

# Muscatine Police Department



## Annual Report 2018



**A Nationally Accredited Law Enforcement Agency  
Protecting and Serving Since 1851**

## **Table of Contents**

Letter of Transmittal	Page 2
Muscatine Police Department Organizational Structure	Page 4
Patrol Division	Page 6
Criminal Investigations Division	Page 11
Problem Oriented Policing	Page 17
Law Enforcement Accreditation	Page 25
Automated Traffic Enforcement	Page 27
Field Training Program	Page 32
Special Response Team	Page 35
National and Local Statistics	Page 39
Juvenile Diversion Program	Page 42
What Else Do We Do?	Page 44
Conclusions	Page 46



## ***Muscatine Police Department***

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

**TO:** Muscatine Mayor and Council

**THROUGH:** Gregg Mandsager, City Administrator

**DATE:** February 2019

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

**SUBJECT:** Police Department Operational Report, 2018

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

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

The patrol division and criminal investigations are the backbones of the department. The officers are proactive within the community. Our dedicated officers place their lives on the line every day. The citizens of Muscatine should be very proud of the job the officers do on a daily basis.

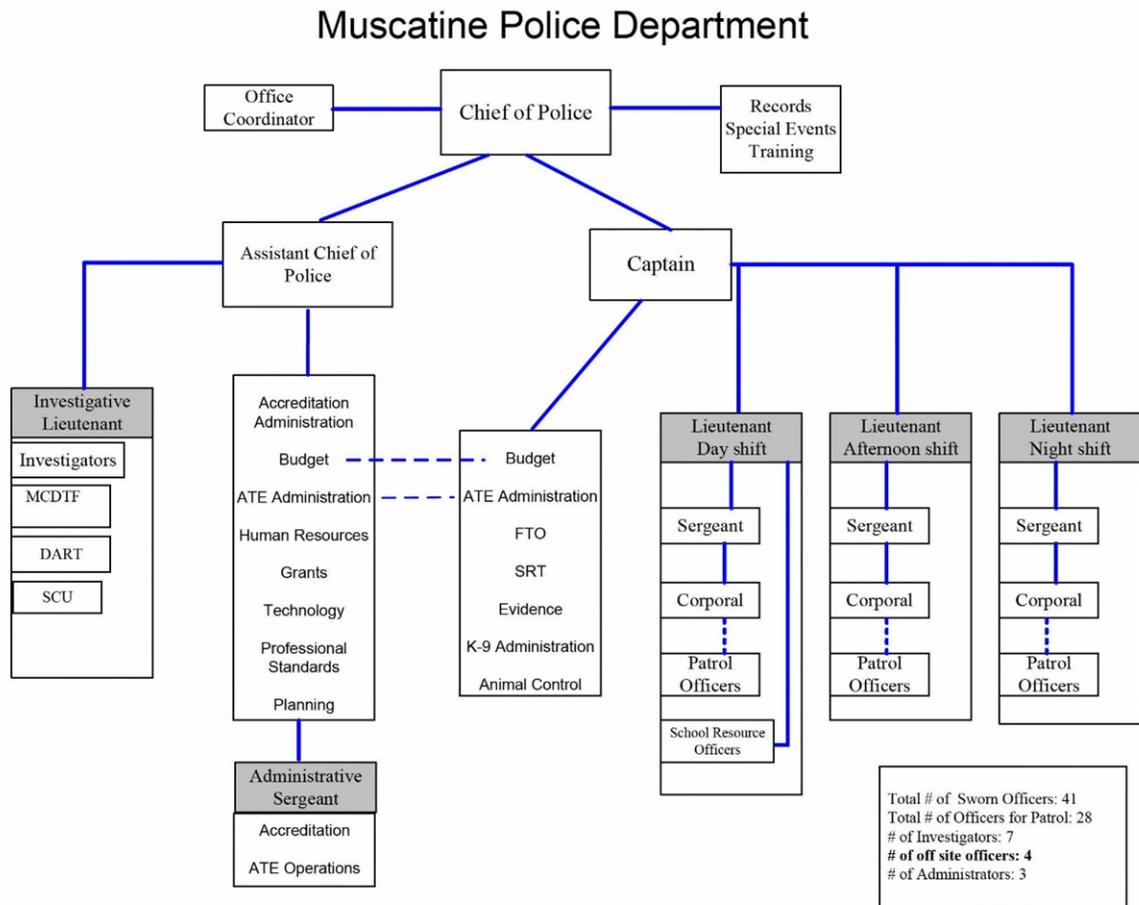
Safer communities are built on a framework of progressive law enforcement strengthened by public awareness, education and involvement. Together, we will find new solutions to community challenges. Society continues to bring many challenges to our profession with all the senseless killings and attacks on our law enforcement officers. We as a community and nation can all do our part with cooperation and understanding of what we deal with on a day-to-day basis. This cycle has to end and it will take every one of us for that to happen.

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

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

With that, I would like to thank you for supporting our department throughout the year. As always, I hope you will find our summary of 2018 interesting and informative.

# Muscatine Police Department Organizational Structure



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

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

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

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

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

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

## **Patrol Division**

The patrol division operated with three shifts throughout 2018. Day (1<sup>st</sup>) shift worked an 8-hour schedule, (5 days on – 2 days off). The afternoon & night (2<sup>nd</sup> & 3<sup>rd</sup>) shifts work a 10-hour shift schedule, (4 days on – 3 days off). This schedule helped create a 4-hour overlap between the 2<sup>nd</sup> & 3<sup>rd</sup> shifts, from 2100 and 0100 hours. The extra manpower created during this overlap was used to supplement several things, such as special patrols which targeted problem areas, increased bike patrols, department training, and allowing officers to accomplish various community policing projects. It was hoped to return day shift to a 10-hour schedule, but the department was not at full staff, which kept manpower too low within the patrol division.

*Problem oriented policing & community policing* are two policing techniques, which are both encouraged and supported within the patrol division. *Problem oriented policing* entails identifying and defining problems within the community and developing plans for addressing them. These plans often involve partnering with other resources/businesses within the community. This gives the shifts a project to focus on. These programs are then evaluated for effectiveness and progress. These problem oriented policing projects have had a tremendous impact on the reduction of community related issues and crime within the city of Muscatine.

*Community Policing* involves the building or improvement of relations between the department and the community it serves. One of the ways this is accomplished is by encouraging more officer involvement and/or interaction with the community. In turn, this encourages the community to become more involved with the police department and its efforts to keep the community safe. This can be done on a large scale community setting, (city wide), or a small scale community setting, such as a specific neighborhood or housing unit. This type of policing helps the department to better understand the issues, which the community feels are important and encourages the community's participation when developing solutions. For a detailed analysis of these programs please refer to Community Policing/Problem-Oriented Policing section of this report.

The Chaplin Corps program, which was revitalized in 2013, continues to grow and become a more intricate part of the police department. Headed by Elder Tom Berryman, they are constantly looking for ways to improve upon their training and expand their roles within the department. Tom is assist by his wife, Elder Sandra Berryman, Pastor Alex Kindred and Pastor Don Timmermann.

