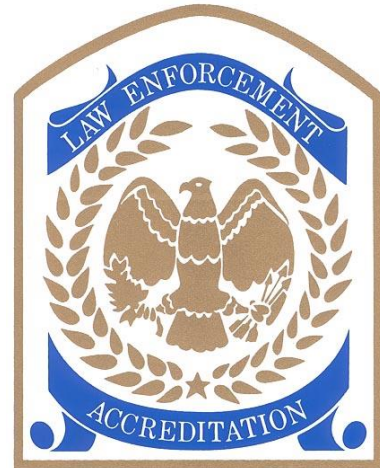


# ★ Muscatine Police ★

## Annual Report 2013



A Nationally Accredited Law Enforcement Agency  
Protecting and Serving Since 1851

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## ***Muscatine Police Department***

### ***LETTER OF TRANSMITTAL***

**TO:** Muscatine Mayor and Council

**THROUGH:** Gregg Mandsager, City Administrator

**DATE:** January 2014

**FROM:** Brett Talkington, Chief of Police

**SUBJECT:** Police Department Operational Report, 2013

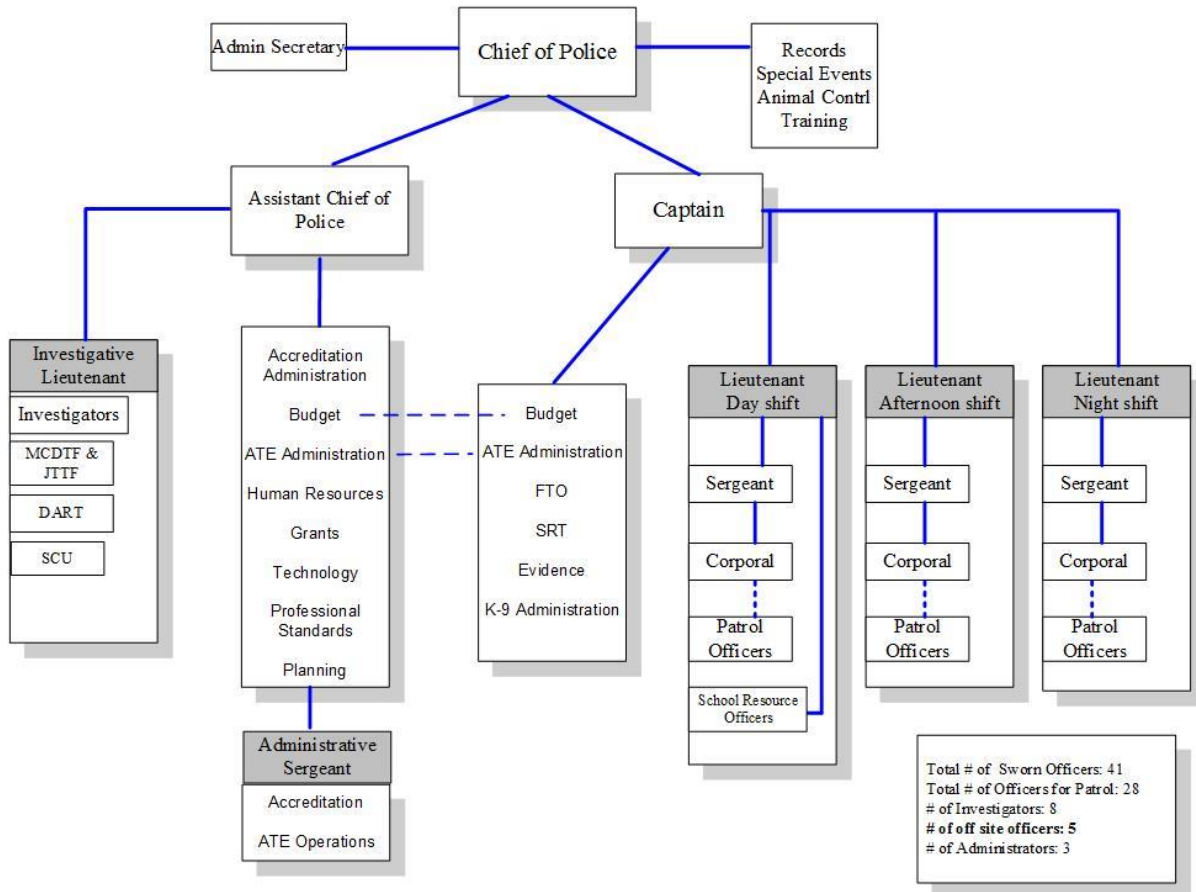
The Muscatine Police Department submits an annual Operational Report to the Mayor and City Council as part of the requirements of our national accreditation. The purpose of this report is to provide an update of police department activities, and to identify the major issues facing the department at this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

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

The department faced a number of challenges this past year with policing our own, as one officer was terminated and another resigning amidst a criminal charge. He will be tried in a court of law in the near future. Although the department faced these challenges I believe we have emerged as a better organization, thanks to all of our dedicated officers out there doing what they were sworn to uphold.

# ORGANIZATIONAL STRUCTURE

## Muscatine Police Department



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

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

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

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

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

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

## PATROL DIVISION

In 2013, the patrol division operated with three shifts. Day shift or (1<sup>st</sup> Shift) worked five 8-hour days. Afternoon (2<sup>nd</sup>) and Night (3<sup>rd</sup>) shifts worked four 10-hour days. 1<sup>st</sup> shift ran from 07:00 am – 03:00 pm, the afternoon shift operated from 03:00 pm – 01:00 am, and the night shift operated from 09:00 pm – 07:00 am. Each shift was assigned a Lieutenant, a Sergeant, 2 Corporals and 5 Police Officers for a total of 9 members per shift. In January of 2014 the department is planning on returning 1<sup>st</sup> shift back to a 10 hour schedule, operating from 07:00 am to 05:00 pm. This will create a 2 hour overlap between 1<sup>st</sup> and 2<sup>nd</sup> shift.

The overlaps between the shifts allows the department to have anywhere from 8 to 10 patrol officers on duty during these peak hours of operation. The overlapping of the shifts has allowed for planning and scheduling of special details that were difficult if not impossible to organize under the old schedule. It has helped reduce the amount of overtime spent on officers having to stay past their shift for arrests and report completion. It has also aided the department to conduct in service training more efficiently and with less overtime by conducting the training during these overlaps. The overlap being created between 1<sup>st</sup> and 2<sup>nd</sup> shift will further help boost manpower during the afternoon rush hours and assist with flexibility concerning department planning and scheduling.

