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City Administrator Report to Mayor & City Council
February 1, 2013, Edition No. 75

REPORT:

1. Budget: The City's proposed budget is available online at <http://www.muscatineiowa.gov/index.aspx?NID=532>. Please encourage community review and input! The public's opportunity to comment on the budget is on March 7th at the public hearing.
2. P&R Schedule: 2013 Special Event Schedule is now available and is attached for your information.
3. Blue Zones: Please see the three attachments provided by Wellmark and the Blue Zones program detailing next steps in the process.
4. Police: Please see the attached MPD Annual Report emailed out earlier this week by Phil Sargent.

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

MUSCATINE PARKS AND RECREATION DEPARTMENT

2013 LEAGUES, TOURNAMENTS AND SPECIAL EVENTS

*This is a preliminary schedule. Events may be changed, added or deleted without notice.

DATE	EVENT	VENUE	CONTACT	PARTICIPATION
January 24-26	Army Corp. of Engineers Eagle Watch	Pearl City Station	Kevin Zidarich 563-263-7913	Community Wide
March 15	Municipal Golf Course Season Opening	Golf Course	Parks and Recreation Department 563-263-0241	Community Wide
March 30	Kent Stein Park Opens For Season	Kent Stein Park	Parks and Recreation Department 563-263-0241	Community Wide
March 31	Soccer Complex Opens For Season	Soccer Complex	Parks and Recreation Department 563-263-0241	Community Wide
April 2	Muscatine High School Soccer Tournament	Soccer Complex	Tim Goodwin 563-263-6141	High School
April 20	American Cancer Society Fun Run/Walk	Weed Park/ Mcc	Connie Stineman 563-264-4636	Community Wide
April 27-28	Cardinals Baseball Tournament	Kent Stein Park 1,2,3,6,7, 8,9,10,12,15, 16,17	Clayton McConnaha 563-260-0546	Youth 20-30 Teams
May 4-5	Midwest Regional Soccer Tournament	Soccer Complex	Paul Luchowski 440-353-1199	Youth 30-40 Teams
May 4-5	Cardinals Baseball Tournament	Kent Stein Park 1,2,3,6,7, 8,9,10,12,15, 16,17,Musser	Clayton McConnaha 563-260-0546	Youth 20-30 Teams
May 5	JDRF Car Show	Riverfront	Brenda Beckman 563-260-4230	Community Wide
May 10-12	Muscatine Softball Boosters Softball Tournament	Kent Stein Park 1,4,5,11,12, 13,14,16,17	Bob Hiti 563-299-3569	Youth 25-35 Teams
May 18-19	Cardinals Baseball Tournament	Kent Stein Park 1,6,7,8,9,10, 12,15,16,17, Musser	Clayton McConnaha 563-260-0546	Youth 20-30 Teams

May 25	Aquatic Center Season Opening	Aquatic Center	Parks and Recreation Department 563-263-0241	Community Wide
May 26	Bike Race Melon City Criterium	Weed Park	Greg Harper 563-264-2086	Community Wide
May 31-June 2	Great River Tennis Association – Adult	Weed Park	Tom Beckly 563-264-0976	Community Wide Adult
June 1-2	Cardinals Baseball Tournament	Kent Stein Park 1,2,3,6,7,8,9, 10,12,15,16, 17, Musser	Clayton McConnaha 563-260-0546	Youth 20-30 Teams
June 7-9	That Was Then.This Is Now.Muscatine Boat Show	Riverfront	Dave Moritz 563-260-1970	Community Wide
June 8-9	Cardinals Baseball Tournament	Kent Stein Park 1,6,7,8,9,10, 12,15,16,17, Musser	Clayton McConnaha 563-260-0546	Youth 25-30 Teams
June 8-9	Iowa USSSA Softball Tournament	Kent Stein Park 4,5,11,13,14	Rex Peterson 563-570-4182	Youth 25-30 Teams
June 11	Preservation Hall Jazz Band	Riverfront	Douglas Schnoebelen 319-335-6061	Community Wide
June 15-16	Iowa USSSA Softball Tournament	Kent Stein Park 1,4,5,11,12, 13,14	Rex Peterson 563-570-4182	Youth 25-30 Teams
June 15-17	Muscatine Soccer Club Tournament	Soccer Complex	Meagan Randall 563-299-4379	Youth 100 Teams
June 17-21	Challenger Sports Soccer Camp	Soccer Complex	Max Cookson 913-232-5180	Youth 80-100 Players
June 21-22	Muscatine High School Softball Tournament	Kent Stein Park 4,5,11,13	Tim Goodwin 563-263-6141	High School 10 Teams
June 23-24	Muscatine Soccer Club Tournament	Soccer Complex	Meagan Randall 563-299-4379	Youth 60 Teams
June 29-30	Softball Tournament Muscatine Girls Softball Association	Kent Stein Park 1,4,5,11,12, 13,14,16,17, Musser	Tim Riley 563-263-2638	Youth 30 Teams
July 4	Parade	Downtown		Community Wide
July 4	Fireworks	Riverfront		Community Wide
July 12-14	Great River Tennis Association – Junior	Weed Park	Tom Beckly 563-264-0976	Community Wide Youth

July 22-28	Great River Days	Riverfront	Kerry Kellor 563-571-0155	Community Wide
July 25-28	Iowa Soccer Association College Search Kickoff	Soccer Complex	Ramona Barber 515-223-0987	Youth 96 Teams
July 27	Great River Days Parade	Downtown	Kerry Kellor 563-571-0155	Community Wide
August 18	Picnic – HNI Corporation	Weed Park	Peggy Starkweather 563-272-7907	HNI Employees
August 24-25	Iowa USSSA Softball Tournament	Kent Stein Park 1,4,5,11,12,13	Rex Peterson 563-570-4182	Youth 25-30 Teams
August 31-September 3	Muscatine Soccer Club Tournament	Soccer Complex	Meagan Randall 563-299-4379	Youth 75 Teams

Revised 01-13-2013

Blueprint Process Meeting Schedule

Month	Meeting	Approximate Date	Participants
February	<ul style="list-style-type: none"> Orientation Meeting 1 P9 Meeting: Determine Top 20 Worksites, Plan for Walkable and Livable Communities(WALC) Workshop 	<ul style="list-style-type: none"> Week of Feb. 11 Week of Feb. 25 	<ul style="list-style-type: none"> P9, LT P9
March	<ul style="list-style-type: none"> Orientation Meeting 2 Blue Zones® Pledge Training P9 Meeting: Prep for Walkable and Livable Communities(WALC) Workshop 	<ul style="list-style-type: none"> Week of Mar. 18 Week of Mar. 25 Week of Mar. 27 	<ul style="list-style-type: none"> P9, LT P9, LT P9
April	<ul style="list-style-type: none"> Orientation Meeting 3 Blue Zones Pledge Training Walkable and Livable Communities(WALC) Workshop P9 Meeting: Blueprint Draft Meeting 	<ul style="list-style-type: none"> Week of Apr. 1 Week of Apr. 1 Week of Apr. 8 Week of Apr. 15 	<ul style="list-style-type: none"> P9, LT P9, LT P9, LT, Community Stakeholders P9
May	<ul style="list-style-type: none"> Committee Training P9 Meeting: Blueprint Draft Meeting City Council & School Board Presentations Blueprint Review Workshop 	<ul style="list-style-type: none"> May Week of May 6 Week of May 20 Week of May 27 	<ul style="list-style-type: none"> LT, Committee Members P9 P9 P9, LT
June	<ul style="list-style-type: none"> Committees Meet: Draft Action Plans Community Input Meeting City Council & School Board Resolutions Passed P9 Meeting: Blueprint Review Meeting P9 Meeting: Blueprint Finalization Meeting 	<ul style="list-style-type: none"> June Week of June 3 Week of June 3 Week of June 11 Week of June 17 	<ul style="list-style-type: none"> Committees P9, LT, Community Members P9 P9 P9
July	<ul style="list-style-type: none"> Blueprint Approval Meeting 	<ul style="list-style-type: none"> Week of July 15 	<ul style="list-style-type: none"> P9

Beginning the Blueprint Process: Next Steps

Dear Community Leaders,

Congratulations! You and your team have successfully opened the door to improving well-being and longevity for your entire community through the Blue Zones Project™! The time and effort you've contributed to your community's current and future health and happiness have been well worth it. Together, we will turn your community into a leader of well-being, showing other communities the path to living a longer, better life.

In order to effectively implement Blue Zones Project in six large demonstration site communities, we are staggering the launch of our final six communities. Communities named as finalists during the first round of applications – Cedar Rapids, Muscatine and Sioux City – will begin their work this February. Throughout 2013, the next three communities – Iowa City, Marion and Oskaloosa – will have the opportunity to shadow demonstration communities to learn about the process, consult with Blue Zones Project experts on initiatives that can lead to success, and work on building a strong foundation for making healthy choices easier. The Blueprint process for your community begins immediately.