The Chaplin Corps fulfills a dual role, that of community involvement and counseling during traumatic events such as, serious or fatality accidents, suicides, homicides, or death notifications, and the support of Department staff through counseling and communication. Chaplin Corps members make an effort to embed themselves within the Department's patrol shifts and establish relationships with officers. This is an effort to help employees 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 offered by the City of Muscatine. The Chaplin's involve themselves in other activities such as the Shop with a Cop program, the Holiday Stroll & the Department's Police Memorial service. The department sponsors training opportunities from time to time for members of the chaplain corps.

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

### **School Resource Officer**

The School Resource Officer's (SRO) are Officer Jeff Conard and Officer Whitney Peña. Officer Conard works primarily in the High School, while Officer Peña works primarily with the Middle Schools. During the summer break months both officers get reassigned to patrol. Their positions are rotated every 5 years. This year officer Conard is set to rotate back to patrol, while officer Peña will rotate from the middle schools out to the high school. The newly appointed officer will replace Officer Peña in the middle schools.

The truancy enforcement program implemented last year has continued under the guidance of the SRO's through 2018. The goal is to compel problem kids and their parents to make sure they are attending school regularly. The SRO's put in a great deal of work into getting this program up and running but have seen benefits from its implementation.

### **K-9**

The Muscatine K-9 Unit operated with two dog & handler teams in 2018, Officer Alex Rink with his German Shepherd, Jaxx, and Officer Minnat Patel with his German Shepherd, Nero. Both dogs are trained as a dual purpose (narcotic & street patrol) dogs.

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. The K-9 teams are subject to callouts in the event the need arises for one and neither team is not on duty. 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.

This year the K-9 Unit logged to approximately 121 calls for service. Between the two K-9 teams they seized 6,522 grams or 14 pounds of marijuana, 80 grams of methamphetamine, 36 grams cocaine, 1 firearm and \$9,236 in cash. They also participated in 11 school searches and conducted 9 walk throughs at the MCSA building. They were credited for 3 apprehensions, all of which were non-bite arrests. The K-9 Unit rounded off the year by conducting 14 public demonstrations, allowing the public some meet & greet time with their canine partners.

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

### **Bike Patrol**

The department's Bike Patrol Unit was used consistently throughout 2018. They generally patrol the city's bike paths and problem areas, during the shift overlaps. They were also assigned to work several special events, such as the 4<sup>th</sup> of July. The Bike Patrol Unit is a voluntary assignment. If selected, officers are sent to a 2 week school to become bike patrol certified.

## **M.E.T.**

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

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

## **Evidence**

The Department's evidence storage room continues to rid itself of evidence that is no longer relevant due to either case resolution or statute of limitations. At the end of 2018, the department's long-standing evidence custodian retired, and the department hired a new evidence custodian to manage the evidence room. This marks the first time the agency has hired an evidence custodian with a non-law enforcement background. Thus far the transition has been a smooth one. The department is considering expanding the duties of the evidence custodian so he or she would be certified to test marijuana and process other items of evidence.

## **Animal Control Officer**

The Animal Control Officer (ACO) has been busy throughout 2018. The ACO responded to 906 calls for service and had 68 bite cases this year. The ACO has continued to use Facebook as a way to reach out and connect with the public. She has used it to post stray animals and has enjoyed some great success in reuniting them with their owners. She also has people who contact her via Facebook asking questions and seeking advice.

The ACO attempted to organize a "Chip Your Pet Day" this year. The goal was to allow citizens to bring in their pets and have a tracking chip placed under their skin for little to no cost. Some last-minute issues arose that prevented the event from happening, but if they can be worked out the ACO may look at trying to organize it

in 2019. The ACO attended the Muscatine Health Fair this year. She borrowed a pet tag machine from the Muscatine Humane Society for this event and made pet identification tags for people. The ACO organized her second, “Winter Donation Drive” to help with animal care during the bitter cold times. This year donations were in the form of supplies only and she delivered those supplies to animals in need. They included hay bales, dog houses, heated water bowls and so on. The department and patrol division will continue to build upon the positive community relationships which have been developed and find new ways to engage the public to help keep Muscatine a great and safe community.

## **Investigative Division**

### **General Information**

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

### **Major Crimes Unit (MCU)**

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

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

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

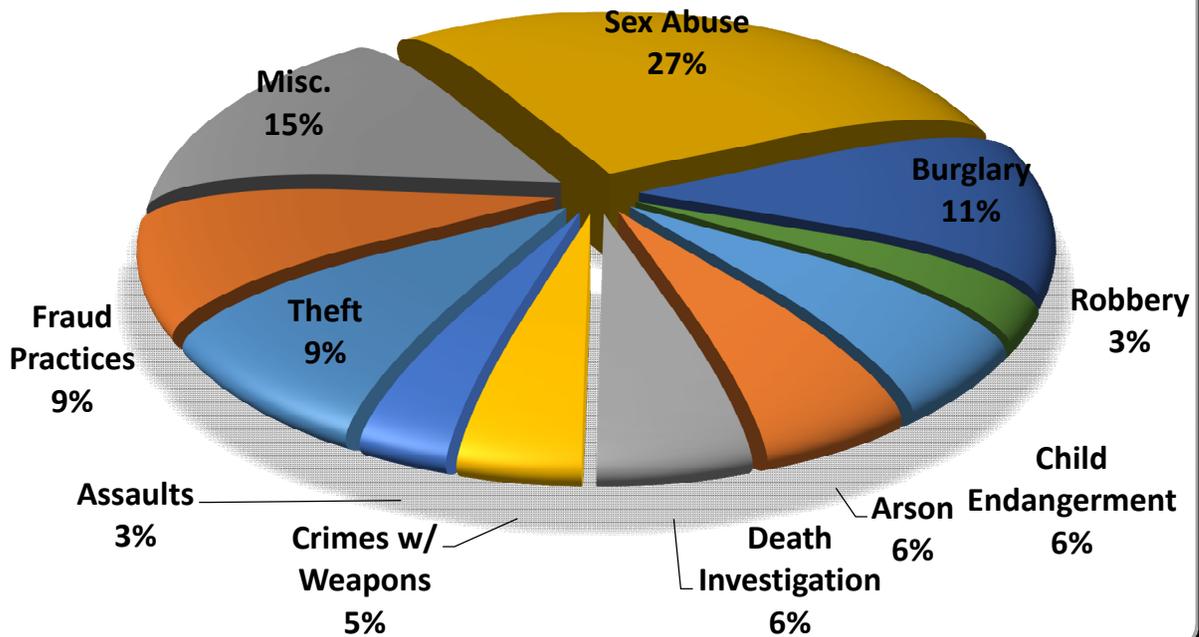
Additionally, each Detective offered insights into cases they've worked and offered tips to improve situational awareness and safety in vulnerable instances. Classes were organized through the local YMCA as well as several local private companies, including Muscatine Power & Water and CBI Bank & Trust. The classes were very well received, and the participants surprisingly included both males and young children (around age 10). Class instruction was also assisted with officers from the Street Crimes Unit and the Muscatine County Sheriff's Office, which helped to display the true team effort between all law enforcement in the community. We were able to reach out to over 400 women and young girls.

