

Muscatine Police Department



Annual Report 2016



**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 2017

FROM: Brett Talkington, Chief of Police

SUBJECT: Police Department Operational Report, 2016

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.

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. This is a continual transformation and we always look for ways to better our department and 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.

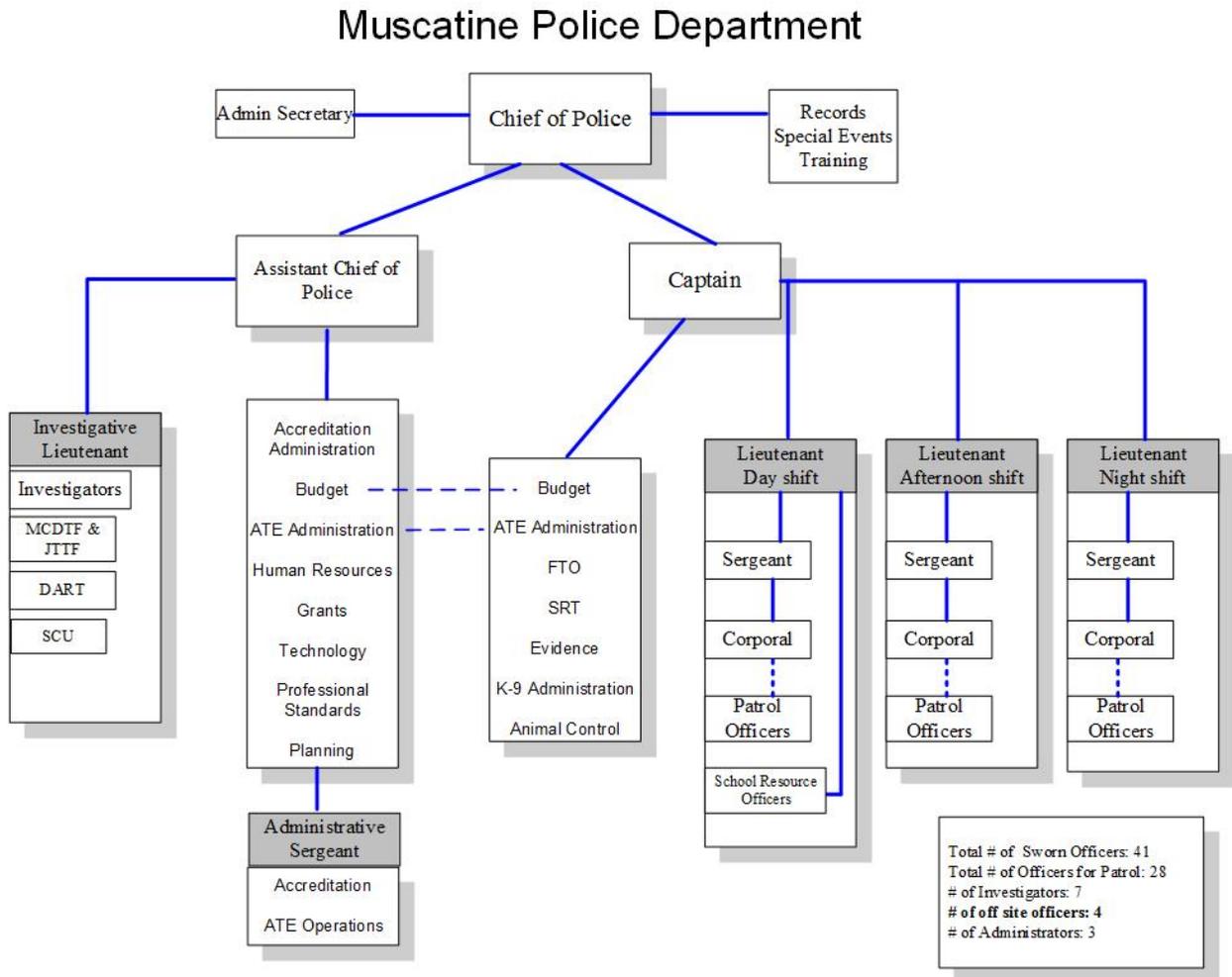
A safer community is built on a framework of progressive law enforcement strengthened by public awareness, education and involvement. Together, we will find new solutions to community challenges. Society today brings many challenges to our profession with all the senseless killings and attacks on our 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.