The Muscatine Police Department's patrol division continues to work closely with the department's Street Crimes Unit and Investigations Unit to help slow down the surge of violent crimes that were being committed by criminal street gang members throughout 2011 and 2012. During the 2013 year, the city of Muscatine continued to see a noticeable decrease in street gang activity and a drop off in the violent crimes that were occurring.

Each patrol shift has implemented a *problem oriented policing* approach to their patrol tactics. This entails identifying and defining problems within the community and developing plans for addressing them. This gives each shift a project for its members to focus on. Once a problem or issue is identified, a program is developed to help address the problem. This program is then continually evaluated for its effectiveness and progress.

Last year, 1<sup>st</sup> shift improve the efficiency of an existing program known as POP CAN. This program involved assigning a specific officer to each of the housing

complexes in town. This officer would be responsible for making frequent contact and developing a trusted relationship with the housing project manager. The officer would also be required to spend time walking the complex, getting to know those that lived there and assist in solving problems or issues that arose within their particular housing community. 1<sup>st</sup> shift has continued with this program throughout 2013 and expanded it to include the MCC housing complex. The sharing of information and improved relations between the police department and these housing complexes has been invaluable. 1<sup>st</sup> Shift has continued with project PLANT, (Police/Landlord Association Team.) This further helped coordinate and solidify positive relations between the department and various landlords within the community.

In 2012, 2<sup>nd</sup> shift worked a project known as Operation Clean Sweep. This targeted the graffiti problem within the community. Officers on the 2<sup>nd</sup> shift would identify properties where graffiti existed and follow an owner notification process to get it removed. 2<sup>nd</sup> shift enlisted the help of the community group Safe Streets, who would voluntarily help those property owners who were physically or financially unable to meet the burden of the graffiti removal. This project has since been turned over to the Street Crimes Unit who continues to oversee and operate it.

In 2013, 2<sup>nd</sup> shift developed a new project called “Coffee with a Cop.” Members from second shift have sought to partner with local restaurants and spend an hour or two having coffee with whomever wishes to join them. During this time, the officers talk about and discuss whatever is on the local community members’ minds. They answer any questions there might be about the department and its operations and look for input on what could be improved within the community as a whole. These officers are then charged with following up on these issues and contacting whatever city department it might effect to pass along suggestions.

In 2012, 3<sup>rd</sup> shift implemented a project known as Operation Night Watch. This project was developed in response public perception that the downtown area was unsafe after dark. 3<sup>rd</sup> shift enlisted the help of the downtown bar owners/managers and organized open meetings between the department and the bar owners. Over the summer of 2012, the department had a dramatic decrease in the number of public disorder incidents it responded to in the downtown area. It was determined that the program accomplished what it had set out to do so 3<sup>rd</sup> shift scaled it back and assigned one officer to monitor and maintain it as needed.

In 2013, 3<sup>rd</sup> shift developed the Palms project in anticipation of the opening theater and possible problems associated with that. Members from 3<sup>rd</sup> shift met with theater managers and worked with them on issues they had concerns with. Specific officers were assigned to periodically make contact with theater personnel and follow up on any reported issues. They also conducted regular walk-throughs during busy nights. Managers and bartenders have felt that the department's willingness to be proactive and work with staff have prevented a lot of problems at the theater and have expressed gratitude for the department's initiative.

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

The federal COPS grant program is entering its 3<sup>rd</sup> year of operation. This grant allowed the department to put in place another full time School Resource Officer as well as to re-establish a two-man Street Crimes Unit. Both of these special assignments continue to develop programs of their own and have proven to be very effective tools for the department.

### **Chaplain Corps**

The department made the decision to revitalize the Chaplain Corps program in 2013, after being approached by Pastor Gary MacManus of Grace Lutheran Church. Pastor MacManus was then partnered with Sgt. Vincent Motto and together they developed an upgraded program to be incorporated department wide. The new Chaplain Corps is intended to be much more comprehensive than in years past. It is currently comprised of two members, Pastor Mac Manus and Father Jacob Greiner. Father Greiner is affiliated with St. Mathias Catholic Church.

The focus of the revitalized Corps is dual in nature. The first objective is community involvement and counseling. Members of the Chaplain Corps are on an "on-call" basis to be utilized whenever a traumatic event is encountered by the Department. These events could include serious or fatality accidents, suicides, homicides, or death notifications. During such events Corps members would be summoned to assist citizens affected by the tragic event through support derived from training and experience. Members of the Corps also



actively partake in charitable works that are performed by Department personnel such as “Shop with a Cop”.

The second objective involves the support of Department staff through counseling and communication. Corps members are being embedded within the Department’s patrol shifts to establish relationships with officers. This is being done so that employees will feel comfortable in communicating with members of the Corps. It is the intent of the Department and the Corps to provide an alternative outlet for informal counseling outside the Employee Assistance Program established by the City of Muscatine. Corps members are registered and recognized and certified clergy. Corps members are volunteers and anything discussed between Corps members/Department personnel is considered confidential and not necessarily required to be reported to command staff.

A department policy has been established to help guide the activities of the Corps, as well as the development of forms for the application process and the tracking of Corps member’s activities. Both members of the Corps have become appointed to the International Conference of Police Chaplains. This affiliation will allow the Corps chaplains access to training materials to enhance their role within the Department.

The logistics to accomplish the goals of the Corps is ongoing. It is the intent of the Corps to further establish itself within the Department in 2014. It is the ambition of the Corps to become a fully functional and valuable asset to the Department in the coming year.

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

### **K-9 Unit**

The Muscatine K-9 Unit is comprised of a single team which consists of Corporal Dan Grafton and his K-9 partner Zarik. The department acquired Zarik in February 2012 at which time Zarik and Cpl. Grafton were sent to Springfield, Illinois to attend a ten week training academy sponsored by the Illinois State Police. Cpl. Grafton and Zarik spent the majority of the 2013 year assigned to 3<sup>rd</sup> shift (2100-0700 hours).

