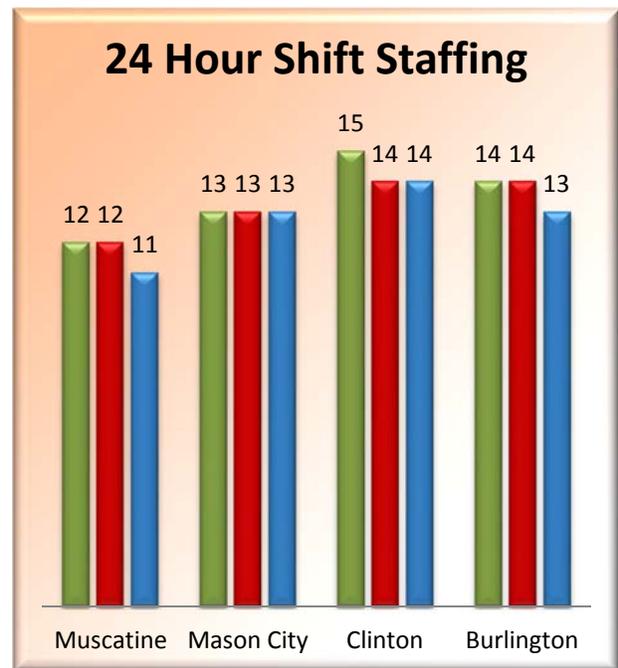
So, how does Muscatine compare?



Note: Muscatine performs more than Mason City because our hospital is a Level 4 hospital and Mason City has a Level 2 hospital. More patients are transported from Muscatine to a higher level of care since we have limited services, procedures, and specialties

Clinton and Burlington only do these types of transports when private ambulance service is unavailable

Total Number of Budgeted Employees



Note: Burlington is expected to lose two grant funded firefighter positions in July of 2016, unless funding permits otherwise – this will put them at (3) 13 person shifts

Our budget request for FY 16/17 is four additional staff to bring our department to 13 persons per shift

Fire Chaplain Program

The Muscatine Fire Department has been able to develop a chaplain program, thanks to the willingness of religious leaders in our community. The program initially was started with a lot of work done by a Catholic priest, Father Jason Crossen. He has since moved on to another parish.



When Father Crossen left Father Troy Richmond stepped in to fill the open spot. Fr. Troy has served a number of parishes over the years, including Muscatine (twice), Fort Madison, and Washington. Beyond the usually chaplain support to our staff and customers, Father Troy can occasionally be seen stopping in the fire station for coffee in the morning.

We are also blessed with a protestant chaplain. Pastor David McIntosh serves Hillcrest Baptist Church. Originally a Southerner, Pastor Dave brings a fresh view and interesting accent. He has been a big part of providing assistance to McKinley School through the Walking School Bus program.



We truly appreciate the work of these gentlemen.

Promotion



Pat Gingerich
Promoted from Shift Firefighter
to Shift Lieutenant
June 15th, 2015

Appointments



Cory Schaeckenbach
Hire Date: February 13, 2015



Andrew McSorley
Hire Date: March 13, 2015



David Jansen
Hire Date: July 22, 2015



Evan Conklin
Hire Date: December 1, 2015

2015 Major Activities and Accomplishments

- Continued to upgrade and improve communications and reporting equipment and procedures
- Fire permits issued continued to increase, 16% from 2014 and 43% from 2012
- Continued social media outreach using Facebook and Twitter. The Facebook outreach has been averaging roughly 22,000 people reached and 3,000 people 'engaged' per month. The page presently has more than 2,100 'likes'
- Outfitted reserve engine 314 so that it has all the tools and equipment needed to be immediately put into service
- Received a grain rescue tube donated by Cargill, completed training and now we are able to safely respond to grain rescues
- Saw a 7.5% increase in building fires from 2014 and 65% more than 2012
- Provided two trained HazMat technicians to assist the State of Iowa in the response to the bird flu outbreak in Western Iowa

EMS

- Continued a cardiac enzyme blood testing pilot project and we remain the only ambulance service in Iowa with this type of testing capabilities. Test results are used to help determine transport destinations for cardiac patients
- Awarded \$34,000 in grants to purchase two portable ventilator/BiPAP/CPAP machines
- Hosted the 6th Annual EMS Saturday conference at Discovery Park
- Implemented a change of billing companies and reporting software to provide for a more efficient process and more favorable financial impact for the City
- Saw a 4.7% increase in total medical calls; an increase of 33% for 911 calls to out of town hospitals and a 0.5% decrease in overall out of town drop-offs from 2014
- Hosted the 24th Annual Muscatine County EMS Day at Farm & Fleet

PREVENTION

- Implemented the new City Code and resulting change to the 2015 International Fire Code
- Awarded the 2014 Life Safety Achievement Award from the National Association of State Fire Marshals' Fire Research & Education Foundation

- Implemented and began use of a new fire inspection program using tablet computers and has led to less paper usage, greater efficiency, less time per inspection and the ability to email forms and pictures to property owners
- Organized and held the 8th Annual Public Safety Open House in coordination with the Police Department and the Muscatine County Sheriff's Office
- Continued annual public education classes, focusing on grades 1, 3, and 5
- Referred six minors to our Juvenile Fire Setter Program
- Car seat technicians inspected 14 child safety car seats
- Placed 141 smoke detectors
- Increased the number of persons reached in Public Education offerings, up 18% from 2014 and 19% from 2012
- Increased the number of presentation hours by 29% from 2014 and 101% greater than in 2012
- Maintained an inspection violation correction rate of greater than 95% with initial inspection and first re-inspection
- Saw an increase of 30% in permits fees gathered compared to 2014; 125% increase over 2012

TRAINING

- Hosted and utilized the two-county fire training trailer for a total of six weeks
- Moved to an online record and training system, improved documentation of training and provided for a more flexible option for training topics
- Had three members attend US Coast Guard rescue boat training
- Hosted two National Fire Academy outreach classes for leadership development
- Took advantage of out-of-department training; most of which was federally or grant funded. This includes multiple persons attending National Fire Academy classes both on campus and regional delivery, data-related classes held by the Commission on Fire Accreditation International, IAFF/IAFC joint initiative fitness program training, Hazardous Materials Technician training hosted by the IAFF, fire investigation and fire code conferences and classes, Ambulance Service Manager program (hosted by the American Ambulance Association), high angle rope rescue training in coordination with Mid-American Energy, and others
- Implemented a focused fire training program based on skill competencies

Looking Forward

After handling another record year of emergency responses we are preparing to see a continued increase in the future for the core services that we provide. We will actively explore new concepts and ideas for providing emergency services and meeting the demands and requests for non-emergency services and programs. Our focus in 2016 will include continuing to provide quality services to our citizens.

The focus as a department will be on our overall preparedness for special operations, which includes hazardous materials, confined space, trench rescue, rope rescue, auto extrication, and water and ice rescue. Training is always a top priority and annually we address a specific section of our operations for enhanced training and education for our entire staff. We covered fire operations last year and ambulance operations the previous year and we are preparing for special operations this year.



We will be working diligently on creating efficiencies with our new patient care software reporting system, new ambulance billing company and reporting software, and our new mobile fire inspection software, which moves us towards a paperless system. These lean implementations make the process easier and smoother for our employees, citizens, and external partners, while eliminating unnecessary processes and duplication in paperwork.

For the annual budget our energy will be focused on a large capital project for the next fiscal year which will include the background and research for creating new specifications and plans for purchasing a new aerial ladder. This request will be to replace our current aerial ladder that will be over 20 years old at the time of replacement.

Another goal will be to seek input and feedback from our internal and external customers we serve to see how we can improve our services and operations. This feedback will help ensure that the Muscatine Fire Department continues to deliver the highest level of service to our residents, visitors, and businesses.