This letter covers four major topics to help you prepare for this work:

1. Immediate Assignments
2. Confirm Leadership Team and Power 9 members
3. Preparation Reading and Videos
4. Key Dates and Upcoming Meetings (in attached handout)

IMMEDIATE ASSIGNMENTS

To ensure an effective launch, it's important that you complete the following assignments quickly and coordinate all dates with the Blue Zones Project team as our team will be assisting in leading these meetings. You'll find our contact information at the end of the letter.

1. Name one point person for your community. This person will serve as the point-of-contact for your community and the Blue Zones Project team.
2. Confirm Blue Zones Project office space.
3. Confirm community loaned staff in place.
4. Prior to the orientation sessions, secure your Power 9 Team and preliminary Leadership Team members and ensure that each contributor understands his or her role and commitment. Job descriptions and guidance are attached.

- Please note: during the first orientation meeting, you will be asked to identify committee co-chairs from the Leadership Team.
- 5. Your point person will work with Blue Zones Project team to schedule your three orientation meetings for your Power 9 and Leadership teams outlined below.
- 6. Define a lead for the Walkable and Livable Communities Institute (WALC) event in early April.
- 7. Review materials on recommended reading/video list below.

POWER 9 TEAM AND LEADERSHIP TEAM ROLES

Before we get started, it's important to identify the key leaders who will be actively participating in the Blue Zones Project journey. Please carefully review the recommended membership of the Power 9 and Leadership Team roles you previously supplied and prepare a final list of names. Some people selected earlier may be more appropriate for a committee role defined later in the Blueprint process. Additionally, there will be people from your original list who may play a greater role after the completion of the Blueprint.

Please use the attached job descriptions to finalize the people you will invite to the orientation meetings.

HOW TO PREPARE: SELF-STUDY ASSIGNMENTS

To prepare for your leadership role in this Blueprint process, we ask that you review the following materials. While you don't need to review all of these books and videos right away, they are critical resources intended to inform you about many of our strategies.

- Book: *The Blue Zones: Lessons for Living Longer from the People Who've Lived the Longest*, by Dan Buettner
- Book: *Mindless Eating: Why We Eat More than We Think*, by Brian Wansink
- Book: *Nudge*, by Richard Thaler
- Video: "Why Diets and Exercise Aren't Enough," TEDMED Talk by Dan Buettner
<http://www.youtube.com/watch?v=waGHi6aMzh8>
- Video: "You make me sick. How healthy communities create healthy individuals," TEDX Talk by Joel Spoonheim
<http://tedxmanhattanbeach.com/past-events/conference-february-2011/joel-spoonheim>

We are truly excited about the changes coming and look forward to working with you in the coming weeks and months as you develop the right Blue Zones Project Blueprint to implement in your community. Your community has a great deal of well-being to gain by your efforts, and our Blue Zones Project team will be there to aid you throughout the process.

Blue Zones Project Team

Mary Lawyer, Blue Zones Project Director
Mary.lawyer@healthways.com
515-777-4955

Jon Werger, Community Operations Manager
Jon.werger@healthways.com
515-645-5212

Jennifer Furler, Statewide Project Manager
Jennifer.furler@healthways.com
515-645-5227

Shannon Sanders, Statewide Engagement Lead
Shannon.sanders@Healthways.com
515-645-5228

Volunteer Roles and Job Descriptions

Power 9 Team

Purpose:

The Power 9 Team will guide the development of the community-wide well-being Blueprint for the Blue Zones Project™ and act as a sounding board for the Leadership Team. This team of community leaders will also help break down barriers and make connections with key citizen volunteers to facilitate the implementation of the Blueprint. Team members may also be asked to help resolve specific conflicts on an as-needed basis.

Power 9 Members:

The Power 9 Team consists of key civic leaders (currently non-elected) who are representative of the breadth of the community. These are local men and women who have been recognized publicly for their commitment to the community and have played active roles in the civic arena over a number of years. They understand how to get things done in their community and how to implement policy efficiently.

Because there are so many varied interests at stake, team members should possess different areas of expertise:

Area	Expertise	Number of People
Government	Former mayor or city council members (not running for election)/city planning officials	2
Business	Past/current chamber of commerce president/leaders from large companies	2
Schools	Past superintendent of schools/ former school board member	1
Healthcare/Public Health	Key role in a local hospital, healthcare provider group, or public health agency	1
Other	To be determined based on community	0-2

Time Commitment:

It's expected there will be approximately two or three two-hour meetings per month in addition to time for assignments between meetings for the first five months. Throughout this period, your community will be working through training, planning, and implementing the Blueprint. Eventually, this will change to a monthly or quarterly meeting until the annual Blueprint update process begins. Updates take significantly less time than creating the initial Blueprint. There may also be an occasional meeting around a specific focus area for a

subset of the group, as well as opportunities to help drive specific initiatives based on individual team members' interests, skills, and availability.

Leadership Team (Strategy Co-Chairs)

Blue Zones Project communities implement several strategies and activities designed to create permanent changes to policies, social networks, and the community as a whole. These efforts will help drive people toward healthy behaviors, improve their overall well-being, and make the healthy choice the easy one. Each of these strategies and activities is planned and implemented by a committee of local volunteers led by co-chairs. The use of co-chairs is intentional because research shows that community-led initiatives have higher rates of success when two or three people share leadership responsibility. Most notably, it reduces the likelihood of a committee stalling if a leader is absent.

Purpose: The Leadership Team includes one co-chair from each committee and works to coordinate across the strategies.

Leadership Team Members: The team should consist of well-connected, well-organized, and highly motivated civic people. Team members do not necessarily need to be people in official roles of government or business. What is most important is having the eagerness and leadership skills to help change the community. In general, it is discouraged for currently elected officials or people pursuing an elected position to sit on the Leadership Team.

The Leadership Team is led by co-chairs. They may serve in just this role or as co-chair of a committee.

Time Commitment: This will vary by role, but it is not expected to exceed two to four hours/week. The group will likely meet at least once per month.

Recommended committees and their representative on the Leadership Team are in the following chart.

*Community Policy does not need to be split in two, but depending on community priorities, this may be appropriate.

Initiatives (Examples)	Focus Area	Expertise (in addition to general organizational and planning skills)
Leadership Team co-chairs	Overall strategy	Team leadership and coordination
Community Policy A:*	Community	City planning and strong interest in biking and/or walking
Walking/Biking Policy		Health policy making
Community Policy B:*		Experience working with schools/policy making
Tobacco, Nutrition		Experience organizing and implementing schools/school initiatives
School Policy	Organizations	Restaurant Certification
Walking School Bus		Restaurateur or interested party willing to help organize other restaurants to receive training to optimize menus/environment
		Grocery Store Certification
Restaurant Certification	Individual	Interest/ability to work with local grocery stores to highlight healthy foods
Grocery Store Certification		Worksite Certification
Worksite Certification		Interest working with worksites to improve well-being
Purpose Workshops	Individual	Ability to plan, schedule, and implement events
Volunteering		Ability to organize volunteers and help people align their time and talents with community needs
Engagement		Ability to inspire and invite people to participate in the Blue Zones Project.
Moais		General coordinating/organizing skills. Interest in creating small groups around walking, purpose, dining.

Committee Members

Blue Zones Project communities implement several strategies and activities designed to create permanent changes to policies, social networks, and the community as a whole. These efforts will help drive people toward healthy behaviors, improve their overall well-being, and make the healthy choice the easy one. Each of these strategies and activities is planned and implemented by a committee of local volunteers led by co-chairs.

Purpose: Committee members plan and implement a strategy or activity to improve well-being.

Skills: Committee members need to be able to plan overall implementation of a strategy or activity. Members need to be great team players, taking on assignments and getting them done. Specific knowledge and relationships vary based on the committee. Details are below. In general, committee members should:

- Be willing and able to give necessary time to attend meetings and perform duties
- Get acquainted with the chair and other members
- Review the agenda and meeting materials prior to attending meetings
- Participate in discussions
- Respect others' opinions
- Be objective
- Think communally rather than individually
- Stay on the subject and ask for clarification
- Accept and follow through with agreed-upon assignments

Time Commitment: Committees will meet regularly, with peaks of intensity to plan kickoff or other events. Typical commitment is roughly two hours per week. Ideally committee members make a one-year commitment.

Community Policy

Goal: Build public support for public agencies completing sufficient work to become a certified Blue Zones Community™.

Members: City staff, city commission members, community members, and stakeholder group representatives. This may be divided into two committees, allowing the Complete Streets/walk/bike team a separate focus from the other pledge actions due to the complexity of this program. Gardening enthusiasts belong here if community gardens are a priority.

School Policy

Goal: Assist schools in becoming certified; likely includes advancing policy support at the school-board level.

Members: Wellness Council representatives, principals and other school leadership, PTA, active parents, professionals in field of education, fitness, and nutrition.

Walking School Bus

Goal: Organize Walking School Buses at schools, and advocate for safe routes to school.

