

★ Muscatine Police ★

Annual Report 2014



**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 2015

FROM: Brett Talkington, Chief of Police

SUBJECT: Police Department Operational Report, 2014

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 fourth year as the Police Chief in Muscatine. It has brought with it challenges and opportunity. I have challenged our supervisors and officers to come up with ways to implement problem oriented and community policing strategies. This in a continual transformation and we always look for ways to better our department and community.

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

A safer community is built on a framework of progressive law enforcement strengthened by public awareness, education and involvement. Together, we will find new solutions to

community challenges as we increase our forward momentum. We are already moving in that direction.

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

Credit for the preparation 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 hope that this information is as useful to others as it is to us as we look at the issues currently facing the department and our community as a whole.

With that, I would like to thank you for supporting our department throughout the year. As always, I hope you will find our summary of 2014 interesting and informative.

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 2014, the patrol division operated with three shifts. All three shifts operated on a 10 hour schedule requires them to work 4 days on and 3 days off. In the past, mainly due to turn over of personnel creating manpower issues, the day shift or (1st Shift) had to work five 8-hour days, with (2nd) and (3rd) shifts working four 10-hour days. For the first time in a long time, the department experienced a zero turnover of personnel in 2014 which allowed 1st shift to remain on a 10 hour schedule. The shifts run from 07:00 am – 05:00 pm, 03:00 pm – 01:00 am, 09:00 pm – 07:00 am. This creates shift overlaps twice a day both during peak hours of operation. Each shift is assigned a Lieutenant, a Sergeant, 2 Corporals and 5 Police Officers for a total of 9 members per 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 created between 1st and 2nd shift helped boost manpower during the afternoon rush hours and assisted with flexibility concerning department planning and scheduling.

Each patrol shift continues to implement 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. These problem oriented policing projects have had a tremendous impact on the reduction of crime within the community of Muscatine. For a detailed analysis of these programs please refer to Community Policing/Problem-Oriented Policing section of this report.

The federal COPS grant program is entering its final year of federal funding. 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. The Street Crimes Unit has been instrumental in the reduction of activities and

violent crimes being committed by criminal street gang members. Both of these special assignments continue to develop programs of their own and have proven to be very effective tools for the department.

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

Chaplain Corps

The Chaplain Corps program was revitalized in 2013 and saw continued growth in 2014. Pastor Gary MacManus of Grace Lutheran Church continues to head the program from the Chaplain side partnering with Sgt. Vincent Motto from the department. Father Jake Greiner was a huge part of the program throughout 2014 but unfortunately was transferred at the end of this year and is no longer serving the department. There has already been discussion on how to expand the program and the role of the Chaplain's in 2015.

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

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

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 saw some changes throughout 2014. Corporal Dan Grafton's K-9 partner, Zarik, was diagnosis with a fatal disease and passed away at the beginning of 2014. He and his partner were replaced by Officer Brian Yates and his K-9 partner, Nikko, a 2 y/o Belgian Malinois. Nikko was purchased from Vohne Liche Kennels where he and Officer Yates attended a 6 week training course. Officer Yates and Nikko were certified as a dual purpose K9 team (narcotics). Soon after that, through partnerships with the local community, funding was raised to acquire a second K9. The donations were enough to pay for the purchase and training of the new K-9 as well as the equipment needed to house and work the K-9. Officer Minnat Patel and his K-9 partner Nero became the second K-9 team. They also trained through Vohne Liche Kennels and serve as a dual purpose team in narcotic detection. Nero is a 2 year old German Shepherd.

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

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

Bike Patrol

The Bike Patrol Unit is set to expand by two officers in 2015. The Bike Patrol Unit continues to be a valuable asset for the department. They patrol the city's bike paths and problem areas and work special events such as the 4th of July and Great River Days. Officers wishing to be on the Bike Patrol Unit do so, on a

volunteer basis. They are sent to a 4 day school to become bike patrol certified and are required to purchase their own, department approved, bicycle.