I also want to thank all the staff of the fire department for their continued dedication and service to our department and the citizens we serve. Our employees are the key to our success. Our strength as an organization is based on the men and women and their unwavering commitment to excellence. We take great pride in caring for, protecting, and serving our community now, tomorrow, and into the future.



We look forward to the challenges and opportunities in 2016 and we wish to thank you for your continued support.



Muscatine Fire Department

312 East 5th St

Muscatine, IA 52761

Emergency Phone: 911

Phone: 563-263-9233

Fax: 563-263-9235

<http://www.muscatineiowa.gov>



Special Thanks to FF Aaron Meredith for his work on preparation, layout, and design of this year's report



PROJECT STATUS REPORT

Project Name: City of Muscatine - West Hill Sewer Separation **Month:** January 2016
Prepared By: Karmen Heim **Project Number:** 17660.30.02. 17660.40.00

“PHASE” refers to Design Package/Construction Contract

Progress for Last Month (January 2016):

PHASE 3 (Phase 3A, 3B, 3C):

Phase 3A/3B – Construction:

- Participated in City hosted contractor/MPW lessons learned meeting.
- Address City questions on manhole coordinate, select backfill, ravine fill site grading and compaction, sod, aggregate base.

PHASE 4 Planning:

- Project coordination on planning and survey schedule.

Work Items for Coming Month (February 2016):

PHASE 3 (3A, 3B, 3C) - Construction:

- Address any Phase 3A or 3B construction topics
- Attend future contractor/city coordination meetings.
- Recommendations on contract clarifications for Phase 3B/3C.

PHASE 4 – Planning:

- Determine feasibility of moving ahead with survey for Phase 4.
- Planning Schedule for Phase 4
 - Authorize Phase 4 for Survey – December 2015 – January 2016
 - Survey to be Completed – June 2016
 - Concept Design and Estimate – June through December 2016
 - Final Design 2017
 - Bid and Construction 2018

Key Issues & Information Required

- Determine feasibility of moving ahead with survey for Phase 4. Survey duration expected to take 4- 6 months. Design survey completion date will shift accordingly until the survey work can be authorized.

Critical Information

- None

Muscatine Police



Annual Report 2015



**A Nationally Accredited Law Enforcement Agency
Protecting and Serving Since 1851**

Table of Contents

Letter of Transmittal	Page 2
Muscatine Police Department Organizational Structure	Page 4
Patrol Division	Page 6
Criminal Investigations Division	Page 10
Problem Oriented Policing	Page 15
Law Enforcement Accreditation	Page 19
Automated Traffic Enforcement	Page 21
Field Training Program	Page 26
Special Response Team	Page 29
What else do we do?	Page 32
Conclusions	Page 34



Muscatine Police Department

LETTER OF TRANSMITTAL

TO: Muscatine Mayor and Council

THROUGH: Gregg Mandsager, City Administrator

DATE: January 2016

FROM: Brett Talkington, Chief of Police

SUBJECT: Police Department Operational Report, 2015

The Muscatine Police Department submits an annual Operational Report to the Mayor and City Council as part of the requirements of our national accreditation. The purpose of this report is to provide an update of police department activities and to identify the major issues facing the department at this time. In addition, this information will hopefully provide some insight into the future trends or emerging issues which may impact the delivery of police services in some way.

Like many other years this year brought new challenges the department faced. I continue to challenge our supervisors and officers to come up with ways to implement problem oriented and community policing strategies. This in a continual transformation and we always look for ways to better our department and community we serve. In light of the events across the country involving negativity towards Police Department's nationwide community policing becomes a top priority for our agency.

The patrol division and criminal investigations are the backbones of the department. We have many dedicated officers that place their lives on the line every day. The citizens of Muscatine should be very proud of the job the officers do on a daily basis.

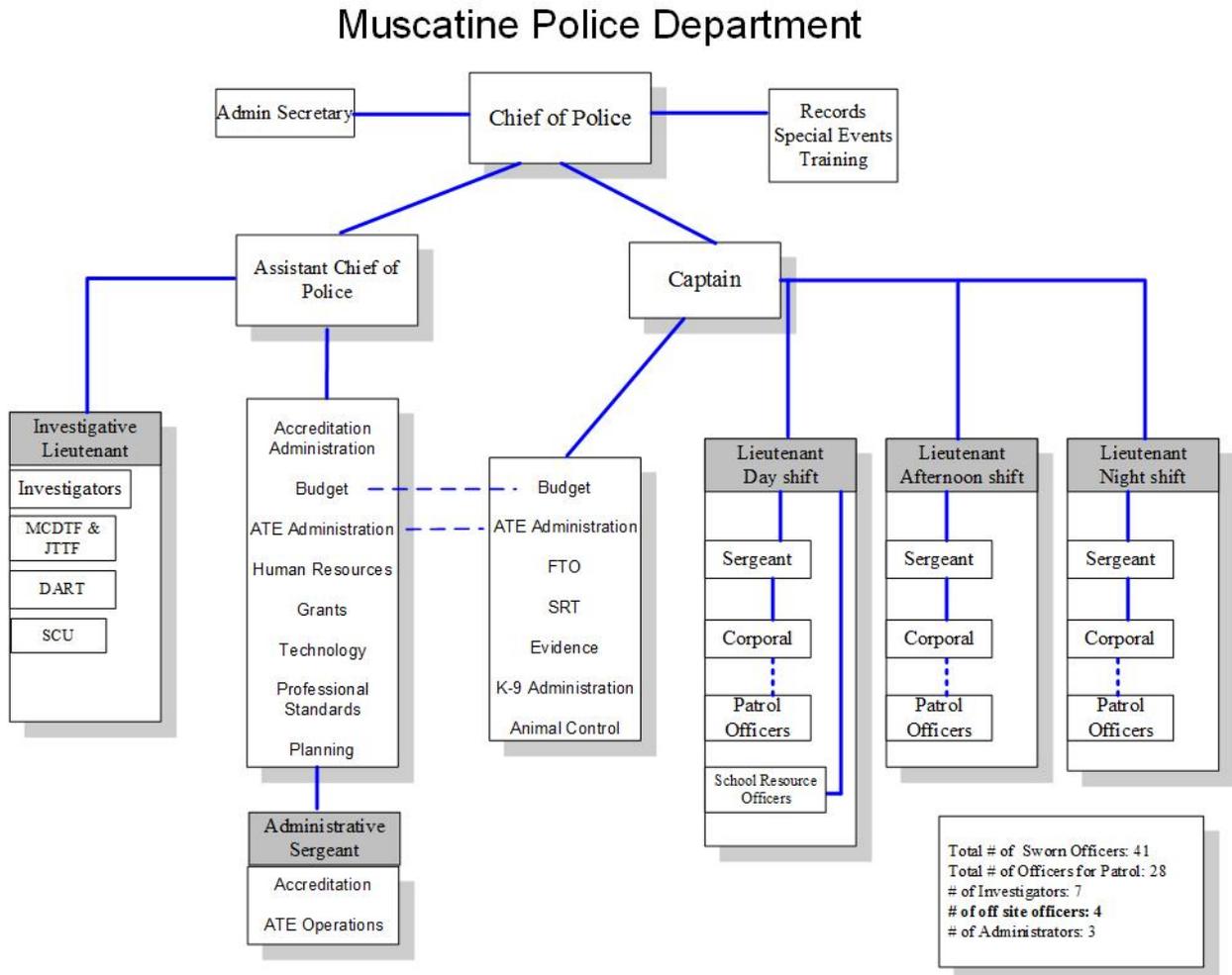
A safer community is built on a framework of progressive law enforcement strengthened by public awareness, education and involvement. Together, we will find new solutions to community challenges as we increase our forward momentum. We are already moving in that direction.

I hope that this annual report is useful and helpful when considering the state of the city as it pertains to your police department. The statistics we provide are meant to give a numerical overview of what's happening in our city but always remember not to put your faith in what statistics say until you have carefully considered what they do not say.