The Muscatine K-9 Unit trains regularly with other local agencies and was able to recertify through the Illinois State Police in the summer of 2013. The K-9 unit logged (33) calls for service in 2013. Twelve calls for service involved building searches and/or tracks while the rest were for drug searches. The K-9 unit has worked closely with the department's Street Crimes Unit as well as outside agencies such as the Muscatine County Drug Task Force and the Iowa State Patrol. The K-9 Unit has also assisted the Muscatine Community School District with student locker searches. The department is currently looking to increase its K-9 coverage and exploring funding avenues for adding another K-9 team. This team would then be assigned to 2<sup>nd</sup> shift (1500-0100 hours).

### **Bike Patrol**

The Bike Patrol Unit continues to be a valuable asset for the department. Officers wishing to be on the Bike Patrol Unit do so, on a volunteer basis. They are sent to a (2) week school to become bike patrol certified and are required to purchase their own, department approved, bicycle. In 2013 the BPU was utilized for the patrol of special events such as Great River Days and the Fourth of July. It was also utilized for targeted patrols in problem areas, though these types of assignments were less frequent than in 2012 due to manpower shortages over the summer of 2013.

### **Evidence Function**

The Muscatine Evidence Technician (MET) program is comprised of a small group of officers who have received specialized training in the collection and processing of evidence. They work on an on-call basis throughout the year and are relied upon to process all major crime scenes. In 2013 the MET team was called out (18) times for crime scene processing. These scenes included everything from burglaries to a homicide/suicide investigation. In addition to call outs, these officers also help process scenes that are encounter while they are working shift. They are all assigned lab time which is located in the basement of the PSB. Here they are responsible for processing any items of evidence that were brought in by officers outside of the MET team. The MET officers undergo continuous training to keep their skills sharp and updated.

Last year the city council granted the police department an additional part-time person to work in our evidence storage room. The increased staffing to our evidence custodians has proven to be a tremendously benefit for the

department. For the first time in many years, the department has had more evidence being processed out than was received into the storage room. This is largely contributed to having the extra personnel that could be dedicated to sifting through the long term storage cases and getting rid of evidence that is no longer needed. For the time being, this has allowed the department to avert an evidence storage crisis it had been facing.

The patrol division will continue to explore how it can take a proactive approach to helping the community and keeping it a safe and viable place to live.

# **INVESTIGATIVE DIVISION**

## **General Information**

The Criminal Investigation Division is under the command of Lt. Tim Hull. The Division is comprised of eight officers. Three are assigned to the Major Crimes Unit, two officers are assigned to the Muscatine County Drug Task Force and, two officers are assigned to the Street Crimes Unit and one officer is assigned to the Joint Terrorism Task Force. The officer assigned to the JTTF will be returning to Patrol due to the grant ending in June 2014.

## **Current Operations and Trends**

Through December 10<sup>th</sup>, 2113, The Major Crimes Unit (MCU) has been assigned a total of 151 investigations. One-third of the criminal investigations (51) given to the MCU involved the crime of sexual abuse and most of these were the crime of sexual abuse against children. The crimes against children included sexual abuse, assault with intent to commit sexual abuse, sexual exploitation and child endangerment. Nineteen (14) arrests have been made in the sexual abuse investigations.

Today, computer telecommunications have become one of the most prevalent techniques used by pedophiles to not only share illegal images of minors, but to also lure child victims into illicit sexual relationships. The Internet has dramatically increased the access of the preferential sex offender to the population they seek to victimize and provides them with greater access to a community of people who validate their sexual preferences. So far in 2013, 11 arrests have been made in these investigations. Almost half of these investigations (23) were unfounded.

It's nearly unthinkable, but every year the Major Crimes Unit deals with dozens of children who become victims of crime—whether it's through sexual abuse, online predators, sexual exploitation or child endangerment. Our overall goal is to decrease the vulnerability of children to sexual exploitation and to further develop the capacity to provide a rapid, effective, and measured investigative response to crimes against children and to enhance the capabilities of our investigators through advanced training.

By using chat rooms, children could talk for hours with unknown individuals, often without the knowledge and/or approval of their parents. Sex offenders utilize chat rooms to contact children, especially since children can't determine whether they are chatting with a 14-year-old or a 40-year-old. Today, not only chat rooms but other social networking and online media forums offer the advantage of immediate communication around the world, providing pedophiles with an anonymous means of identifying and recruiting child victims into sexually illicit relationships.

Our strategy involves using a multi-disciplinary team consisting of our investigators and Iowa Department of Human Services workers and child forensic interviewers at the Mississippi Valley Child Protection Center. All for the express purpose of protecting our city's greatest asset—our children.

One of the cases investigated involved a child that obtained a syringe containing methadone that a parent had a valid prescription for and the child put the syringe containing the methadone into her sister's mouth and acted like she was giving her sister the medicine after seeing her parents take the medication in the same manner. The child spent several weeks in the ICU at University of Iowa Hospitals. The father was later charged with felony child endangerment.

In 2013, the Major Crimes Unit investigated several cases where out of state child sexual predators were actively seeking Muscatine area children to perform sexual acts over SKYPE on the computers provided to our children through the Muscatine Schools. We worked closely with the IT people at the Muscatine Schools to eliminate the threats. Unfortunately, one of our local kids was actively disseminating child pornography without provocation involving sexual videos of her. The MCU also investigated cases where an adult provided naked pictures of his underage girlfriend to his friends on Facebook.

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

The Muscatine County Drug Task Force continues to see changes due to decreased Federal Grants. The MCDTF is looking at expanding its territory due to the Federal Government wanting to see multi-jurisdictional task forces in order to secure Federal monies. The MCDTF will more than likely be expanding its territory into Cedar and Louisa Counties and possibly merging with the Johnson County Drug Task Force.

In 2013 the MCDTF assisted the DEA with a narcotics investigation involving a Fruitland resident who was an over the road long distance truck driver. This individual that was involved with the Mexican Drug Cartels acted as a courier transporting large loads of narcotics from Texas throughout the continental U.S. This individual was responsible for approximately 1,800 Kilograms – 4,500 kilograms of cocaine hitting the streets of the U.S.

Muscatine County Drug Task Force Statistics (January to December 15<sup>th</sup>)

Activities

Arrested (60)  
Searches conducted (65)

Drug Seizures.

Meth Labs (5)  
Cocaine (198 grams)  
Methamphetamine & Ice-Methamphetamine (1,532 grams)  
Marijuana (19,010 grams)

Other Seizures

Firearms (17)  
Currency (\$498,653)

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

**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 ongoing 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.

This position may be ending in June of 2014.