### Case Example

Most major cases investigated by the MCU involve a team effort and assistance from other members of the police department. In December 2018, officers responded to a potential homicide that occurred in the south end of Muscatine. Officers with the patrol division responded to a potentially dangerous situation where a resident had woken up from his dog barking and found his live-in girlfriend stabbed to death. Little to no information was known at the time, but the suspect called shortly after to turn himself in to authorities.

MCU Detectives responded to the scene and quickly took over control of the incident. Without any hesitation, one detective coordinated with the suspect and began to interview him about his involvement. This interview was conducted jointly with patrol, and was integral in establishing behaviors and motives for the crime. Another detective took control of scene security and evidence custody, relieving patrol from the responsibility after their tense involvement, and ensuring the integrity of the crucial evidence. A third detective immediately began to document and generate necessary warrant paperwork to investigate the case properly. This immediate team effort resulted in the suspect being formally charged and the crime scene processed all within 12 hours.

## Major Crimes Unit 2018



### Street Crimes Unit (SCU)

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

In 2018, the SCU had a very productive and successful year. They took a major role in most every instance of violent crime within the community, often times becoming the primary investigators for an incident. This required them to work closely with other divisions of the department, including patrol, evidence technicians, and MCU Detectives. Through their efforts, SCU was able to make several arrests in 2018, which includes persons taken into custody for active

warrants, cases resolved, and warrants requested. SCU also recovered firearms that were unlawfully obtained or used in the community.

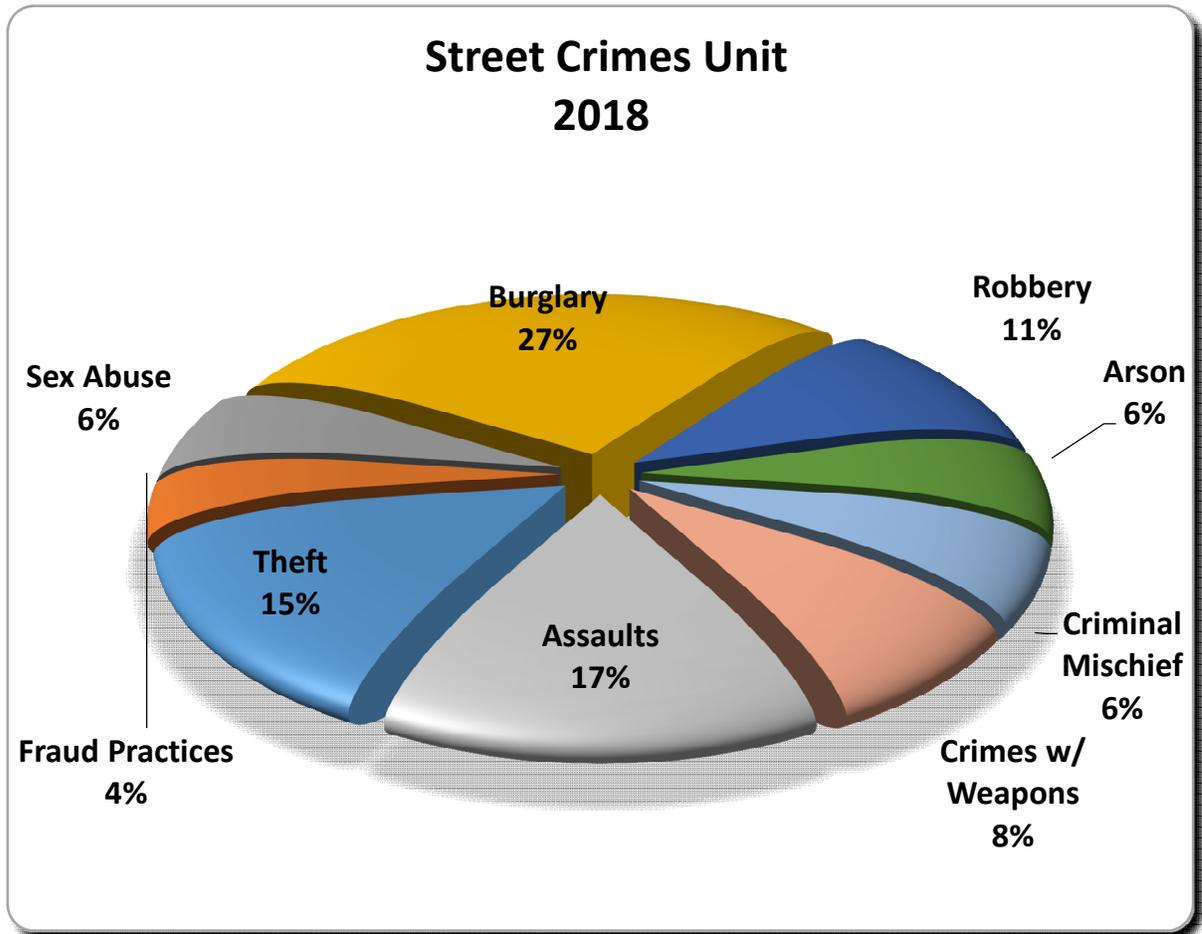
<b>Methamphetamine</b>	<b>24.2 grams</b>
<b>Cocaine</b>	<b>21.1 grams</b>
<b>Marijuana</b>	<b>6919.1 grams</b>
<b>Guns</b>	<b>6 guns seized</b>

### Case Example

Much like the MCU, most investigations involve some degree of a joint effort involving other areas of the police department. In September 2018, SCU responded to the 500-block of Walnut Street, a known problem area within the city. A large fight took place in the street that resulted in one juvenile male being stabbed by a then unknown person. SCU was able to communicate with persons present who normally are uncooperative with police, and gather pertinent information on identifying suspects.

Communicating with neighbors and gaining their trust resulted in the identification of a suspect in the case, an adult male with known criminal gang connections. SCU communicated with MUSCOM to utilize technology in the case and review surveillance video, which helped to identify a suspect and his actions in this case. The victim in this case also had known criminal gang connections and is typically not cooperative. The extensive interview with him and his family forwarded the investigation and made criminal charges more appropriately sought. A suspect was identified and charged with a felony offense of willful injury.

This case required multiple instances of following up with a reluctant victim, whose ongoing cooperation was pertinent to successful prosecution. Additional search warrants were obtained and executed by SCU to gather evidence in this case to assist in the prosecution, including attempting to locate the weapon used and gather DNA for comparison. Both the patrol division and MCU Detectives offered assistance in this investigation.



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

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

The Muscatine Police Department has continued to assign two full time investigators to serve as part of this task force. While they are under the command of Lt Kies and the police department, they also are required to successfully work within the team environment at the task force, and take operational command instruction from the Task Force Supervisor from the Iowa Department of Public Safety. The task force once again had a productive and successful year.

