

Muscatine Police Department



Annual Report 2019



**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: Greg Jenkins, Interim City Administrator

DATE: January 2020

FROM: Brett Talkington, Chief of Police

SUBJECT: 2019 Police Department Operational Report

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 provide some insight into the future trends or emerging issues, which may affect the delivery of police services in some way.

Like many other years this year brought new challenges that, the department faced. I continue to challenge our supervisors and officers to come up with ways to implement community-policing strategies. We, as a department, are always looking for ways to better our department as well as the community we serve. The Police Department continuously looks to improve community involvement with its community policing efforts. This continues to be one of the top priorities for our agency.

We continue our succession planning as there will be retirements in the next year. There will be promotions that will occur, at all levels of the organization. These retirements will provide movement within the organization. We have been attempting to provide as many opportunities for officers and supervisors to improve their chances for future promotions.

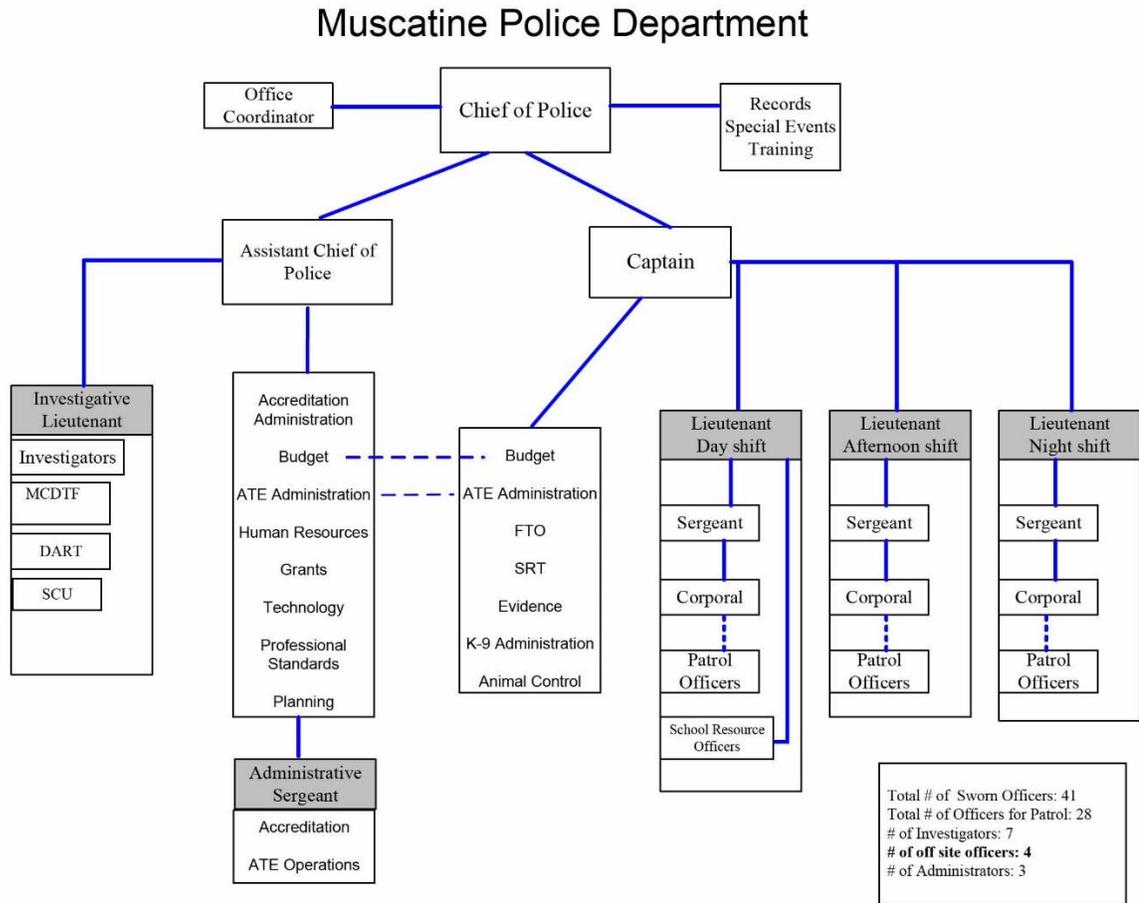
Safer communities are built on a framework of progressive law enforcement strengthened by public awareness, education and involvement. Together, we will find new solutions to community challenges. Society continues to bring many challenges to our profession with all the senseless killings and attacks on our law enforcement officers. We as a community and nation can all do our part with cooperation and understanding of what we deal with on a day-to-day basis. Our dedicated officers place their lives on the line every day. The citizens of Muscatine should be very proud of the job the officers do on a daily basis.

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 give a numerical overview of what is happening in our city but always remember not to put your faith in what statistics say until you have carefully considered what they do not say.

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

With that, I would like to thank you for supporting our department throughout the year. As always, I hope you will find our summary of 2019 interesting and informative.

Muscatine Police Department Organizational Structure



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

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

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

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

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

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

Patrol Division

The patrol division operated with three shifts throughout 2018. Due to personnel shortages, all three shifts worked an 8-hour schedule, (5 days on – 2 days off). Starting 2020, the department plans to return afternoon & night (2nd & 3rd) shifts to a 10-hour shift schedule, (4 days on – 3 days off). This schedule helps create a 4-hour overlap between the 2nd & 3rd shifts, from 2100 and 0100 hours. The extra manpower created during this overlap was used to supplement several things, such as special patrols which targeted problem areas, increased bike patrols, department training, and allowing officers to accomplish various community policing projects. Day shift will remain on an 8-hour schedule.

The Police Chaplin Corps has been active within the department since 2013. It has continued to grow and become a more intricate part of the police department. Headed by Pastor Tom Berryman, they are constantly looking for ways to improve upon their training and expand their roles within the department. Pastor Berryman is assist by Pastor Alex Kindred, Pastor Don Timmermann and Pastor Brian Oliver, while two new pastors have joined the program this year. They are Pastors Steven Brown and Efrain Sanchez.

The Chaplin Corps fulfills a dual role, that of community involvement and counseling during traumatic events such as, serious or fatality accidents, suicides, homicides, or death notifications. They also support Department staff through counseling and have helped officers through critical incidents. Chaplin Corps members make an effort to embed themselves within the Department's patrol shifts and establish relationships with officers. This helps employees get to know and feel comfortable with members of the Corps. It is the intent of the Department and the Corps to provide an alternative outlet for officer wellness and informal counseling. The Chaplin's involve themselves in other activities such as the Shop with a Cop program, the Holiday Stroll & the Department's Police Memorial service. The department sponsors training opportunities from time to time for members of the chaplain corps.

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

School Resource Officer

The School Resource Officer's (SRO) are Officer Whitney Peña and Officer Angela Shoultz. Officer Peña works primarily in the High School, while Officer Shoultz works primarily with the Middle Schools. During the summer break months both officers get reassigned to patrol. The SRO positions are rotated every 6 to 7 years.

This year both Officer Peña & Officer Shoultz have conducted active killer training for all the teachers and para teachers within the school district. They have also begun active killer training for the students. They have been aiding the schools in developing response and assessment protocols to deal with students who make threats of violence towards classmates or the schools. Student safety is a top priority, education and training are two key components in keeping everyone as safe as possible.

Officer Peña & Officer Shoultz are both part of the Muscatine County Impact of Substance Use task force. As part of this task, they focus their efforts on educating students about the perils of substance abuse. They also educate parents on how to recognize substance use indicators within their teens. This year they brought the "What You Don't See" trailer to Muscatine, which is designed to teach parents the hiding places that kids will use in their rooms and recognize the paraphernalia they might come across. They are currently working on securing funding to build Muscatine's own "What You Don't See" trailer so they are not relying on securing the one out of Des Moines.