Members: Walking School Bus coordinators, PTA parents, and school and city affiliates. All positions will likely require background checks consistent with local school policies.

Worksite

Goal: Support worksites in achieving a sufficient threshold for an employer to become a certified Blue Zones Worksite™.

Members: Representatives of worksites in management, HR, people who are passionate about worksite wellness, chamber of commerce and other business association representatives, and worksite wellness professionals.

Restaurants

Goal: Recruit and help support 25% of locally owned restaurants to become certified Blue Zones Restaurants™.

Members: Restaurateurs (managers, owners, chefs), nutritionists, food marketing experts, and “foodies.”

Grocery Store

Goal: Recruit and help support 25% of grocery stores to become certified Blue Zones Grocery Stores™.

Members: Grocers (managers, owners, deli managers, etc.), nutritionists, food marketing experts, and “foodies.”

Purpose

Goal: Plan purpose workshops, recruit organizations to host workshops, and support the purpose moais.

Members: People interested in purpose, professionals in related fields (faith-based leaders, therapists).

Moai

Goal: Launch a dynamic walking-group experience that builds teams of people exploring the community on foot or through other healthy activities.

Members: Current participants in the Walking Moai program, event planners, people interested in walking, and parks and recreation staff.

Engagement

Goal: To engage community members in completing personal pledges and general engagement across all strategies.

Members: Enthusiastic recruiters, event planners, networkers, media/public relations professionals, cooking-class champions, faith-based leaders, and neighborhood gathering leaders.

Volunteering

Goal: To recruit volunteers to support every aspect of the Blue Zones Project.

Members: People passionate about recruiting and supporting volunteers, and volunteer coordinators.

General Volunteer

Blue Zones Project general volunteers come in many forms: event volunteers, planners, office help, data entry professionals, social media and technology advocates, greeters, etc. The application lists many choices.

Purpose: To support the implementation of Blue Zones Project activities.

Skills: The skills vary. Positions range from office help to volunteering during events. Please fill out an application and identify the skills you are offering the project. We try to match gifts and passions with volunteer roles you so can give and enjoy the experience.

Time Commitment: Varies greatly from a couple hours one time to regularly scheduled weekly opportunities. Each volunteer sets their commitment.

Ambassador

An ambassador is someone who is active in a group (book club, coaches group, etc.) or organization (worksite, civic group, faith-based, etc.) and takes responsibility to share Blue Zones Project information with that group. Ambassadors receive a little extra training. Primarily they receive extra information about events and opportunities for people to benefit from the initiative. A key outcome is to help get group/organization members to complete a personal pledge and action. In addition, they work with members or their organization to explore how it can better practice Blue Zones principles using an organization checklist. Ambassadors are essential, as the most powerful invitation is delivered in person from someone known.

Purpose: To engage fellow members of a group or organization to complete a personal pledge action and help the organization practice Blue Zones principles.

Skills: The core skills are: reading and sharing information verbally with your organization, encouraging others to get involved, and organizing a conversation with friends/colleagues about how to improve your group/organization.

Time Commitment: Typically under 30 minutes per week to read and share information. During periods where a group may be participating in a specific activity, the time commitment would expand, however it would be hoped that the ambassador would have a team working with them.

Speakers Bureau

The Speakers Bureau is a small group of approximately five people who are dynamic, inspiring speakers who people respect and trust. They will speak to groups and organizations when invited. The goal is to get their audience to take action...sign a pledge, complete a pledge action, commit to change their organization, etc.

Purpose: To deliver dynamic presentations which inspire listeners to take an action.

Skills: Dynamic public speaker, great at engaging and inspiring a group. The speakers will be expected to deliver a presentation for 8-15 minutes by memory and answer questions. Some may wish to learn more than one presentation as the project evolves.

Time Commitment: There are two parts: training and delivery. Training: All speakers learn one core speech; some may learn more. The training per presentation is approximately 2 hours with additional independent practice as needed. Delivery: Ideally a person commits to make roughly one presentation per month. Total time for a presentation includes preparation, travel/setup, and delivery. Assuming presentations are within 15 minutes of a person's home or office, total presentation time is approximately 2 hours.

Advisory Board

Advisory Board members are strong advocates of the initiative who leverage networks and/or resources, implement the various initiatives and, when appropriate, assign top “go-to” staff to help plan and carry out initiatives. Members include: Elected and top appointed officials, business executives, other local dignitaries and/or community leaders. May include as many members as needed. Meets quarterly. All Elected, CEOs of major companies and nonprofits, and top public executives are asked to serve on the Advisory Board.

Purpose: The Advisory Board gathers current leaders to be informed, provide guidance, and deploy resources to support the success of the Blue Zones Project.

Skills: A recognized community leader committed to improving the well-being of their organization and the community.

Time Commitment: One meeting every quarter to be briefed on critical issues which are upcoming and to provide strategic direction as needed.

Muscatine Police

Annual Report 2012



A Nationally Accredited Law Enforcement Agency
Protecting and Serving Since 1851

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Muscatine Police Department

LETTER OF TRANSMITTAL

TO: *Muscatine Mayor and Council*

THROUGH: Gregg Mandsager, City Administrator

DATE: January 2013

FROM: Brett Talkington, Chief of Police

SUBJECT: Police Department Operational Report, 2012

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.

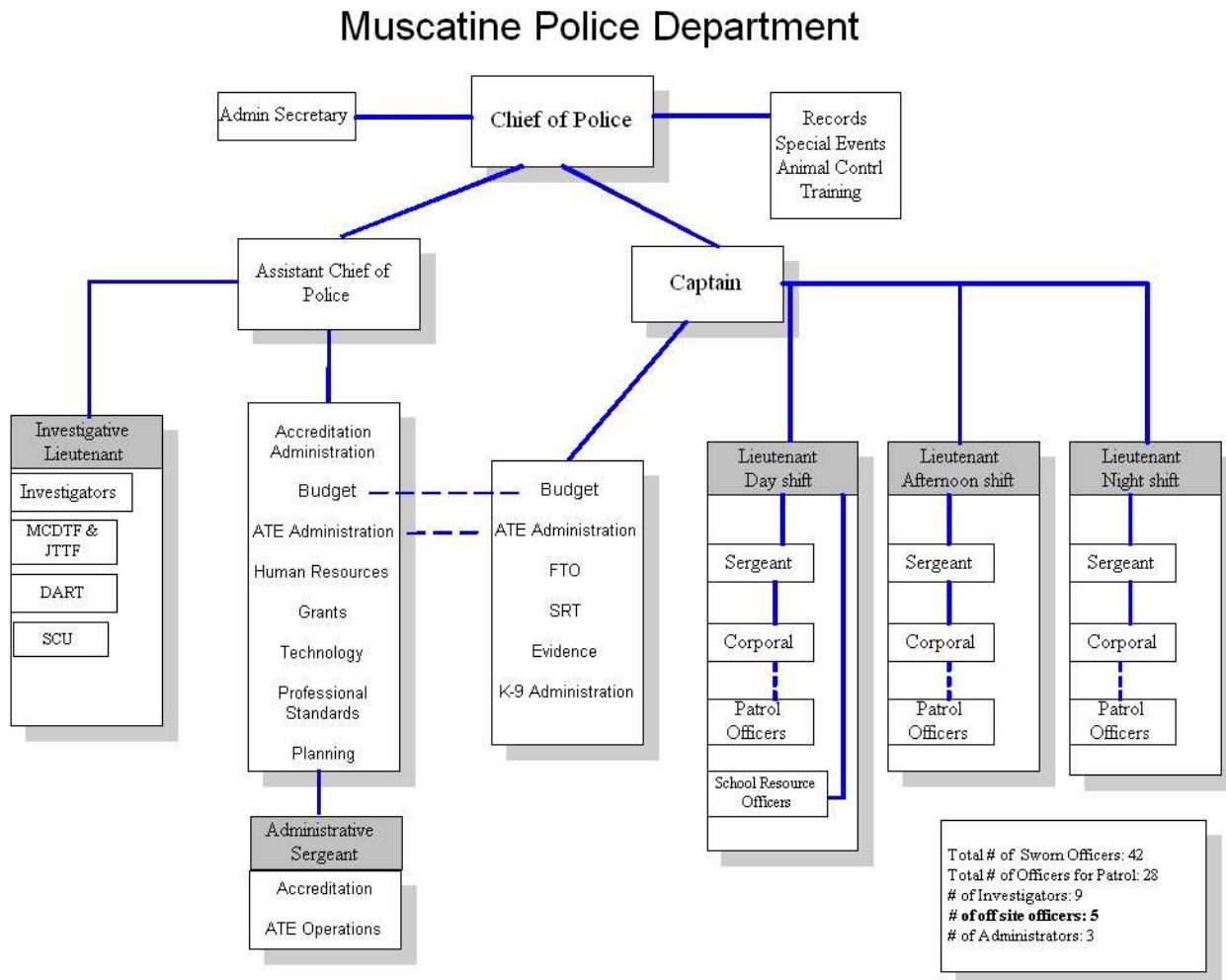
This was my second year as the Police Chief in Muscatine. It has brought with it challenges and opportunity. I would like to say that the supervisors on all shifts continue to work well with each other and challenge our officers to come up with ways to implement problem oriented and community policing strategies. We have all seen changes for the good of the department and none of this could have happened without the hard work and dedication of supervisors and officers alike. This has benefited the community as a whole.