Muscatine County Drug Task Force Statistics (Calendar Year 2018)

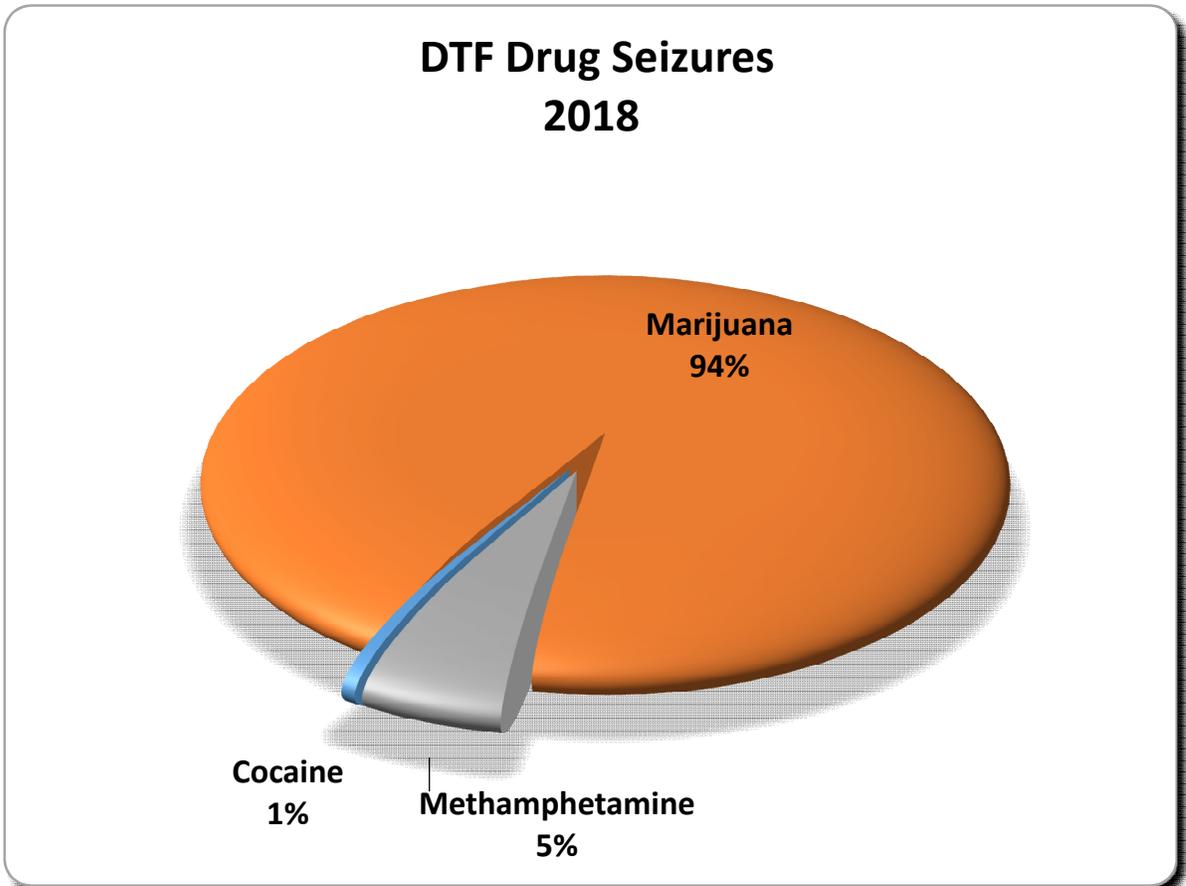
Arrests 136  
Search Warrants 68

Drug Seizure

Cocaine 21.1 grams  
Methamphetamine 964.8 grams  
Marijuana 5,578 grams

Other Seizures

Firearms 26  
Currency \$53,774.00



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

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

### **Operation POPCAN**

During 2018 the Muscatine Police Department continued its efforts in both Problem Oriented Policing as well as Community Policing areas. The “POPCAN” program came to an end in 2018. This was a project where a member of 1<sup>st</sup> Shift was assigned to one of several housing complexes in our community. There were several factors that fed into the decision to end this program, shortage of personnel, changing of assignments of personnel and a drop in the amount of community interest were a few of the factors behind the decision. We also found it difficult to measure the effectiveness of the program.

### **Muscatine Center for Social Action**

In 2018 the Muscatine Police Department continued its close cooperation with the Muscatine Center for Social Action (MCSA). Since 2006 a member of the police department has sat on the Executive Board for MCSA. The ability of the MPD member to participate in the operational and logistical decision making process has helped to create a common goal mentality between the MCSA and the MPD. This

has helped foster a greater understanding by each entity of what the others goals are and how we can best work together to achieve those goals.

### **Park & Walk**

The Muscatine Police Department continued its “Park & Walk” project during 2018. During this time period officers conducted over 1500 Park and Walks, accounting for more than 750 man hours. This project is designed to allow officers an opportunity to get out of the squad car on foot patrol and interact with the community on a non-enforcement related basis. Officers are encouraged to spend 30 minutes each shift on foot somewhere in their assigned beat area, visiting places like schools, the downtown business district, parks and the river front. Though the primary goal of this project is to create opportunities for personal interaction between officers and the community, it has the added benefit of becoming a deterrent for criminal activity as well.

### **Operation Clean Sweep**

In 2018 “Operation Clean Sweep” continued to be active. This program is designed to enforce the graffiti ordinance by gaining the cooperation of property owners in quick removal and businesses to restrict access to the paint by juveniles. Study after study has shown that when graffiti is removed with 24-48 hours of going up there is a nearly zero reoccurrence rate. As part of the program, suggestions are made to the property owner on how to avoid similar occurrences. Some of these suggestions are;

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

### **Coffee with a Cop**

The “Coffee with a Cop” project was also active during 2018. This project allows officers and citizens an opportunity to converse and interact outside of their normal roles. During the year there were several events that were hosted by various business in the community where people had a chance to voice concerns, ask question or just get to know the officers. Since July of 2018 1<sup>st</sup> Shift endeavored to conduct a CWC event on the first Wednesday of each month. Members of the

Muscatine Police Department Chaplains Corp were even able to be involved in a few of the events. The primary focus of these events is to allow for a low stress environment for interaction but there is also a beneficial exchange of information as well. Both sides can get outside of their official roles as citizen or officer and take the opportunity to talk to the person underneath.

### **Other Events & Opportunities**

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

The department also participated in and sponsored several other events throughout 2018. Whether it was running booths at events like the Muscatine Health Fair, the YMCA trick or treat night, and the Holiday stroll or hosting the annual Battle of the Badges between police and fire, department personnel stayed very active within the community. The department got involved with events such as decorating a squad for the trunk-or-treat event, helping to organize the National Night Out event and involvement in the multi-cultural diversity event held at Discovery Park.

In 2018 the department tried to expand more into the social media platform by conducting a couple “Facebook Live” events where officers could interact “directly” with the public about specific topics. There are plans to try to continue this type of effort in 2019 as well. 2018 also saw the initial implementation of a new program titled “Muscatine Police Presents”. This was a series of public presentations held at the new Musser Public Library where a pair of officers would give a short 15-20 min presentation about a specific topic holding a Q&A session afterwards. The initial presentations were conducted and seemed to be well received but they were not very well attended. The department is now considering the incorporation of these presentations into the “Facebook Live” event, which has garnered considerable viewers.