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, 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 2016 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 struggled with low manpower through first six months of 2016, with all three shifts reduced to working an 8-hour shift schedule (5 days on – 2 days off). Even though the department had hired to get back to full staff, two probationary officers couldn't complete their field training and were released from employment. A third probationary officer suffered a major injury, while at the academy, and their field training has been placed on hold until recovery. The department also saw one officer resign in May to take a position as a State DOT investigator and another officer retire September. However, the patrol division was able to return two out of three shifts back to the 10-hour shift schedule, (4 days on – 3 days off), by July of 2016. Two more probationary officers were hired at the end of December and it is the hope that the department will be close to full staff by July 2017, which would allow all 3 shifts to return to the 10 hour shift schedule.

In addition to the personnel shortages above, the department has three other officers that are suffering through major injuries, all of which will eventually require surgery. Those surgeries were staggered out, but are scheduled to take place within the first three months of 2017. Each of these officers is looking at a recovery time of 2 to 4 months. All of this will again make manpower tight for the start of 2017.

Each patrol shift implements the *problem oriented policing & community policing* approaches to their patrol tactics. *Problem oriented policing* 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. *Community Policing* involves relations building between the department and the community it serves. This approach 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. For a detailed analysis of these programs please refer to Community Policing/Problem-Oriented Policing section of this report.

Chaplain Corps

The Chaplain Corps program came under new management in 2016. Pastor Gary MacManus of Grace Lutheran Church, who was the spearhead for revitalizing the department's Chaplain program, was reassigned and left the community. Elder Tom Berryman volunteered to take over for Pastor MacManus. Tom and his wife, Sandra, have been very active with keeping the program going. Pastor Alex Kindred joined Tom and Sandra and the three of them comprise the police Chaplain program this year.

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 make an effort to embed themselves within the Department's patrol shifts and establish relationships with officers. This is an effort to help 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, the Holiday Stroll & the Department's Police Memorial service. The department sponsored a couple of training opportunities for the chaplains in 2016 and continues to expand their role to 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 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 Officers

The School Resource Officer's (SRO) saw a change of personnel in 2016. Officer Jason Nusbaum resigned at the end of the 2015/2016 school year to take a position with the State DOT. Officer Whitney Pena, who had previously served as the SRO for the high school, applied and was accepted as the new SRO for the middle schools. Officer Conard remains the SRO for the high school.

The SRO's conduct A.L.I.C.E. training for all school personnel, which covers response protocol for an active shooter event. They have also been working very hard on developing a truancy enforcement program, bringing together the schools and County Attorney's office, in an effort to compel more kids to be at school. The SRO's continue to run the Police Explorer program as well as the school mentoring program.

K-9 Unit

The Muscatine K-9 Unit operated with two dog 7 handler teams in 2016, 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 they responded to approximately 105 calls for service. Between the two K-9 teams they seized 287 grams marijuana, 99 grams of methamphetamine, 3 grams cocaine, 1 gram of heroin, 8 firearms and \$12,412 in cash.

Training is a critical component for effective K-9 employment. The department's 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, 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

Even with manpower being short, the department's Bike Patrol Unit was used several times throughout 2016. They generally patrol the city's bike paths and problem areas but were also assigned to work several special events, the Cultural Diversity celebration, "Keep Muscatine Beautiful" Blue Zone event, the 4th of July, Great River Days and the Melon City Criterion were just a few. The Bike Patrol

Unit is a voluntary assignment. If selected, officers are sent to a two (2) week school to become bike patrol certified.

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 has been able clean out the evidence storage room of older cases that no longer required evidence to be stored. In 2016, the part time evidence custodian resigned but not after helping to reduce the amount of stored evidence to a more manageable level. The current, full time evidence custodian is confident he can continue the progress made and better manage evidence storage now that procedures for evidence have been established. The department continues to conduct its own marijuana testing program. This too has further simplified the evidence process by no longer having to ship all marijuana to the state lab for testing.

Animal Control Function

In 2016 the new Animal Control Officer (ACO), Nicole Ashby, was sent to Kansas City for training and became certified in chemical immobilization, euthanasia, and use of bite stick & pepper spray. ACO Ashby was also sent to rabies training, separate from Kansas City. Nicole has been doing an outstanding job for the city and continues to grow into her new position.