The patrol division is and always be the backbone of the department. We have many dedicated officers that place their lives on the line everyday. The citizens of Muscatine should be very proud of the job the officers do on a daily basis.

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 of this report and the development, procurement 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 collective 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.

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

The patrol division is comprised of three shifts. Day shift or (1st Shift) works five 8-hour days. Afternoon (2nd) and Night (3rd) shifts work four 10-hour days. 1st shift runs from 07:00 am – 03:00 pm, the afternoon shift operates from 03:00 pm – 01:00 am, and the night shift operates from 09:00 pm – 07:00 am. Each shift is assigned a Lieutenant, a Sergeant, 2 Corporals and 5 Police Officers for a total of 9 members per shift. The Muscatine Police Department adopted the 10-hour schedule in July 2008. Initially, only the afternoon and night shift were placed on this schedule but by July 2009 it had grown to incorporate the day shift. However, an extended injury to one of our officers forced the department to re-evaluate its manpower needs forcing 1st shift to return to the 8 hour schedule until the injured officer can return to work.

The overlap between 2nd and 3rd shifts allows the department to have anywhere from 8 to 10 patrol officers on duty during these peak hours of operation. This overlapping of the shifts has allowed for planning and scheduling of special details that were difficult if not impossible to organize under the old schedule. It has helped reduce the amount of overtime spent on officers having to stay past their shift for arrests and report completion. It has also aided the department to conduct in service training more efficiently and with less overtime by conducting the training during these overlaps.

Near the end of 2011 and beginning of 2012, the city of Muscatine began experiencing another surge in criminal street gang activity. The Muscatine Police Department's patrol division responded to this problem by utilizing saturation patrols in problem areas, assigning unmarked units to roam these areas, and making a concerted effort to increase field contacts. Members of the patrol division worked closely with the department's Street Crimes Unit and Investigations Unit to help solve the violent crimes being committed by these individuals. By the summer of 2012, the city of Muscatine saw a noticeable decrease in street gang activity and a drop off in the violent crimes that were occurring.

By the end of 2011 and throughout the 2012 year, each patrol shift identified and defined problems within the community and developed plans for addressing them. This gave each shift a project for its members to focus on. 1st shift looked at ways to improve the efficiency of an existing program known as POP CAN. This program involved assigning a specific officer to each of the housing

complexes in town. This officer would be responsible for making frequent contact and developing a trusted relationship with the housing project's manager. The officer would also be required to spent time walking the complex, getting to know those that lived there and assist in solving problems or issues that arose within their particular housing community. 1st shift also developed a project know as PLANT, (Police/Landlord Association Team.) This further helped coordinate and solidify positive relations between the department and various landlords within the community.

2nd shift worked a project known as Operation Clean Sweep. This targeted the graffiti problem within the community. Officers on the 2nd shift would identify properties where graffiti existed and follow an owner notification process to get it removed. 2nd shift enlisted the help of the community group Safe Streets, who would voluntarily help those property owners who were physically or financially unable to meet the burden of the graffiti removal.

3rd shift implemented a project know as Operation Night Watch. This project was developed in response public perception that the downtown area was unsafe after dark. 3rd shift enlisted the help of the downtown bar owners/managers and organized open meetings between the department and the bar owners. Several good discussions took place at these meetings which ended in a better understanding of how we could come together on this problem. Over the summer of 2012, the department had a dramatic decrease in the number of public disorder incidents it responded to in the downtown area.

All of these problem oriented policing projects have had a tremendous impact on the reduction of crime within the community of Muscatine. For additional statistics on exactly what each of these programs achieved refer to the Problem Oriented Policing section of this report.

As part of the department's community policing efforts, the agency put more importance on interaction with the community outside of the patrol car with what is commonly referred to as a "park and walk." As the name implies, the squad cars are parked and the officers get out and meet with and interact with members of the community. These interactions may take place in a neighborhood, park or business. Many times these park and walks are targeted to areas where there may be an increase in incidents. In most instances, these park and walks are for a 30 minute time frame per officer.

With the award of the federal COPS grant, the department has put in place another full time School Resource Officer and been able to re-establish a two-man Street Crimes Unit. Both of these special assignments continue to develop programs of their own and have proven to be very effective tools for the department. The patrol division will continue to explore how it can take a proactive approach to helping the community and keeping it a safe and viable place to live.

Muscatine Police Department Division of Investigations Operations 2012

General Information

The Muscatine Police Department, Division of Investigations includes seven (7) sworn police officers. There are three (3) Major Crimes Unit investigators, two (2) Muscatine County Drug Task Force investigators and one (1) Joint Terrorism Task Force Office investigator with one (1) Supervising Lieutenant making up this group.

Current Operations and Trends

Through December 3rd, 2012, The Major Crimes Unit (MCU) has been assigned a total of 163 investigations. One-third of the criminal investigations (54) given to the MCU involved the crime of sexual abuse. The number of sex abuse investigations through this date is identical to the number of sex abuse investigations reported through this time period in 2011. So far in 2012, 11 arrests have been made in these investigations. Almost half of these investigations (23) were unfounded.

There are several reasons why almost half of the sexual abuse allegations are unfounded. One reason why they are unfounded is that allegations of child sexual abuse are sometimes alleged based on a child's problematic sexual behavior. Historically, it has been believed that if a child engages in problematic sexual behaviors it is strong evidence of child sexual abuse. Recent research finds that there are many reasons, other than overt sexual abuse, for children to engage in problematic sexual behaviors. Another reason why many sexual abuse allegations are unfounded is that during child custody disputes, it is not uncommon for allegations of sexual abuse to arise due to concern over a child's sexual behaviors. Recent studies have failed to support a significant relationship between problematic sexual behavior and sexual abuse. The number of sexual abuse cases that are unfounded continue to be around half of the cases reported.

Sex abuse investigations continue to consume a considerable amount of investigator's time. On average, an individual sex abuse investigation is estimated to consume approximately 45 hours of investigative time (initial interview to typed report). Evidence collection of an incident of this type can

also be rather large since it can include bed sheets and comforters, pillowcases, clothing and sexual assault kit. The storage of evidence of this type may also have to be kept for a minimum of 10 years or up to 10 years after the victims 18th birthday. Search warrants are sometimes done in these circumstances which will add several hours of manpower to the investigation.

In 2012, the MCU also concluded a several yearlong investigation into an area physician. This physician was later charged with several counts in U.S. District court for prescription drug violations. The physician was over subscribing prescription pills to over 50 patients in exchange for sexual favors and other unethical and illegal acts. The pills were highly abusive in nature and also controlled substances and a lot ended up being sold by the patients for cash or other illegal narcotics. This physician was responsible for most of the prescription tablets available on the black market in the Muscatine area.

Muscatine County Drug Task Force (MCDTF)

Muscatine County Drug Task Force Statistics (January to December 15th)

Activities

Arrested (77)

Searches conducted (116)

Drug Seizures.

Meth Labs (2)

Cocaine (160 grams)

Methamphetamine & Ice-Methamphetamine (4,536 grams)

Marijuana (17,865 grams)

Marijuana Plants (38)

Prescription Pills (2,361)

Other Seizures

Firearms (18)

Currency (\$29,683)

The MCDTF also ended a lengthy investigation into a large methamphetamine distribution ring that resulted in the seizure of over 8 lbs of ice-

methamphetamine that would have ended up on the streets of Muscatine. The street value on the ice-methamphetamine was over \$750,000. The investigation resulted in the federal indictment of three people and four people were charged at the State Level. Muscatine continues to be a distribution point for large quantities of narcotics.

Joint Terrorism Task Force

The JTTF continues to assist in FBI/JTTF investigations. The majority of time in the aforementioned investigations is spent assisting with surveillance and investigating “person(s) of interest” in our geographical area who may be involved in terrorism, or assisting in the fund-raising of monies to support terrorism here and abroad.

The JTTF has also assisted local agencies, ours included, with on going investigations where the tracking and locating of persons of interest has become paramount. They operate as an intelligence function only offering their support in the intelligence field. They will take on a role as a point of contact and get what support is needed from other agencies as well.

Every month JTTF personnel continue to participate in intelligence meetings held in our region. JTTF personnel’s primary duty is sharing intelligence information that was received from other Fusion centers, area law enforcement agencies, the US Department of Homeland Security, FBI, and the military. Every couple of months JTTF personnel meets with the other Fusion Centers in Iowa and Illinois to coordinate activities with each other. When criminal intelligence is gathered concerning our jurisdiction, such information is then passed on to MPD officers with the intent of assisting them on the street.