Credit for the preparation, development and gathering of the information contained herein, goes to many people. It is the combined effort of administrative, supervision, line-officers and clerical personnel. It is our hope that this information is as useful to others as it is to us as we look at the issues currently facing the department and our community as a whole.

With that, I would like to thank you for supporting our department throughout the year. As always, I hope you will find our summary of 2015 interesting and informative.

Muscatine Police Department Organizational Structure



Every organization needs/has structure. Perhaps the best definition of a police organization is that it is a system of consciously coordinated activities, with a common goal, divisions of labor, coordination of effort, and most especially in our domain, a hierarchy of authority. No other department of city government has more of a need for such a hierarchy, than the police. Million dollar jury awards are routinely leveled against cities all over the nation, for things that police do and shouldn't have, or do not do, and should have.

The structure of this organization plays a very important role. Not just in authority and responsibility, but in active "risk management." To the casual observer, an organizational chart may look like a genealogical attempt gone wrong. In the law enforcement environment, it helps to explain how the organization functions. An organizational chart reveals four basic dimensions of the organization's structure:

1. Hierarchy of Authority (who reports to whom).
2. Division of labors (what group performs what function).
3. Span of control (how many people are supervised).
4. Line and Staff position (who is doing what).

The theory behind the dimensions of this organizational structure demonstrates the basic tenants of our operational theory, as illustrated below:

1. Division of Labor (people become proficient when they perform standardized tasks over and over again).
2. Hierarchy of Authority (a formal chain of command ensures coordination, accountability and responsibility).
3. Rules and regulations (carefully formulated and strictly enforced rules assure some behavior, and prohibit other behaviors).
4. Administrative Impersonality (personnel decisions such as hiring, promotional eligibility, and firing are undertaken in-part by an authority (Civil Service Commission) other than the organization's chief executive officer).

The Muscatine Police Department has historically followed a traditional organizational model, much like most other law enforcement agencies. For the most part, law enforcement has embraced such an organizational structure because law enforcement has traditionally functioned best through a coordination of effort, much like the military. Coordination of effort is achieved through formulation and enforcement of policies, rules, and regulations. Our chain of command is nothing more than a control mechanism dedicated to making sure the right people do the right things at the right time.

PATROL DIVISION

In 2015, the patrol division operated with three shifts but suffered serious set-backs in staffing. For the first (6) months of the year, all three shifts operated on a 10 hour schedule, which required officers to work 4 days on and 3 days off. Due to staffing levels taking such a drastic dip, July thru December of this year, all three patrol shifts reverted back to working, five 8-hour days. There were a multitude of reasons for the staffing shortage. Over the course of last year personnel left for employment with other departments, employment outside of law enforcement and we had three officers on light duty for extended period due to medical issues.

It takes the department 8 to 9 months to replace these lost personnel. Once we hire an individual, he/she must first be sent to the Iowa Law Enforcement Training Academy for (4) months. If they successfully complete the academy, he/she then enters a field training program within the department. This field training program takes another (4) months to complete. It is only after the successful completion of the field training program that the new officer is considered manpower towards the shift and allowed to work alone. So from the time an officer resigns from the department to the time the department can hire and train someone to replace them, there is an (8) month lag. This compounds the problem of trying to get back to full staff. It is the department's hope of being able to return to the 10 hour schedule in July of 2016.

Each patrol shift implements the *problem oriented policing & community policing* approaches to their patrol tactics. *Problem oriented policing* entails identifying and defining problems within the community and developing plans for addressing them. This gives each shift a project for its members to focus on. Once a problem or issue is identified, a program is developed to help address the problem. This program is then continually evaluated for its effectiveness and progress. These problem oriented policing projects have had a tremendous impact on the reduction of crime within the community of Muscatine. *Community Policing* involves relations building between the department and the community it serves. This approach encourages the community to become more involved with the police department and its efforts to keep the community safe. This can be done on a large scale community setting, (city wide), or a small scale community setting, such as a specific neighborhood or housing unit. For a detailed analysis of these programs please refer to Community Policing/Problem-Oriented Policing section of this report.

Chaplain Corps

The Chaplain Corps program was revitalized in 2013 and has undergone some changes in 2015. Pastor Gary MacManus of Grace Lutheran Church, who spearheaded the initial efforts to get the program up and running, announced he would be leaving the community and the program. Pastor MacManus has worked very hard with Sgt. Vincent Motto planning for his succession and the continued success of the program once he was gone. Elder Tom Berryman has volunteered to take over for Pastor MacManus. Pastor Alex Kindred and Elder Sandra Berryman have also joined the police Chaplain program this year.

The Chaplain Corps fulfills a dual role, that of community involvement and counseling during traumatic events such as, serious or fatality accidents, suicides, homicides, or death notifications, and the support of Department staff through counseling and communication. Chaplain Corps members are being embedded within the Department's patrol shifts to establish relationships with officers. This is being done so that employees will feel comfortable in communicating with members of the Corps. It is the intent of the Department and the Corps to provide an alternative outlet for informal counseling outside the Employee Assistance Program established by the City of Muscatine.

The Chaplain's involve themselves in other activities such as the Shop with a Cop program. In 2015 we hope to expand their role even further so they might assist department personnel during any critical incident. This could include anything from functioning as an incident scribe to becoming an information/liaison officer between various units during critical incident deployment.

The Patrol Division continues to support a number of specialty assignments that department members can volunteer to be part of. These include assignments such as the School Resource Officers (SRO), the K-9 Unit, Bike Patrol Unit, Muscatine Evidence Technician (M.E.T.) program and the Special Response Team (SRT).

School Resource Officers

The School Resource Officers (SRO) were also hit by the manpower shortage this year. Under normal conditions the department would have one officer assigned to the High School and one officer assigned to the Middle Schools. Starting the 2015/2016 school year, the department was only able to supply one officer to that assignment. That officer was primarily assigned to the high school. This was due to the number of officers we had on light-duty assignment. In November of 2015 we were able to re-staff the SRO in the middle schools.

There were also personnel changes within the SRO positions. Officer Whitney Pena, who had served as the SRO at the high school for the past 5 years was rotated out of that position, returning to patrol. Officer Jeff Conard, who had been the SRO for the middle schools, rotated out to the high school and Officer Jason Nusbaum came out of patrol and began his new assignment as the middle school SRO. The SRO's continue to run the Police Explorer program as well as the school mentoring program.

K-9 Unit

The Muscatine K-9 Unit saw some changes throughout 2015. K-9 Officer Brian Yates resigned from the department this past year and he was replaced by Officer Alex Rink and his K-9 partner, Jaxx, a German Shepherd. Officer Rink and Jaxx were certified as a dual purpose K9 team (narcotics) through Vohne Liche Kennels. Officer Minnat Patel and his K-9 partner Nero suffered a setback earlier this year when Officer Patel broke his leg, while conducting a track with Nero. This took the K-9 team off the street for the next six months but they have since returned to full patrol duties. Nero is also a German Shepherd and is trained as a dual purpose (narcotic) dog.

With two teams assigned to the Muscatine K-9 Unit, the department is able to provide K-9 coverage over a broad range of hours by assigning the K-9 teams to opposite shifts. The dual purpose K-9s currently employed by MPD have the following capabilities: Narcotic Detection, tracking, apprehension, article searches, and crowd control. These K9 officers are also summoned for callout responses when a K9 officer is not on duty at the time a K9 unit is needed. The K-9 unit has worked closely with the department's Street Crimes Unit as well as outside agencies such as the Muscatine County Drug Task Force and the Iowa State Patrol. The K-9 Unit has also assisted the Muscatine Community School District with student locker searches.