### **Muscatine Police Officers Association**

Though not under the direct purview of the department, the community policing efforts of the Muscatine Police Officers Association has added greatly to the cause. The Muscatine Police Officers Association (MPOA) is a local affiliate of the Iowa

State Police Association. The MPOA was founded in 1934 and is one of the oldest such association in Iowa. The MPOA is a fraternal/charitable organization within the Muscatine Police Department and membership is open to all sworn personnel.

The charitable efforts of the MPOA deal mainly with the youth of Muscatine and the surrounding area. Through programs like “Shop with a Cop” the MPOA seeks to foster good relations with those that will one day become citizens of our community and to improve the department’s image within the community. The MPOA sponsors both boys and girls sports activities through Muscatine Parks & Rec, the Youth Sports Foundation and other such organizations. The MPOA is also the primary contributor to the Police Explorer program. However the MPOA’s oldest and most recognized activity is the “Shop with a Cop” program. For the last 25+ years the MPOA has conducted its “Shop with a Cop” program and during that time they have raised over \$250,000 and taken over 2400 under privileged children Christmas shopping. There is no way to estimate or gauge the amount of goodwill or community spirit the “Shop with a Cop” has fostered during the last 25+ years however there can be no doubt that it has been advantageous to the department as a whole.

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

## Operation POPCAN

During 2017 the Muscatine Police Department continued its efforts in both Problem Oriented Policing as well as Community Policing areas. One of the longest running POP programs in the MPD is our “POPCAN” program. This project assigns a member of 1<sup>st</sup> Shift to one of several housing complexes in our community. The choice of what complexes are assigned to POPCAN is determined on a yearly basis dependent on the needs of that area and the availability of personnel. The primary mission of POPCAN is for the officer to develop relationships with both the management and tenants. These relationships help to foster cooperation, prevent misunderstandings and gather intelligence that helps the department address issues of specific importance to the tenants as well as management. The individual officers develop goals and in some cases plan operations and events designed to help better complete our mission of providing a safe and secure environment for citizens to live and work. The following is a list of POPCAN sites that were active in Muscatine during 2017;

Sycamore Estates	(2400 Park Ave)
Muscatine Community College	(152 Colorado Street)
Cedar Parks Apartments	(1816 Logan Ave)
Cedar Hills Complex	(2002 Logan Ave)
Muscatine Center for Social Actions	(312 Iowa Ave)
Colorado Parks Apartments	(401 Colorado Street)
Ripley’s Trailer Court	(North Highway 61)

By far, the most concentrated efforts of POPCAN are directed towards Cedar Hills and Cedar Parks complexes. Because of the strongly diverse population within these two communities the primary focus of POPCAN is to develop professional relationships to assist in dealing with the unique problems that can present themselves in that type of environment. The POPCAN officers have worked hard to achieve those goals as well as becoming an involved member of those communities. During this last year, the officer assigned as the liaison, organized activities with the goal of helping to gain the trust and create opportunities for positive interaction between the department and tenants. One of those activities was allowing children to paint pumpkins near Halloween. Another activity was a

neighborhood block party in which Power & Water opened the fire hydrants within the complex and allowed the kids to enjoy a hot sunny day in the water. This was followed with a cook out. As simple as these sound, they are perfect examples of the primary focus of projects like POPCAN. There is only some much that can be accomplished by a police officer on patrol but with the added eyes and ears of the entire community, one can become many.

### **Muscatine Center for Social Action**

In 2017 the Muscatine Police Department continued its close cooperation with the Muscatine Center for Social Action (MCSA). Since 2006 a member of the police department has sat on the Executive Board for MCSA. The ability of the MPD member to participate in the operational and logistical decision making process has helped to create a common goal mentality between the MCSA and the MPD. This has helped foster a greater understanding by each entity of what the others goals are and how we can best work together to achieve those goals.

### **Park & Walk**

The Muscatine Police Department continued its “Park & Walk” project during 2017. During this time period officers conducted over 570 Park and Walks, accounting for more than 280 man hours. This project is designed to allow officers an opportunity to get out of the squad car on foot patrol and interact with the community on a non-enforcement related basis. Officers are encouraged to spend 30 minutes each shift on foot somewhere in their assigned beat area, visiting places like schools, the downtown business district, parks and the river front. Though the primary goal of this project is to create opportunities for personal interaction between officers and the community, it has the added benefit of becoming a deterrent for criminal activity as well.

### **Operation Clean Sweep**

In 2017 “Operation Clean Sweep” continued to be active. This program is designed to enforce the graffiti ordinance by gaining the cooperation of property owners in quick removal and businesses to restrict access to the paint by juveniles. Study after study has shown that when graffiti is removed within 24-48 hours of going up there is a nearly zero reoccurrence rate. As part of the program, suggestions are made to the property owner on how to avoid similar occurrences. Some of these suggestions are;

- 5) Report graffiti to the police department immediately
- 6) Restrict access to prone areas by planting trees and shrubbery
- 7) The installation of lighting in dark, targeted areas
- 8) The use of graffiti resistant surfaces when possible.

### **Coffee with a Cop**

The “Coffee with a Cop” project was also active during 2017. This project allows officers and citizens an opportunity to converse and interact outside of their normal roles. During the year there were several events that were hosted by various business in the community where people had a chance to voice concerns, ask question or just get to know the officers. Members of the Muscatine Police Department Chaplains Corp were even able to be involved in a few of the events. The primary focus of these events is to allow for a low stress environment for interaction but there is also a beneficial exchange of information as well. Both sides can get outside of their official roles as citizen or officer and take the opportunity to talk to the person underneath.

### **Other Events & Opportunities**

There were several other smaller programs and events that happened throughout 2017 that added to the overall goals of the POP program such as K-9 demonstrations, Muscatine Health Fair, the Walking School Bus, Secret Reader program, Free Fishing Day with Optima clients, Trunk or Treat event, Holiday Stroll booth, and involvement in cultural diversity events. In 2016, night shift officers developed a bicycle give-away program. The original plan was to gather used bikes, repair them and then give them away to children in the community. However once the bikes had been gathered it was determined that it would cost more to repair them then it would to purchase new ones. Instead, the officers approached local business owners and community leaders and were able to gather enough in donations to purchase approximately 120 new bicycles from Walmart. Throughout 2016 and into 2017 the Muscatine Police Department held several events where these bikes were given away to local children. The last of these bicycles were given out at the 2017 Holiday Stroll, which brought an end to this project.

## **Muscatine Police Officers Association**

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

The charitable efforts of the MPOA deal mainly with the youth of Muscatine and the surrounding area. Through programs like “Shop with a Cop” the MPOA seeks to foster good relations with those that will one day become citizens of our community and to improve the department’s image within the community. The MPOA sponsors both boys and girls sports activities through Muscatine Parks & Rec, the Youth Sports Foundation and other such organizations. The MPOA is also the primary contributor to the Police Explorer program. However the MPOA’s oldest and most recognized activity is the “Shop with a Cop” program. For the last 25+ years the MPOA has conducted its “Shop with a Cop” program and during that time they have raised over \$235,000 and taken over 2250 under privileged children Christmas shopping. There is no way to estimate or gauge the amount of goodwill or community spirit the “Shop with a Cop” has fostered during the last 25+ years however there can be no doubt that it has advantageous to the department as a whole.

