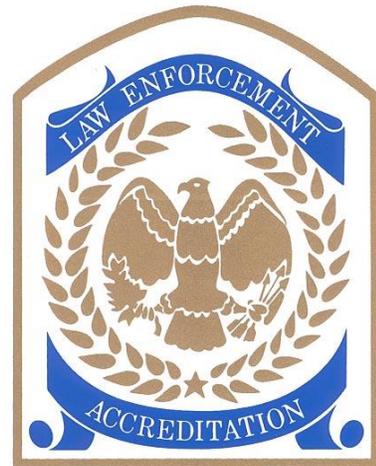


# ★ Muscatine Police ★

## Annual Report 2010



A Nationally Accredited Law Enforcement Agency  
Protecting and Serving Since 1851

# 2010

Letter of Transmittal	Section 1	Page 2
Muscatine Police Department Organizational Structure	Section 2	Page 4
Problem Oriented Policing	Section 2	Page 5
Juvenile Crime	Section 2	Page 9
Report on Criminal Investigations	Section 2	Page 14
What else do we do?	Section 3	Page 19
Law Enforcement Accreditation	Section 3	Page 21
How are we doing on the technological curve?	Section 3	Page 23
Field Training Program	Section 3	Page 25
Special Response Team	Section 3	Page 28
Muscatine Police Department Canine Program	Section 3	Page 30
Conclusions	Section 4	Page 32



## Office of the Chief of Police Gary R. Coderoni

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Muscatine, Iowa 52761  
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### **LETTER OF TRANSMITTAL**

TO: Muscatine Mayor and Council

THROUGH: Gregg Mandsager, City Administrator

DATE: January 2011

FROM: Gary R. Coderoni, Chief of Police

SUBJECT: Police Department Operational Report, 2010

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 and in turn the city 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.

The department has faced a number of challenges this past year, some internal and others external. The problem is not that there are or have been challenges. The problem is expecting otherwise and thinking that having problems is a problem, and not opportunities for growth and internal circumspection. Challenges of course, are easiest to deal with if faced with them one at a time. The problem comes when they refuse to get in line and take their turn, which has often been the case this past year. The police department has faced some adversity from within over the past year, but in my humble opinion, has emerged as a better organization, thanks to all of our dedicated officers.

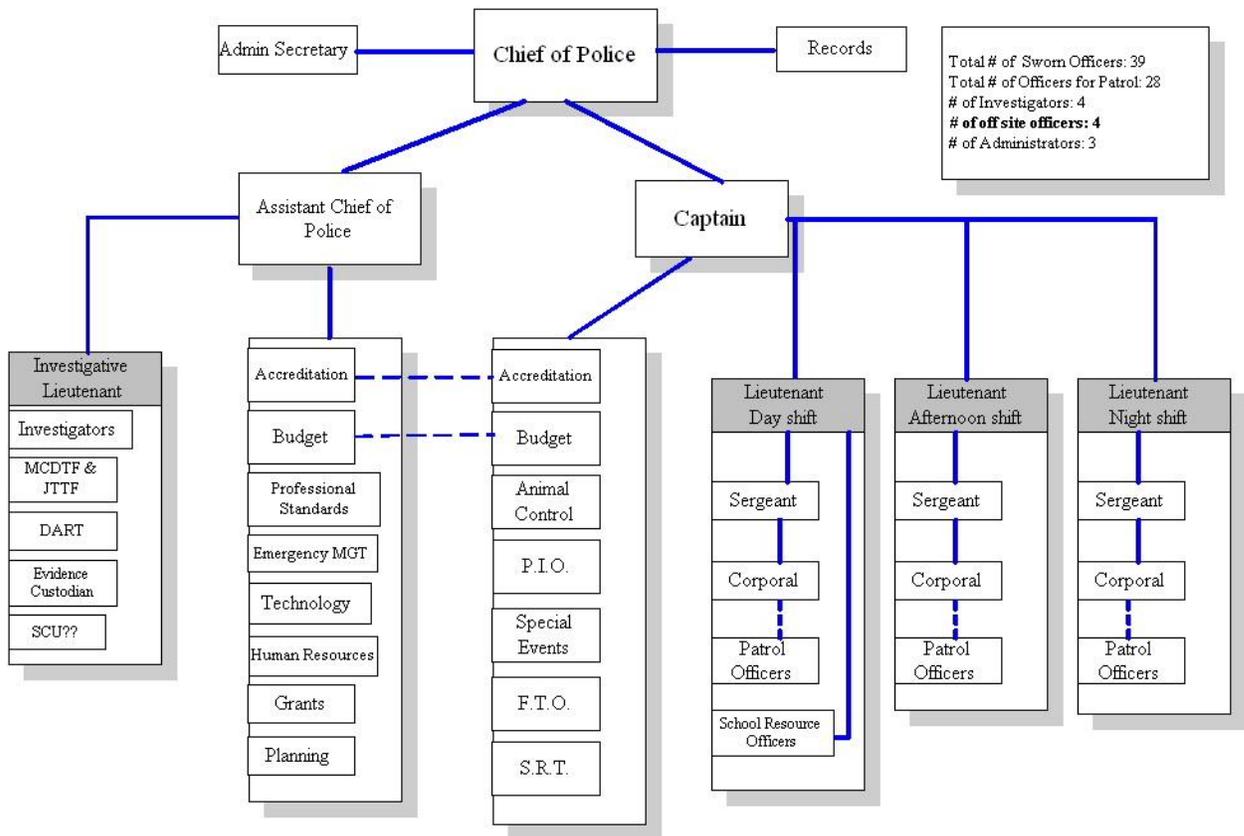
***"A Nationally Accredited Law Enforcement Agency,  
Protecting and Serving Muscatine Since 1851."***