K-9

The Muscatine K-9 Unit operated with two dog & handler (K-9) teams for the first half of 2019. Officer Alex Rink resigned at the end of June to move closer to his family, and his German Shepherd, Jaxx, was retired with him. Officer Minnat Patel with his German Shepherd, Nero, continues to work the streets. Both dogs were trained as dual purpose (narcotic & street patrol) dogs.

Having two teams assigned to the Muscatine K-9 Unit, allows the department to provide K-9 coverage over a broad range of hours, as the K-9 teams are assigned to opposite shifts. Dual purpose K-9s have the following capabilities: Narcotic Detection, tracking, apprehension, article searches, and crowd control. K-9 teams are subject to callouts should an event require their skills but neither team is not on duty. Being down one team over the last six months has had an impact on the department's ability to ensure adequate coverage and availability outside of normal

working hours. Members of the K-9 Unit work closely with the department's Street Crimes Unit as well as outside agencies such as the Muscatine County Drug Task Force and the Iowa State Patrol. The K-9 Unit has assisted the Muscatine Community School District with student locker searches, as well as other school districts within the area.

Training is a critical component for effective K-9 employment. The department's K-9 teams have been attending 8 hours of monthly training, where they get together with other K-9 teams from the QC area. Training with a group allows them to network and gain outside insight to their training styles and tactics. In addition to monthly training, the K-9 teams will train on duty as time allows. This ensures that the teams are training in realistic situations and allows them to demonstrate proficiency while at work.

Bike Patrol

The department's Bike Patrol Unit was active throughout 2019. They may be assigned to patrol the city's bike paths and problem areas, during the shift overlaps. They were also assigned to work several special events, such as the 4th of July. The Bike Patrol Unit is a voluntary assignment. If selected, officers are sent to a (2) week school to become bike patrol certified.

M.E.T.

The Muscatine Evidence Technician (MET) program is comprised of a small group of officers who have received specialized training in photography, as well as the collection and processing of evidence. They work on an on-call basis throughout the year and are relied upon to process all major crime scenes. These scenes included everything from burglaries to homicide investigations. In addition to being subject to call outs, these officers also help process scenes that are encountered, while they are working shift.

MET members are all assigned lab time, which is located in the basement of the PSB. Here they are responsible for processing any items of evidence that were brought in by officers outside of the MET team. The MET officers undergo continuous training to keep their skills sharp and updated. The Department is committed to running its own competent crime scene investigation unit.

Evidence

The Department's evidence custodian works tirelessly to rid the evidence room of items that are no longer relevant due to either case resolution or statute of limitations. In 2019, a new evidence custodian took over managing the evidence room. She is the first evidence custodian the agency has hired with a non-law enforcement background. She has been doing a great job for the agency. The department would like to expand her duties, giving her more responsibility in the area of physical evidence processing, but her status as a Temp employee creates some hurdles. The agency will be working towards getting her certified to test marijuana and process other items of evidence.

Animal Control Officer

The Animal Control Officer (ACO) has been busy throughout 2019. The ACO responded to (941) calls for service and had (71) bite cases this year. Both of these numbers are up from last year. The ACO uses Facebook as a way to reach out and connect with the public. She uses it to post stray animals and has enjoyed some great success in reuniting them with their owners. She also has people who contact her via Facebook asking questions and seeking advice.

The ACO continues her efforts to organize a "Chip Your Pet Day." The goal is to allow citizens to bring in their pets and have a tracking chip placed under their skin for little to no cost. Location issues arose that prevented the event from happening last year but the ACO is trying to work around those concerns to organize it in 2020. The ACO attended the Muscatine Health Fair this year. She borrowed a pet tag machine from the Muscatine Humane Society for this event and made pet identification tags for people. The "Winter Donation Drive" was abandoned this year due to an overabundance of supplies and a lack of needy recipients. Animal and community safety continues to be the top priorities for the ACO.

Investigative Division

General Information

The Criminal Investigations Division with the police department is under the direct command of Lt Anthony Kies. The division is comprised of three different groups each focusing on specific disciplines. The Major Crimes Unit (MCU) is made up of three general crimes detectives, the Street Crimes Unit (SCU) consists of two officers, and the Muscatine County Drug Task Force (DTF) includes two assigned officers to the joint task force.

Major Crimes Unit (MCU)

The MCU has three officers assigned to the position of Detective with the police department. This unit is primarily responsible for investigating a wide range of criminal behavior, including property crimes, financial crimes, and violence against others. Most incidents being investigated by the MCU Detectives originate from the patrol division, where crucial initial information is gathered before being forwarded. For this reason, each Detective works to maintain a strong relationship with all other areas within the police department, and work towards forging a positive relationship with the community.

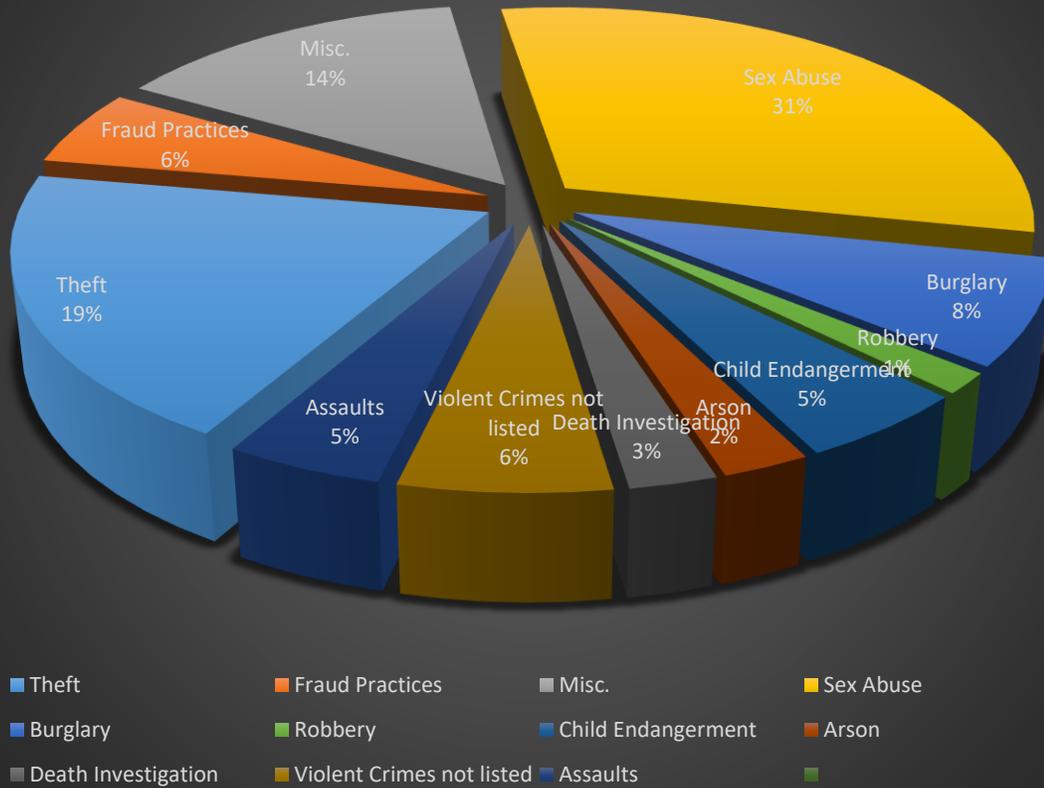
A portion of criminal investigations conducted this year, much like every past year, involve female victims of all ages. These include incidents of domestic violence, harassment, exploitation, and sexual abuse. This year the MCU continued to take a proactive approach to hopefully address some concerns with this portion of the population. This stemming from the previous year where a serious case occurred Central Iowa that generated national attention. A 20-year old female went missing while on a recreational jog after sunset. The unfortunate resolution showed that the young woman was abducted from the side of the road and was later found dead. While the type of “abduction by a stranger” is statistically very rare, it sparked widespread conversation on the topic, and hit very close to home in Muscatine, as the quiet nature of the communities were similar.