Future trends indicate that this position may be ending in the year 2014.

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.

Muscatine Police Department Street Crimes Unit Operations 2012

General Information

The Muscatine Police Department, Street Crimes Unit consists of two members selected from the patrol Division of the Muscatine Police Department. The MPD then sends the hand selected members to several additional schools to receive additional training that this year included: Midwest Gang Intelligence Association, advanced contraband concealment, 40 Hour Basic Crime Scene and Evidence Technician, Biker Gang 101 and two advanced Interview and Interrogation Schools.

Current Operations and Trends

The MPD Street Crimes Unit had been shelved in 2006 due to budget constraints and manpower issues and the MPD had tried to start it up several times but it never succeeded due to those issues. The MPD Street Crimes Unit was revived when the MPD became a recipient of a Community Oriented Policing Services (COPS) grant. The COPS grant is responsible for advancing the practice of community policing in the nation's state, local, territory, and tribal law enforcement agencies. The SCU develops strategies which support the use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The Street Crimes Unit works closely with the Safe Streets Coalition and other neighborhood groups to address problems as they arise.

The Street Crimes Unit is given the flexibility to change their schedules. This not only saves money on overtime but the people that the SCU regularly deals with aren't aware of the SCU schedule. This also allows the SCU unit to assist the Muscatine County Drug Task Force and the MPD Major Crimes Unit with additional manpower as needed. When the Major Crimes Unit becomes swamped with major felonies or the DTF needs additional manpower we can always rely on the SCU to assist with other investigations.

One such example is when the MPD received an anonymous crime stoppers tip from a citizen reporting that he had seen his neighbor bringing suspicious tools and such into his apartment around 5 a.m. The SCU was given this tip and after

several hours of surveillance and investigation it led to the arrest of this subject for three burglaries to area businesses and additional charges of Theft 2nd Degree. The SCU also recovered stolen property stolen from the Muscatine businesses worth over \$8,000. Some of the stolen property had already been sold to a subject in Davenport who was also arrested for possession of stolen property.

The MPD Street Crimes Unit is tasked to address quality of life issues and criminal activity that demands more law enforcement attention than a routine patrol response. The SCU also focuses on locating and arresting fugitives. The SCU is equipped to conduct long term surveillance and attempt to locate individuals trying to escape arrest. The SCU uses street level informants to gather information on gang and illegal narcotic activity. The SCU unit has arrested 29 individuals since March 2012 on outstanding arrest warrants. When the SCU develops informants with illegal drug information they share this information with the DTF. The information and informants that the SCU has provided to the DTF has led to the successful arrest and prosecution of several area narcotics dealers.

The SCU also worked on a case that involved the theft of intellectual property. A citizen reported suspicious activity near Cedar Parks/Cedar Hills. The SCU found a subject attempting to sell counterfeit movies in the parking lot. This case led to the seizure of several hundred counterfeited movies along with several thousand blank DVD's and DVD writers. This case led investigators to a house in Columbus Junction where firearms were found. Two subjects were turned over to Immigration and Customs Enforcement for federal prosecution.

Today's gangs have evolved from being unorganized youth to highly rational and organizationally sophisticated by having established hierarchy with formal rules and goals to guide their actions. We know from past search warrants and intelligence that our Almighty Latin Kings meet weekly and have a highly established hierarchy and even an enforcer to enforce the rules of the gang. The Almighty Latin King Nation is the largest and one of the mostly highly organized Hispanic Street Gangs in the United States. The Muscatine Latin Kings often associate with members of the East Moline Latin Kings. The MPD Street Crimes routinely meets with the Quad Cities Gang unit to share intelligence.

Muscatine's Juvenile Crime Issue

There are currently about seventy million Americans under the age of 18, or a quarter of the total US population. Juvenile crime statistics report that 2.11 million juveniles were arrested in 2009. This accounts for 17 percent of all arrests and 15 to 25 percent of all violent crimes. According to juvenile crime statistics, murder accounted for five percent of violent crimes committed by juveniles, 12 percent for rape, 14 percent for robbery, and 12 percent for aggravated assault. Juvenile crime statistics rates have steadily dropped since 1994 when crimes involving juveniles reached a record high. Since 1994, juvenile crime statistics have dropped by forty seven percent¹.

Juvenile crime statistics show that crimes committed by young people are most likely to occur on school days in the hours immediately following the end of a school day. On non-school days juvenile crimes are most likely to occur between the hours of eight and ten at night. Probation is one of the most common sentences given to a juvenile criminal. Fifty eight percent of all juvenile sentences involve probation punishments. In fourteen percent of juvenile crime cases, the court orders out-of-home residential placement of offenders. The proportion of children living in single-parent homes more than doubled between 1970 and 2009 from 12% to 26%¹.

Between 1984 and 1994, the number of firearm related homicides committed by known juvenile offenders quadrupled. The sharp decline in homicides by known juvenile offenders between 1994 and 2002 was attributable entirely to a decline in homicides by firearm. Between 2002 and 2006, while the number of non firearm-related homicides committed by known juvenile offenders increased slightly (5%), murders by juveniles with firearms increased 42%. In the early 1990s, about 80% of known juvenile homicide offenders were involved in firearm-related homicides; this percentage fell to 62% in 2001 but rose to 72% by 2006¹.

Muscatine Juvenile Crime; In the 21st Century

In the chart marked “Juvenile Arrests” you will see the number of juvenile arrests made by the Muscatine Police Department over the last seven years as well as those through mid-November of 2012. The numbers appear to be steady, with some slight decreases, until 2006 when there was a significant drop in the number of juvenile arrests. Should we call this the beginning of a

downward trend? If so, when we add in the numbers for 2008 and 2009 it would appear that the downward “trend” was short lived because the number of juvenile arrests in 2008 and 2009 rose sharply.

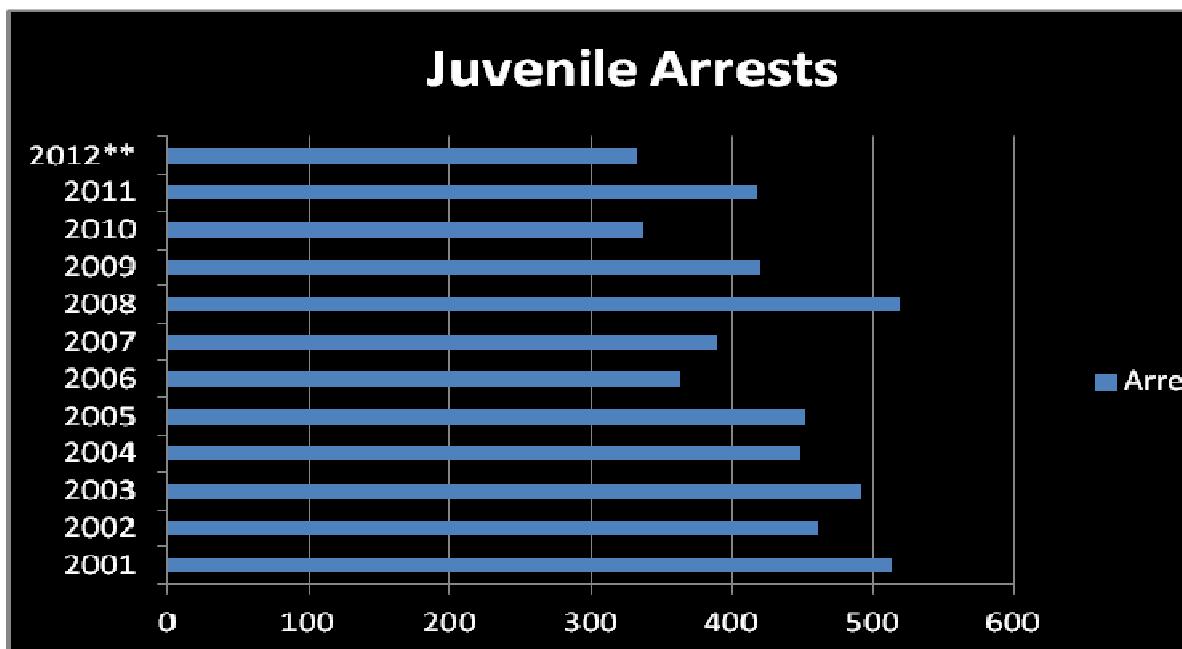


Chart 1

Why were there such a large decrease of juvenile arrests in 2006 and then such a sharp increase of juvenile arrests in 2008? There are several potential causes for these numbers. We certainly know that there wasn't a lack of juveniles in Muscatine in 2006. So, did the numbers indicate to us that the youth in our community just committed less crime in 2006? As much as we may wish that were true, odds are that there are other, more plausible reasons. Past experience tells us that there is no single explanation for the drop however if we look closely at the breakdown of the number, some patterns may emerge.