This of course will be the final such report that I will assist in preparing. I'm certain that those which follow will be just as informative and insightful. I hope that this, as well as future Mayor's, Councils and City Administrators will find these annual reports 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 those that through no control of our own will continue to face us in the future. And as I've said far too often over these past 20 years, we can't know where we're going unless we are certain of where we've been.

*"A Nationally Accredited Law Enforcement Agency,  
Protecting and Serving Muscatine Since 1851."*

## 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.

## **Problem Oriented Policing in the Muscatine Police Department**

In the past couple years, the Muscatine Police Department and its members have experienced a change in philosophy in policing methods. There has been an effort to be more involved with problem solving and seeking community involvement when dealing with crime and disorder related issues.

Problem Orientated Policing involves the analyzing of groups of incidents that relate to specific crime problems and then developing a strategy to address future crime. This change went hand-in-hand with the implementation of the new schedule that incorporated 4 - 10 hour work days.

In the month of July 2008 a new work schedule for 2<sup>nd</sup> shift and 3<sup>rd</sup> shifts was implemented. The work hours were 10 hour days beginning at 3:00 p.m. to 1:00 a.m. for the 2<sup>nd</sup> Shift, and 9:00p.m. to 7:00 a.m. for 3<sup>rd</sup> shift. There was an overlapping of these shifts from the hours of 9:00 p.m. to 1:00 a.m. This resulted in there having anywhere from 8 to 10 patrol officers on duty during this time frame. In July of 2009 we have also included day shift in the 4- 10 hour schedule. This has also allowed for the extra manpower and shift overlap between the hours of 3:00 p.m. to 5:00 p.m. and, has helped to decrease “over the shift” overtime which helps us to minimize overtime in that area.

This overlapping allowed for the planning and scheduling of special details and projects that were difficult to put together with the old schedule. Shift supervisors were responsible to give direction and oversee officers that were given these special assignments.

One such assignment was initiated in July of 2008. The Shift supervisors had researched and believed that there was a significant problem with juveniles being out in public after Curfew hours. It was also believed that these juveniles were responsible for other crimes that were being committed, such as car burglaries, stolen bicycles and damage to property. There was a directed effort to address this issue by the shift supervisors and officers, by assignment of officers to find these juveniles on a nightly basis. At the end of the month, 84 juveniles were arrested for Curfew, with 20 warnings being issued.

In July of 2009 the assignment was carried out again but only to show a decrease in arrests to 24 juveniles arrested for Curfew.

What was learned from this was that after two years of targeting these areas not only did Curfew arrests drop but so did juvenile total arrests. In 2008 there were 531 arrests and in 2009 they totaled 462 and yet down again for 2010 with only 347 arrests.

There was a concentrated effort to address the issue of the excessively loud vehicles, either loud stereo or loud exhaust. We had already had a directive to try to do more enforcement in this area. With the implementation of the new schedule, Shift Supervisors could more easily make the specific assignment on a regular basis. Assignments were made to detect these types of violations and there were 25 citations issued for defective muffler in 2008 followed by 45 citations in 2009 and 31 citations for 2010.

Apartment complexes present numerous problems for the Police Department. The Police are called frequently to investigate noise disturbances, neighbor disputes, drunk and disorderly, thefts, burglaries, etc. The morning shift officers volunteered for assignments as "liaisons" for specific apartment complexes. This was designed to aid in the communication between uniformed patrol officers, the management for the apartments and the occupants. When a Patrol Officer takes a report or handles a call for service, the "Liaison" Officer is forwarded a copy of the report. The officers may coordinate efforts to find someone, investigate a crime, or decide a course of action on how to proceed with taking other actions. This basically helps to keep everyone informed, especially with situations that seem to be ongoing and involve chronic offenders and repeat victims.

We have taken efforts at the apartment complexes a step further. There are seven apartment complexes that have assigned officers to them. During 2010 officers have taken several different approaches to try and get to know citizens from the apartments and address their concerns. Officers have held cookouts for the complexes and set up formal activities to involve the kids and parents as a way to better the apartment complex living area. After reviewing the monthly reports from the officers involved they have kept in contact with the Managers of the apartments and have had very little complaints. Some apartments have started the year with a 20% turnover rate and will be updated after the first of the year to see if it has yet improved. They are usually out at the apartment complexes for an hour a week and meet with the Managers on a monthly basis to discuss any problems to plan upcoming activities. Another form of activity would be an open door plan which at a particular apartment they allow an officer to be there from 1530 until 1630 and it is open to the residents.