Training is a critical component for effective K-9 employment. MPD K-9 teams take a minimum of 8 hours each month to train off duty. This allows officers and trainers to challenge the K-9 teams and increase their effectiveness as well as address any deficient areas. In addition to monthly training, MPD K-9 teams train on duty as time allows. This ensures that the teams are training in realistic situations and allows them to demonstrate proficiency while at work.

Bike Patrol

The Bike Patrol Unit was utilized quite a bit in 2015 and continues to be a valuable asset for the department. They patrol the city's bike paths and problem areas and were assigned to work several special events, the 4th of July and Great River Days and the Melon City Criterium were just a few. Two officers were added to the unit this year. The Bike Patrol Unit is a voluntary assignment. If selected, officers are sent to a one (1) week school to become bike patrol certified.

Evidence Function

The Muscatine Evidence Technician (MET) program is comprised of a small group of officers who have received specialized training in the collection and processing of evidence. They work on an on-call basis throughout the year and are relied upon to process all major crime scenes. These scenes included everything from burglaries to homicide investigations. In addition to call outs, these officers also help process scenes that are encounter while they are working shift. They are all assigned lab time, which is located in the basement of the PSB. Here they are responsible for processing any items of evidence that were brought in by officers outside of the MET team. The MET officers undergo continuous training to keep their skills sharp and updated.

The Department has diverted its evidence storage room crisis. For the third straight year, the department has processed more evidence out then it has received into the storage room. This is largely contributed to having the extra personnel that could be dedicated to sifting through the long term storage cases and getting rid of evidence that is no longer needed. The department is currently setting up its own marijuana testing program to help further simplify the evidence process. In the past, the department has had to send all marijuana to the state lab for testing. The new program will allow the department to do the same testing in house and eliminate the need for transporting drugs back and forth to Ankeny, (State Lab location).

Animal Control Function

In 2015 Animal Control Officer (ACO), Angela Shoultz, was hired as a full time police officer with our department. This prompted the city to hire a replacement for her last July. Nicole Ashby has assumed the new ACO position. Nicole will be sent to Kansas City in April for additional training, which will certify her in chemical immobilization, euthanasia, and use of bite stick & pepper spray. Since assuming the position, Nicole has been doing an outstanding job for the city.

INVESTIGATIVE DIVISION

General Information

The Criminal Investigation Division is under the command of Lt. Tim Hull. The Division is comprised of eight officers. Three are assigned to the Major Crimes Unit, two officers are assigned to the Muscatine County Drug Task Force and two officers are assigned to the Street Crimes Unit.

Current Operations and Trends

In 2015, the Major Crimes Unit (MCU) has been assigned a total of 156 investigations. A total of 73 arrests or requests for arrest warrants were made in Calendar year 2015. The City of Muscatine did not have a homicide in 2015, after experiencing 4 in calendar year 2014.

In 2015, the MCU investigated a very lengthy case involving several home burglaries involving the theft of dozens of firearms. In February 2015, a home was burglarized in Cedar County and a gun safe was stolen that contained fifteen (15) firearms. A suspect was developed and he cooperated when confronted by law enforcement. This subject provided information on where the safe was forcibly opened at a residence in Cedar County and information on an additional suspect and residence in Muscatine where some of the firearms were taken to. Based on the information he provided a search warrant was conducted in Muscatine where six (6) long guns including semi-automatic rifles were recovered. This subject was a convicted felon and was barred from possessing firearms. He was charged with six counts of possessing firearms as a Felon and was later charged in Federal Court with related weapons charges.

At the same time the Muscatine search warrant was executed an additional search warrant was conducted at another residence in rural Cedar County where three (3) additional stolen firearms were seized.

Another search warrant was conducted at a residence in Muscatine where an additional six (6) stolen guns were recovered. The subject at this residence cooperated and admitted to buying the guns from the first cooperating subject. This investigation also led to an additional search warrant in Wilton where another convicted Felon was in possession of a stolen SKS type rifle that was recovered. Several law enforcement agencies including the Cedar County Sheriff's Office, Scott County Sheriff's Office and the ATF were involved in the lengthy

investigation. At least 4 individuals have been charged with Federal gun charges including, felons in Possession of firearms, and trafficking in stolen firearms.

One thing that has changed in law enforcement is the ability to get the public's assistance in helping to solve serious crime. The use of Social Media has enhanced our ability to reach thousands of citizens asking for assistance to identify suspects/vehicles. Facebook has been outstanding in its ability to assist law enforcement in the investigation of criminal acts committed in the city of Muscatine.

During the months of April and May 2015 the city of Muscatine had over a dozen business burglaries on the west end of town. During this investigation a bicycle and backpack belonging to the suspect was located near the Ag Farm located on Lucas Street. The Ag Farm had also supplied video of the suspect while he was committing the burglary at this location. The MPD put this information on Facebook and within a couple hours of the Press Release we developed information leading to the identification of the suspect.

On November 22, 2015, the Hotel Muscatine was robbed at gun point. The next morning we provided the public with video footage of the two suspects involved along with still footage of the suspect vehicle. Within hours of this information being placed on Facebook both suspects had been identified along with the suspect vehicle being found. This information led to the arrest of the two people responsible. The Major Crimes Unit also recovered the firearm used in the robbery along with remnants of the ball cap the suspect was wearing during the robbery.

The Major Crimes Unit also investigated the theft of approximately \$20,000 merchandise from Walmart and Farm and Fleet. Detectives worked closely with loss prevention representatives to identify suspects. Several search warrants were conducted. The suspects were also apprehended doing the same activity at a Walmart in Washington, IA. The suspects were taking the stolen merchandise to a used car dealer in Muscatine where they were being paid cash and narcotics for the stolen merchandise. A search warrant was later conducted at the dealership where several stolen items were located during the search warrant.

In June of 2015, the Muscatine Police Department responded to the scene of a burglary to Radio Shack, 415 Cleveland Street. It was discovered that an unknown person had forcibly entered the rear door of the adjoining vacant business (formerly Quiznos), and had demolished the common wall between the two businesses. This damage allowed the person to reach through into Radio Shack and steal electronics (cell phones, headphones, etc.). It was estimated that the suspect stole about \$42,000

worth of retail merchandise, and caused about \$6,000 worth of damage to the property.

Evidence technicians responded and did a detailed examination of the scene, including gathering footprints, tool marks, and recovering burglar tools. Investigators became involved and obtained a detailed inventory of missing items. No suspects were known at the time, but the information was shared with surrounding agencies for any similarities. Iowa City Police identified a possible suspect, who had committed similar burglaries in the same manner, in the Iowa City area.

On July 20th 2015, the business of Radio Shack was again burglarized. Iowa City Police contacted Muscatine Police investigators during the commission of the crime, and reported that a vehicle belonging to Stanton, whom they were tracking through GPS, was parked outside of Radio Shack at 1am. Investigators coordinated for uniformed officers to check the area, and were able to stop the suspect driving this vehicle away from Radio Shack. It was then discovered that Radio Shack had again been burglarized, by the same method of entering the vacant business and destroying the common wall.

A search of the vehicle driven by the suspect revealed approximately \$60,000 worth of retail merchandise that had just been stolen moments before. In addition, several items were located that were stolen from the burglary in June 2015 from Radio Shack.

The MPD then spearheaded a cooperative investigation where all these similar incidents that happened in southeast Iowa could be attributed to this suspect. This information gathering led to the filing of Ongoing Criminal Conduct charges for the suspect.

Muscatine County Drug Task Force (MCDTF)

The Muscatine County Drug Task Force continues to see changes due to decreased Federal Grants. The MCDTF has expanded its territory due to the Federal Government wanting to see multi-jurisdictional task forces in order to secure Federal monies and is currently investigating cases in both Cedar and Louisa Counties with assistance from both agencies.

Muscatine County Drug Task Force Statistics (Calendar year 2015)

Activities

Arrested (50)

Search Warrants conducted (66)

Drug Seizures.