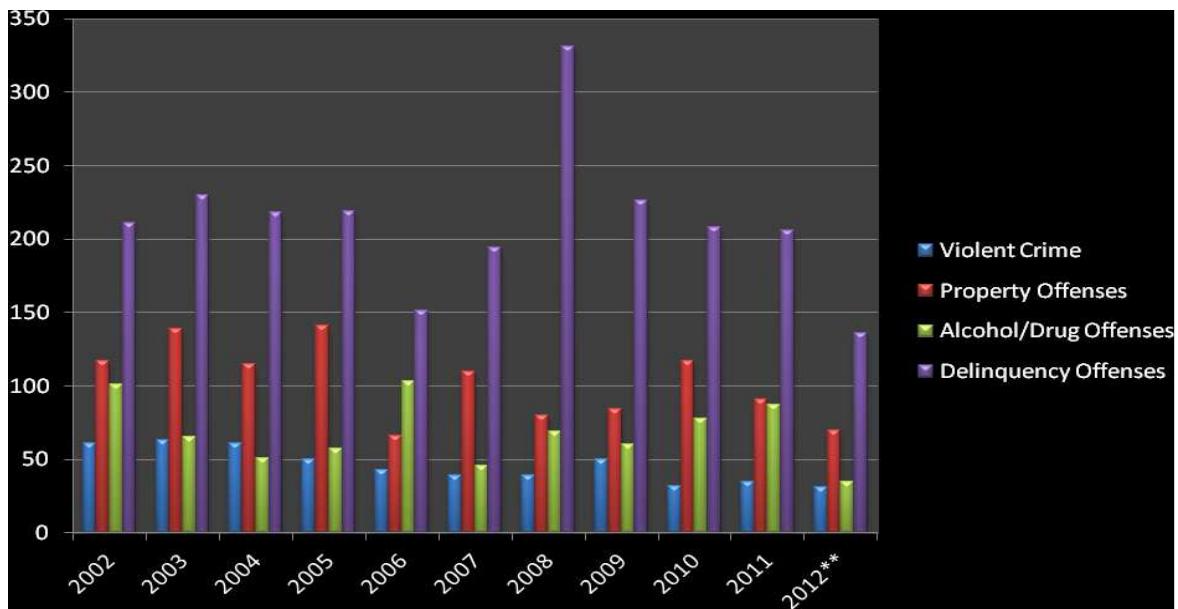


Chart 2

The information in the above graph is arrests of juvenile offenders made by the Muscatine Police Department over the last ten years and those of 2012 through November. The data is broken down into four separate categories. Those categories are;

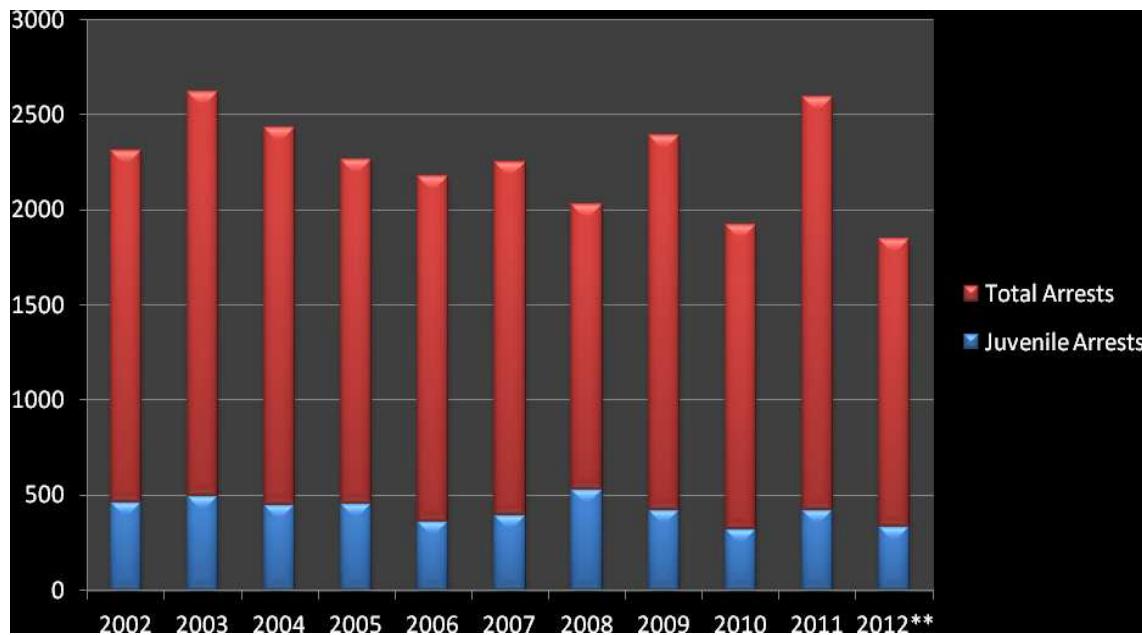
- 1) **Violent Crimes** – Any crimes perpetrated against an individual or groups such as Murder, Rape, Robbery, Assault and Kidnapping.
- 2) **Property Crimes** – Any crimes involving the theft or destruction of real property such as Arson, Burglary, Theft, Fraud, Forgery and Vandalism.
- 3) **Alcohol/Drug Crimes** – All offenses related to use, sale or consumption of either drugs or alcohol.
- 4) **Delinquency Crimes** – This category is basically all others not previously listed such as Curfew, Disorderly Conduct, Trespassing and other offenses deemed delinquent.

The numbers do show, as in the national studies, that arrests for violent crimes have steadily declined over the last seven years, while the others remain relatively unchanged until 2006. Violent and Property crimes are generally

reported to the police department by the victim or witnesses to the incident. Whereas delinquency and, to a certain extent, alcohol/drug offenses are general found by officers during the course of their patrols. Using this as a starting point, it is safe to say that lower staffing levels within a police department may not have an effect on the number of criminal acts committed by juveniles but it does have a direct effect on the number of juveniles arrested for those criminal acts. These numbers seem to indicate that there is a direct correlation in the amount of time that an officer needs to investigate violent and property crimes, since they are generally reported to us, as opposed to his/her ability to enforce alcohol/drug or delinquency crimes, which usually are offenses discovered by officers while on patrol.

In July of 2008 the department implemented a 10-hour work schedule for our afternoon and night shifts. This allowed a four hour overlap where officers could be assigned to special details and targeted patrols. The number of arrests for delinquent acts by juvenile offenders is markedly up from past years. The schedule is proof of what our department can accomplish with adequate manpower. As noted earlier in this report, a lot of juvenile crime, nationwide, has been occurring the first two or so hours after school lets out. In July of 2010 the department implemented 10 hour shifts for the day shift to help target that very issue. However, due to staffing levels this was a short lived experiment. The question we must ask ourselves is would increases in staffing levels within the Department have a corresponding effect on arrest statistics?

Chart 3 below shows the number of juvenile arrests made by the Muscatine Police Department during the last decade in comparison with the total number of arrests. Numbers for 2012 are also shown, though only through November 30th. The data supports the concept that the number of officers “on the street” seems to have a direct bearing on the amount of arrests made for criminal offenses of all types and for all ages.



On this final chart you will see the raw numbers. According to the United States Census Bureau persons under the age of 18 make up approximately 25% of the total population of Muscatine County. A past survey of the community by the Muscatine Police Department showed that the majority of people in Muscatine consider juvenile crime a low priority however the numbers below show us that juvenile offenders made up as much as 35% of the total number of arrests made by the Muscatine Police Department in 2008, but only 20% of the total arrests in 2010 and 22% in 2012.

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012**
Juvenile Arrests	513	462	492	448	452	363	391	531	420	323	418	333
Total Arrests	2077	1849	2126	1983	1812	1812	1861	1498	1972	1595	2175	1513
Percentage	25%	25%	23%	23%	25%	20%	21%	35%	24%	20%	40%	22%

Chart 4

** - Data from 2012 is for 11 months only.

1. Office of Juvenile Justice and Delinquency Prevention (www.ojjdp.gov).

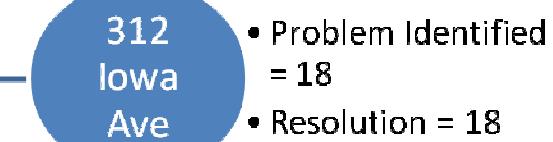
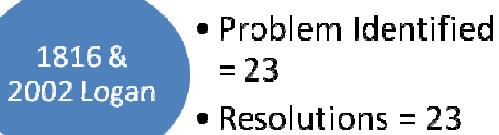
Problem Oriented Policing (POP)
Muscatine Police Department
2012

Approximately five years ago the Muscatine Police Department transitioned from a traditional philosophy of policing and converted over to a more modern style of law enforcement known as Problem Orientated Policing, otherwise known as “POP”.