While statistics will show that in 2009 the numbers of calls were at 503 and in 2010 in went up to 509 this could merely be due to the amount of contacts that the officers gathered while working the complexes. As the arrests will show they have dropped from 2009 with 69 total arrests to 39 for 2010. We will increase our effort as a department to stay in touch with our complexes to gather information and intelligence to try and make this even lower for 2011. This project has shown improvement and has obviously controlled criminal activity.

In 2010, we had to address another problem where juveniles were causing problems at 4<sup>th</sup> St. Park and in the area of 500 blk of Walnut. We responded to these areas several times throughout a shift and had a hard time trying to stop the problem. We utilized the shift overlap and put Officers in plain clothes assignments. We utilized citizen's homes and garages to try and gather intelligence on who was causing the problem. Finally, the department, City Administrator, MPW and Musco met to address the issues of lighting at 4<sup>th</sup> St Park. Musco donated lighting equipment and personnel, MPW donated personnel and electricity to make it happen. We also met with MPW to address lighting issues in the 500 block of Walnut. MPW put up a security light at the #5 alley. MPW also agreed to install one more street light on Cedar Street in the area of the YMCA and Cedar Hills Apts.

In September of 2010 the Supervisor of GTSB for Muscatine Police Department met with the State Police and Muscatine County Sherriff's Dept. to work together to target the number of citizens not wearing seatbelts. This special traffic enforcement was one of many that was completed throughout the year but had the most impact. Prior to September 2010, we had written 70 citations for no seatbelt. After the project was completed to the current date we have only wrote 23. There are weather issues to include in the numbers of citations, but this shows more than a 50% decrease in seatbelt citations.

There have been many other successful things that have come as a result in the change of this philosophy. One of them being a savings to the City in respect to the monies spent in overtime. Since the implementation, the overtime usage has dropped significantly.

## **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 percent<sup>1</sup>.

Juvenile crime statistics show that crimes committed by juveniles 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%<sup>1</sup>.

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 2006<sup>1</sup>.

## Muscatine Juvenile Crime; In the 21<sup>st</sup> 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 2010.

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.

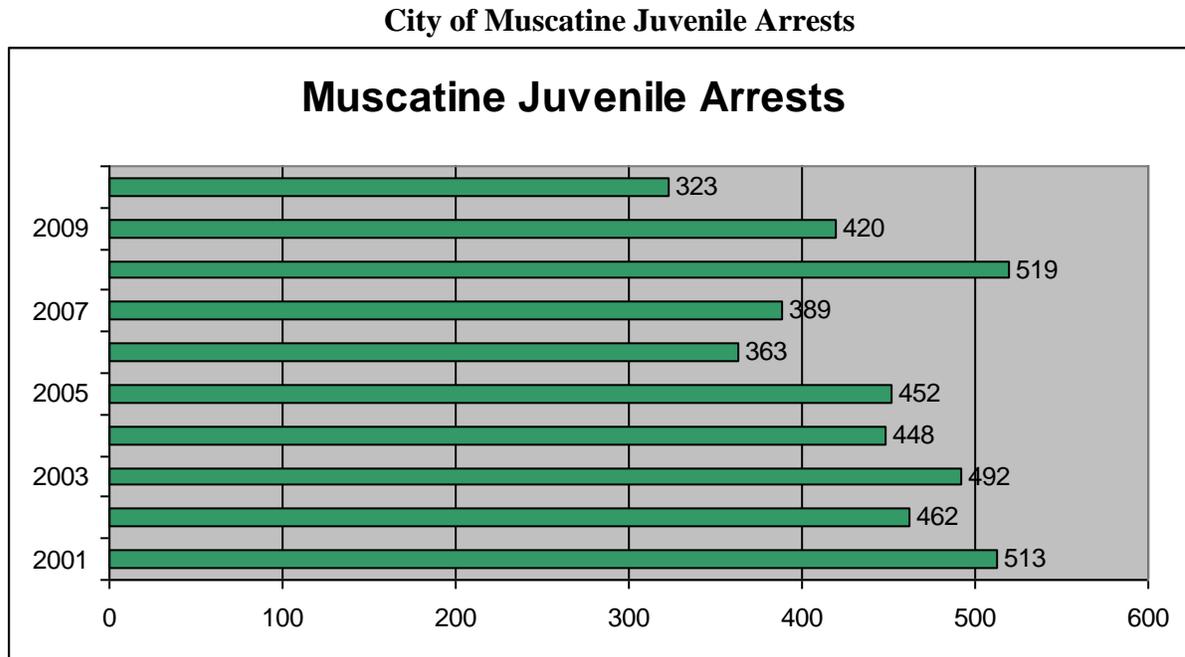


Chart 1

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 numbers, some patterns may emerge.