Meth Labs (3)

Cocaine (1,115 grams)

Methamphetamine & Ice-Methamphetamine (111 grams)

Marijuana (6,743 grams)

Other Seizures

Firearms (29)

Currency (\$69,000)

Real Property (\$58,000)

Muscatine continues to be a distribution point for large quantities of narcotics, including cocaine, marijuana and ice-methamphetamine.

MPD Street Crimes Unit

The Street Crimes Unit has been short one officer since March and during the month of June the only SCU officer was assigned to the patrol division to assist with manpower. The SCU did have some success this year.

In Calendar year 2015 the City of Muscatine experienced three (3) gang related shootings. No persons were injured during these incidents. No arrests have been made in these incidents due to a lack of cooperation from some of the victims.

In February, the SCU was conducting surveillance on a vehicle in which they had received drug intelligence on for transporting illegal narcotics. They followed the vehicle to a residence in Ripley's where they observed the vehicle occupants enter into a trailer. The occupants were observed leaving the residence carrying a black bag. SCU followed the vehicle and conducted a traffic stop in which 445.2 grams of marijuana were seized. The two occupants were charged with Possession with Intent to Deliver and Drug Tax Stamp Violation.

In August a burglary occurred on Logan Street where the perpetrators were armed with handguns. Stolen during the burglary were a television and a PlayStation 4. The perpetrator also demanded cash. A lengthy investigation began and about one month later one of the suspects was arrested for burglary in the 2nd degree. The investigation is continuing in an effort to identify the other perpetrator.

In December, the SCU conducted a traffic stop after observing lots of stop and go traffic at a residence in Muscatine. This information came from the public. During the traffic stop, a small amount of marijuana was located and the subject provided information that led to a search warrant where about one pound of marijuana was located along with a stolen firearm.

Objectives to be Accomplished

The Investigative Division's primary goal is to proactively deter crime, whether it involves the violent crimes such as sexual assault/abuse that the MCU focuses on or the drug crimes which the MCDTF focuses on. The MCU will continue to strive for advanced training in areas homicide investigation, sex abuse investigation and cyber-terrorism preparedness. The MCU will continue to have a primary focus on victim orientated offenses (homicide, sexual assault, child pornography) with property offenses (burglary, theft, criminal mischief) as a secondary priority. We will continue to use social media to involve the public to help us develop leads in serious crimes.

PROBLEM ORIENTED POLICING (POP)

Problem-Oriented Policing is defined as the analysis of specific crime and disorder problems through information obtained from community and officers alike. With this information, effective responses by law enforcement to the identified problems can be formulated and implemented. Although police lead in crime prevention efforts, the community, as a whole, remain the backbone of crime reduction.

The Department's continues to improve upon its' commonly known "POPCAN" program. The acronym standing for "Problem-Oriented Policing Community Awareness Network". Each personnel of the 1st shift is assigned a Muscatine apartment complex and the officer's goal is to develop relationships with occupants and management alike. Overall goals and objectives are developed with the wellbeing of each complex in mind. Likewise the officer is expected to produce a written documentation illustrating their success per monthly visit. The below housing complexes are serviced through the current POP program.

Sycamore Estates	(2400 Park Ave)
Sunset Apartments	(2800 Bloomington Lane)
Muscatine Community College	(152 Colorado Street)
Cedar Parks Complex	(1816 Logan Ave)
Cedar Hills Complex	(2002 Logan Ave)
Muscatine Center for Social Action	(312 Iowa Avenue)
Colorado Parks Apartment	(401 Colorado Street)
Clark House	(117 West Third Street)
Muscatine Community College	(152 Colorado Street)
Ripley's Trailer Court	(North Highway 61)

With a strong diversity in population, Cedar Parks/Cedar Hills (1816 Logan/2002 Logan), remains a primary focus of the Department's POP program. With such diversity, the MPD responded with a strong presence in building professional relationships and solving unique problems. A milestone was reached in 2015 when the housing management was successful in obtaining video cameras, which in turn, were used to provide added security to the complex. Adding the cameras to the complex has been a goal of management for several years. The cameras encompass

the majority of the apartment complex and have already been used in the solving of crimes and assisting in several investigations. One such investigation involved the identification of burglary offenders ultimately leading to arrests and recovering of stolen property.

A new addition to our community policing projects was painting pumpkins with the tenants of Cedar Parks/Cedar Hills Apartments. Flyers were given to the tenants and donated items were received from McDonald's, Hy-Vee, Walmart and the Community YMCA. There were approximately 33 people that attended the event and pumpkins that were left over were handed out to residents that were in need of them.

Finally, during calendar year 2015, POP officer assigned to Cedar Parks/Cedar Hills collaborated with several outside agencies. These agencies included The Muscatine County Drug Task Force Office, Iowa Department of Human Services, Muscatine County Sheriff's Department and the Muscatine Animal Control to name a few.

The Department's continues to build upon its' previous years involvement in the Muscatine Center for Social Action (MCSA) complex. Due to the program's success, a Muscatine Police Department Sergeant remains on the MCSA's Executive Board of Directors. This officer participates in monthly Board meetings wherein logistics for the operation of the facility are discussed and decided upon. The relationship the Department shares with the MCSA remains one of the strongest POP programs within our community.

The Department's "PLANT" program was evaluated and found to have met its' operational goals in 2015. To this end, the program was discontinued. All resources are available in the event the program needs to be resurrected.

Officers increased their performance in the area of "Park and Walk" activities in 2015. Each officer chooses a location within their assigned beat area to park their squad car and walk for at least one half hour. Officers are encouraged to visit the downtown business districts of Muscatine, schools as well as the riverfront, bike trails and parks to name a few. In 2015, officers logged 2424 "park and walk" activities in comparison to 935 in 2014.

Muscatine Police Officers will continue to make "park and walk" activities a priority during their daily operations. Having officers engage in face to face activities with citizens/business owners is necessary for positive, long term relationships to be maintained.

“Coffee with a Cop” was implemented in late 2013. Within a chosen Muscatine business, police and members of the community relax around a hot cup of coffee allowing citizens the opportunity to vent concerns, issue complaints and even on rare occasion provide a compliment. The intent of this program is to promote another avenue of communication between citizens and its police department and at its current rate of growth, the program has proven to be a positive for the community and the MPD.

During calendar year 2015 MPD extended manpower toward eliminating the City’s graffiti problem. Otherwise known as “Operation Clean Sweep”, assigned officer’s conducts spray paint removal projects involving local businesses promoting the following objectives:

- ✓ The most effective way to prevent graffiti is to remove it promptly. Studies show that removal of graffiti within 24-48 hrs results in nearly zero rate of reoccurrence.
- ✓ Report graffiti to the Police Department
- ✓ Restrict access to graffiti prone areas by planting trees or other greenery
- ✓ Install lighting in areas that are dark and targets for graffiti
- ✓ Use graffiti resistant surface treatment

New areas of POP involvement by the Muscatine Police Department included attendance at the Muscatine Health Fair as well as the multi-cultural diversity day. During these events the Department’s bike patrol, K-9 and patrol units participated. Likewise, 2015 brought about a pumpkin painting contest at the Muscatine Community Y as well as the use of a newly constructed “sucker board” where kids could pick a colored sucker off a peg board for consumption and prize return.

Overall, the success of the Muscatine Problem-Oriented Policing program is due to the residents and business owners of Muscatine. It is expected with continued cooperation between law enforcement and the citizens/business owners, WE can expect and experience a prolonged, positive change toward a safer atmosphere for residence of our great City.

Where we go from here? The Muscatine Police Department will continue to make Problem-Oriented Policing a TOP priority towards its overall mission. Existing programs will continue to be built upon and additional programs will be added. New ideas being developed in 2016 for the POP program include officers taking the elderly and the developmentally disabled fishing, having a bi-annual bingo

night and cookouts. Another idea being developed includes the reconstruction of abandoned bicycles to be offered to the youth of Muscatine.