### **MPD Street Crimes Unit**

The MPD Street Crimes Unit was revived when the MPD became a recipient of a Community Oriented Policing Services (COPS) grant. The COPS grant is responsible for advancing the practice of community policing in the nation's state, local, territory, and tribal law enforcement agencies. The SCU develops strategies which support the use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The Street Crimes Unit works closely with the Safe Streets Coalition and other neighborhood groups to address problems as they arise.

The Street Crimes Unit is given the flexibility to change their schedules. This not only saves money on overtime but the people that the SCU regularly deals with aren't aware of the SCU schedule. This also allows the SCU unit to assist the Muscatine County Drug Task Force and the MPD Major Crimes Unit with additional manpower as needed. When the Major Crimes Unit becomes swamped with major felonies or the DTF needs additional manpower we can always rely on the SCU to assist with other investigations. The SCU assisted the MCDTF for over 400 working hours during 2013. The SCU also assisted the Major Crimes Unit with several felony burglary cases. The SCU provides constant and new street level intelligence that has been instrumental to the MCDTF in recognizing and pinpointing the names, addresses, associates, employment information, vehicle information, gang affiliation and accomplices of large scale drug trafficking in Muscatine County.

The MPD Street Crimes Unit worked closely with the Federal Gang Task Force out of the Quad Cities and arrested a subject wanted on several outstanding warrants for ongoing criminal conduct and drug deliveries. The SCU was also responsible for arresting an individual that had escaped from a residential correctional facility. The SCU made 115 arrests in calendar year 2013.

One notable case solved by the SCU included a case was a Willful Injury case when a subject repeatedly slammed a girls face against a concrete floor and also kicked her in the head as he was leaving the party. The victim suffered multiple skull fractures and a brain bleed. The only description given was a 6'4" male with tattoos on his arms. A thorough investigation was completed with several search warrants and dozens of interviews prior to the arrest of PHILLIP AHRENS that concluded also with several tampering with witness charges.

The SCU continues to attend annual training put on by the Midwest Gang Investigators Association.

### **Objectives to be Accomplished**

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



## **JUVENILE CRIME IN MUSCATINE**

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 young people are most likely to occur on school days in the hours immediately following the end of a school day. On non-school days juvenile crimes are most likely to occur between the hours of eight and ten at night. Probation is one of the most common sentences given to a juvenile criminal. Fifty eight percent of all juvenile sentences involve probation punishments. In fourteen percent of juvenile crime cases, the court orders out-of-home residential placement of offenders. The proportion of children living in single-parent homes more than doubled between 1970 and 2009 from 12% to 26%<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 2013. 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.