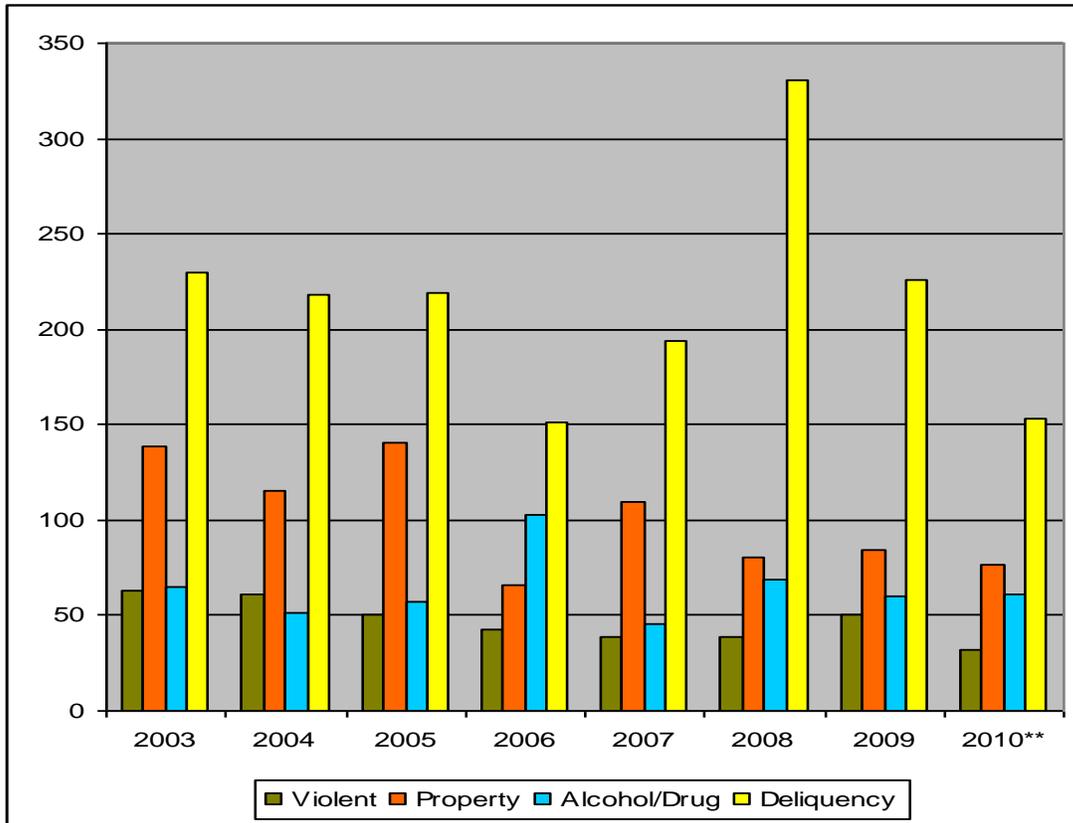


Chart 2

The information in the above graph is arrests of juvenile offenders made by the Muscatine Police Department over the last seven years and those of 2010. The data is broken down into four separate categories. Those categories are;

- 1) **Violent Crimes** – Any crimes perpetrated against and 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 indicate, 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, though difficult to maintain given our current staffing level, is proof of what our department can accomplish with adequate manpower. As noted earlier in this report, a lot of juvenile crime, nation wide, 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 issues this will be a short lived experiment, at least for the immediate time frame. At current staffing levels it is questionable whether the department can maintain these levels of efficiency for very long.

Chart 3 below shows the number of juvenile arrests made by the Muscatine Police Department during the last seven years in comparison with the total number of arrests. Numbers for 2010 are also shown. 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.