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 2015, the Major Crimes Unit (MCU) and Street Crimes Unit were assigned a total of 140 investigations. A total of 60 arrests or requests for arrest warrants were made in Calendar year 2016. The City of Muscatine did not have a homicide in 2016.

In March 2016, a tip was received from the National Center for Missing and Exploited Children, that a resident of Muscatine was distributing child pornography. The suspect in the case was the subject of similar previous investigations dating back to the summer of 2014. Evidence was gathered to establish his methods and residence, and a search warrant was served for his electronic devices. During an interview, the suspect admitted to possessing and distributing hundreds of child pornography videos and pictures. Due to his large amount of possession, and his distributing with others outside of the area, the Federal Bureau of Investigation became involved in the criminal case and prosecution.

Throughout the investigation, Muscatine Police Department Investigators conducted multiple interviews with family members, former friends, and former roommates to determine if he would have had access to their children, and if their children had been victims of any illegal activity.

In September 2016, the FBI secured an arrest warrant for the suspect, charging him with multiple counts of Possession of Child Pornography and Distribution of Child Pornography. With the assistance of the Muscatine Police Department, he was taken into custody and further corroborated his involvement in the activity. A parallel investigation is being conducted by the Department of Homeland Security into his activities, in which the Muscatine Police Department is assisting when requested. The case is being prosecuted by the US Attorney's Office.

The Muscatine Police Department has obtained several tools to assist in an investigation. Several hours of on-the-job training has been done over the course of the year that allowed investigators to examine and analyze mobile device or digital data, in a case such as this. In this particular investigation, seized cellular phones were examined in-house, utilizing a Cellebrite UFED examination tool, which conducts a forensic data extraction of information on the suspect's phone. This tool revealed dozens of child pornography videos and images, and uncovered a path to show his access to the material he was charged with possessing. Without the proper tools and skills developed by Investigators, this information could take well over a year for an outside agency to uncover.

The City of Muscatine has long been recognized as a hub for methamphetamine trafficking organizations and is the reason that the MCDTF has a High Intensity Drug Trafficking Area.

The city of Muscatine had several serious crimes that were all related to narcotic trafficking. The following paragraphs try to relay one particular group of cases that were all related to narcotic trafficking in the fall and summer of 2016. All 8 Detectives from the Muscatine Police Department were involved in this case along with the Muscatine County Drug Task Force and the Iowa Division of Narcotics Enforcement.

On July 26th, 2016, a Muscatine residence at was the victim of a drive-by shooting. Officers located several rifle casings and handgun casings in the alley indicating that two different weapons were used. At least 3 individuals, including an infant were inside the home at the time. Approximately 32 rounds were fired at the residence. Many of the rounds went through several interior walls inside the home. Several leads were developed indicating that the two suspects were allegedly the perpetrators of this incident. The alleged motive mentioned for this incident was revealed to be past narcotic debt.

On July 28th, 2016, several shots were fired outside a different Muscatine residence. A known gang member was struck with a bullet in the ankle. A subsequent search warrant at this residence led to the seizure of a rifle matching the same caliber used in the July 26th shooting and a magazine belonging to a 9mm Ruger handgun along with several other firearms and ammunition. Also located was a large quantity of cocaine.

A subsequent interview with one of the participants of the shooting revealed that the 9mm magazine left at this residence may belong to the 9mm used in the July 26th shooting and that the incident was related to narcotics.

A few days later, the second residence was totally destroyed by an intentionally set fire. An investigation by the Muscatine Fire Department and State of Iowa Fire Marshall revealed that the fire had been intentionally set. It is believed that a prevalent street gang is responsible for this incident.

On August 9th, 2016, an individual pointed a firearm at another individual in the 500 block of W. 4th Street after being confronted by a citizen during a physical domestic. This individual had also been allegedly involved in one of the July shootings.

The Muscatine Police Department believed that this individual was acting dangerously and made it a priority to arrest this subject. Several consent searches of residences and interviews were conducted to attempt to locate this subject.

On August 10th, Officers saw this individual riding his bike in downtown Muscatine. After a brief chase he was arrested without incident. He was found to be in possession of a loaded 40 caliber handgun and a small quantity of methamphetamine.