In its truest form, Problem Orientated Policing involves identifying and analyzing specific crime and disorder problems. Once information is obtained, effective responses by law enforcement can be formulated and implemented. Although police lead in crime prevention efforts, private organizations and the community are the backbone of crime reduction.

As we have read in previous reviews, we know in July 2008, members of the Muscatine Police Department worked at identifying the needs of the community and formulating new solutions to newly identified problems. Most notable were police efforts which focused on the reduction of gang activity, decline in curfew violations, burglary suppression and traffic enforcement. Due to the development of programs which focused on these problems, partnerships with the community have been formed, developing a new level of trust and accountability between the Department and the citizens of Muscatine.

At the foundation of the Department’s POP program there remains four specific activities for which the Department has devoted much of its’ time in the past twelve months. In years past, the 1st shift developed a program coined “POPCAN” or more notably known as “Problem Oriented Policing Community Awareness Network”. Each personnel of the 1st shift is assigned an apartment complex, given a goals and objectives needing to be met on a monthly basis and required to produce written documentation per visit of the apartment complex. For a more of a visual effect of the outcomes of this POPCAN program, please see below graph.



Research conducted from 01/01/12 to 12/01/12

Additionally, the 1st Shift continues to implement the “PLANT” program (Police Landlord Association Networking Team) within the community. Simply stated, “PLANT” networks local landlords with members of the police

department where the focus is the sharing of information. The following are parameters of leading to the success of the program.

As of the date of this report, the “PLANT” program tracts approximately 1125 separate properties which contain an estimated 1314 named tenants. In 2012 the Muscatine Police Department utilized information on at least seventeen (17) different occasions resulting in at least two (2) arrests.

Law enforcement continued to attend the Muscatine Landlord Association meetings through the last calendar year and likewise have shared information through presentation. This action will continue for the 2013 year as well.

During calendar year 2012, 2nd shift furthered its efforts toward eliminating the City’s graffiti problem. Otherwise known as “Operation Clean Sweep”, second shift conducts spray paint projects involving local businesses as well as promote the following:

- ✓ 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

Since its inception the program has accomplished the following. Operation Clean Sweep began in November of 2011. Since that time there have been 108 reported cases of graffiti. Of those 108 reports 67 letters to property owners have been sent with the additional property owners being the City of Muscatine.

To avoid a criminal citation for violations of the graffiti ordinance, a process was developed with the City Code Enforcement Office (Ken Rogers) where if 2nd Shift didn't receive compliance to either the 1st or 2nd notification, the case would be referred to Roger's office for further follow up. If they didn't comply with Rogers order, the City would pay a private contractor to take care of the issue and apply the cost to the property tax. On one occasion this type of action needed to be taken and was addressed by the City Code Enforcement Office.

Third Shift rounds out the Problem Orientated Policing efforts by focus on the Muscatine Business District or what is more commonly known as the

“Downtown” area. For a second year in a row, safety of the public in this area after nightfall is crucial. These concerns are being brought forward due to the volume of offenses taking place in and around this area during the aforementioned time. An additional concern is the amount of people getting into vehicles, driving under the influence and putting other drivers as well as pedestrians at risk. To this end, the below listed topics continue to be the focus of the 3rd Shift POP efforts:

- Uniformed officers are conducting increased random bar checks to increase presence
- Uniformed officers escorting those individuals from the premises that appear intoxicated as well as being identified by patrons as being confrontational
- Special traffic enforcement details assigned to target intoxicated motorists
- Uniformed officers speaking with patrons and giving random breath test to voluntary patrons to educate patron on intoxication levels.
- Incorporate plain clothes officer details enforcing the above listed actions

Over the past six months of continued Bar and Downtown area checks, major decreases in crime have been observed, most notably are calls for service including assaults and fights in progress. A measurable dropped has been observed (66% from the previous six month period). Disturbances have dropped approximately 75% and medical calls due to assaults have been reduced to only 4 incidents over the past six months. A contributing factor in this decrease can be attributed to the attendance of bar owners at Police Department sponsored information meetings. A total of thirteen business owners have attended meetings within the past calendar year.

From a numbers standpoint, there were a combined total of 81 arrests made at the bar establishments from the months of November 2011 to May 2012. This number has dropped during the second half of the program from June 2012 to present down to only 23 arrests.

The biggest drop in arrests has been in the category of Public Intoxication arrests. During the first half of the program again (Nov 2011 to May 2012) the number of Public Intoxication arrests made were 38 total. During the second half of the program arrests dropped off to only 9 arrests. It should also be noted with the closure of one particular establishment, there was a decline (approximately 50%) in alcohol related arrests in the downtown area.

Overall, the success of the Muscatine downtown Problem Orientated Policing program is a success due primarily to business owners and heightened enforcement from the Police Department. This area of Muscatine, especially during the evening and night hours has seen a dramatic drop in criminal activity as well as overall arrests. It is expected with continued cooperation and enforcement the citizens and business owners can experience a prolonged positive change toward a safer atmosphere for everyone to enjoy.

And finally, 3rd Shift POP manpower was allocated toward targeting crime specific problem areas of the community. Specifically, one officer was given the following mission:

To improve the safety and security of the citizens of the City of Muscatine through police patrols in specifically targeted areas. The goal is to improve community relations and suppress or prevent crime by placing an officer or officers in areas of high burglary and criminal mischief crime while conducting foot patrol, patrol in unmarked squads, bike patrol, and other patrol techniques.

The project began September 17, 2012, and below are some statistics related to the project as of December 9, 2012:

- 34** number of times officers have been able to conduct the targeted patrol
- 53** number of contacts made during the thirty-four (34) targeted patrol occurrences (several of these contacts had prior arrests for burglary or criminal mischief)
- 12** number of arrests made during the project
- 5** number of open doors located
- 4** number of domestic disturbances officers interrupted as a result of the targeted patrol

The aforementioned project will continue through the end of the calendar year and although the overall success of this assignment has yet to be felt, it is claimed a success by the received positive feedback from citizens and posted statistics.

The Muscatine Police Department is committed toward the improvement of the community and the partnership with area business owner, landlords and residents. The Department's Problem Orientated Policing Program will continue to work toward a greater degree of cooperation between the

Department and persons and business it serves. It is through these avenues of communication that Muscatine will become a better place for our families and children to feel safe and for our business to have greater opportunities for economic prosperity.

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 twelve agencies involved in the accreditation process with ten of them fully accredited.

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 and 2012. Our next reaccreditation should occur in November of 2015.

The Accreditation Manager, Sgt. Chad Said, 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 2015. 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

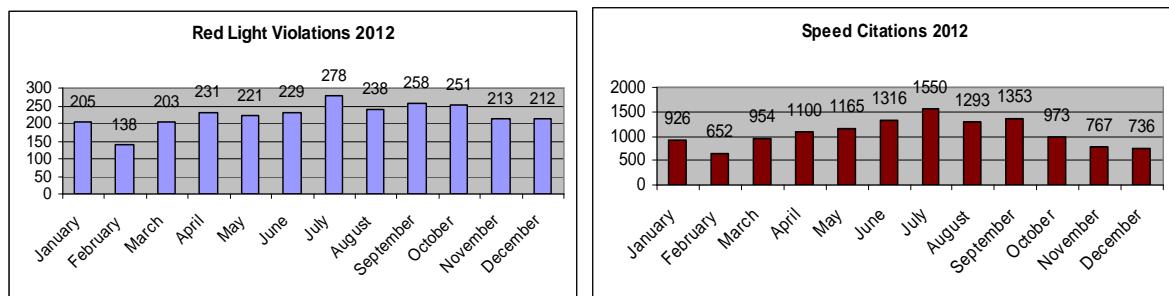
these intersections. The video that the system archives has been used multiple times as evidence in court for citation issued due to traffic crashes in the area of the ATE equipment.

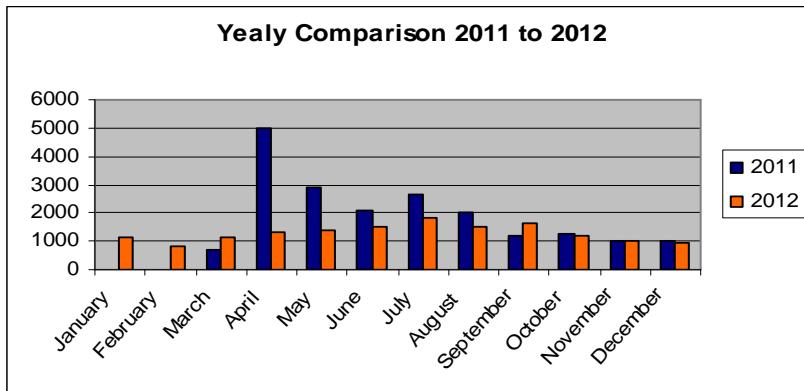
On March 11, 2011, the Automated Traffic Enforcement equipment was activated at the intersection of Cedar St and Houser St. On March 18, 2011, the Automated Traffic Enforcement equipment was activated at the intersections of US Hwy 61 and Mulberry Ave, US Hwy 61 and University Ave and Park Ave and Cleveland 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.