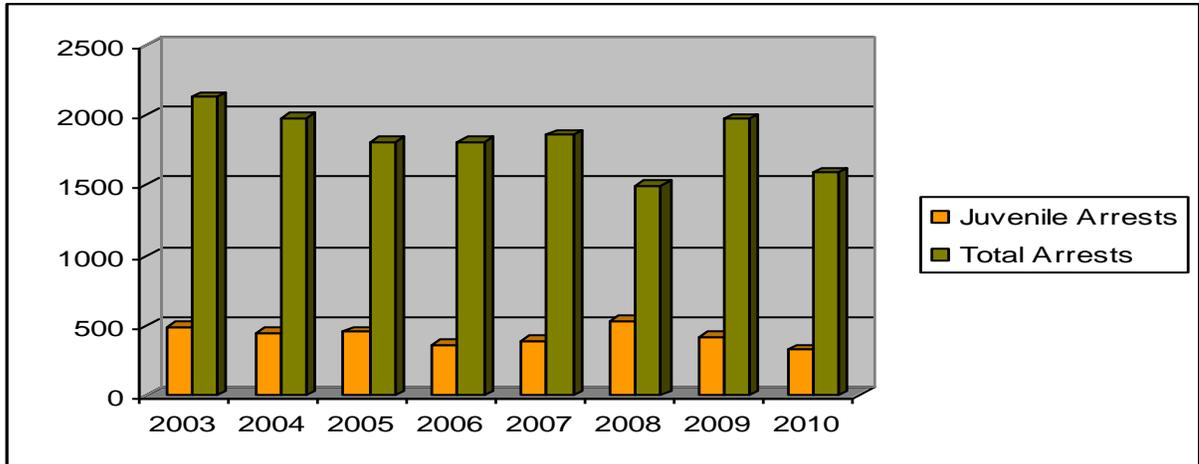


Chart 3

On this final chart you will see the raw numbers. A recent 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 18% of the total arrests in 2009 and 2010. According to the United States Census Bureau persons under the age of 18 make up approximately 25% of the total population of Muscatine County.

	2005	2006	2007	2008	2009	2010**
Juvenile Arrests	452	363	391	531	462	340
Total Arrests	1812	1812	1861	1498	2471	1885
Percentage	25%	20%	21%	35%	18%	18%

Chart 4

\*\* - Data from 2010 is for 10 months only.

1. Office of Juvenile Justice and Delinquency Prevention ([www.ojjdp.gov](http://www.ojjdp.gov)).

## **Muscatine Police Department Division of Investigations Operations 2010**

### **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**

The Major Crimes Unit (MCU) investigators are responsible for investigating felony offenses. Staffing within the MCU continues to plague their ability to investigate each and every felony crime occurring within the city. For the past 20 plus years, staffing within the MCU has been limited to three (3) investigators; however, advancement in technology has helped increase the sophistication of criminals and the techniques they use to commit their crimes. This forces us to dedicate more man hours in an effort to solve these crimes and apprehend those responsible. As of July 2007, reported property crimes, primarily burglaries that failed to have a viable suspect were inactivated by the patrol division. This decision was based solely as a result of lack of manpower within the MCU. Investigators primarily focus on felony cases which include but are not limited to murder, felonious assaults, robberies, sex abuse, felony thefts and burglaries, (when reliable leads are available.)

The MCU also experience turn over in 2010. One of our experienced investigators was promoted out of the position in February, returning to the patrol division as a Lieutenant. At the same time, our long time Investigative Supervisor opted for a new assignment in patrol. In March, Lt. Snider took over as the new supervisor of the division. Some shuffling went on with the open investigator's position until it was finally filled in mid-April. There has been a learning curve for everyone in the MCU but the transitions have gone smoothly and had little effect on the overall operations.

From January 2010 through November, 24<sup>th</sup> of 2010 the Major Crimes Unit investigated approximately 270 cases. They conducted (5) assists with other agency investigations (2) of which were homicide related, (2) murder

investigations, (4) robberies, (4) arsons, (65) sex abuse related crimes, (76) theft related crimes, (57) burglaries (20) cases of identity theft, (10) felony assaults, (6) criminal mischief, (3) harassment, (3) drug related investigations, (1) child abduction, (2) incidents of election misconduct and (4) death investigations. They also assisted agencies such as DHS, Adult Probation and members from patrol with some smaller investigations that were not included on this list. Sex abuse and murder investigations 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), while a single murder investigation can take weeks before it's concluded.

Suspects using computers and cell phones during the commission of these crimes are now the norm. For investigators to access these types of electronic devices or even examine records from these devices requires the application for a search warrant. This creates an additional drain of our resources and directly affects the amount of time that can be focused on other investigations.

Out of the 270 cases that the MCU handled this year, (43) remain open investigations, (73) have been cleared by arrests, (74) were determined to be unfounded, (39) cases were inactivated, and the rest have been cleared by some sort of exceptional means. For a case to be unfounded it either means that the victim or witnesses were not completely truthful during the initial reporting phase and no crime occurred or that it was determined that the crime occurred outside our jurisdiction. For a case to be inactivated means that it remains unsolved but leads in the investigation have dried up or proved to be dead ends. In instances where suspects or offenders are later developed, an investigator reopens the case.

## **2010 Accomplishments**

The 2010 year proved to be another successful year for the MCU. It began with a major homicide investigation in which the victim had been beaten to death. The subsequent interrogation of the suspect by our investigators was instrumental in obtaining the suspect's confession. This suspect is set to go to trial in December 2010.

Two other investigators received Letters of Commendation for their case work on a missing 12 year old girl. The FBI's assistance was sought with this investigation, which has resulted in multiple federal indictments against the individual responsible. The suspect is awaiting federal trial.

Our second homicide case was between a wife and her husband. The hard work and tough interviews conducted by investigators gave the County Attorney's Office enough confidence to deem the act as justifiable. No charges were filed in the matter as it was considered an act of self defense.