Detectives then conducted a search warrant on a residence in Muscatine where this previous convicted felon was in possession of a loaded .45 caliber handgun and also located was a box to a Ruger 9mm. This subject was also allegedly involved in one of the prior shooting.

The Muscatine County Drug Task Force then served several search warrants and seized over 4.5lbs of methamphetamine, several firearms, including a Ruger 9 mm that matched the serial number of the firearms box located from a prior search warrant. Several subjects were arrested at the conclusion of this lengthy investigation and the investigation continues in order to disrupt and take down this drug trafficking organization.

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 (Calendar year 2016)

Activities

Arrested (70)

Search Warrants conducted (70)

Drug Seizures.

Meth Labs (3)

Cocaine (373 grams)

Methamphetamine & Ice-Methamphetamine (3,573 grams)

Marijuana (36,169 grams)

Other Seizures

Firearms (60)

Currency (\$100,110.00)

Real Property (\$65,000)

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

MPD Street Crimes Unit

The SCU has had a busy and successful year in targeting Street level crimes. As in past years the SCU also assisted the MCDTF in several cases as well as supporting the Major Crimes Unit. The Street Crimes Unit made a total of 75 arrests in 2016.

On October 30th, 2016 a drive by shooting occurred at a Muscatine residence. At least 20 rounds were fired into the residence from the street. Several people were inside the home at the time of the shooting but nobody was injured. A lengthy investigation then ensued led by the SCU.

The SCU then spent a lengthy amount of time on the phone trying to make contact with Milwaukee Police Department to get assistance and gather intelligence on the case. The Suspect vehicle was later seized and impounded by the Milwaukee

Police Dept. The SCU then wrote a search warrant and with assistance from Milwaukee PD they searched the suspect vehicle and they also searched the suspect residence in Milwaukee. Several items of evidence were seized and an arrest warrant was issued for the suspect.

On June 16 2016, the SCU was supplied a tip that an individual was armed with a firearm and was planning on shooting a citizen in Muscatine. The SCU then canvassed the area where the suspect lived and they observed the suspect walking down the sidewalk towards the residence where the potential victim lived. The SCU then made contact with the subject who ended up being armed with a firearm and without any injuries arrested the suspect. The suspect was then charged with going armed with intent.

On July 2nd, there was a large fight out at Weed Park in which several subjects displayed handguns in a threatening manner and also made threats to shoot others in the area. One of the subjects was arrested and this individual provided information on the whereabouts of several firearms and narcotics activity. The SCU then wrote a search warrant for a residence and the MPD Special Response Team was used for the execution of this search warrant. A search of the residence located three stolen firearms that had been stolen during burglaries in the city of Muscatine.

The SCU continued to attend the Midwest Gang Investigators Association Conference every spring and they also continue to attend Safe Streets Meetings every month.

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. We will continue to use social media to involve the public to help us develop leads in serious crimes.

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

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

Operation POPCAN

During 2016 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 1st 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 2016:

Sycamore Estates	(2400 Park Ave)
Sunset Apartments	(2800 Bloomington Lane)
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)
Clark House	(117 West Third 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 officer has worked hard to achieve those goals as well as becoming an involved member of the community. During this last year several activities were planned and deployed to help 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. As simple as it sounds, this was a perfect example 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 2016 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 2016. During this time period officers conducted over 1700 Park and Walks, accounting for more than 850 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 2016 “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;

- 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 2016. 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 2016 that added to the overall goals of the POP program such as K-9 demonstrations, Muscatine Health Fair and involvement in cultural diversity events. A new project for 2016 was our bicycle give away. 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. In August funds that were donated by businesses and community leaders were used to purchase approximately 120 new bicycles from Walmart. During the remainder of the year the Muscatine Police Department held several events where these bikes were given away to local children. In one instance we partnered with the Muscatine Community School District to raffle off several bicycles to kids from each elementary school. Bicycles were also given away during a community event held at Ripley Trailer Park as part of the POPCAN program and again during the annual Holiday Stroll.

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 \$220,000 and taken over 2100 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 ten fully accredited agencies to include 8 Municipalities, 1 Sheriff's Office and 1 state law enforcement agency.

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.

Sgt. Vincent Motto was assigned to the role of Accreditation manager as of 1/1/16. Throughout the course of the year Sgt. Motto has been receiving ongoing training to acclimate to the position.