In response to these concerns, the MCU proactively arranged to offer some guidance on self-defense for teenage and adult women in the community. Taking their knowledge gained from years of police department defensive tactics training, each Detective took part in instructing these classes. The classes allowed each participant to learn and practice delivering punches, elbow strikes, knee strikes, and learned some escape techniques if someone were to attempt to attack them.

Additionally, each Detective offered insights into cases they've worked and offered tips to improve situational awareness and safety in vulnerable instances. Classes were organized through Bayer, Muscatine High School, Muscatine Realty Board and a couple classes at Allsteel. The classes were very well received, and the participants involved were primarily females over the age of 10. Class instruction was also assisted with officers from the Street Crimes Unit and the Muscatine County Sheriff's Office, which helped to display the true team effort between all law enforcement in the community. We were able to reach out to over 120 women and young girls.

The investigations division also continues to maintain equipment and software that focuses on examining mobile devices, such as cell phones and tablets. The examination includes analysis of the data for purposes of furthering active investigations and eventual criminal prosecution. This analysis is conducted by the Major Crimes Unit for all appropriate cases with the Muscatine Police Department, but is also designed to support surrounding agencies in a joint effort. In 2019, approximately 193 electronic devices were examined, and the data analyzed and prepared. This process involves working jointly with surrounding law enforcement agencies, where a search warrant was presented to examine the items. The MCU assisted the Muscatine County Sheriff's Office, Muscatine County Drug Task Force, Louisa County Sheriff's Office, Cedar County Sheriff's Office, Tipton Police Department, Columbus Junction Police Department, and the Iowa Department of Transportation with this task.

Major Crimes Unit 2019

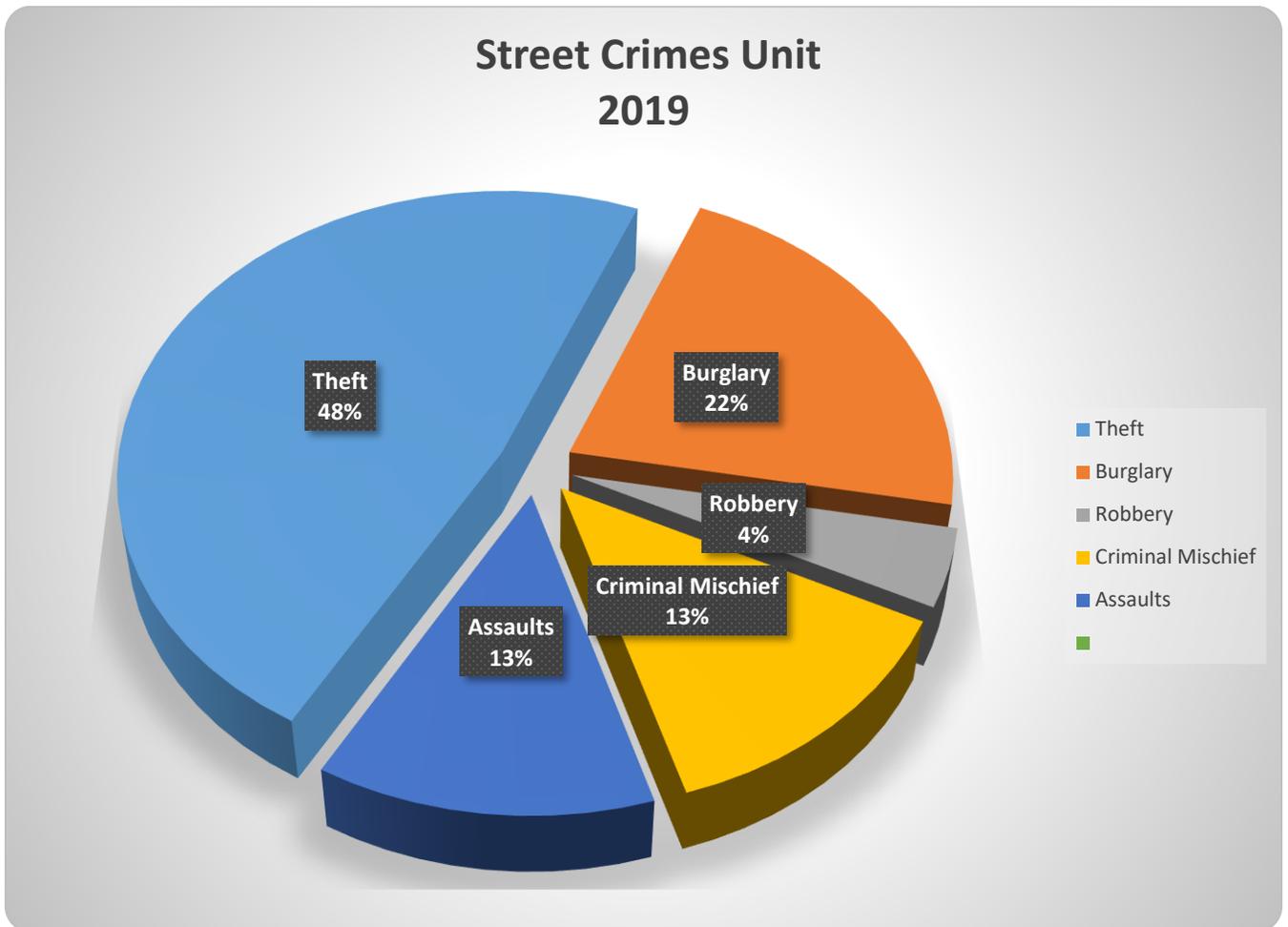


Street Crimes Unit (SCU)

The SCU has two officers designated to this assignment as investigators. They work primarily as a two-person partnership on a daily basis and are assigned cases that originate in the patrol division as well. Their primary focus concerns criminal behavior involving firearms and other weapons, drugs, and violence against persons. The unit is also focused on criminal gang behavior in the community, including gathering and managing intelligence of known gang affiliates and their associates.

In 2019, the SCU had a tough year due to personnel turnover and had to be transitioned back into patrol. For the 2019 year SCU was only able to have one detective working from January till July. The second half of the year SCU was working the street to assist patrol and will hopefully be placed back into their unit

by July of 2020. SCU handled a much smaller case load as time didn't allow for investigations and the rest was forwarded to MCU.



Muscatine County Drug Task Force (DTF)

The Muscatine County DTF continues to function as a joint multi-jurisdictional task force that covers Muscatine County, Cedar County, and Louisa County. The MCDTF also continuously assists several outside agencies, including Burlington, Cedar Rapids, Iowa City, Johnson County, and agencies in the Quad Cities area. As in years past, the MCDTF also works closely with agencies from the Federal Government and participates regularly in federally indictable offenses.

The Muscatine Police Department has continued to assign two full time investigators to serve as part of this task force. While they are under the command of Lt Kies and the police department, they also are required to successfully work

within the team environment at the task force, and take operational command instruction from the Task Force Supervisor from the Iowa Department of Public Safety. The task force once again had a productive and successful year.

Muscatine County Drug Task Force Statistics (Calendar Year 2019)

Arrests	112
Search Warrants	75

Drug Seizure

Cocaine	10.2 grams
Methamphetamine/ICE	4453.6 grams
Marijuana	19,980 grams
Marijuana Plants	20,157

Other Seizures

Firearms	42
Currency	\$5,946.00

PROBLEM ORIENTED (POP) AND COMMUNITY ORIENTED POLICING (COP)

Problem Oriented Policing is defined as *“policing strategies that involve the identification and analysis of specific crime and disorder problems, in order to develop effective response strategies utilizing community interaction wherever possible.”* POP as well as Community Policing projects have become a cornerstone of proactive law enforcement efforts in Muscatine since their introduction by then Chief of Police Gary Coderoni in the early 1990’s. Since that time the Muscatine Police Department has operated or been involved in numerous projects and programs that have attempted to address issues within the community while developing greater interaction between citizens and law enforcement. Some programs have met the need and been discontinued, only to be re-deployed again later such as the Street Crimes Unit. Others have fulfilled their goals and then permanently disbanded. At its most basic, Problem Oriented Policing is the identification of an issue, developing a strategy to address the issue and deployment of that strategy. The addition of a Community Policing component to the equation helps to develop a common goal between the citizens and law enforcement.