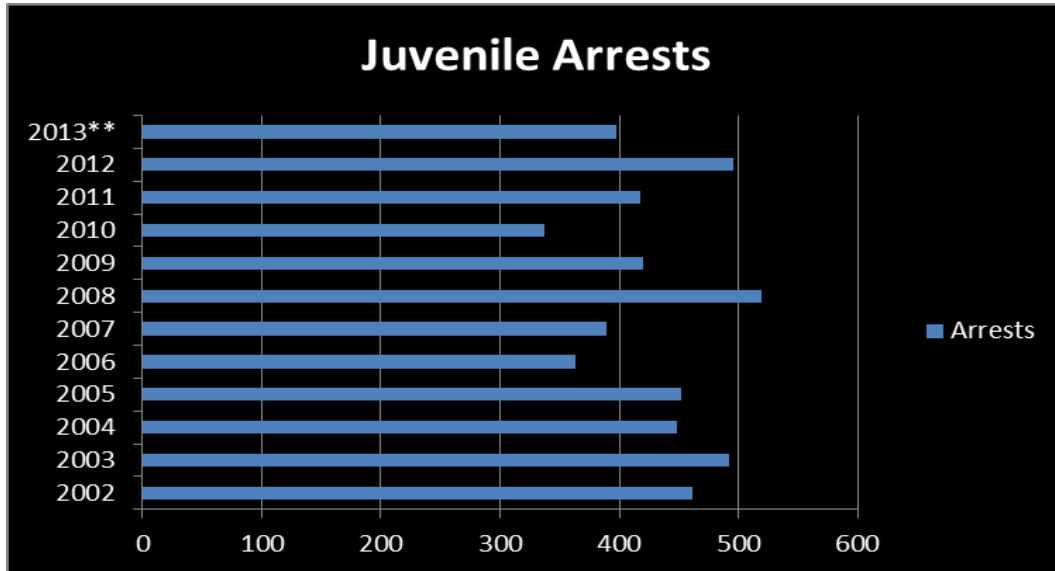


Chart 1

\*\* indicates year was from Jan to end of Nov

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

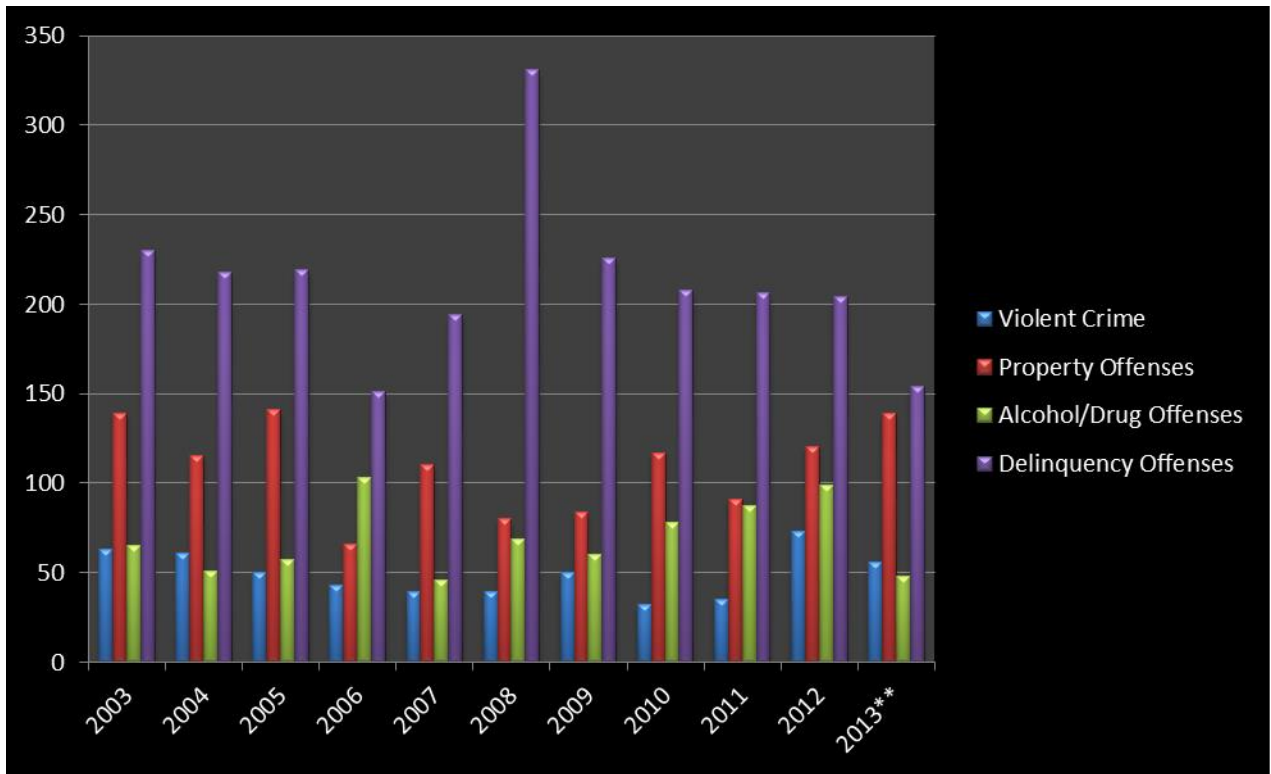


Chart 2  
Nov

\*\* indicates year was from Jan to end of

The information in the above graph is arrests of juvenile offenders made by the Muscatine Police Department over the last ten years and those of 2013 through November. The data is broken down into four separate categories. Those categories are;

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

The numbers do show, as in the national studies, that arrests for violent crimes have steadily declined over the last seven years, while the others remain relatively unchanged until 2006. Violent and Property crimes are generally reported to the police department by the victim or witnesses to the incident. Whereas delinquency and, to a certain extent, alcohol/drug offenses are general found by officers during the course of their patrols. Using this as a starting point, it is safe to say that lower staffing levels within a police department may not have an effect on the number of criminal acts committed by juveniles but it does have a direct effect on the number of juveniles arrested for those criminal acts. These numbers seem to indicate that there is a direct correlation in the amount of time that an officer needs to investigate violent and property crimes, since they are generally reported to us, as opposed to his/her ability to enforce alcohol/drug or delinquency crimes, which usually are offenses discovered by officers while on patrol.

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

Chart 3 below shows the number of juvenile arrests made by the Muscatine Police Department during the last decade in comparison with the total number of arrests. Numbers for 2013 are also shown, though only through November 30<sup>th</sup>. 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.

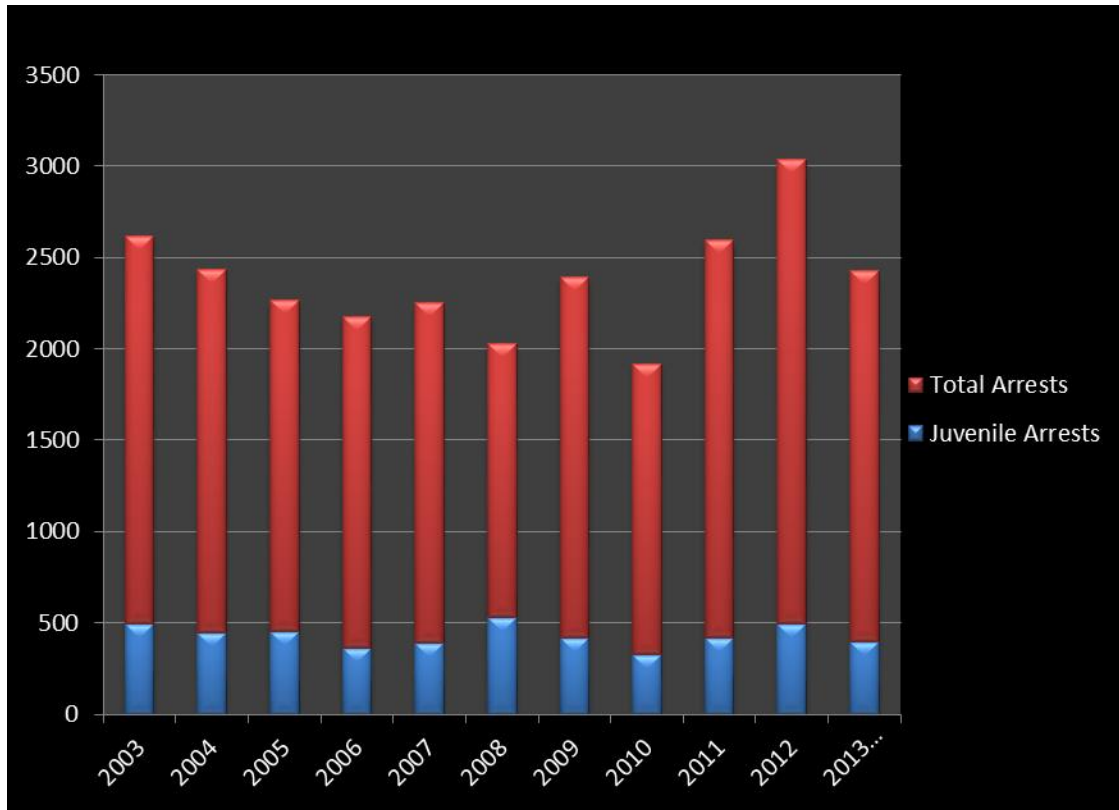


Chart 3

\*\* indicates year was from Jan to end of Nov

On this final chart you will see the raw numbers. According to the United States Census Bureau persons under the age of 18 make up approximately 25% of the total population of Muscatine County. A past survey of the community by the Muscatine Police Department showed that the majority of people in Muscatine consider juvenile crime a low priority however the numbers below show us that juvenile offenders made up as much as 35% of the total number of arrests made by the Muscatine Police Department in 2008, but only 21% of the total arrests in 2009 and 20% in 2010.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
492	448	452	363	391	531	420	323	418	496	397
2126	1983	1812	1812	1861	1498	1972	1595	2175	2538	2028
23%	23%	25%	20%	21%	35%	21%	20%	19%	20%	20%

Chart 4

## **PROBLEM ORIENTED POLICING (POP)**

Six years ago the Muscatine Police Department (MPD) redefined its overall policing model and transitioned into a modern style of law enforcement known as Problem-Oriented Policing, or more commonly referred to as “POP” projects.