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 yearly review was completed on 12/23/16 without any complications.

CALEA is in the process of revising the Law Enforcement Accreditation standards with the intent of publishing their sixth edition of the standards. CALEA is currently operating under the fifth edition of its standards which were implemented in 2006. The revision process has been in the works for the past year and is scheduled to be approved by the Commission at the March conference. This means that Muscatine Police Department policies will require extensive review/revision in order to ensure compliance with the new standards. Sgt. Motto will be attending the March 2017 CALEA Conference where information and training will be provided about the new sixth edition standards.

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.**

Links to other studies and research projects relating to automated traffic enforcement can be found at the end of this report.

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.

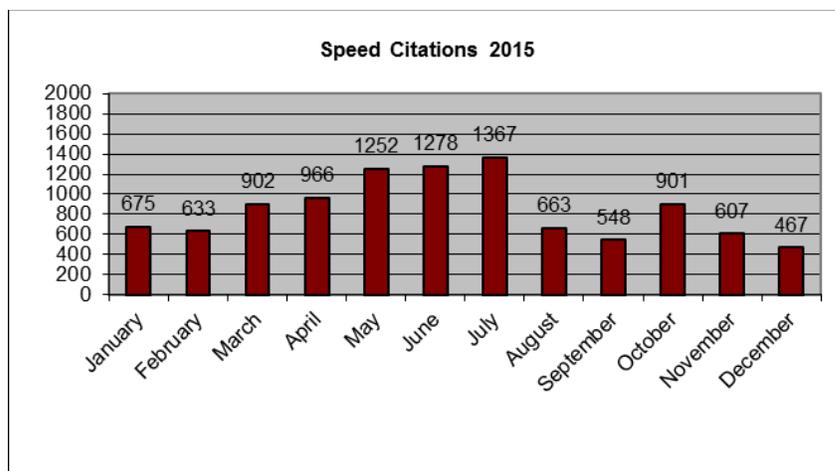
1. The IDOT engineered this approach and signage placement and went so far as to install the signs where they said they need to be. We requested the IDOT to move the signs to the 1000 ft mark on numerous occasions.
2. The idea that speed enforcement could not be conducted within 1000 feet of a speed 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.

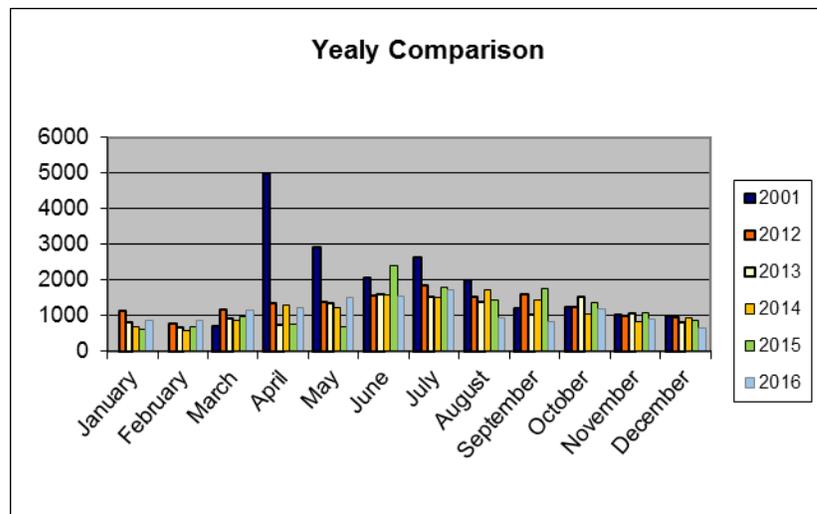
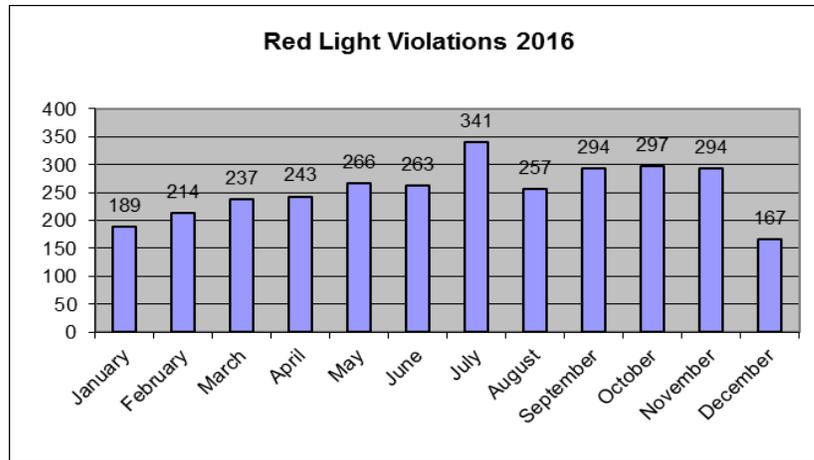
Working within the “rules” the IDOT created, the decision of Director Gent was appealed. This appeal went to the IDOT Director. The Director agreed with his coworker and upheld the recommendation that we remove this approach.