Junior Police Academy

In late June of 2019 the Muscatine Police Department, in cooperation with Muscatine Community College and the Muscatine High School, held the 1st Annual Junior Police Academy. The goal of this program was to foster a strong relationship with high school aged students in the community and surrounding areas that are interested in law enforcement as a career. The hope is to keep young people living near Muscatine after they complete their schooling and potentially seek employment with the Muscatine Police Department. If future employees of the department are hired from the area, this could help tremendously with staff turnover. The program helps the younger generation see what police officers do on a daily basis and gain positive insight into law enforcement. The program was well accepted and received great feedback from the community and from the ten (10) students involved in the program. An academic scholarship was also awarded to one student of the class based on various criteria.

YMCA Games with Heroes

In July of 2019 the Muscatine Police Department participated the YMCA Games with Heroes program. During their allotted time, an officer would accompany a

group of children, reading to and playing games with them. This allowed for a more relaxed atmosphere and encouraged interaction between young children and police officers. This program allows young children to view officers as more “human” and approachable on a day-to-day basis.

Muscatine Center for Social Action

In 2019 the Muscatine Police Department continued its close cooperation with the Muscatine Center for Social Action (MCSA). Since 2006 a member of the police department has sat on the Executive Board for MCSA. The ability of the MPD member to participate in the operational and logistical decision making process has helped to create a common goal mentality between the MCSA and the MPD. This has helped foster a greater understanding by each entity of what the others goals are and how we can best work together to achieve those goals.

Eastern Iowa Mental Health and Disability Services Region has established a crisis line that currently services Jackson, Clinton, Cedar, Scott, and Muscatine County. Officers have begun to distribute the crisis line phone number or call directly while on a call for service when interacting with an individual or family in crisis and the disability services staff will respond to the scene to render assistance. The MCSA has established a Mental Health Peer Drop-In Center which is an extension of the disability services program. This program has been a great tool when officers come into contact with those suffering from mental health or other related issues that are not typically law enforcement specific.

Park & Walk

The Muscatine Police Department continued its “Park & Walk” project during 2019. During this time period officers conducted over 1605 Park and Walks, accounting for more than 802 man hours. This project is designed to allow officers an opportunity to get out of the squad car on foot patrol and interact with the community on a non-enforcement related basis. Officers are encouraged to spend 30 minutes each shift on foot somewhere in their assigned beat area, visiting places like schools, the downtown business district, parks, and housing complexes. Though the primary goal of this project is to create opportunities for personal interaction between officers and the community, it has the added benefit of becoming a deterrent for criminal activity as well.

Operation Clean Sweep

In 2019 “Operation Clean Sweep” continued to be active for a portion of the year. The department’s Street Crimes Unit followed up on graffiti complaints but due to staffing, SCU was temporarily placed on patrol. As staffing climbs in 2020, SCU will once again be an active specialty unit and continue on with this program. Operation Clean Sweep is designed to enforce the graffiti ordinance by gaining the cooperation of property owners to quickly remove graffiti and businesses to restrict purchase of spray paint by juveniles. Study after study has shown that when graffiti is removed with 24-48 hours of going up there is a nearly zero reoccurrence rate. As part of the program, suggestions are made to the property owner on how to avoid similar occurrences. Some of these suggestions are;

1. Report graffiti to the police department immediately
2. Restrict access to prone areas by planting trees and shrubbery
3. The installation of lighting in dark, targeted areas
4. The use of graffiti resistant surfaces when possible.

Coffee with a Cop

The “Coffee with a Cop” project was also active during 2019. This project allows officers and citizens an opportunity to converse and interact outside of their normal roles. During the year there were several events hosted by the local McDonald’s where people had a chance to voice concerns, ask question or just get to know the officers. Since July of 2018 1st Shift endeavored to conduct a CWC event on the first Wednesday of each month. Members of the Muscatine Police Department Chaplains Corp were even able to be involved in a few of the events. The primary focus of these events is to allow for a low stress environment for interaction but there is also a beneficial exchange of information as well. Both sides can get outside of their official roles as citizen or officer and take the opportunity to talk to the person underneath.

Other Events & Opportunities

A juvenile diversion program was developed in 2018 and continued to remain in effect in 2019. This came out of a collaboration between Juvenile Intake, the Muscatine Police Department, and other various county agencies and departments. The juvenile diversion program fit a need to help guide the youth in Muscatine in making better choices while offering them a second chance to get it right.

The following is a list of additional events the department has participated in and sponsored:

- Assist in the Bike Rodeo at the YMCA
- Fund raising for the Special Olympics during their “Cop on a Rooftop” campaign
- Assisting in the Holiday Stroll
- Annual Battle of the Badges charity softball game between MPD and MFD (canceled in 2019 due to the amount of rain that had been received but has an anticipated return in 2020)
- Annual Muscatine Police Department Open House accompanied by the “What You Don’t See Trailer” which was then taken to other various locations for demonstrations
- Presentation at the high school for Career Day
- Take part in the Cops and Dodgers Dodgeball game at Jefferson Middle school as well as the YMCA Special Olympics Basketball game
- Various Defensive Tactics classes for the general public
- Parent Information Night on school safety topics
- Several events held at local assisted living facilities and churches that officers have participated in and engaged with people at those locations
- Toy Drive held at Contrary Brewing and Rockin’ On Sycamore as fundraisers for the MPOA
-

In 2019 the department utilized its social media presence in an attempt to recruit new officers for testing, provide information about the department through Facebook Live broadcasts, and seek information on active criminal cases. As the younger generations rely on social media for information, implementing this approach on a department level will provide increased opportunities to reach and inform a large number of civilians easily while keeping cost effectiveness in mind.

Muscatine Police Officers Association

Though not under the direct purview of the department, the community policing efforts of the Muscatine Police Officers Association has added greatly to the cause. The Muscatine Police Officers Association (MPOA) is a local affiliate of the Iowa State Police Association. The MPOA was founded in 1934 and is one of the oldest such association in Iowa. The MPOA is a fraternal/charitable organization within the Muscatine Police Department and membership is open to all sworn personnel. The MPOA engages in a variety of fundraising events during the year which bring great positive attention to the department and to the goals of the MPOA.

The charitable efforts of the MPOA deal mainly with the youth of Muscatine and the surrounding area. Through programs like “Shop with a Cop” the MPOA seeks to foster good relations with those that will one day become citizens of our community and to improve the department’s image within the community. The MPOA sponsors both boys and girls sports activities through Muscatine Parks & Rec, the Youth Sports Foundation and other such organizations. The MPOA is also the primary contributor to the Police Explorer program. However the MPOA’s oldest and most recognized activity is the “Shop with a Cop” program which began in 1991. For the last 29 years the MPOA has conducted its “Shop with a Cop” program and during that time they have raised over \$290,000 and taken over 2900 under privileged children Christmas shopping. This year alone, 107 children were selected to participate in the program hopefully making their Christmas a little more special. There is no way to estimate or gauge the amount of goodwill or community spirit the “Shop with a Cop” has fostered during the last 29 years however there can be no doubt that it has been advantageous to the department as a whole.

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 eleven (11) accredited agencies to include 8 Municipalities, 1 Sheriff's Office, 1 state law enforcement agency and 1 communications center.

The Muscatine Police Department received its initial accreditation award in December of 2000. Since that time we have been awarded reaccredited status in 2003, 2006, 2009, 2012 and 2015. In November of 2019, the department achieved its seventh consecutive accreditation award. The department's next accreditation award is slated for 2023.