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

Since July 2008, the Muscatine Police Department has worked hard at listening to the citizens of Muscatine and identifying the needs of the community with respect to crime preventions. As a result, the MPD continues to formulate new solutions to newly identified problems. Many of us remember the prevalent crimes of the past which received considerable police efforts. These offenses focused on crime reduction as opposed to our more modern philosophy; crime prevention. Because Problem-Oriented Policing focuses on the development of programs which focused on these problems, the development of partnerships with the community has been vital since the programs onset. Furthermore, Problem-Oriented Policing has developed new levels of trust and accountability between the Department and the citizens of Muscatine.

At the foundation of the Department’s POP program there remains four specific activities for which the Department has devoted much of its’ time in the 2013 calendar year. As it breaks down, the Department’s 1<sup>st</sup> shift continues to improve upon its’ commonly known “POPCAN” program. The acronym standing for “Problem-Oriented Policing Community Awareness Network”. Each personnel of the 1<sup>st</sup> shift is assigned a Muscatine apartment complex and their goals is to develop relationships with occupants and management alike within each complex. Each officer formulates six month goals and objectives toward the overall wellbeing of their assigned complex and likewise the officer is expected to produce a written documentation illustrating their success per monthly visit. The below housing complexes are serviced through the current POP program.

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

In 2013, the Muscatine Police Department experienced one of its most influential years involved in Problem-Oriented Policing. Some notable accomplishments came from both Cedar-Parks/Cedar-Hills complexes as well as Muscatine Center for Social Actions (MCSA).

Concerning Cedar Parks/Cedar Hills (1816 Logan/2002 Logan), the Muscatine Police Department has long established a working relationship with complex management. As a result of this relationship officers addressed approximately fifteen (15) complaints ranging from noise disturbances to illegal drug activity. Out of the reported fifteen complaints, eleven (11) of the incidents ended with a positive clearance. The Muscatine Police Department did not act alone in the solving of these crimes. During calendar year 2013, MPD shared information with the Muscatine County Drug Task Force Office, Iowa Department of Human Services, Muscatine Animal Control and local businesses such as Wal-Mart and JC Penny's in solving incidents of crime. On one such occasion, assigned POP officer initiated a criminal investigation stemming from POP contacts at Cedar-Parks apartment. The result netted nine criminal charges being filed in district court for violation of a no contact order.

A second area worthy of mention is the Department's involvement in the Muscatine Center for Social Action (MCSA) complex. Due to the program's success, a Muscatine Police Department Sergeant was elected to the MCSA's Executive Board of Directors. This officer participates in monthly Board meetings wherein logistics for the operation of the facility are discussed and decided upon. Additionally, participation in fund raising activities for the MCSA as well as presentations to various companies to solicit funding was conducted. The relationship the Department shares with the MCSA remains one of the strongest POP programs within our community.

Patrol Shift Responsibilities--- The 1<sup>st</sup> Shift continues to build upon previous year's involvement with the Department's "PLANT" program (Police Landlord

Association Networking Team). Participants of “PLANT” allow police to track over 1100 rental properties which contain an estimated 1325 named tenants. Likewise the Department works closely with Muscatine Communication (MUSCOM) in updating the “PLANT” list on a semi-annual basis.

Simply put, “PLANT” networks local landlords with members of the police department with the intent of sharing of information including such items as sex offender registry compliance and wants/warrant checks to name a few. Our future mission is to further our involvement with local landlords. Our intent is to attend additional landlord meetings and share/build upon the existing data base of landlord/tenants already in place with both the Muscatine Police Department and MUSCOM.

During calendar year 2013, 2<sup>nd</sup> shift continued its efforts toward eliminating the City’s graffiti problem. Otherwise known as “Operation Clean Sweep”, second shift conducts spray paint projects involving local businesses promoting the following objectives:

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

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

Third Shift rounds out the Problem-Oriented Policing efforts by focus on the Muscatine Business District or what is more commonly known as the “Downtown” area. For a second year in a row, safety of the public in this area after nightfall is crucial. These concerns are being brought forward due to the



volume of offenses taking place in and around this area during the aforementioned time. An additional concern is the amount of people getting into vehicles, driving under the influence and putting other drivers as well as pedestrians at risk. To this end, the below listed topics continue to be the focus of the 3<sup>rd</sup> Shift POP efforts:

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

The Department's third shift POP manpower continues to be allocated toward targeting crime specific problem areas within the community. The following mission statement was fulfilled through specific guidelines as:

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

For a second straight year, 3<sup>rd</sup> Shift conducted a targeted patrol tactic during the month of November 2014. During such time there were a total of 51 incidents with 41 of those incidents initiated by officers while the remaining 10 calls were dispatched requesting officer response. There was 1 arrest made as a result of this effort. The downtown businesses affected by the aforementioned project include.

The Missipi Brew	(9 calls for service, 8 of which were officer initiated).
The Pearl	(10 calls for service, 7 of which was officer initiated).
A Plamor Lane	(3 call for service and 2 were officer initiated).
Samz	(4 calls for service, 4 of those were officer initiated).

The Bullpen	(1 calls for service, it was officer initiated).
Boonies	(7 calls for service, 6 were officer initiated).
Hubbles	(6 calls for service which were all officer initiated).
Krugs Pool Hall	(3 calls for service, 1 was officer initiated).
Plamor Lanes	(3 calls for service, 2 were officer initiated).
Flaming Embers	(1 call for service, it was not officer initiated).
Mad Marv's	(2 calls for service and both were officer initiated).
Jody's	(5 calls for service, 3 were officer initiated).
The Hilltop	(no calls for service).

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

Where we go from here? The Muscatine Police Department will continue to make Problem-Oriented Policing a priority towards its overall mission toward crime prevention philosophy. The existing programs that you have read about will continue to be built upon for greater success and likewise two additional programs have already been added to the 2014 regimen.