Evidence Function

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

The Department continues to make progress within its evidence storage room. The increased staffing to our evidence custodians has proven to be a tremendous benefit for the department. For the second year in a row, the department has had more evidence being processed out then 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. The department is well on its way to resolving the evidence storage crisis it had been facing.

Animal Control Function

In 2014 the city saw the retirement of our long time Animal Control Officer (ACO) Steve McGovern, after 30 years of service. The department hired Angela Shoultz in June to fill that role and after a month of training, she assumed the new ACO position beginning July. Angela was sent to Kansas City in August for additional training, which certified her in chemical immobilization, euthanasia, and use of bite stick & pepper spray. Since assuming the position, Angela has brought her own unique perspective to the job and has been doing an outstanding job for the city. Angela's goal for 2015 is to start doing some public education and awareness presentations on pet licensing, leash laws and pet care.

INVESTIGATIVE DIVISION

General Information

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

Current Operations and Trends

In 2014 the Major Crimes Unit (MCU) has been assigned a total of 168 investigations. Approximately One-third of the criminal investigations (54) given to the MCU involved some sort of sexually related crime. The Major Crimes Unit also investigated four (4) homicides in 2014. A Jury decided that one of the homicides was self- defense and the other two have yet to go to trial.

The MCU also investigated several lengthy and time consuming sexual exploitation cases where the suspect ended up being a dispatcher with Muscatine Communications. Several search warrants were served on Facebook and other Internet sites and several electronic devices were seized that needed to be forensically examined for evidence. This case was later transferred to the FBI due to the victims being spread over several jurisdictions. Several weeks of manpower were exhausted to complete this investigation.

The MCU also investigated a case where a Muscatine residence tweeted the nude photographs of several underage girls on Twitter. This case also included a couple search warrants and the seizure of several smart cellular telephones and electronic devices that needed to be forensically examined.

It's nearly unthinkable, but every year the Major Crimes Unit continues to deal 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. The Department will continue to

send officers to advanced training and the MPD is also looking at purchasing a Cellebrite machine that is used to extract data from electronic devices.

2014 also included the arrest of two subjects for the armed robbery of the GM Food Mart located inside the newly annexed Ripley Trailer Court. The MCU also arrested a juvenile for 1st Degree Arson on a residence located at 411 Pine Street. A pregnant woman narrowly escaped being burned to death. The juvenile was charged as an adult but the courts later decided that he should be charged as a juvenile despite already being a convicted felon.

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

Muscatine County Drug Task Force (MCDTF)

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

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

Activities

Arrested (43)

Search Warrants conducted (61)

Drug Seizures.

Meth Labs (8)

Cocaine (153 grams)

Methamphetamine & Ice-Methamphetamine (970 grams)

Marijuana (20,054 grams)

Other Seizures

Firearms (17)

Currency (\$72,000)

Real Property (\$25,000)

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

MPD Street Crimes Unit

The MPD Street Crimes Unit is on the last year 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 investigated a drive by shooting that occurred near 10th and Poplar Street where at least three handgun rounds were fired at residences in the area. Rounds were found in two homes. Two juveniles were later arrested and charged with Intimidation with a Dangerous Weapon and Going Armed with Intent. It is believed that a burglary where firearms were displayed was in retaliation to this initial drive by shooting.

The SCU again assisted the Muscatine County Drug Task Force and the MPD Major Crimes Unit with additional manpower as needed. The SCU was essential in 2014 when the City of Muscatine had three (3) homicides. The SCU assisted the Major Crimes Unit on all 3 investigations. 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 SCU made 85 arrests in 2014 and 20 of those arrests were for outstanding arrest warrants. The SCU continues to use its intelligence efforts to locate and arrest fugitives. 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.