The City of Muscatine and a number of other cities in Iowa filed suit against the Iowa DOT in June of 2015. These rules and the Directors request are on hold until the outcome of this suit. A hearing for this suit is currently scheduled for 2017.

Current Statistics

2016 was the fifth full calendar year with all of the intersections active and recording violations. During 2016 there were a total of 13,322 citations issued. 3,062 citations were issued for red light violations and 10,259 speed citations were issued for speed violations. Comparing this data to the violations issued in 2015, there was an 8% (1,125) reduction in citations issued for calendar year 2016. An increase of 239 (8%) red light violations was experienced in 2016. However, speed violations decreased by 1,365 (12%) violations compared to 2015.





During administrative reviews (contested violations) we continue to routinely hear that vehicle owners and drivers are still under the impression that automated traffic enforcement has been ruled illegal by the Iowa DOT. Particularly the approach at Hwy 61 and University Ave. It is interesting to note that for 2016 there was a decrease of 1,566 violations at that one approach with speed violations constituting a 99% of this decrease. Since we started this program there has been a 53% decrease in speed and red light violations for this west bound approach.

New for 2016 was the introduction of mobile speed enforcement to Muscatine. At a City Council meeting in the spring we discussed the ATE program with the City Council and the Mayor. City Council and the Mayor approved of the expansion of the ATE speed enforcement program. In July and August the department did some testing with various equipment and decided on the Chevy Sonic. On the first day

we used the Chevy Sonic for testing there would have been 362 violations on Bidwell Rd in the first 15 hours. In mid-November the Sonic was first deployed for speed enforcement. The tentative locations are posted on the City's website and Facebook page. We received twelve (12) requests for the Chevy Sonic from citizens even before the unit was deployed for the first time. In the 1.5 months the Sonic was active there were 112 violations generated.

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

For calendar year 2016 we saw an increase in the crash rate of 30% from 2015. This is still a reduction from the pre-ATE era. The injury crashes remained very low with only 4 PI crashes at these intersections!

In January 2017 we found out that there was a three month period that the yellow timing at Park Ave and Cleveland St was wrong. We found out that in September Muscatine Power and Water (MPW) had a controller failure. A new controller was installed by MPW personnel but the yellow time was set incorrectly to a pre-ATE installation setting. In December the controller was again replaced. However, this time the yellow time was correctly set at the 4.3 seconds specified by MPW following the speed increase in 2011. The minimum timing for the intersection is 3.5 seconds per IDOT permits. Following an extensive review of violation data from the period of incorrect yellow time we found 1149 paid citations needed to be refunded and 1,028 unpaid citations were cancelled. This is the first issue we have had with MPW conducting maintenance and the yellow timing has not been reset correctly. This was not an issue related to any conduct or services from Gatso USA nor the Police Department.

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. We continue to have less crashes at these intersections then the year prior to implementation. University

and Hwy 61 has continued to see reductions in speed violations. This is what was targeted for this approach. 2011 saw 12,857 speed violations where in 2016 there were only 5,999 speed violations. Remember, this is the same approach the IDOT Director has been trying to force us to deactivate! Even though we saw an increase in red light violations this year we are still had 8% fewer violations this year than last year and a 33% reduction compared to the first year of this program. Also, the ATE systems were not activated for the full year in 2011.