### **Muscatine County Drug Task Force (MCDTF)**

Muscatine County Drug Task Force Statistics (January to November 24<sup>th</sup>):

#### Activities

Arrested (55)

Searches conducted (87)

#### Drug Seizures.

Cocaine (1,730.72 grams)

Crack Cocaine (16.8 grams)

Methamphetamine (16.3 grams)

Ice-Methamphetamine (23.43 grams)

Marijuana (65,267.74 grams)

Marijuana Plants (6,096)

Prescription Pills (190)

#### Other Seizures

Firearms (29)

Currency (\$17,646.00)

### **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.

### **Equipment:**

The JTTF has provided the Muscatine Police Department on a (semi permanent loan basis) a Remington Eyeball "Throw Ball" system, to be utilized for a barricaded subject and/or hostage situation. This has been available to us for the past two years. They have also provided equipment specifically need for surveillance operations such as pole cameras and tracking devices.

### **Training for Department Personnel:**

JTTF continues to assist in securing attendance in the Law Enforcement Intelligence Network, (otherwise known as "LEIN School"). The school allows department personnel to spend two weeks learning how to gather and analyze intelligence. This year one MPD officer attended LEIN School at no cost to the city. Two MPD officers were then sent to the annual LIEN training conference this fall, again at no cost to the city. It is anticipated JTTF will cover the cost of sending two more MPD officers to LIEN school in the spring of 2011.

### **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. We will also explore the possibility of having one of our investigators ICAC certified so the unit can begin doing it's own computer forensic recovery. 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.

The MCDTF has faced some unique challenges this year which will continue to force changes into the 2011 year. All members, present and past, were investigated when items were discovered missing from the MCDTF evidence room. This forced the current members to revamp their evidence handling process as well as their evidence storage procedures. Our two task force members have been instrumental in the restructuring of the evidence room which included a complete audit of the room and the establishment of new security procedures. As we move into the 2011 year, the MCDTF will also be facing a change of leadership as the State DNE will take over command of the unit. Our members will strive for a smooth transition as this takes place with as little disruption in operations as possible.

## 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- 5 officers
- Field Training Officers- 11 officers
- Firearms Instructors- 5 officers
- Emergency Response Team- 13 officers
- Hostage Negotiators- 4 officers
- Crime Scene Technicians- 6 officers
- Defensive Tactics Instructors- 4 officers
- Defensive Driving Instructors- 2 officers
- Chemical Munitions Instructors- 2 officer
- CPR/AED/First Aide Instructors- 3 officers
- Drug Recognition Expert- 2 officers
- K-9 Handler- None presently
- School Resource Officers- 1 officer

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. Additional training is being funded in some of these areas from grants and donations received by the police department in FY 2010-2011.

## **Law Enforcement Accreditation**

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

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

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

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

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

There are currently more than 600 accredited law enforcement agencies in the United States and also some in Canada, Mexico and Barbados. In the State of Iowa, there are ten agencies involved in the accreditation process with seven of them fully accredited. In Iowa, there are currently 7 accredited agencies, with 4 others, including the Iowa Department of Public Safety (DPS) in the process. Having the DPS recognize the value of accreditation certainly adds to its importance for all law enforcement agencies.

The Muscatine Police Department received its initial accreditation award in December of 2000. Since that time we have been awarded reaccredited status on three additional occasions, in 2003, 2006 and 2009.

Our next reaccreditation, the fourth, is scheduled to occur in November of 2012, but due to recent promotions and manpower shortages our future accreditation efforts are in flux. We are in the process of training a new Accreditation Manager and hoping to keep moving forward towards the goal of the reaccreditation in 2012. Accreditation puts the police department in much better position to defend against lawsuits which may arise since the department is complying with “national” standards of operation and not merely standards developed by the police department or its Chief Executive Officer. 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 and its citizens. Being nationally accredited also lends itself to lower overall insurance premiums for police liability insurance.

## **Where are we on the Technology Curve?**

During the summer of 2008, the Muscatine Police Department secured a grant from the Iowa Department of Transportation (IDOT) to outfit eight (8) squad cars with Panasonic ruggedized laptops and mounting equipment. Through funding from the Muscatine County 911 Board we were able to add both hardware and software that allow the computers to operate as mobile data terminals in addition to running the IDOT TraCS software for reporting traffic collisions. This technology will allow personnel to access the NCIC and State of Iowa criminal databases, dispatching through the computer and serve as an alternate method of communications in times of emergencies (Interoperability). In the past this communication would have been accomplished through the use of a dedicated data radio system. Today, this can still be accomplished in this manner, however, most agencies are moving towards cellular data modems. The department has chosen to use the cellular data modems and have partnered with Verizon Wireless to make this happen. The challenge for our department, in the future will be continuing to maintain this important tool in the areas of hardware and software. The life expectancy of such systems isn't long to begin with and reduced even more when considering the amount of use our systems gets.

In 2005, a new records management system (RMS) and computer aided dispatching (CAD) system was purchased and installed thanks to a grant made available with the move to the joint communications center (MUSCOM). This system replaced an antiquated and obsolete RMS/CAD system that was installed in 1993. The new system continues to be operational today with upgrades to the software and servers.