PROBLEM ORIENTED POLICING (POP)

Seven years ago the Muscatine Police Department 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. Since POP’s implementation, the Department has experience a paradigm shift in its approach toward solving police problems. As a result of this shift police personnel are more-well equipped in solving commonly occurring problems with the assistance of the residents and business owners of the Muscatine Community.

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

Since July 2008, the Muscatine Police Department has worked hard at listening to the citizens of Muscatine and identifying the needs of the community. The department continues to formulate evolving solutions to newly identified problems. Because Problem-Oriented Policing focuses on the development of programs which concentrate 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.

As it breaks down, the Department’s 1st shift continues to improve upon its’ commonly known “POPCAN” program. The acronym standing for “Problem-Oriented Policing Community Awareness Network”. Each personnel of the 1st shift is assigned a Muscatine apartment complex and the officer’s goal is to develop relationships with occupants and management alike. Each officer formulates six month goals and objectives toward the overall wellbeing of their assigned complex. Likewise the officer is expected to produce a written documentation illustrating their success per monthly visit.

The below housing complexes are serviced through the current POP program.

Sycamore Estates

(2400 Park Ave)

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

The Muscatine Police Department continues to experience memorable accomplishments involving Problem-Oriented Policing in 2014. A few notable accomplishments involves the addition of Ripley's Trailer Court to the Department's jurisdictional responsibilities.

Throughout 2014, a MPD Officers has conduct POP on a monthly/bi-monthly basis within Ripley's trailer complex. The assigned POP officer has assisted Ripley personnel with guidance in handling problems including but not limited to: Missing children, narcotics investigations, noise complaints, animal complaints, etc. Communication with the park manager has been established and maintained throughout the year on a 24 hour/seven day a week basis if needed.

Since the implementation of a POP officer at Ripley's Trailer Park, management has informed police criminal activity within the park has decreased. Management offers storage of police equipment (e.g. police bikes) within their facility if needed and encourages POP projects to continue on all patrol shifts.

Goals for 2015 POP projects within Ripley's Trailer Court involve the increased frequency of visits by police involving all patrol shifts. Likewise the establishment of a youth program between the MPD and youth of Ripley's Trailer Court has been requested.

Cedar Parks/Cedar Hills (1816 Logan/2002 Logan), remains a primary focus of the Department's POP program. Among several notable problem solving events the Muscatine Police Department POP worked confidently with apartment management toward awareness of potentially dangerous infectious disease/viruses which were of high priority during the summer/fall of 2014.

Although no nontraditional action needed to be taken, management of the apartment complex remained a valuable resource had an emergency developed.

During calendar year 2014, the POP officer assigned to Cedar Parks/Cedar Hills apartment complex MPD worked with the Muscatine County Drug Task Force Office, Iowa Department of Human Services, Muscatine County Sheriff's Department and the Muscatine Animal Control in an effort to solve existing problems within the apartment complex.

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

Other activities the patrol shift continue to be involved in are 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.

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

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

In June of 2014 the Police Department identified a need for heightened traffic enforcement on Hwy 61 Bypass due to increase in speeding activity. As a result, a first shift officer was assigned to a traffic enforcement project on Hwy 61 and this project was maintained for thirty days. During this same time the assigned officer covered all traffic accident in the city during the same period.

It was the Police Department's intent to decrease driver's speed and increase law enforcement presence. In the end 63 contacts were made resulting in fifty-eight (58) citations, nine (9) warnings, and two (2) arrests. Additionally eight (8) accidents were covered. It is believed, based on police presence, driver behavior was positively influenced in June of 2014 and beyond. One deciding factor was the volume of social media coverage of an officer presence on the bypass alerting others of his location.

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. It is the intent of the 2nd shift to rotate the location of the site.

During calendar year 2014, 2nd 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 2nd 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.

Overall, the success of the Muscatine downtown Problem-Oriented Policing program is attributed, primarily to the residents and business owners of Muscatine. It is expected with continued cooperation between law enforcement and the citizens/business owners, WE can expect and experience a prolonged, positive change toward a safer atmosphere for 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. Existing programs will continue to be built upon and likewise additional programs will be added in 2015.