ATE Research and Studies:

IIHS Automated Traffic Enforcement Responding to the Critics (2016):

<http://www.iihs.org/frontend/iihs/documents/masterfiledocs.ashx?id=2112>

Insurance Institute for Highway Safety (IIHS) August 2015 study in Montgomery County Maryland: 13% reduction in speed at camera site and a 64% reduction of vehicles driving 10+ mph over the speed limit.

<http://www.iihs.org/iihs/news/desktopnews/speed-cameras-yield-long-term-safety-benefits-iihs-study-shows>

Iowa State University Center for Transportation Research and Education study 2000 – Red Light Running In Iowa 2000 report

<http://www.ctre.iastate.edu/reports/rlrsummary.pdf>

Iowa State University CTRE Red Light Running in Iowa Phase 2 – An Investigation of the Change in Crash Rates at Automated Red Light Running Enforced and Comparison Intersections in Davenport and Council Bluffs.

<http://www.intrans.iastate.edu/reports/rlr-phase2.pdf>

Iowa State University CTRE Improving Traffic Safety Culture in Iowa April 2011 – Traffic experts agreed with the expansion of ATE for speed and red light running.

http://www.intrans.iastate.edu/research/documents/research-reports/safety_culture_ii_w_cvr.pdf

Iowa State University CTRE Improving Traffic Safety Culture in Iowa July 2013 – Survey of Iowa Citizens: 56% approved of ATE for speed and 71% approved of ATE for red light running.

http://www.intrans.iastate.edu/reports/safety_culture_report_w_cvr_08-15-11.pdf

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.

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 currently have 2 new officers being trained at the Iowa Law Enforcement Academy. These officers were hired in December. They are on schedule to complete training and be counted on for solo patrol duties in April of 2017. During the past calendar year, 2016, we successfully hired and trained 3 new officers.

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, (10) 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 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 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 and the Muscatine Community School District regarding preparedness for such events and trained in their facilities using their employees/students. This year the SRT has continued efforts to reach out to area businesses and schools conducting more of the same type of training.

Operationally, the SRT was called out on eight (8) 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 SRT conducted these warrants at the request of the Muscatine County Drug Task Force, Des Moines County Sheriff's Office, the Drug Enforcement Administration, the Iowa Department of Public Safety and the cities own investigative division. On one operation the SRT was assisted by the Muscatine Sheriff's Office.

On a few training days this year, SRT conducted scenario based training at different residences in the Muscatine area. The scenarios had different outcomes like Sniper initiated assaults, tactical entry assaults, hostage rescue, etc. The MRAP was used during some of the assaults. SRT also conducted training at Kent Headquarters to address an active shooter/hostage rescue scenario along with the long rifle marksmen.

The SRT had the opportunity to send six (6) team members to the NTOA Conference in Louisville, KY this year where debriefs from several national incidents were reviewed. Several members also attended instruction on Rescue Task Forces, High Risk Search Warrants, Explosive Breaching, Hostage Rescue and an active shooter event.

This year the Muscatine Police Department has switched to issuing bonded ammunition for duty and SRT has already conducted qualifications with this ammo in preparation of this issuance. SRT has also conducted qualifications and firearms training during cold weather, low light conditions and while wearing gas masks.

This year SRT has jointly trained with the Muscatine County Sheriff's Office (MCSO) Tactical Team regarding chemical munitions and distraction devices. MCSO provided facilities and an instructor for this course. Cooperation was reinforced in this discipline between our two teams provided by joint/similar training and discussions regarding shared resources.

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.

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:

- 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 cyber-crimes such as these.

CONCLUSIONS

In 2016 the department lost four officers, one retired and the other three resigned. Out of the three resignations, two went to other law enforcement agencies and one left law enforcement completely. We hired six new officers in 2016. Two of them resigned within a few months as they failed to make it through the field training program.

One officer is currently injured and on light duty awaiting completion of the field training program, another is working patrol and two are currently at the Iowa Law Enforcement Academy in Johnston IA. They are set to graduate in April of 2017.

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. 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.
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 will be implemented sometime in the near future. Funding is an obstacle as well as all the questions remaining about how the video data collected by these cameras will be stored. Data storage is the most expensive part of this project and will become a significant on-going expense once this program is implemented. The upcoming legislative session should shed some light on what direction we may be headed when looking into body cameras.

As 2016 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, leadership, and the loyalty of the men and women who are employed within department.
Muscatine Police Department

Chief Brett Talkington