## **Law Enforcement Accreditation**

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

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

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

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

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

There are currently more than 600 accredited law enforcement agencies in the United States and also some in Canada, Mexico and Barbados. In the State of Iowa, there are eleven (11) accredited agencies to include 8 Municipalities, 1 Sheriff's Office and 1 state law enforcement agency and 1 communications center.

The Muscatine Police Department received its initial accreditation award in December of 2000. Since that time we have been awarded reaccredited status in 2003, 2006, 2009, 2012 and 2015. Our next reaccreditation should occur in November of 2019.

A new process for file/standard review was implemented by CALEA at the end of 2015. In this new process, a file review of approximately 50 standards is performed

on an annual basis remotely by a CALEA employee. The purpose of the review is to ensure that the required standards for formal reaccreditation at the end of the four year cycle are in compliance prior to the on-site assessment by CALEA Assessors. The previous assessment process was only completed at the time of the on-site assessment which occurred when the three-year evaluation cycle was complete. The annual reviews started in 2016. The 2017 yearly review was completed on 12/30/17. Each year the annual review is conducted by a different CALEA employee. The annual review was successful with just a few minor clerical issued to clear up.

In 2015 CALEA started the process of revising the accreditation standards. The 5<sup>th</sup> edition standards, which we currently operate under, were created and approved in 2006. At the March 2017 CALEA conference the 6<sup>th</sup> edition standards were approved by the commission. However, the department will continue to be assessed under the fifth edition standards until the conclusion of the current assessment period (to be completed in 2019). At that time there will be a transition to the sixth edition standards. This means that Muscatine Police Department policies will require extensive review/revision in order to ensure compliance with the new standards. The department will have until the next annual review (2020) to become compliant in the 6<sup>th</sup> edition standards.

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

In addition, accreditation aids in creating better quality, trained and professional personnel. By requiring officers to adhere to policies that have been developed and approved through the accreditation process and CALEA, officers are performing assignments in a manner that is nationally accepted as the best practices for law enforcement. As a result, accreditation has led to advances in the investigation of criminal incidents, prosecution of criminal cases and overall customer service within the community for the Muscatine Police Department.

# **AUTOMATED TRAFFIC ENFORCEMENT**

## **Background**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Current Statistics and Events**

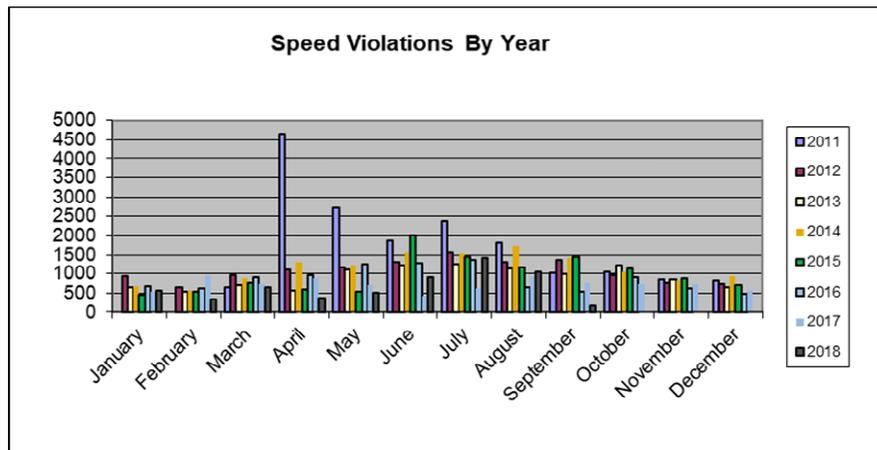
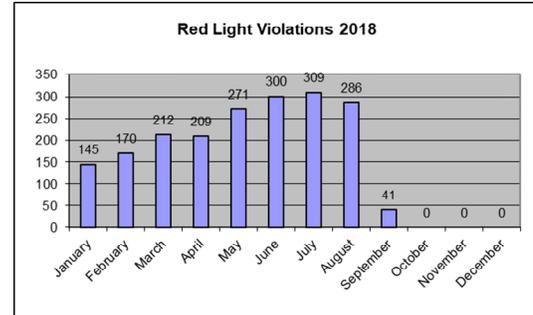
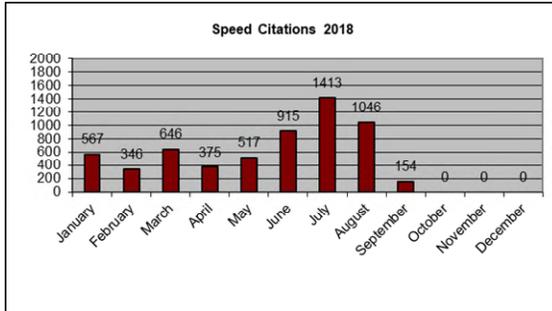
April of 2018 the Iowa Supreme Court issued a ruling in favor of the cities overruling the State of Iowa's creation of the rules. In June of 2018 the camera system for the approach on Hwy 61 at University Drive went live again.

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

During 2018 there were a total of 7,922 citations issued. 1,943 citations were issued for red light violations and 5,979 citations were issued for speed violations. 1,969 speed violations were generated from the mobile speed vehicle (Chevy Sonic) that was in operation the complete calendar year. Because we didn't issue any violations for September through the end of the year we cannot complete a direct comparison to prior years with detailed, exact numbers. However, if we get an average of citations issued from the prior years we can make a general, less detailed comparison.

The average number of citations issued between the months of September to December is 4,138. That includes both speed and red light violations. Adding the average to the total for 2018 brings that up to 12,060 citations. That is significantly less than 2011 – 2016 which had all the approaches operational. It is

1,048 citations more than 2017. There isn't much that can be gained by this comparison.



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

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

In 2018 we saw similar total crash rate as in 2017. This included a reduction of property damage crashes but an increase in injury crashes. This is still a reduction from the pre-ATE era.

The use of automated traffic enforcement has increased in Iowa since we started. Ottumwa and Waterloo started a program in their communities in the past year or two and it appears the LeClaire, Iowa is in the process of starting a mobile speed enforcement program. Waterloo expanded their ATE program to include fixed location red light enforcement in addition to their mobile speed program they started in 2017.

As stated earlier in this report it is difficult right now to draw a statistical comparison between 2018 and prior years with the impact of the Supreme Court decisions. Hopefully in 2019 we will have full year statistics to compare to prior years.

## **Field Training Program**

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

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

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

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

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

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

We had a new officer graduate from the Iowa Law Enforcement Academy in April and three new officers set to start their training there after the 1st of January 2019. These officers were hired in the late fall of 2018. The newest ILEA graduates are on schedule to begin their training within our department in April, 2019. They should complete their training and be counted on for solo patrol duties in August, 2019.