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 is scheduled for November of 2015.

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

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

AUTOMATED TRAFFIC ENFORCEMENT

Background

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

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

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

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

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

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

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

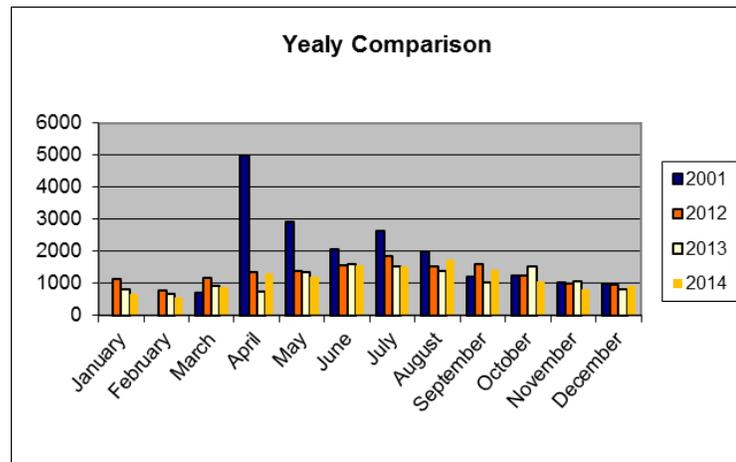
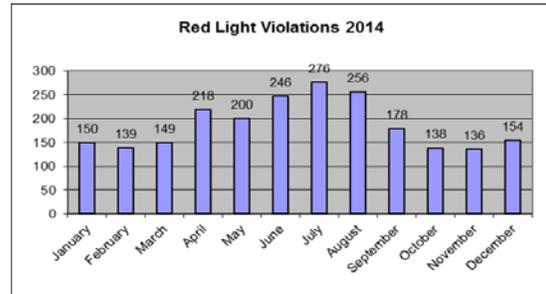
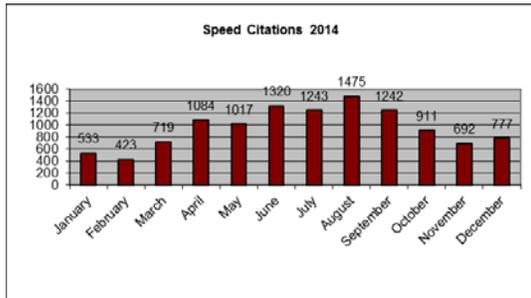
Since 2007, the Iowa State University Institute for Transportation's Center for Transportation Research and Education (CTRE) has conducted three research studies related to Automated Traffic Enforcement. These three studies have been funded by the Iowa Department of Transportation. Late in 2013, the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

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

In 2014 we saw proposed legislation at the state level to ban automated traffic enforcement. These bills did not pass through to become law. However, the Director of the Iowa Department of Transportation's "Primary Highway System Automated Traffic Enforcement Guidelines" became an administrative rule even though there isn't a state law to correspond to these rules. This IDOT rule appears to be written to severely handicap local government's efforts towards safe roadways and intersections.

Current Statistics

2014 was the third full calendar year with all of the intersections active and recording violations. During 2014 there were a total of 13,676 citations issued. 2240 citations were issued for red light violations and 11436 citations were issued for speed violations. Comparing this data to the violations issued in 2013, there was a 3% (307) increase in citations issued for calendar year 2014.



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

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

In 2013 we had the highest reduction in crashes at these intersections. This year we saw a rise in the total number of crashes from 19 to 25 vehicle crashes. However, we had the lowest number of injury crashes (2) at these intersections since the ATE initiative was started!