LAW ENFORCEMENT ACCREDITATION

Law Enforcement Accreditation began with the creation of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 1979. The Commission was created through the joint efforts of the major law enforcement executive associations:

- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives
- Police Executive Research Forum
- National Sheriff's Association

The purpose of CALEA's accreditation program is to improve the delivery of public safety services. Their stated goals are:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and non-discriminating personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Increase community and staff confidence in the agency

CALEA's governing body is comprised of twenty-one commissioners. Eleven must be law enforcement practitioners and the remaining ten are selected from the public and private sectors. The commissioners are appointed by the four founding law enforcement organizations and serve without compensation.

There are currently more than 600 accredited law enforcement agencies in the United States and also some in Canada, Mexico and Barbados. In the State of Iowa, there are ten fully accredited agencies to include 8 Municipalities, 1 Sheriff's Office and 1 Metropolitan (Des Moines).

The Muscatine Police Department received its initial accreditation award in December of 2000. Since that time we have been awarded reaccredited status in 2003, 2006, 2009, 2012 and 2015. Our next reaccreditation should occur in November of 2019.

The Accreditation Manager, Sgt. Chad Said, will be transitioning back to the Patrol Division in January 2016. Sgt. Vince Motto will be replacing Sgt. Said and will

continue the on-going training in the Accreditation process over the next few years in hopes to keep moving forward towards the goal of the reaccreditation in 2019.

Accreditation puts the police department in much better position to defend against any lawsuits which may arise since the department is complying with “national” standards of operation, and not merely standards developed by the police department. Having people from outside the agency come in to critique our policies and procedures, and help us identify those which do not meet national standards is a plus for the department as well as the city. Being accredited also lends itself to lower overall insurance premiums for police liability insurance.

AUTOMATED TRAFFIC ENFORCEMENT

Background

In 2010, the City of Muscatine awarded the contract for our Automated Traffic Enforcement (ATE) initiative to Gatso USA. Through accident data as well as speed and red light violation surveys we decided that eight (8) approaches at five intersections would receive the equipment. The system was set up to monitor red light violations as well as speed violations at all five (5) intersections. The intersections selected for the ATE equipment were:

Washington St at Park Ave (north and south approaches)
Cleveland St at Park Ave (north and south approaches)
Cedar St at Houser St (east and west approaches)
University Dr at US Hwy 61 (westbound approach)
Mulberry Ave at US Hwy 61 (westbound approach)

The ATE equipment was built and installed by Gatso USA at no cost to the City of Muscatine. The City and Gatso USA worked closely with the Iowa Department of Transportation to ensure that the entire construction and sign placements were completed to their requirements. Winter weather delayed the construction process during December and January. Each intersection has speed limit signs and red light signs that clearly advise that photo enforcement equipment is used at those intersections. In addition to those signs, the City elected to put up “traffic laws photo enforced” signs on every corporate limit signs posts on roadways entering Muscatine.

The camera/radar system detects violators and passes the violation information to a Gatso employee who verifies that a violation appears to have occurred and then they create a violation package that includes location information, violation information and vehicle information. This event package is then sent to our department for review. A police officer who has been trained on the system reviews the data and determines if a violation of the city ordinance has actually occurred and if the violation, location and vehicle information matches what is viewed in the photos and video. If everything matches up and a violation has actually occurred then the officer will issue a citation.

The ATE equipment not only detects and documents red light and speed violations but also has other capabilities. The system can be set for license plate recognition

for Amber Alerts or other major crimes that occur close to these intersections. The video that the system archives has been used multiple times as evidence in court for citation issued due to traffic crashes in the area of the ATE equipment.

On March 11, 2011, the Automated Traffic Enforcement equipment was activated at the intersection of Cedar St and Houser St. On March 18, 2011, the Automated Traffic Enforcement equipment was activated at the intersections of US Hwy 61 and Mulberry Ave, US Hwy 61 and University Ave and Park Ave and Cleveland St. Because of property questions and construction delays, the intersection of Washington St and Park Ave wasn't active until May 21, 2011. Each intersection had a warning period of 30 days.

Since 2007, the Iowa State University Institute for Transportation's Center for Transportation Research and Education (CTRE) has conducted three research studies related to Automated Traffic Enforcement. These three studies have been funded by the Iowa Department of Transportation. Late in 2013, the CTRE released the latest study that supported the use of Automated Traffic Enforcement. This study, "Improving Traffic Safety Culture in Iowa – Phase 2" was a survey of the attitudes and opinions of the citizens of Iowa. **The survey found that 55-56.4 % of those surveyed supported the use of ATE equipment for speed enforcement and that 70% supported the use for red light detection and ticketing.**

The recommendations from this study were to "pursue increase in automated enforcement to reduce speeding related crashes and other aggressive behaviors, such as red light running." These recommendations mirror the research from 2010 and 2007.

In 2014 we saw the Director of the Iowa Department of Transportation's "Primary Highway System Automated Traffic Enforcement Guidelines" became an administrative rule even though there isn't a state law to correspond to these rules.

In March 2015 Steve Gent, the Director of Traffic and Safety told the City of Muscatine that we must remove the camera system at the westbound approach at US Hwy 61 and University. He stated that the camera was within 1000 feet of a speed change, crashes had stayed the same or risen slightly and that there were a high number of speed cites issued from this approach. The City of Muscatine appealed this opinion based on a number of factors.

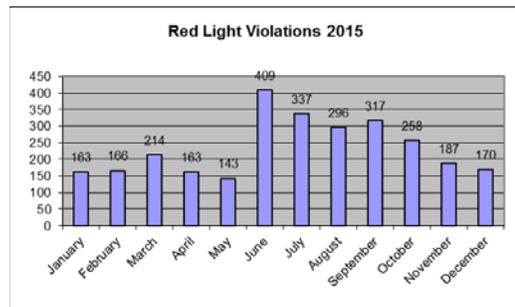
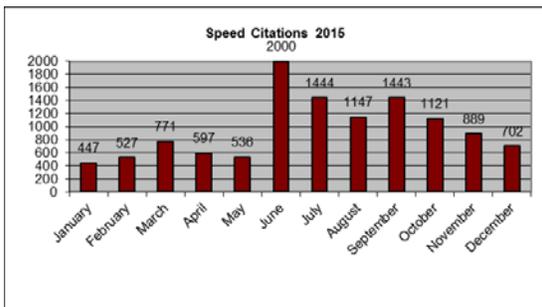
1. The IDOT engineered this approach and signage placement and went so far as to install the signs where they said they need to be. We requested the IDOT to move the signs to the 1000 ft mark on numerous occasions.
2. The idea that speed enforcement could not be conducted within 1000 feet of a speed change goes directly against current state law.
3. The ATE system at this approach was installed for speed enforcement. Crashes weren't a factor in this decision. This is a portal to a major business district in the city and, as such, the reckless habits of speeders created a major hazard to the business, their employees and their consumers.

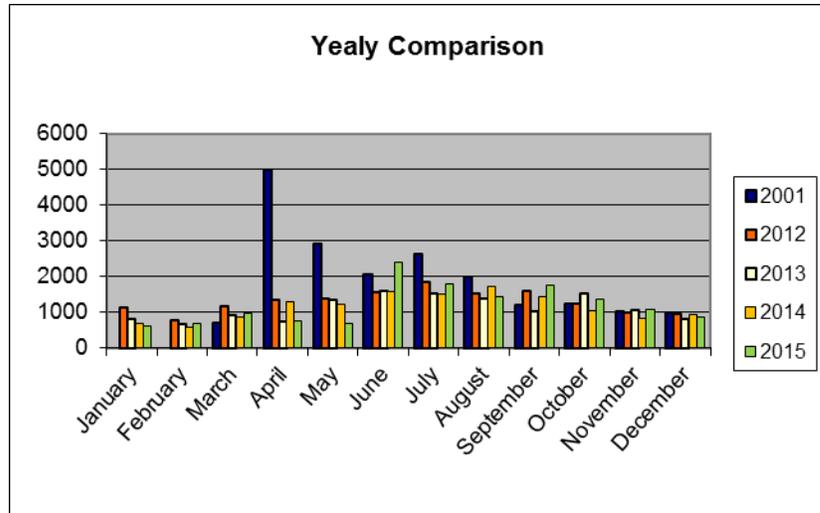
Working within the “rules” the IDOT created, the decision of Director Gent was appealed. This appeal went to the IDOT Director. The Director agreed with his coworker and upheld the recommendation that we remove this approach.