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

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

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

## **Muscatine Special Operations Response Team (MSORT)**

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

January 1, 2018 Muscatine Police Department and Muscatine County Sheriff's Office joined forces and created a multi-jurisdictional team currently known as MSORT. This replaced the SRT in both agencies and now MSORT is comprised of Muscatine Police Department, Muscatine County, West Liberty, Durant and Louisa County. All agencies entered an agreement and a governing board was created to oversee the administration of the program. The operations of the MSORT is run by a Team Commander. The Commander answers to the board who meet quarterly to keep them updated and discuss future operations, expenses and training. The board consists of Muscatine Police Chief, Muscatine County Sheriff and Muscatine County Attorney.

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

MSORT is a team that consists currently of 35 members. This number can vary due to personnel transfers. The critical number that MSORT must sustain to meet National Tactical Officer's Association (NTOA) standards as a qualified tier 2 team is 19 members excluding TEMS and Negotiations. MSORT is currently under NTOA standards for training time, but strives to meet as many standards as possible. Currently, MSORT is training 8 hrs per month with quarterly training of an additional 8 hours. MSORT entry team had over 132 hrs of training in 2018 not to include any outside agency training. MSORT snipers conducted 96 hours of training and negotiators conducted 32 hours of training.

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

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

## **Activities**

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

Operationally, MSORT was called out on four (4) occasions for high risk search warrant service resulting in the apprehension of violent felons and the seizure of illegally controlled substances, illegally possessed firearms and stolen firearms. The team conducted these warrants at the request of the Muscatine County Drug Task Force, the Drug Enforcement Administration, the Iowa Department of Public Safety and the city's own investigative division. There was one operation that involved a gas deployment. One of these incidents included a barricaded gunman who shot at a person and wouldn't respond to negotiations while seated in a vehicle.

This year the Commanders and Team Leaders were able to come full circle with the new MSORT multi-jurisdictional team. A new policy was developed and trained on with all personnel. There was a new organizational flow chart created and understood by all members of MSORT. Currently MSORT Commander is in full control of all operations and in his absence it flows to the Assist. Commander who oversees all Team Leaders and Assistant Team Leaders who in turn run their units. MSORT was able to send Commanders and Team Leaders and 3 operational members to NTOA conference this year. This training was 40 hours of seminar and practical training available to us this year due to its close location.

This year MSORT was able to purchase a tactical pole camera and conduct training on utilizing this new piece of equipment. We were also able to secure proper hearing protection coupled with communications to better advance our team and tactics when deployed. MSORT was also able to obtain silencers for the entry team and is currently working to equip all members with the same gear.

## **Goals**

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

MSORT has continued to outfit and upgrade members with new and improved equipment. Currently all MSORT members are equipped with a level 3 load bearing vest and a ceramic plate to fit the front. The MSORT is still continuing to purchase equipment for all operators which include 5 new operators selected in late 2018 to the entry team. MSORT board has decided to conduct in-house basic SWAT training for 5 new operators and 3 TEMS members. This training will be

approved by the board and conducted in late April or March. MSORT will continue to send at least two people to NTOA each year to keep up on legal and operational issues.

The team will continue to serve search warrants, barricades and will train for hostage rescue. MSORT will strive to meet NTOA standards of 192 hrs of training a year. MSORT is able to identify themselves as a Tier 2 team according to NTOA and will consist of a minimum of 19 total members from command down to entry and snipers. In 2019 MSORT is looking to replace the MRAP with a new tactical vehicle to include an SUV for small operations. MSORT is also looking to implement explosive breaching in 2019 and meet NTOA standards of Tier 1 team to include hostage rescue. MSORT will make every effort to provide better services to the citizens of Muscatine, Muscatine County and the surrounding area in which it serves.

## National and Local Crime Statistics

Annually, the Federal Bureau of Investigations (FBI) releases its annual Uniform Crime Reporting (UCR). In the report the FBI's *Crime in the United States, 2017* reported a decrease in violent crime compared to the previous year's 4.1% rate. These crimes are categorized by the FBI as (part 1) crimes and are made up of murder and non-negligent manslaughter, rape, robbery, and aggravated assault. FBI property crimes (part 2) crimes, burglary, larceny theft, motor vehicle theft and arson reported to have declined by 3% from previous years statistics. According to the FBI, there were an estimated 1.2 million violent crimes committed around the nation. The overall outlook provided by FBI statistics has shown crime, for the most part decreased in 2017 as compared to previous years.

Among some of the other statistics contained in *Crime in the United States, 2017*:

- The estimated number of murders in the nation was 15,129. There was a 0.7 percent decrease in murders and a 4 percent decrease in robberies from 2016 to 2017.
- During 2017, there were an estimated 111,180 sexual assaults. This estimate was approximately 2% percent higher than 2016.
- There were an estimated 294,037 robberies nationwide in 2017, which accounted for a decrease of approximately 4.4% from the previous year.
- By property crime offense, in 2017 there were an estimated 7.7 million property crimes offenses in the United States. Burglaries decreased by 7.6 percent and thefts case decreased by 2.2 percent. There was a slight increase in vehicle thefts from previous years. Motor vehicle theft increased by 0.8 percent.

### What We Know at Home

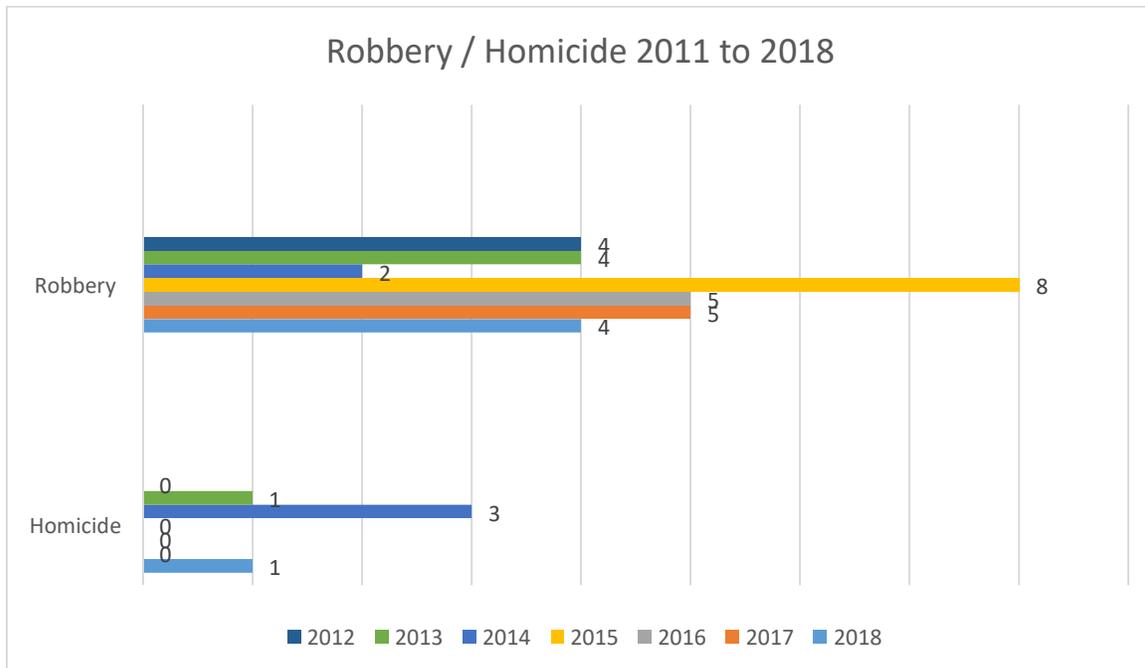
The City of Muscatine encompasses approximately (18.35 square miles) and has a population of 23,914 people according to the United States Census Bureau. The Muscatine Police Department (41 sworn personnel) responded to (20,806) calls for service in 2018. Within this time period police responded to (28) sexual assaults (4) Robbery and (80) aggravated assaults (FBI part 1 crimes). Comparatively speaking, during the previous year the MPD experienced (35) sexual assaults (5)