Presently the department is in the process of purchasing a new radio system which will allow us to more effectively communicate and protect our officers in the field. We are in the final stages of the planning phase and are presently awaiting the FCC to assign radio frequencies to be used by the system. The new system is a digital 256-bit encrypted format that will allow MUSCOM to track individual officers, using imbedded GPS, in cases of emergency where the officer can't or won't respond to radio calls. The system also allows for conversation and texting of information privately with individual officers. All such exchanges will be recorded in the event that review of the exchange is necessary at a later date.

2005 also saw the move to digital in-squad video systems, again purchased with grant monies. The digital system is operational in all of our marked patrol vehicles and has been very beneficial in the prosecution of offenders.

The system relieved officers of having to manually remove and change video tapes with the inclusion of a wireless data transfer system. In October of 2009 the department was able to purchase new software and hardware that allowed for a system wide update/upgrade. With grant funding, we were also able to update the in-car video systems that brought us up date with most other agencies in the nation. However, as with such equipment maintaining that level of operability will be the key. Future requests for system upgrades, improvements and hardware replacements are to be expected. The In-car video system is a vital link in the prosecution of criminal cases. Considering recent rulings from the US Supreme Court, the Iowa Supreme Court and our local District Court, the use of video evidence is becoming almost a mandatory facet of cases presented to the courts.

**The City of Muscatine has also been working to replace/update its current web site with an updated and more user friendly version. In partnership with Civic Plus, the city has created and begun implementing the new site. As with the previously site, the Police Department is trying to create as large a ‘footprint’ as possible on the World Wide Web, in an effort to keep the community updated, offer answers to frequently asked questions and attract potential hires. We have discovered that our web site can be a huge recruiting tool for our department. With this understanding we have endeavored to include as much information as possible about the agency and the many potential career paths that are available to our employees.**

## **Muscatine Police Department Field Training Program 2010**

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 separate 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 and the three FTO commanders.

The FTO commanders are made up of two shift sergeants and one shift Lieutenant. The FTO Commanders are responsible for creating and maintaining the training schedules and training tasks for the probationary officers. The coordinators facilitate monthly cadre meetings whenever a probationary officer is in training. Should a probationary officer begin to show performance deficiencies during their FTO training, a 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 coordinators report to the Captain of Patrol, keeping 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.

Needless to say, 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. Throughout fiscal year 2009/2010 the cadre had a total of four probationary officers going through the program at various stages of their training. 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 or any 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.

## **Our Mentoring Program**

The Muscatine Police Department is now in its second full year of having an active mentoring program. The Department began a mentoring program for new recruits with the intent of maximizing officer retention as well as minimizes anxiety associated with moving to a new community and starting a new job. 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 2009/2010 the Department had four new recruits that have been assigned mentors. As of this date, all four recruits remain employed with the Department. We are hopeful that this program will continue to be 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.

## **Muscatine Police Department Special Response Team (SRT) 2010**

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 both long rifle marksman and tactical operators. The number of members on the SRT fluctuates depending on manpower, school availability and interest. 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 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.

### **Activities**

The SRT continues to explore new tactics in an effort to expand the team's area expertise for operations. SRT members have conducted extensive joint training 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.

This past year the SRT established a Tactical Emergency Medical Services (TEMS) program with the assistance of the Muscatine Fire Department. Currently there are 3 members of the Muscatine Fire Department that participate in the TEMS program.

These individuals are trained paramedics who are law enforcement certified that gear up with the SRT as a support unit. Emergency medical care is now always accessible to team members, crime scene victims and suspects. TEMS members can basically operate as combat medics, entering hot zones and retrieving wounded should the need arise.

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.

## **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. In the upcoming year the SRT is hoping to secure active shooter training through the Department of Homeland Security, which will bring several of our city agencies, as well as school executive officers, to the table. This will allow for an open discussion to take place about what each agency's priorities might be and provide a better understand for all involved. 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 to deal with.

This past year the department purchased a van with drug forfeiture funds for the purpose of transporting the team and its equipment during call outs. The team has been working on converting the van to suit its' new purpose. The van is also being structured to serve as a mobile command post so it might be used in any disaster situation. The team will continue to convert the van for this purpose and hopes to have it finished in the near future.

## **Muscatine Police Department Canine (K-9) Unit 2010**

This year the Muscatine Police Department's canine unit was comprised of a single team, an Officer and his K-9 partner Alec. The Officer has left the employ of the City and K-9 Alec due to his age has been retired. Both had been crossed trained in both street patrol tactics and narcotic detection. Street patrol tactics include things like article searches. This is where a suspect may have discarded evidence or contraband in an area then Alec was able to locate that article due to the suspect's scent on the item. Suspect searches and tracking occurs either outside in an open area where a suspect has fled or inside a building where a suspect may hide. Suspect apprehension takes place as Alec was trained to bite but not penetrate the skin, and holds onto the suspect until the Officer commands him to release. Alec was also trained in handler protection where Alec may take aggressive action against anyone attempting to harm his Officer handler. 2010 proved to be a busy year for the solo team. The unit was called out for 6 suspect tracks, 5 of which were successful. The Officer and K-9 Alec also performed 14 different building searches for hidden suspects. The unit also conducted 69 vehicle searches and 3 public demonstrations.