CURRENT STATISTICS

During the 10 months the ATE intersections were active in 2011 there were a total of 19,748 citations issued for red light running and speeding. 4,792 were warning citations. Of the 19,748 citations issued in 2011, 1,927 citations were issued for red light violations and 17,821 citations were issued for speed violations.

2012 was the first full calendar year with all of the intersections active and recording violations. During 2012 there were a total of 15,462 citations issued. 2,677 citations were issued for red light violations and 12,785 citations were issued for speed violations. If one wanted to compare 2011 to 2012 you will have to use the last 10 months of 2012 to coincide with the data from 2011. During the period of March – December 2012 there were 13,541 ATE citations issued. That equates to a 32% (6,207 cites) decline in violations from 2011 to 2012.





There has also been a decline in vehicle crashes at the intersections where ATE equipment has been set up. In March – December 2010 (prior to ATE equipment construction) there were 30 crashes at the selected intersections. In 2011 and 2012, during this same period there have been 21 crashes each year. That is a 30% decline in crashes and that decline has stayed steady through 2012.

Are the traffic cameras having any effect on the driving habits of area drivers? Looking at the decline in traffic accidents at these intersections as well as a decline in violations tends to make one believe they have. There has been a 32% decline in violations in 2012 as well as the continuation of the 30% decline in traffic crashes at the intersections equipped with ATE equipment.

Muscatine Police Department

Field Training Program

2012

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 FTO's, 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 FTO's 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.

Some of the recent struggles that have been experienced with this program are the lack of the necessary Field Training Officer training courses. This has put an increased workload on the current FTO's to have to devote increased time and energy into training officers. In 2012, 4 new officers have successfully completed the training program and are now actively working on patrol shifts.

The Field Training process has progressed to the point where we must consider ways to become more efficient with time and resources. One way this can be done is with implementation of Field Training software. There are different software systems available to assist agencies with this training process. This would greatly streamline the training tasks, and be used as a tool for the FTO's to be more effective, spend more time on actual training and less time on documentation paperwork. Implementation of this software will begin shortly after January of 2013. This will involve some customization and inputting the training tasks that we have already developed as a part of the existing program.

The officers selected to become FTO's are some of the best the department has to offer. The majority of FTO's see advancement into special assignments or through promotion. This was one of the busiest years they had seen in recent history. The months that FTO's 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.

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. In 2012 we've had 4 new recruits that have been assigned mentors. We are hopeful that this program will become a successful component in our efforts to slow down the turn over rate within the department by helping our new recruits become better adjusted and more comfortable with making Muscatine their permanent home.

The Special Response Team

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 (6) long rifle marksmen, (12) tactical operators, and (3) TEMS members. 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 member 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. 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 one occasion 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 in how to handle an active shooter situation. 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.

This past year the SRT has conducted training at GPC in Muscatine where we completed three different hostage rescue scenarios. This consisted of utilizing the Hostage Negotiators with throw phone and use of cellular phones. Each scenario ended differently with the outcome of Sniper initiated assault, tactical entry assault, and with negotiations ending the assault.

This year SRT has met a goal which was sent for this year. We were able to purchase Sim Munitions, handguns, rifle conversions, and all safety equipment related to be able to continue training. This will involve more intense force on force training not only through SRT, but with the entire patrol division.

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.

In the upcoming year the SRT is hoping to secure new and updated respirators which would allow us to have the possibility to connect to SCBA to hopefully push us in the direction to assisting with various drug search warrant assaults. This would also require special training which would follow.

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. I would like to see members of SRT take advantage of more SRT training that will be offered next year which will entail Advanced Tactical Leadership training, as well as High Risk Patrol Tactics.

Finally SRT will strive to use Sim Munitions to train Patrol on tactics developed at the above mentioned 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.

Canine Operations

In 2012, the Muscatine Police Department's canine division was revamped. The department had gone without this program for approximately three years. In February 2012 Officer Daniel Grafton traveled to Denver, Indiana and picked out his new partner. The canine chosen was a one year old German shepherd born in the Netherlands. The name chosen for Officer Grafton's new partner was "Zarik". Officer Grafton and K-9 Zarik attended a ten week training course at the Illinois State Police Academy in Springfield, IL from February until the first part of May of this year. The training taught Officer Grafton and K-9 Zarik many things. Some of the items they were trained on were drug detection, tracking suspects, article searches, building searches, and apprehension of suspects by the dog biting them.

After the ten week training course was completed, Officer Grafton and K-9 Zarik were ready to be utilized on uniform street patrol. They are currently assigned to third shift (9PM-7AM) and are used on average once or twice a night. Whether it be calling the team to a traffic stop another officer is on to have the dog do a drug sniff on the vehicle, track a suspect who has ran from a crime scene, or do a building search when an officer finds an open door, the K-9 Unit has been utilized in many situations, where in the past three years, the department has went without. In the past, when an officer request the K-9 Unit for something they have had to either contact a Muscatine County Deputy with a K-9, or just gone without. Currently, the Muscatine Police K-9 Unit works four ten hour days including every weekend. Weekends, obviously being the departments peek time for calls for service, makes it helpful having the K-9 Unit on shift and available if needed.

Officer Grafton and K-9 Zarik also attend monthly training, which is required through Federal law, to keep the handler and dog fresh and up-to-date on training. The team currently trains with other K-9 agencies in the area, including East Moline, Moline, Rock Island, Bettendorf, Rock Island County, Mercer County, Aledo, Geneseo, and local State Troopers. Once a month the K-9 Units meet at different locations around the Quad City area to train, and once a year Officer Grafton and K-9 Zarik have to return to Springfield for recertification.

Having the K-9 Unit back at the Muscatine Police Department has been beneficial to officers as well as the citizens of Muscatine. The K-9 unit has

done a few school/locker searches to help prevent students from bringing narcotics into the schools, and is also available to do demonstrations for schools and organizations. The team has assisted in apprehending criminals that otherwise may not have been captured. Also, the K-9 team has made several drug arrests from traffic stops. The K-9 Unit plays a vital role in this particular area. For example, if an officer makes a traffic stop on a vehicle for any reason, and during the traffic stop the officer asked the driver if they can search the car, and the driver says no, the officer then may call the K-9 Unit to assist. Officer Grafton then may walk his dog around the vehicle for an exterior drug sniff of the vehicle. If the dog alerts to the presents of narcotics, the officer may now search the vehicle whether the driver gives consent to or not. This law has been held up by the Federal Courts, and has been utilized many times throughout the past year. This is one of many example of how the Muscatine Police Department's K-9 Unit has been utilized, and has played a vital role for helping the department and the citizens of Muscatine. The team hopes to continue assisting the citizens and department in any way they can, and looks forward to what 2013 has in store for them.

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:

• Domestic Abuse Investigators-	5 officers
• Serious Traffic Accident Investigators-	3 officers
• Field Training Officers-	4 officers
• Firearms Instructors-	5 officers
• Emergency Response Team-	15 officers (including snipers)
• Hostage Negotiators-	4 officers
• Crime Scene Technicians-	7 officers
• Defensive Tactics Instructors-	3 officers
• Defensive Driving Instructors-	2 officers
• Chemical Munitions Instructors-	2 officers
• CPR/AED/First Aide Instructors-	3 officers
• Drug Recognition Expert-	none at this time
• K-9 Handler-	1 officer
• School Resource Officers-	2 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 cyber crimes such as these.

2012 Conclusions

2012 was a good year for the Muscatine Police Department. We were able to resurrect our Street Crimes Unit in early spring with the help of the Federal COPS grant that we were granted. The grant allowed the department to hire two additional officers. One officer was hired to back fill for an SCU position and the other was a back fill for an additional School Resource Officer. We now have two SRO's in the Muscatine school district. The federal grant pays for the first three years of the grant period. The city and school district will pay for the fourth and final year of the grant, with the school district paying 75%.

We were fortunate to have zero homicides in Muscatine for the second straight year. For the second year, we saw a rise in the reports of sexual assault. However, there was a significant reduction in other assaults. Property crime, in the form of burglaries, thefts, vehicle thefts, and shoplifting, rose in the past year. It is unknown what factors may be attributed to the rise in the statistics. The statistics have shown remaining crimes have remained consistent or were slightly lower than the previous year.

The department also was fortunate enough to have Officer Daniel Grafton and our new K-9 Zarik trained in the early spring. They were trained at the Illinois State Academy together and on the road in May of 2012. Since they were on the road the last 7 months they have been utilized approx. 50 times. The dog was responsible for assisting in the arrest of 11 individuals over the same time period.

The department was recently reaccredited for the fourth (4th) time at the Commission on Accreditation for Law Enforcement Agencies (CALEA) conference in November of 2012. 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.

As budgets for 2013/2014 are being formulated the city will once again need to assess the priority of law enforcement and how this affects the general fund allocations for police personnel.