The City of Muscatine and a number of other cities in Iowa filed suit against the Iowa DOT in June of 2015. These rules and the Directors request are on hold until the outcome of this suit.

Current Statistics

2015 was the fourth full calendar year with all of the intersections active and recording violations. During 2015 there were a total of 14,447 citations issued. 2823 citations were issued for red light violations and 11624 citations were issued for speed violations. Comparing this data to the violations issued in 2014, there was a 5% (771) increase in citations issued for calendar year 2015.





There were two significant events this year in reference to the ATE program. In May of this year we had the highly publicized report from IDORT along with the rejection of our appeal by IDOT Director Trombino and also the opening of the stretch of Cedar st that had been closed for a year.

As stated earlier, in the middle of May 2015 Director Trombino rejected our appeal of is coworker’s decision that the ATE system at US 61 and University Ave was ineffective and illegal. The motoring public took to that like flies to fly paper. Almost every correspondence we received from violators and non-appearance administrative review documents we received stated either that the ATE systems as a whole were illegal or that we couldn’t enforce the speed limit at that particular intersection. We quickly explained to these people that we appealed the DOT rules decision and that we could enforce the violations. This belief has slowly subsided over time.

In 2014 we saw only 266 violations at Cedar/Houser approaches. This past year we had an increase to 892 which is similar to the amount of violations we had at these two approaches in 2013. 2015 also saw increases in violations at the other approaches (6-20%) with the exception of US 61/University which saw a 5% decrease in violations.

Since 2011 we have seen a reduction in crashes each year at each intersection where ATE equipment is operating. The chart below lists crashes since 2010 at the intersections where ATE equipment is installed.

Year	Total	PI	PD
2010	34	9	25
2011	28	9	19
2012	26	6	20
2013	19	4	15
2014	25	2	23
2015	19	2	17

For calendar year 2015 we saw a reduction in the crash rate of 34% from 2014. The injury crashes remained very low with only 2 PI crashes at these intersections!

Are the traffic cameras having any effect on the driving habits of area drivers? After looking at the statistics for citations and crashes for the time the ATE systems have been installed and running we believe they are. Comparing the year prior to the implementation (2010) to this year, there has been a 44% reduction in crashes at these intersections with a 78% reduction in personal injury crashes! Even though we saw an increase in violations this year we are still had 27% fewer violations this year than occurred the first year of this program. Also, the ATE systems were not activated for the full year in 2011.

FIELD TRAINING PROGRAM

The Muscatine Police Department's Field Training Program is an intensive, hands-on training program that all new recruits are required to complete upon graduation from the Iowa Law Enforcement Academy. It is structured and organized training which is broken down into four steps or phases. Each step is comprised of a set number of training task lists, which the probationary officer, under the guidance of his/her Field Training Officer (FTO), must master and sign off on. As the probationary officer progresses through each of the steps, he/she is expected to take on more of the work load and demonstrate a continual growth in overall self-proficiency. Upon successful completion of the fourth step, the probationary officer is allowed to begin solo patrol. Each step is approximately one month long but may take longer under extenuating circumstances. The officers that oversee all of this training are known as the field training cadre. The cadre is comprised of all active FTOs, the FTO coordinator and the FTO commander.

The FTO commander is the Patrol Captain Steve Snider. The FTO coordinator is filled by the 2nd Shift Patrol Sergeant Les Wegter. The coordinator is responsible for creating and maintaining the training schedules and training tasks for the probationary officers. The coordinator will facilitate monthly cadre meetings whenever a probationary officer is in training. Should a probationary officer begin to show performance deficiencies during their FTO training, the coordinator will meet with both the probationary officer and his/her FTO and assist them in developing a plan of action that will help the probationary officer bring his/her performance back up to an acceptable level. The FTO coordinator reports to the FTO commander and keeps the commander apprised of probationary officer's progress.

The most crucial position in the field training cadre is that of the Field Training Officer (FTO). The FTO is responsible for conducting all training and completing daily evaluations of the probationary officer's performance. Beginning the first day a probationary officer arrives from the academy, he/she is assigned to an FTO and they become permanent partners throughout the first step of training. This FTO is known as their primary FTO. The probationary will then rotate to two more different FTOs for steps two and three before rotating back to his/her primary FTO for step four of their training. The primary FTO is then able to see how far the probationary officer has advanced in his/her training. The primary FTO will be the one who recommends the probationary officer advance to solo patrol.

Becoming an FTO (Field Training Officer) is completely voluntary and officers wishing to become an FTO must go through an application process. Once their application is received it is reviewed by the entire FTO cadre. The officers applying must have a solid work record free of any disciplinary issues. They must be self-motivated and able to work well in a team environment. Only officers that have demonstrated an above average work performance are considered for appointment as an FTO. Once the field training cadre votes on which candidates to recommend, those candidates are then reviewed by the FTO coordinator and the FTO commander before final approval is given. Once an officer is selected to become an FTO, he/she is sent to a 40 hour course, which teaches them how to train, evaluate and document the probationary officer's performance.

The officers selected to become FTOs are some of the best the department has to offer. The majority of FTOs see advancement into special assignments or through promotion. The months that FTOs are assigned to train are very time consuming for them and they generally have little time for anything else. They do this willingly, without complaint and minimal compensation for taking on the extra duty, because each FTO understands the importance of turning out a competent and self-sufficient officer at the end of the training process.

Implementation of software designed to assist the FTO's with training began in 2013. This involved some customization and inputting of the training tasks that we had already developed as part of the existing program. What this has done for us is it has streamlined the training process. We no longer keep daily training logs on paper. The program is a paperless system that is maintained online. The new officer's progress in the program can be reviewed by the FTO, Shift Supervisors and Command Staff at any time, by accessing the program by using a desk top computer or any Mobile Data computer in a squad car.

We currently have 4 new officers being trained by their FTO's at this time. These officers were hired last summer, have attended the Iowa Law Enforcement Academy, graduating in December. They are on schedule to complete training and be counted on for solo patrol duties in April of 2016.

The department continues its implementation of a mentoring program for all new recruits. The program works by pairing a seasoned officer (mentor) with a new recruit. The mentor then takes on the role of coaching the new officer as they transition into their new law enforcement career. The mentor will help the new recruit with everything from finding a place to live to learning and understanding

the department's philosophies and politics. The goal of the mentoring program is to increase the department's retention of new officers.

Becoming a mentor is also a voluntary assignment. The mentor fulfills a different role from that of the FTO, therefore they cannot be one in the same. Those officers who volunteer for the mentoring program are screened for their suitability for such an assignment prior to being appointed. We are hopeful that this program will become a successful component in our efforts to slow down the turnover rate within the department by helping our new recruits become better adjusted and more comfortable with making Muscatine their permanent home.

SPECIAL RESPONST TEAM (SRT)

The Muscatine Special Response Team (SRT) is a specialized unit consisting of individuals who have received additional training in weapons handling and tactical maneuvers. The SRT consists of long rifle marksmen, tactical operators and tactical emergency medical personnel, (TEMS). The number of members on the SRT fluctuates depending on manpower, school availability, and interest. The department currently has (5) long rifle marksmen, (9) tactical operators, and (3) TEMS members. (4) Hostage negotiators also work with the SRT when needed. Assignment to the SRT is completely voluntary and officers wishing to be considered for the team must go through an application process.