The area of drug searches is where the unit saw the majority of its activity. K-9 Alec performed 96 narcotic searches this year involving both vehicles and buildings. The K-9 unit discovered 490 grams of marijuana, 566 grams of methamphetamine, and 490 grams of cocaine. It had also discovered 14 pills of ecstasy. The K-9 was again invited to area schools this year to perform locker searches. This is usually done as a joint operation with other area K-9 units and has been a service the unit has been providing to our schools for several years. K-9 Alec was certified annually in the detection of all these drugs and has been very successful for us.

K-9 Alec was retired in October after 7 years of service. He remains with his handler as a family pet. The Muscatine Police Department will be asking for another K-9 in the FY 2011/12 budget request.

Officers wishing to become K-9 handlers are required to apply for the position. They must have the means to house the K-9, such as owning their own residence where the department can install an outdoor kennel.

There is generally a great deal of interest in the handler position but having an adequate area to store the K-9 is usually the greatest obstacle for the interested officers.

K-9's and their handler Officers must be continually exposed to refresher training to keep the dogs sharp and able to deliver peak performance. The handler is responsible for assuring their K-9's are kept in top operating condition at all times. To aid them with this task, the department allows one day every month to be set aside for training. This training day is often conducted jointly with other regional K-9 units.

Being a K-9 handler requires a great deal of time and dedication. The handler is also responsible for the feeding, grooming and daily maintenance of the dog away from work. The department compensates the handler for these duties by having the handler work a nine hour work day, rather than a ten hour day, thus providing for four hours of time per week for the care and maintenance of the K-9. Once an officer chooses the path of becoming a handler, he/she can plan on being in that assignment for the operating life of their dog, which is generally 5 to 8 years. They are not eligible for special assignments such as investigations or the various task force and School Resource positions, however, most our handlers have found it to be a very rewarding assignment.

## **2010 Conclusions and Reflections**

2010 has been an interesting year for the Muscatine Police Department. I would term it a “Season of Change” but that doesn’t seem to really fit the true scope of the change. Change isn’t necessarily a bad thing but it is something that can be the source of growing pains and anxiety. As a whole, the department absorbed the changes and adversity it was drawn into and still moved forward in a positive direction. We started out in February with replacing the Assistant Chief of Police, creating the new Captain of Patrol position and promoting officers to fill the positions vacated by these promotions and resignations.

As the year is coming to a close we again see major change occurring. In the late summer the department was faced with coming to terms with the very public and sad departure of an officer for conduct that was criminal in nature and was difficult for all of us, the City and its citizens. The employees of the Muscatine Police Department weathered that incident and moved forward with professionalism. Unfortunately, these things happen, and while we can’t control what happens we can and did control our reaction and response which was timely and in keeping with the expectations of the public as well as the department. In addition we experienced a couple of officers leave the department to pursue careers outside of law enforcement as well as the Chief of Police announce his retirement.

Chief Coderoni has been with the department for more than 20 years. He is the longest serving Chief of Police in the department’s history which extends back to 1839. During his 20 year tenure there have been several department reorganizations and other events that have positively shaped the department. These include law enforcement accreditation, computerization of department records, reports and communications and the creation of a joint communications operation with the county. With this in mind, 2011 promises to be a year of continuing change.

The nation is still experiencing a recession even if some economists have declared it over. Besides fighting wars in the Middle East and witnessing the highest unemployment numbers in decades, home foreclosures continued to rise and companies continued to lay off workers.

From a law enforcement perspective, we would expect to see increases in both property and violent crime as families and individuals struggle with the often harsh reality of the consequences of long term unemployment and other issues

which negatively impact people as well as places them in situations they never dreamed they'd be in. We, as a city, have been fortunate to have experienced relatively low fluctuations in crime over the past couple of years. While violent crimes, such as murder have increased, these have been related to domestic situations that have been contained within the context of their participants and have not included strangers. Property crime, in the form of burglaries, theft and shoplifting, have been rising as we had anticipated, most brought on by the current economic situation in the city/country.

Gang related crime once again came to the forefront in Muscatine in 2010. We saw a rise in assaults and property crime relating to gangs as well as a shooting that occurred between rival gangs. Charges of attempted murder, willful injury and criminal gang participation were filed in this case. Unfortunately the County Attorney's Office was forced to dismiss the charges because the victim and witness refused to cooperate with the prosecution.

The department attempted to resurrect the Street Crime Unit to deal with the gang problem through a public and private funding venture. Unfortunately the department was not awarded a federal grant that would have allowed this unit to remain active. As the budgets for 2011/12 are being formulated the city will once again need to assess the priority of law enforcement and how this transfers to General Fund allocations for personnel.