Ripley's Trailer Court --- When Muscatine annexed a residential complex the Police Department immediately stepped up and became involved in the overall service and security of the area. Ripley's Trailer Court was brought under the Department's protection umbrella adding 330 additional residences which included approximately 1100 residents. A POP assignment was made for the Department's first shift and as a result relationships with management within the complex have been established and plans are being made for future POP projects.

Headed by the second shift, "Coffee with a Cop" was implemented in late 2013. Within a chosen Muscatine business, police and members of the community relax around a hot cup of coffee allowing citizens the opportunity to vent concerns, issue complaints and even on rare occasion provide a compliment. The intent of this program is to promote another avenue of communication between citizens and its police department and at its current rate of growth, the program appears promising.

Implemented in early 2013, POP presence at “The Palm’s” Movie Theatre continues to escalate. The business caters to a variety of patrons and on occasion calls for police service have been received. Police presence is requested by theatre management and as a result the extra patrol efforts will continue making the new business a POP priority.

Conclusion --- Problem-Oriented Policing (POP) remains at the center of operations for the Muscatine Police Department. Management continues to evaluate the effectiveness of each POP program and are ready to counter strategies if needed to meet the needs of the public. As additional crime prevention opportunities are identified, the Muscatine Police Department will be there to aid in the resolution of these issues utilizing the community based effort that has been a long time success with the City of Muscatine.

## **LAW ENFORCEMENT ACCREDITATION**

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

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

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

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

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

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

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

The Accreditation Manager, Sgt. Chad Said, will continue the on-going training in the Accreditation process over the next few years in hopes to keep moving

forward towards the goal of the reaccreditation in 2015. Accreditation puts the police department in much better position to defend against any lawsuits which may arise since the department is complying with “national” standards of operation, and not merely standards developed by the police department. Having people from outside the agency come in to critique our policies and procedures, and help us identify those which do not meet national standards is a plus for the department as well as the city. Being accredited also lends itself to lower overall insurance premiums for police liability insurance.

During the past year the department has been transitioning from a paper based accreditation file management system to an electronic or cloud based system. The department purchased access to the Power DMS accreditation management program at the beginning of 2013. This program has made the management and oversight of the accreditation process more efficient and effective.

# **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 are 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.

This past year the Iowa State University Institute for Transportation's Center for Transportation Research and Education (CTRE) released a third study that supported the use of Automated Traffic Enforcement. This study, "Improving Traffic Safety Culture in Iowa – Phase 2" was released. The study was a survey of the attitudes and opinions of the citizens of Iowa. The survey found that 55-56.4 % of those surveyed supported the use of ATE equipment for speed enforcement and that 70% supported the use for red light detection and ticketing.

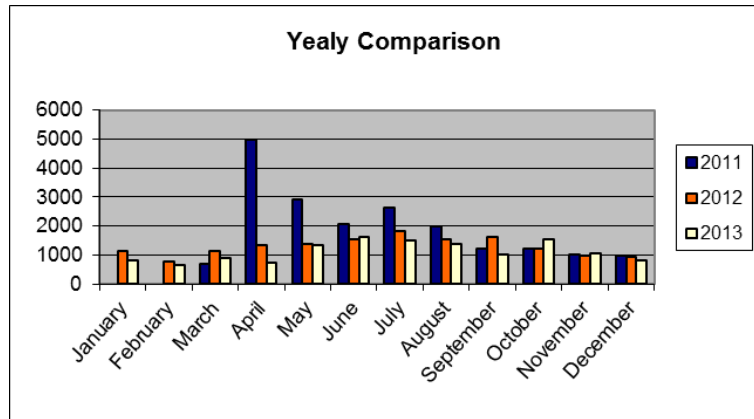
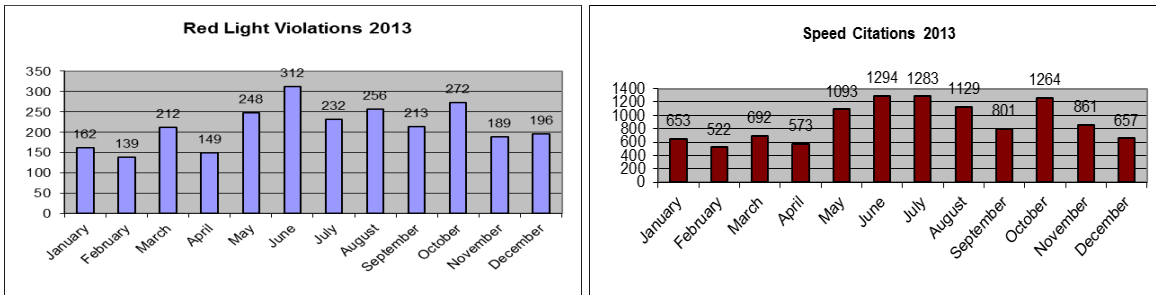
The recommendations from this study were to "pursue increase in automated enforcement to reduce speeding related crashes and other aggressive behaviors, such as red light running." These recommendations mirror the research from 2010 and 2007.

In 2013 we saw an increase in proposed legislation at the state level to ban or severely hinder automated traffic enforcement. These bills did not pass through to become law. However, the Director of the Iowa Department of Transportation submitted "Primary Highway System Automated Traffic Enforcement Guidelines" to the rule making process that appear to severely handicap local government's efforts towards safe roadways and intersections.

## **Current Statistics**

2013 was the second full calendar year with all of the intersections active and recording violations. During 2013 there were a total of 13,369 citations issued. 2580 citations were issued for red light violations and 10822 citations were issued for speed violations. Comparing this data to the violations issued in

2012, there was a 14% (2,093) decrease in citations issued for calendar year 2013.



Since 2011 we have seen a reduction in crashes each year at each intersection where ATE equipment is operating. In 2012 we had a total of 26 motor vehicle crashes at the controlled intersections. In 2013 we had 19 crashes. That is a 27% reduction!

Are the traffic cameras having any effect on the driving habits of area drivers? Looking at the decline in traffic accidents at these intersections as well as a decline in violations tends to make one believe they have. There was a 32% decline in citations from 2011 to 2012 and another 14% decline again in 2013 as well as a continued decrease in motor vehicle crashes.



## **FIELD TRAINING PROGRAM**

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

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

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

training. The primary FTO will be the one who recommends the probationary officer advance to solo patrol.