A new process for file/standard review was implemented by CALEA at the end of 2015. In this new process, a file review of approximately 50 standards is performed on an annual basis remotely by a CALEA employee. The purpose of the review is to ensure that the required standards for formal reaccreditation at the end of the four year cycle are in compliance prior to the on-site assessment by CALEA Assessors. The previous assessment process was only completed at the time of the on-site assessment which occurred when the three-year evaluation cycle was complete. The annual reviews started in 2016 and continued through 2019. Each year the annual review was conducted by a different CALEA employee. The annual reviews were successful with just a few minor clerical issues to clear up and included the 2018 review being described by the assigned CALEA reviewer as “excellent”.

The department underwent its on-site assessment by a CALEA Assessment Team on 7/15/19-7/17/19. The Team found the department to be in complete compliance with all applicable standards and recommended the department for reaccreditation to the full Commission at the November 2019 CALEA Conference (Covington, KY.). On 11/16/19, the department had its hearing before the Commissioners at the conference and was unanimously approved for reaccreditation.

In 2015 CALEA started the process of revising the accreditation standards. The 5th edition standards, which were operated under until 2019, were created and approved in 2006. At the March 2017 CALEA conference the 6th edition standards were approved by the commission. As the Muscatine Police Department has been reaccredited in 2019, the transition to the sixth edition standards is currently underway. This means that Muscatine Police Department policies will require extensive review/revision in order to ensure compliance with the new standards. The department will have until the next annual review (11/4/2020) to become compliant in the 6th edition standards.

Law Enforcement 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.

In addition, accreditation aids in creating better quality, trained and professional personnel. By requiring officers to adhere to policies that have been developed and

approved through the accreditation process and CALEA, officers are performing assignments in a manner that is nationally accepted as the best practices for law enforcement. As a result, accreditation has led to advances in the investigation of criminal incidents, prosecution of criminal cases and overall customer service within the community for the Muscatine Police Department.

AUTOMATED TRAFFIC ENFORCEMENT

Background

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

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

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

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

The ATE equipment not only detects and documents red light and speed violations but also has other capabilities. The system can be set for license plate recognition for Amber Alerts or other major crimes that occur close to these intersections. The

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

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

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

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

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

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

1. The IDOT engineered this approach and signage placement and went so far as to install the signs where they said they need to be. We requested the IDOT to move the signs to the 1000 ft mark on numerous occasions.

2. The idea that speed enforcement could not be conducted within 1000 feet of a speed change goes directly against current state law.
3. The ATE system at this approach was installed for speed enforcement. Crashes weren't a factor in this decision. This is a portal to a major business district in the city and, as such, the reckless habits of speeders created a major hazard to the business, their employees and their consumers.

The City of Muscatine and a number of other cities in Iowa filed suit against the Iowa DOT in June of 2015. April 2017 a district judge in Polk County ruled the IDOT had the authority. Following this ruling, the City of Muscatine and the other cities appealed the decision to the Iowa Supreme Court.

Current Statistics and Events

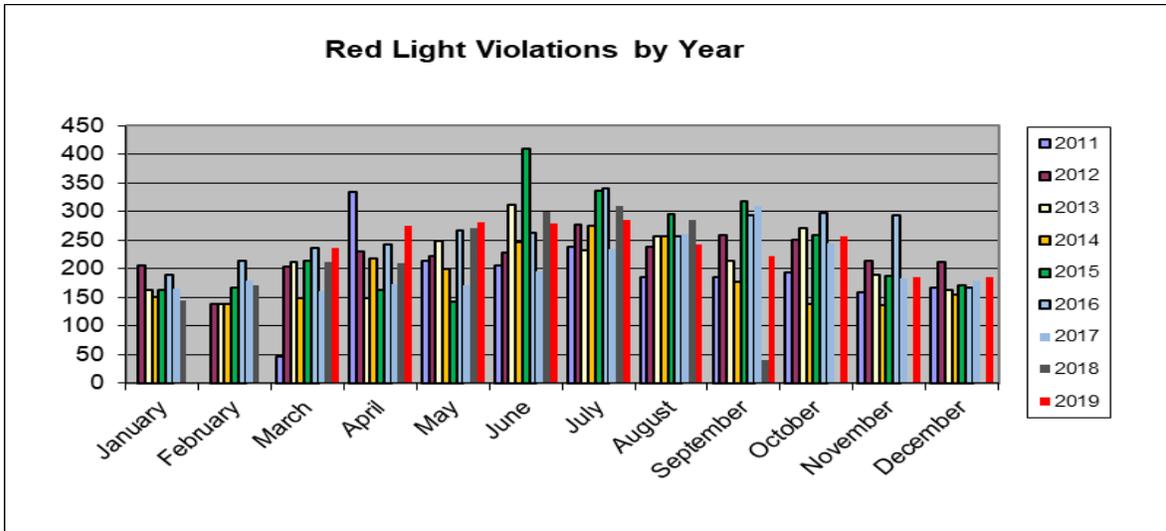
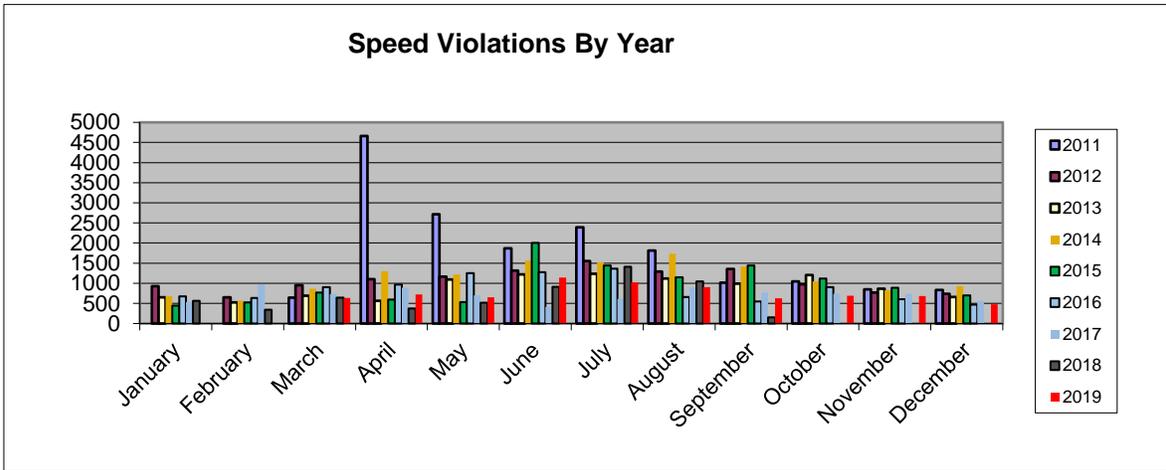
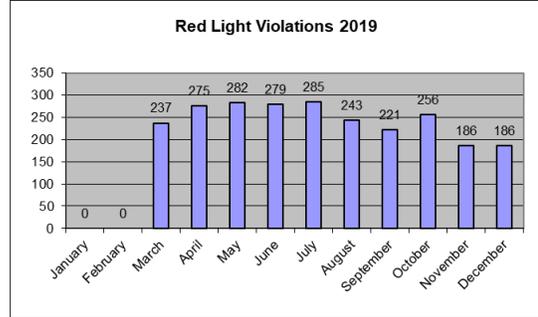
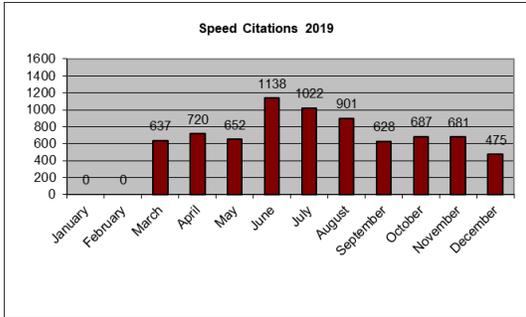
April of 2018 the Iowa Supreme Court issued a ruling in favor of the cities overruling the State of Iowa's creation of the rules. In June of 2018 the camera system for the approach on Hwy 61 at University Drive went live again.