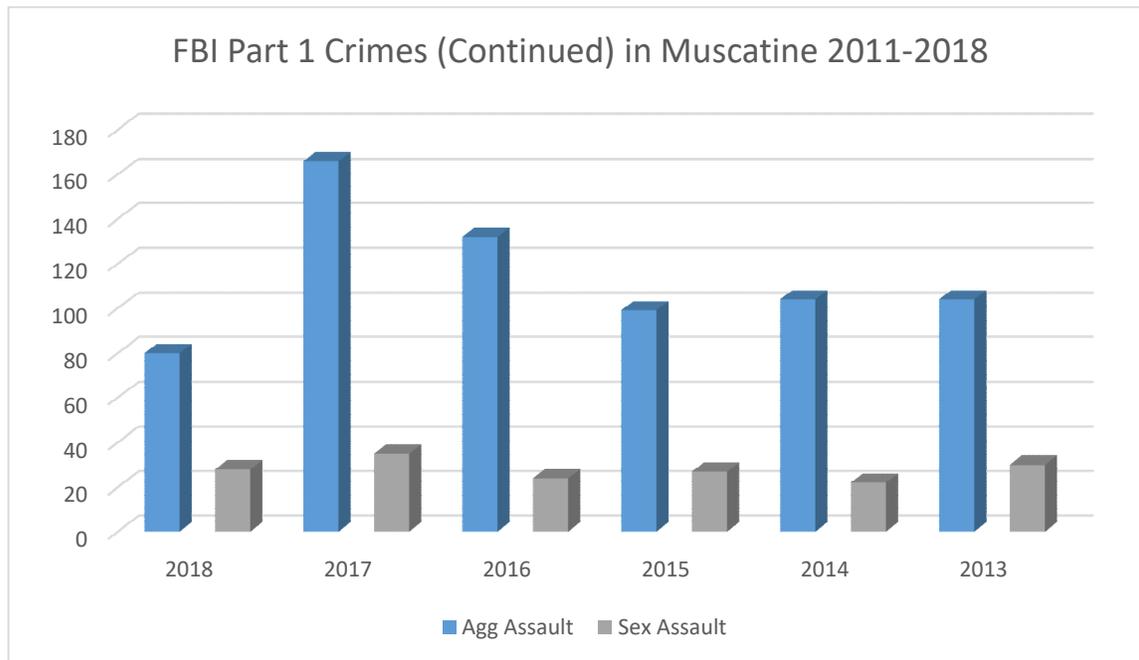
robbery and (166) aggravated assaults. Muscatine reported its first homicide since 2015.

Juvenile arrests during 2018 were also recorded and made up approximately 8.1% (171) of the total arrest made (1390) by the Department. This was 49 fewer arrest than the previous year.

In comparing major crimes for the previous seven years, Muscatine totaled (17) robberies, (239) aggravated assaults and (90) sexual assaults since 2015. 2014 touted more robust numbers with (3) homicides, (8) robberies, (104) aggravated assaults and (22) sexual assaults. 2013 reported (1) homicide, (2) robberies, (104) aggravated assaults and (30) sexual assaults. Totals for 2012, Muscatine investigated (4) robberies, (113) aggravated assaults and (25) sexual assaults. Finally, 2011 (3) robberies, (132) aggravated assaults and (22) sexual assaults were documented. The below graphs highlight the 2012-2018 results.

### Hometown FBI (part 1) Crimes





On average, in 2018, MPD case assignments to the Department’s Major Crimes Unit netted a clearance rate of FBI Part 1 crimes was 68%. At a national level, clearance rates of Part 1 crimes registered approximately 46%. Considering juvenile arrest in 2018, Muscatine PD made 171 arrests compared to 257 from the previous year. This was an approximately 1.5% decrease from 2017.

### **Making the Comparison**

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

In 2017, the Muscatine Police Department reported increased arrests for both juvenile and adult crimes. This increase is thought to partially be due to the effectiveness of increased targeted patrols, Problem Oriented Policing (POP) projects and the Department’s Street Crimes Unit (SCU). In 2018, with the decrease in overall crime, the Department is experiencing the effects of target patrol. As the Department reaches its full manpower potential, it will continue to allocate this manpower can be devoted toward combating existing problems (e.g. gangs, criminal mischief, and illegal drugs). With this focus on crime, it is the intent of the Muscatine Police Department to reduce crime and increase awareness on public safety.

## **JUVENILE DIVERSION PROGRAM**

In 2018, the Muscatine City Council developed City wide goals, one of which was listed as:

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

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

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

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

In the first five months of the program fifty-three (53) students have participated in diversion classes. The success of our local program has been high with a 90% attendance and a 96% non-recidivism rate. The national non-recidivism rate for diversion programs is published at 80%.

Our program is young and we believe at our one year anniversary the success of our program will be truly evident. In a perfect world, the program would experience few participants with a 100% non-recidivist rate. Because few people have the luxury of living in such a climate, we as law enforcement, school officials and policy makers will continue to strive toward providing a safer environment for

juveniles. Likewise, offering programs to guide juveniles toward a more productive adult life will always be a goal for the diversion program.

## WHAT ELSE DO WE DO?

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

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

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

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

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

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

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

## **Conclusions**

In 2018, the department hired three new officers. One had prior experience working for the Muscatine County Jail as a correctional officer and one was dispatcher for MUSCOM. All three are currently attending the Iowa Law Enforcement Academy in Johnston Iowa. They are set to graduate from the Academy in April of 2018.

Three officers resigned from the Muscatine Police Department in 2018. One officer resigned to take another law enforcement job with the Muscatine Sheriff's Office. Another officer was injured badly in an on the job vehicle accident and subsequently resigned. The final officer resigned to work with MPW, as she wanted weekends off to spend with her children.

The Muscatine Police Department continues to maintain our accredited status. This is done through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which does a yearly assessment of our department. We are currently working towards our sixth re-accreditation. The department will be reaccredited in the fall of 2019. 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.

### **Five-Year Goals for the Police Department**

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

6. Continue to investigate body worn camera technology. We anticipate a body worn camera program implemented sometime in the near future. FY 19/20 we have budgeted for replacement cameras in squads as well as body worn cameras.

As 2018 ended, 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, leadership, and the loyalty of the men and women employed within department.

Muscatine Police Department

Chief Brett Talkington