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

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

This year marks the first implementation of the FTO Software from Design P.D. This web based program allows the FTO to maintain daily field training, progress within programs training tasks and any notes on daily work done. It has allowed us to streamline process and concentrate on areas that need more training time. The FTO's are able to document on the Mobile Date Computers in the squad cars as well as the Desk top computers at the Public Safety Building. Depending on the situation, a call for service like an accident, the officers can respond to the scene take initial information, go to other locations, and eventually go to the Public Safety Building to finalize a report. The FTO can maintain their Daily Logs as they go, regardless of the location. The Daily Observation Reports and Supervisory Reviews are saved to the online program and archived. There is no need to print endless pages of paper as we had done prior to implementation of the program.

The department continues its implementation of a mentoring program for all new recruits. The program works by pairing a seasoned officer (mentor) with a

new recruit. The mentor then takes on the role of coaching the new officer as they transition into their new law enforcement career. The mentor will help the new recruit with everything from finding a place to live to learning and understanding the department's philosophies and politics. The goal of the mentoring program is to increase the department's retention of new officers.

Becoming a mentor is also a voluntary assignment. The mentor fulfills a different role from that of the FTO; therefore they cannot be one in the same. Those officers who volunteer for the mentoring program are screened for their suitability for such an assignment prior to being appointed. In 2013 we've had 4 new recruits that have been assigned mentors. We are hopeful that this program will become a successful component in our efforts to slow down the turnover rate within the department by helping our new recruits become better adjusted and more comfortable with making Muscatine their permanent home.

## **SPECIAL RESPONST TEAM (SRT)**

The Muscatine Special Response Team (SRT) is a specialized unit consisting of individuals who have received additional training in weapons handling and tactical maneuvers. The SRT consists of long rifle marksmen, tactical operators and tactical emergency medical personnel, (TEMS). The number of members on the SRT fluctuates depending on manpower, school availability and interest. The department currently has (5) long rifle marksmen, (11) tactical operators, and (3) TEMS members. Assignment to the SRT is completely voluntary and officers wishing to be considered for the team must go through an application process.

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

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

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

## **Activities**

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

This past year the SRT has conducted training at several residences in Muscatine area. This consisted of utilizing the Hostage Negotiators with throw phone and use of cellular phones. Each scenario ended differently with the outcome of Sniper initiated assault, tactical entry assault, and with negotiations ending the assault. The SRT has also provided training to everyone on the department to better their skills and safety awareness when handling the above calls for service. This training with Patrol Division usually occurs yearly in February. This year we were able to gain access to several houses provided to us for training from Ruhl and Ruhl.

This year SRT was able to complete a mock drill involving a two barricaded subjects. During this drill we were able to utilize our SRT vehicles and simunition weapons. Training also involved snipers, hostage negotiators and several patrol members to assist us with role playing. This scenario took approximately 3 hours to complete and was ended by a sniper assault. During this drill we were able to see how fast a scenario can change and become complex when a subject tries to go mobile.

## **Goals**

The SRT will continue to strive for improvement and is always looking for new ways in which the team can better serve the citizens of Muscatine. The SRT will continue to seek out training opportunities which offer new tactics and equipment that will help improve our efficiency and expand on our ability to handle the situations the team is called upon for.

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

SRT has continued to outfit and upgrade members with new and improved equipment. Currently all SRT members are equipped with a level 3 load bearing vest and a ceramic plate to fit the front. I would like to see members of SRT take advantage of more SRT training that will be offered next year which will entail Advanced Tactical Leadership training, as well as High Risk Patrol Tactics.

Finally SRT will strive to use simunition to train Patrol on tactics developed at the above mentioned schools. SRT will hope to provide realistic training with the simunitions to give Patrol and SRT Members the ability to perform under stress and make rational and accurate decisions based on each scenario. This upcoming year we are going to focus on business assaults with patrol.

## 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:

- Serious Traffic Accident Investigators- 3 officers
- Field Training Officers- 4 officers
- Firearms Instructors- 5 officers
- Emergency Response Team- 15 officers (including snipers)
- Hostage Negotiators- 4 officers
- Crime Scene Technicians- 7 officers
- Defensive Tactics Instructors- 3 officers
- Defensive Driving Instructors- 2 officers
- Chemical Munitions Instructors- 2 officers
- CPR/AED/First Aide Instructors- 3 officers
- K-9 Handler- 1 officer
- School Resource Officers- 2 officers

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

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

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

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



## 2013 Conclusions

2013 was a roller coaster year for the Muscatine Police Department. We lost two officers, one resigned with criminal charges being filed by the Division of Criminal Investigations for a sexual abuse that occurred while on duty, and another officer was fired after an investigation revealed conduct unbecoming of an officer.

We unfortunately had a homicide in Muscatine in 2013. Other violent crimes, such as sexual assault we saw a 4% rise, **a significant lower rise than 2012 (32%)**. We have made the prosecutions of sexual assaults a high priority. The cooperation between the County Attorney's Office, Child Protection Center and our officers in the fight against sexual assaults has made significant differences in the prosecution of these offenses. All other assaults show a 23% reduction. Property crime, in the form of burglaries, thefts, vehicle thefts, and shoplifting, all declined in 2013.

The department had to hire three new officers this year. All three officers are now on solo patrol. We are finally up to "full" strength for our allotted 41 officers. The future looks uncertain with federal funding as we may lose our Joint Terrorist Task Force (JTTF) officer in May of 2014. Funding for the HIDTA and Byrne task force officers is diminishing and we will have to look to restructure the department when these funds dry up. We will need to look at what direction we need to focus our efforts in the next couple of years.

The department started a Police Chaplain's program. The two Chaplain's have been riding with different officers to get to know them on a personal level. They have been utilized on a couple of occasions for debriefings on critical events the officers have been involved with, as well as doing death notifications in the community. They have been invaluable to our officers.

The department continues to maintain its accredited status. We are in the process of seeking our fifth (5<sup>th</sup>) reaccreditation at the Commission on Accreditation for Law Enforcement Agencies (CALEA) conference in November of 2015. Accreditation has helped our officers understand that they are held to higher standards than most departments and they should be proud of their accomplishments as a whole.

As budgets for 2014/2015 are being formulated the city will once again need to assess the priority of law enforcement and how this affects the general fund allocations for police personnel.