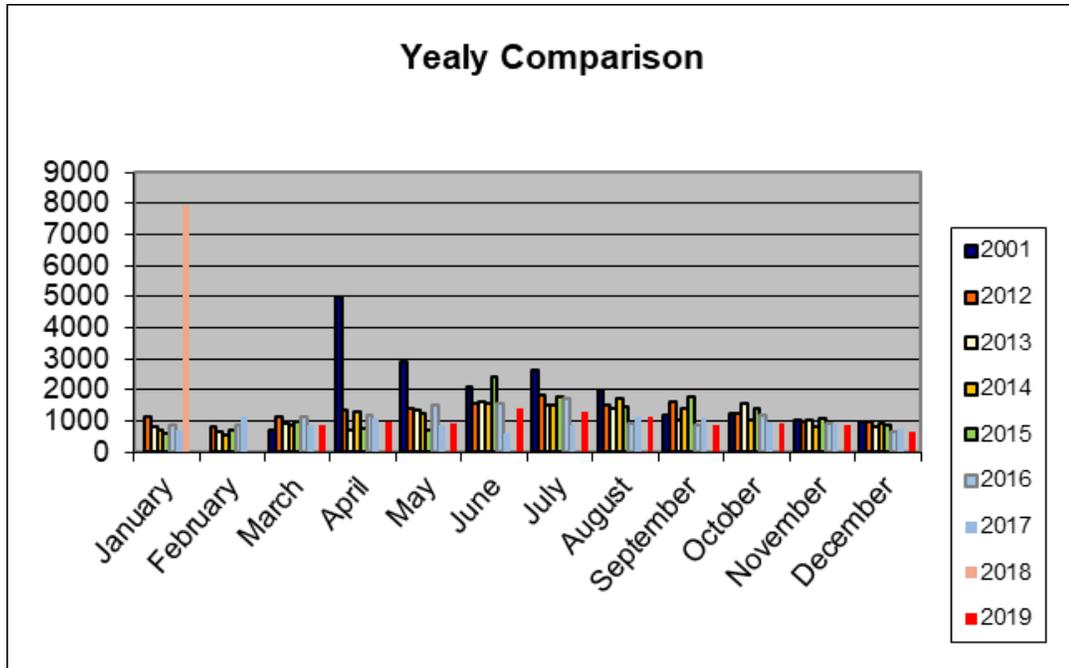
However, in September the Iowa Supreme Court issued a ruling in *Behm v City of Cedar Rapids* that municipalities could not hold a vehicle owner liable for a violation if they ignore the citations and don't pay them or contest them to court. We will be required to issue municipal infraction citations for violations that aren't resolved through payment or transferred to court. Therefore, based on the recommendation of the city's attorney we stopped issuing ATE citations in September of 2018 for all violations until a new ordinance was passed, forms edited and violation processing is changed.

During 2019 there were a total of 9,991 citations issued. 2,450 citations were issued for red light violations and 7,541 citations were issued for speed violations. 1,569 speed violations were generated from the mobile speed vehicle (Chevy Sonic) that was in operation the complete calendar year. During 2019 we did not issue any violations during January and February due to the court ruling. Because of this we cannot complete a direct comparison to prior years with detailed, exact numbers. However, if we get an average of citations issued from the prior years we can make a general, less detailed comparison.

The only real way to compare the prior years is to use averages of citations per month. 2019 is consistent with years 2018 and 2017 with 999, 965 and 916 per year respectively. 2014-2016 were significantly higher (1,243, 1,314 and 1,161

respectively). Other comparisons are difficult to make. There isn't much that can be gained by this comparison.





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

Year	Total	PI	PD
2010	34	9	25
2011	28	9	19
2012	26	6	20
2013	19	4	15
2014	25	2	23
2015	19	2	17
2016	28	4	24
2017	21	3	18
2018	21	6	15
2019	22	2	20

For 2019 we saw a significant reduction in injury crashes but an increase in the property damage crashes. Overall, there wasn't a significant change in the total number of crashes at these intersections. Muscatine continues to see a reduction from the pre-ATE era.

The use of automated traffic enforcement has increased in Iowa since we started. Chester and Le Clair have started a program in their communities in the past year or so and there are other entities in the research or implementation stages.

As stated earlier in this report it is difficult right now to draw a more detailed statistical comparison between 2019 and prior years with the impact of the Supreme Court decisions and the delay with starting the program back up. Hopefully in 2020 we will have full year statistics to compare to prior years.

Field Training Program

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

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

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

Becoming an FTO (Field Training Officer) is completely voluntary and officers wishing to become an FTO must go through an application process. Once their

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

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

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

We had three new officers graduate from the Iowa Law Enforcement Academy in April and one new officer graduate in August. We have three new officers set to start their training there after the 1st of January 2020. These officers were hired in the late fall of 2019. The newest ILEA graduates are on schedule to begin their training within our department in April, 2020. They should complete their training and be counted on for solo patrol duties in August, 2020. We hired a certified officer in December and he should complete his training and be counted on for solo patrol in March, 2020.

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

recruit with everything from finding a place to live to learning and understanding the department's philosophies and politics. The goal of the mentoring program is to increase the department's retention of new officers.

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

Muscatine Special Operations Response Team (MSORT)

The Muscatine Special Operations Response Team (MSORT) is a specialized unit consisting of individuals who have received additional training in weapons handling and tactical incidents. MSORT consists of long rifle marksmen (snipers), tactical operators, tactical emergency medical personnel, (TEMS) and negotiators. The number of members on the SRT fluctuates depending on manpower, school availability, and interest. Assignment to MSORT is completely voluntary and officers wishing to be considered for the team must go through an application process.

January 1, 2018 Muscatine Police Department and Muscatine County Sheriff's Office joined forces and created a multi-jurisdictional team currently known as MSORT. This replaced the SRT in both agencies and now MSORT is comprised of Muscatine Police Department, Muscatine County, West Liberty, Durant and Louisa County. In July of 2019 MSORT expanded its details to include Cedar County, Tipton and West Branch. All agencies entered a MOU and a board was created to oversee the operations of MSORT which is run by a Team Commander. The Commander answers to the board who meet quarterly to keep them updated and discuss future operations, expenses and training. The board consists of Muscatine Police Chief, Muscatine County Sheriff and Muscatine County Attorney.

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

MSORT is a team that consists currently of 37 members. This number can vary due to personnel transfers. The critical number that MSORT must sustain to meet NTOA standards as a qualified tier 2 team is 19 members excluding TEMS and Negotiations. MSORT is currently under NTOA standards for training time, but strives to meet as many standards as possible. Currently, MSORT is training monthly 8 hrs with quarterly training of an additional 8 hours. MSORT entry team had over 132 hrs of training in 2019 not to include any outside agency training.

MSORT snipers conducted 96 hours of training and negotiators conducted 32 hours of training. In February of 2020 MSORT will be bringing in 88 Tactical to instruct a 24-30 hour training course for MSORT Entry members.

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

MSORT has continued in its effort to explore new tactics and stay current in the team's methods of operations. MSORT members have built lasting liaisons with other region 5 tactical teams to include Iowa State Patrol. 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

As stated above MSORT members participate in 132 hrs of training per year. Members train at handling various scenarios which will cover everything from high risk search warrants, barricade/hostage situations to active shooter situations. MSORT 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, MSORT has conducted training for the entire patrol division on how to handle an active shooter situation. This department wide training also included training on the incident command system and the department's all hazards plan. MSORT has worked with several local companies and the Muscatine Community School District, GPC, Monsanto and HNI regarding preparedness for such events and trained in their facilities using their employees/students. This year the MSORT has continued

efforts to reach out to area businesses and schools conducting more of the same type of training.

Operationally, MSORT was called out on 4 occasions for the 2019 year. These call outs include a barricaded subject, vehicle assault, drug warrant to include guns and suicidal juvenile.