All SRT members must satisfactorily complete a physical agility test and demonstrate a minimum 90% proficiency with their assigned weapons. Every tactical operator is put through a basic SWAT course prior to being activated as a member. This is usually a week long course and teaches the team member the basics of team movement, dynamic and stealth entry techniques and breaching techniques. Long rifle marksmen are put through a sniper course, which covers stalking techniques and hones shooting skills. Team leaders receive training in tactical operations planning and execution. Hostage negotiators attend a forty hour hostage negotiation school. The (3) TEMS members are paramedics from the Muscatine Fire Department who are also sworn law enforcement individuals. This allows for emergency medical care to be readily available to team members, crime scene victims and suspects.

The Muscatine SRT was officially organized and conducted its first operations in 2001. Since that time, it has been used for the execution of high risk search warrants, to contain and/or engage armed barricaded subjects who have demonstrated a propensity for violence and in a joint hostage rescue mission with the state tactical team. On several occasions it worked jointly with the US Secret Service to provide sight security for a visiting dignitary.

The SRT has continued in its effort to explore new tactics and stay current in the team's methods of operations. SRT members have built lasting liaisons with other region 5 tactical teams. This has helped the department to establish common ground in both tactics and operational standards with the other area teams and these contacts have given us valuable resources we can draw upon should the need ever arise.

Activities

SRT members participate in one training day per month. Members train at handling various scenarios which will cover everything from search warrant raids, barricade/hostage situations to active shooter situations. The SRT also trains in a variety of environments and learns tactics associated with tubular assaults, vehicle assaults, and residential assaults as well as commercial and industrial assaults. This training will often involve the use of role players which helps make the training as realistic as possible. In the past, the SRT has conducted training for the entire patrol division on how to handle an active shooter situation. This department wide training also included training on the incident command system and the department's all hazards plan. The SRT has worked with several local companies regarding preparedness for such events and trained in their facilities using their employees. This year the SRT has continued efforts to reach out to area businesses and schools conducting more of the same type of training.

On a few training days this year, SRT conducted scenario based training at different residences in the Muscatine area. The scenarios had different outcomes like Sniper initiated assaults, tactical entry assaults, hostage rescue, etc. The MRAP was used during some of the assaults.

The SRT and firearms instructors also provided firearms and scenario based firearms training to members of the department that are not on the SRT to better their firearms skills and decision making skills. This year we were able to use GPC office buildings to run officers through several scenarios and stages of fire.

This year SRT has jointly trained with the Muscatine County Sheriff's Office (MCSO) Tactical Team on seven occasions. During these joint agency training exercises we focused on training and utilization of the incident command system as well as the all hazards plan.

This year the SRT was able to attend valuable out of town training. (1) SRT member attended a National Tactical Officer Association (NTOA) conference in Utah and in October the SRT trained with other tactical teams from region 5 in Des Moines County.

Goals

The SRT will continue to strive for improvement and is always looking for new ways in which the team can better serve the citizens of Muscatine. The SRT will

continue to seek out training opportunities which offer new tactics and equipment that will help improve our efficiency and expand on our ability to handle the situations the team is called upon for.

SRT has continued to outfit and upgrade members with new and improved equipment. Currently all SRT members are equipped with a level 3 load bearing vest and a ceramic plate to fit the front. The SRT is hoping to acquire new equipment that can improve our communications (radio equipment) and weapon silencers. The SRT would also like to add equipment that would allow us to perform explosive breaching.

We would like to see members of SRT continue to attend tactical schools and to continue training with the MCSO tactical team. Continued training with the MCSO tactical team would allow us to improve our ability to function as a team on call outs.

Finally SRT will strive to use Sim Munitions to train Patrol on maneuvers developed at tactical schools. SRT will hope to provide realistic training with the Sim Munitions to give Patrol and SRT members the ability to perform under stress and make rational and accurate decisions based on each scenario. This upcoming year we are going to focus more of our training on executing simple search warrants.

WHAT ELSE DO WE DO?

Extra duty assignments have become a necessity within the Muscatine Police Department. Many non-probationary and probationary officers alike within the department are involved in an extra duty expertise, with many officers being committed to more than one area. Their dedication to the City of Muscatine in their perspective areas forces them to work additional hours outside of the traditional forty-hour work week. Some of the assignments referred to here include:

- Field Training Officers
- Firearms Instructors
- Emergency Response Team
- Hostage Negotiators
- Crime Scene Technicians
- Defensive Tactics Instructors
- Defensive Driving Instructors
- Chemical Munitions Instructors
- CPR/AED/First Aide Instructors
- K-9 Handler
- School Resource Officers

These listed assignments are a vital part of the effectiveness of the Muscatine Police Department. We are fortunate to have police officers who are dedicated to these programs and realize the vital part they play in offering a professionally versatile and well-rounded law enforcement service to the citizens of Muscatine.

Along with these additional duties comes the requirement of additional training to maintain certifications, as well as continuing education requirements, as many of these areas are ever-changing. The officers involved in these assignments are required to keep themselves current in new techniques being developed in things such as Defensive Tactics, Crime Scene Technician, Firearms Instruction, etc. Officers also need to keep up with the new case law that is developed in their areas of expertise to help protect the City, the officers they train and themselves from unnecessary liability. The training involved in maintaining these Instructor Certifications make up much of the Departments training budget.

Officers in the aforementioned positions do so without receiving additional compensation from the City of Muscatine for maintaining their areas of expertise.

The officers are only compensated additionally when they are called upon to perform in their area(s) of expertise during their off-duty hours. As can be expected, some of these areas discussed are called upon more than others to perform their assignments. These officers maintain a level of readiness to perform these duties without additional compensation from the City of Muscatine which reflects greatly on their dedication to duty and the citizenry of Muscatine.

Some additional assignments are needed to keep pace with the growing demand from the public to deal effectively with identity thefts, exploitation of minors (preying on minors via the internet) and other cybercrimes such as these.

CONCLUSIONS

2015 was the first year in many years that we lost numerous officers on the department. There were five (5) officers that went to other law enforcement agencies and one (1) that was terminated. We have hired six (6) new officers. Four (4) of the officers are currently in the Field Training Program and two (2) are currently at the Iowa Law Enforcement Academy in Johnston IA. They are set to graduate in April. We will hire one (1) officer in early April to back fill for a retirement taking place in August of 2016.

The department had to revert back to 8 hour shifts this year to alleviate paying overtime on shifts due to the manpower shortages. We plan to go back to ten (10) hour shifts as soon as the new recruits are ready to be out on their own. The ten (10) hour shifts utilize the overlaps in the shifts to conduct in service training and targeted enforcement. This helps in saving overtime money to provide the training.

The Muscatine Police Department was awarded our fifth (5th) reaccreditation at the Commission on Accreditation for Law Enforcement Agencies (CALEA) conference in November of 2015. Accreditation has helped our officers understand that they are held to higher standards than most departments and they should be proud of their accomplishments as a whole.

Five Year Goals for the Police Department

1. Maintain our accredited status through the Commission on Accreditation for Law Enforcement Agencies, Inc.
2. Continue working towards a department demographics that closely mirrors the community while still hiring the most qualified applicants.
3. A new building for the Police Department.
4. Adequately prepare employees for future promotions as many current administrative and supervisory personnel get closer to retirement.

As 2015 came to a close, the Muscatine Police Department reflected on yet another great year in service to the community. This is an indication of the commitment to the community, excellence in organization, communication, leadership, and the loyalty of the men and women who are employed within department.

Muscatine Police Department

Chief Brett Talkington