Are the traffic cameras having any effect on the driving habits of area drivers? After looking at the statistics for citations and crashes for the time the ATE systems have been installed and running we believe they are. Comparing the year prior to the implementation (2010) to this year, there has been a 27% reduction in crashes at these intersections with a 78% reduction in personal injury crashes! Furthermore, since the start of this initiative there has been a 31% decrease in the number of citations. Keep in mind, in 2011 the ATE equipment wasn't active until mid-March with all of the ATE approaches active by mid-May.

FIELD TRAINING PROGRAM

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

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

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

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

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

Some of the recent struggles that have been experienced with this program are the lack of the necessary Field Training Officer training courses. This has put an increased workload on the current FTO's to have to devote increased time and energy into training officers.

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

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.

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

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

SPECIAL RESPONST TEAM (SRT)

The Muscatine Special Response Team (SRT) is a specialized unit consisting of individuals who have received additional training in weapons handling and tactical maneuvers. The SRT consists of long rifle marksmen, tactical operators and tactical emergency medical personnel, (TEMS). The number of members on the SRT fluctuates depending on manpower, school availability, and interest. The department currently has (5) long rifle marksmen, (12) tactical operators, and (3) TEMS members. (4) Hostage negotiators also work with the SRT when needed. Assignment to the SRT is completely voluntary and officers wishing to be considered for the team must go through an application process.

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

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

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

Activities

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

On one training day this year, SRT conducted training at two residences in the Muscatine area. Each scenario ended differently with the outcome of Sniper initiated assault and tactical entry assault. The newly acquired MRAP was used during the residence assaults.

The SRT also provided firearms and scenario based firearms training to members of the department that are not on the SRT to better their firearms skills and decision making skills. The training with Patrol Division usually occurs yearly in February. This year we were able to use the Shooting Stars indoor shooting range to run officers through several scenarios and stages of fire. The training included a scenario involving a terminated employee and a scenario involving police officer badge recognition among other scenarios and stages of fire.

This year SRT has jointly trained with the Muscatine County Sheriff's Office (MCSO) Tactical Team on three occasions. During these joint agency training exercises we focused on training and utilization of the incident command system as well as the all hazards plan. During one of these training days mock drills involving active shooters, officer rescue, and hostage rescue scenarios were completed at Colorado School, Hon Geneva, and Carver Pump. These mock drills involved the use of Sim Muniton weapons and role players. This training helped SRT members become more comfortable working with the MCSO tactical team.

This year the SRT was able to attend valuable out of town training. (2) SRT members attended a National Tactical Officer Association (NTOA) conference in Alabama and (10) SRT members attended the Illinois Tactical Officer Association Conference in Illinois.

Goals

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

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

We would like to see members of SRT continue to attend tactical schools and to continue training with the MCSO tactical team. Continued training with the MCSO tactical team would allow us to improve our ability to function as a team on call outs. This year the SRT and MCSO tactical team worked together on executing a residential search warrant leading to the arrest of a wanted felon. We anticipate more of these joint agency search warrant executions or call outs in the future.

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

WHAT ELSE DO WE DO?

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

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

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

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

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

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

CONCLUSIONS

2014 was the first year in many years that we did not lose any officers on the department. It was the first year that we did not have to revert back to 8 hour days on day shift. All shifts could operate four 10 hour days. This helps us when it comes to training our officers as we utilize the overlaps in the shifts to train saving overtime money.

We unfortunately had four (4) homicides in Muscatine in 2014, a **300% increase** from the previous year. Other violent crimes, such as sexual assault we saw a **10% reduction** from the previous year. 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 3% **reduction.** Property crime, in the form of burglaries, thefts, and criminal mischiefs all **declined** in 2014. We saw a slight increase in shoplifting and auto theft in 2014.

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

As 2014 came to a close, the Muscatine Police Department reflected on yet another great year in service to the community. This is an indication of the commitment to the community, excellence in organization, communication, and leadership, and the loyalty of the men and women who are employed within the department.

Muscatine Police Department

Chief Brett Talkington