(Case Example)

A barricaded subject had entered a house and forced homeowners to leave. This was a barricade that lasted approx. 7 hours. MSORT was assisted by Bettendorf PD for use of an armored vehicle and robot to conduct an entry into the house. The suspect was threatening explosives and had access to several guns inside the residence. After negotiations had ended with over 132 calls to the suspect, the house was entered and the suspect was apprehended with minimal injuries to the suspect and minimal damage to the residence. The call out was able to go as well as it did because of all of the support and hours of training that we are able to receive each year.

Commanders and Team Leaders were able to update current MSORT policy and create a new portion for explosive breaching. This year MSORT sent two members from the team who are explosive breaching certified. MSORT is currently able to conduct explosive breaching assignments to aid in the rescue of hostages and achieve another step to becoming a Tier 1 team per NTOA standards.

This year MSORT was able to purchase a new tactical vehicle BATT-APX. This rescue vehicle was able to be purchased with funds from Muscatine County, City of Muscatine, Muscatine County Attorney, Howe Foundation and Kent Corporation funds. This vehicle had a total cost of \$225,000.00 and couldn't have been purchased without the use of a multi-jurisdictional team.

Goals

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

MSORT has continued to outfit and upgrade members with new and improved equipment. Currently all MSORT members are equipped with a level 3 load bearing vest and a ceramic plate to fit the front. MSORT is still continuing to purchase equipment for all operators which include 6 new operators selected in late 2019 to the entry and sniper team. NTOA was not able to be attended in 2019 due to personnel staffing issues, but for 2020 MSORT is looking to send approx. 8-10 members to the conference as it comes to Kansas City.

The team will continue to serve search warrants, respond to barricades and will train for hostage rescue. MSORT will strive to meet NTOA standards of 192 hrs of training a year. MSORT is able to identify themselves as a Tier 2 team according to NTOA and will consist of a minimum of 19 total members from command down to entry and snipers. In 2020 MSORT is looking to possibly purchase a robot as there is currently funding being provided from HNI, Kent Corporation and Howe Foundation. MSORT will make every effort to provide better services to the citizens of Muscatine, Muscatine County and the surrounding area in which it serves.

National and Local Crime Statistics

Annually, the Federal Bureau of Investigations (FBI) releases its annual Uniform Crime Reporting (UCR). In the report the FBI's *Crime in the United States, 2018* claimed for the second consecutive year, the estimated number of violent crimes in the nation decreased when compared with the previous year's statistics. These crimes are categorized by the FBI as (part 1) crimes and are made up of murder and non-negligent manslaughter, rape, robbery, and aggravated assault. In 2018, violent crime was down 3.3 percent from the 2017 number. Property crimes also dropped 6.3 percent, marking the 16th consecutive year the collective estimates for these offenses declined. FBI property crimes (part 2) crimes are listed as burglary, larceny theft, motor vehicle theft and arson.

According to the FBI, there were an estimated 1.2 million violent crimes committed in our nation. In summary, statistics provided by FBI has shown crime, for the most part, continues to be on the decline.

Among some of the other statistics contained in *Crime in the United States, 2018*:

- In 2018, there were an estimated 1,206,836 violent crimes. The estimated number of three violent crime offenses decreased when compared with estimates from 2017. Robbery offenses fell 12.0 percent, murder and non-negligent manslaughter offenses fell 6.2 percent, and the estimated volume of aggravated assault offenses decreased 0.4 percent. The estimated volume of rape (revised definition) offenses increased 2.7 percent.
- Nationwide, there were an estimated 7,196,045 property crimes. The estimated numbers for all three property crimes showed declines when compared with the previous year's estimates. Burglaries dropped 11.9 percent, larceny-thefts decreased 5.4 percent, and motor vehicle thefts were down 3.1 percent.
- Collectively, victims of property crimes (excluding arson) suffered losses estimated at \$16.4 billion in 2018.
- The FBI estimated law enforcement agencies nationwide made 10.3 million arrests, (excluding those for traffic violations) in 2018.
- The arrest rate for violent crime was 159.9 per 100,000 inhabitants, and the arrest rate for property crime was 361.2 per 100,000 inhabitants.
- By violent crime offense, the arrest rate for murder and non-negligent manslaughter was 3.7 per 100,000 inhabitants; rape (aggregate total using

the revised and legacy definition), 7.7; robbery, 27.2; and aggravated assault, 121.4 per 100,000 inhabitants.

- Of the property crime offenses, the arrest rate for burglary was 54.9 per 100,000 inhabitants; larceny-theft, 275.5; and motor vehicle theft, 28.1. The arrest rate for arson was 2.8 per 100,000 inhabitants.

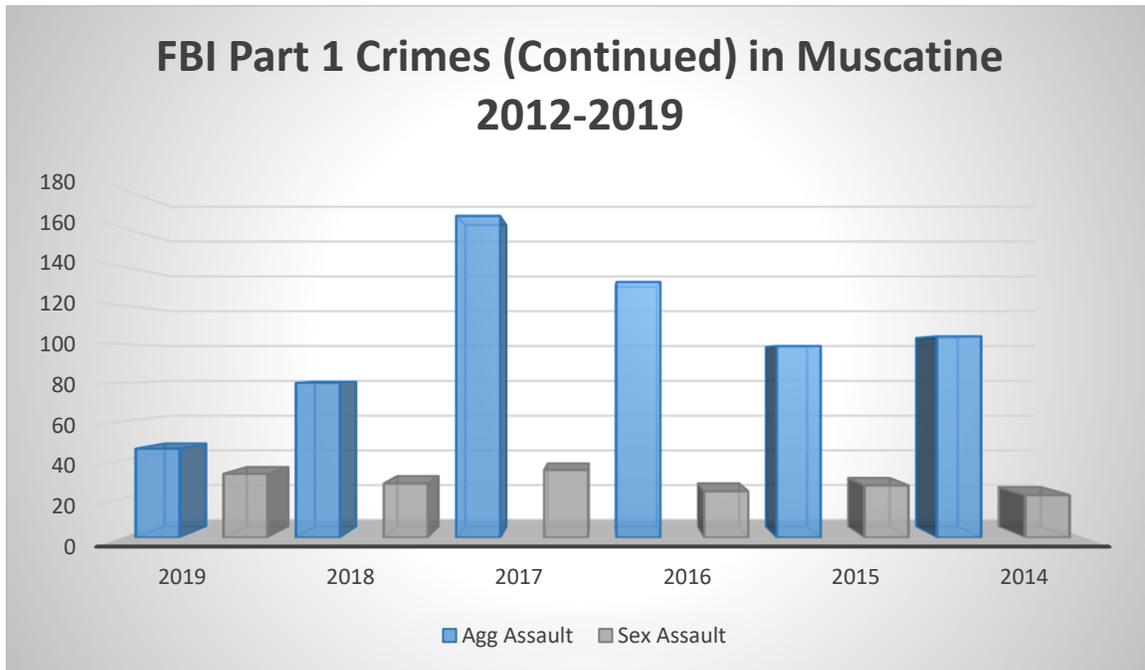
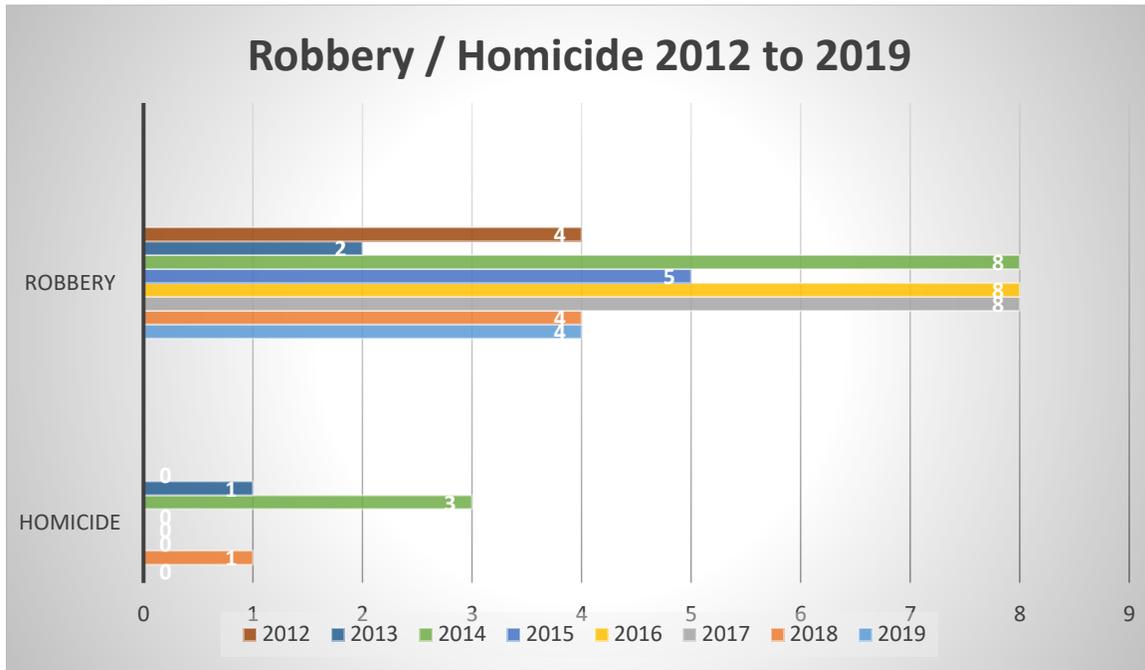
Muscatine Iowa UCR (2019)

The City of Muscatine encompasses approximately (18.35 square miles) and has a population of 23,817 people. Muscatine, Iowa is the 22nd [largest city in Iowa](#) based on official [2017 estimates](#) from the US Census Bureau. The Muscatine Police Department (41 sworn personnel) responded to (19,472) calls for service in 2019. Within this time period police responded to (33) sexual assaults (4) Robbery and (46) aggravated assaults (FBI part 1 crimes). Comparatively speaking, during the previous year the MPD experienced (28) sexual assaults (4) robbery and (80) aggravated assaults. Muscatine did not report a murder/non-negligent homicide in 2019.

In comparing major crimes to previous years, Muscatine has totaled (21) robberies, (285) aggravated assaults and (123) sexual assaults since 2015. 2014 touted more robust numbers with (3) homicides, (8) robberies, (104) aggravated assaults and (22) sexual assaults. 2013 reported (1) homicide, (2) robberies, (104) aggravated assaults and (30) sexual assaults. Totals for 2012, Muscatine investigated (4) robberies, (113) aggravated assaults and (25) sexual assaults. Finally, 2011 (3) robberies, (132) aggravated assaults and (22) sexual assaults were documented. The below graphs highlight the 2012-2019 results.

Juvenile arrests during 2019 were also recorded and made up approximately 8.0% (156) of the total arrest made (1242) by the Police Department. This was 15 fewer arrest than the previous year and 64 fewer arrests within the past two calendar years.

Muscatine Iowa / FBI (part 1) Crimes



On average, in 2019, MPD case assignments to the Department’s Major Crimes Unit netted a clearance rate of FBI Part 1 crimes was 71%. At a national level, clearance rates of Part 1 crimes registered approximately 41%.

Considering juvenile arrest in 2019, Muscatine PD made 156 arrests compared to 171 and 257 from the previous two years respectively. This was an approximately 39% decrease from 2017.

Making the Comparison

Statistically speaking, it appears, after comparing both national and local crime statistics, Muscatine Iowa incidents of crime have decreased, much the same as national statistics. Likewise, with a small decrease in the number of reported crimes, the number of arrests has also decreased.

There are many reasons which can be attributed to the overall decline in crime in Muscatine. Included, but not limited to targeted patrol tactics, Problem Oriented Policing (POP) projects and the Juvenile Diversion Program. As the Department reaches its full manpower potential, it will continue to allocate this manpower toward combating existing problems (e.g. gangs, illegal drugs trafficking and property crimes).

JUVENILE DIVERSION PROGRAM

December 2019 brought on eighteen solid months involving interaction with at risk juvenile's through the Police Department's Juvenile Diversion Program. In 2018, the Muscatine City Council developed City wide goals, one of which was listed as:

- Develop a youth diversion program for at risk youth in cooperation with the Police Department, School District, Juvenile Probation and other parties. Educate and train staff.

Through a collaborative effort involving Juvenile Court Services, The Muscatine Community School District, Muscatine Police Department, Wilton Police Department, West Liberty Police Department, the aforementioned City goal was achieved.

The Muscatine Diversion Program is founded upon a national "Georgetown University" Center for Juvenile Justice Reform model. The goal of the juvenile Diversion Program brings together individuals and teams of law enforcement officers, probation staff, prosecutors, school officials, judges, policy-makers, and other local leaders who are committed to strengthening their diversion efforts. Personnel who are involved in the diversion program receive in-depth training and guidance from national experts on cutting edge juvenile diversion policies, practices and programs while also benefiting from networking and learning across jurisdictions.

Starting August 2018, the Muscatine Diversion Program hosted its' first annually monthly class at Musser Public Library. During each class, students are given expert instruction in corrective thinking methods, goal setting and behavior chain strategies just to name a few topics. Participants are required to actively participate in classroom activities, take personal responsibility for their actions and must be accompanied by a parent or guardian. Parental support is a pillar of the diversion program and a parent or guardian must be present for the student to graduate.

In the past eighteen (18) months of the program one hundred five (105) students have participated in diversion classes. 2019 found fifty-two (52) students attending class with four (4) students being carried over into the 2020 calendar year. The success of our local program has been high with a 90% attendance and a 96% non-recidivism rate. The national non-recidivism rate for diversion programs is published at 80%.

Our program remains young although it has become extremely successful based on current juvenile crime statistics. In a perfect world, the program would experience few participants with a 100% non-recidivist rate. Because few people have the luxury of living in such a climate, we as law enforcement, school officials and policy makers will continue to strive toward providing a safer environment for juveniles located in the Muscatine Iowa area.

WHAT ELSE DO WE DO?

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

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

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

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

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

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

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

Conclusions

In 2019 the department lost five officers (5), one (1) was fired for misconduct, one (1) left on a heart disability, and the other three (3) resigned. Out of the five (5), one (1) went to another law enforcement agency (Cedar Rapids) and the other three (3) are not in law enforcement.

We hired five (5) new officers in 2019. Out of the new officers hired, one (1) is in the field training program and three (3) are currently at the Iowa Law Enforcement Academy. They are set to graduate in April of 2020. One resigned within a few months as he failed to make it through the field-training program. We will hire another officer in April of 2020, which will bring our staffing level to the allotted 41 officers.

The Muscatine Police Department continues to maintain our accredited status. In November of 2019, the department received our sixth reaccreditation. The Commission on Accreditation for Law Enforcement Agencies (CALEA) assess our department. Accreditation has helped our officers understand what is expected of them in relation to policy and procedure. The officers should be proud of this accomplishment. Accreditation would not have happened without their hard work and dedication. Accreditation helps us to maintain higher standards than most departments.

Five-Year Goals for the Police Department

1. Maintain our accredited status through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
2. Continue working towards a department demographics that closely mirrors the community.
3. A new building or improvements for the Police Department.
4. Adequately prepare employees for future promotions, as many current administrative and supervisory personnel get closer to retirement.
5. To continue to foster positive relationships within our community through community policing efforts

As 2019 ended, the Muscatine Police Department reflected on yet another great year of service to the community. This is an indication of the commitment to the

community, excellence in organization, communication, leadership, and the loyalty of the men and women working in the Muscatine Police Department.

Muscatine Police Department

Chief Brett Talkington