TO: NORWALK COMMUNITY

FROM: GREG STAPLES, CHIEF OF POLICE

SUBJECT: ANNUAL REPORT - CALENDAR YEAR 2015

INTRODUCTION

Calendar year 2015 was both rewarding and challenging for the police Department. While we were able to make significant advances in our efforts to increase community policing activities, we also experienced a significant crime spree during September. Our community policing initiatives involving bike patrol, the Walk About Project and grade school activities were very successful within the community. However, we were unable to completely satisfy a number of key objectives in the administrative areas of the Department.

In July, the Department was notified that it had placed third in the nation in the prestigious National law Enforcement Challenge. This is a traffic safety award program administered by the International Association of Chiefs of Police. The program identifies departments that prioritize the safety of motorists in all aspects of agency operations. The Department placed 3rd for municipal agencies of less than 20 officers. This was the first time that any police department in Iowa has placed in the competition.
The Department took a proactive approach to community relations during the year. It was our intention to prevent issues from arising such have been developing around the country. Officers received training in diversity related issues and spent significant efforts developing relationships within the community.

The core values of the Department are Noticeable policing, Professional actions and Dedicated efforts. Throughout the year, officers actively exemplified and operated with these values in mind. Officers were noticeable through their increased patrolling of the streets and during their periodic walking of the neighborhoods. Professional actions were illustrated by the efforts of the officers to solve the crimes reported during the September crime spree and by quickly solving the first reported robbery in several years. Dedicated efforts were exemplified through increased workload in both dispatched calls for service and self-initiated field activities.

Our ability to adhere to the high ideals of our core values has positioned the Department well. Based on past performance and our lofty expectations we believe 2015 was a success and that 2016 will be an excellent year.

The report is organized into the following categories:

- Annual Performance Statistics
- Annual Training
- Police Fleet Status
- Community Policing
- Internal Investigations
- Personnel
- Goal Accomplishment for 2015
- Goals for 2016
- Out and About

ANNUAL PERFORMANCE STATISTICS

Reported Crimes- The year proved to be challenging in terms of criminal investigations into the documented increase in crimes. While we had a 20% decrease in reported crimes against persons, we also experienced the first armed robberies in several years. In September we experienced several burglaries. The increase in property crimes was 58%. Increases in Burglary, Theft and Criminal Mischief were the root cause for the property crime increase. See chart APS -1 below

2015
Reported Crimes

Crimes Against Person	2013	2014	2015	**Change**
Assault Offenses	40	37	28	**-9**
Sexual Assault Forcible	5	6	4	**-2**
Sexual Assault Non-Forcible	2	0	0	**0**
Robbery	0	0	2	**2**
Homicide	0	0	0	**0**
Subtotal	47	43	34	**-9**
Crimes Against Property	2013	2014	2015	**Change**
Burglary	17	5	36	**31**
Fraud / Forgery / Embezzle	18	18	19	**1**
Theft / Larceny	76	93	121	**28**
Motor Vehicle Theft	5	6	7	**1**
Property Damage	29	36	68	**32**
Subtotal	145	158	251	**93**
Total	192	201	285	**84**

APS-1

Clearance Rates- Investigative success for the criminal cases that were reported was mixed. Officers cleared cases at a rate higher than the national average but some major cases remain unsolved. In chart APS-2 below you can see the categories of crime and the associated clearance rate for Norwalk. Chart APS-3 identifies the national and regional clearance rates as compared to that of Norwalk. A crime is considered cleared if a person was arrested or if sufficient information to obtain an arrest warrant exists, but prosecution is declined.

2015
Clearance Rates

Crimes Against Person	**Total**	**Cleared**	**Clear %**
Assault Offenses	28	26	93%
Sexual Assault Forcible	4	2	50%
Sexual Assault Non-Forcible	0	0	NA
Robbery	2	1	NA
Homicide	0	0	NA
Subtotal	34	29	85%
Crimes Against Property			
Burglary	36	6	17%
Fraud / Forgery / Embezzle	19	6	32%
Theft / Larceny	121	29	24%
Motor Vehicle Theft	7	3	43%
Property Damage	68	16	24%
Subtotal	251	60	24%
Total	285	89	31%

APS-2

2015
Overall Clearance Rates Compared to National Averages

Type	Crimes Against Persons	Crimes Against Property
National	48%	20%
Cities Under 10,000	56%	24%
Midwest Cities	43%	19%
Norwalk	85%	24%

APS-3

General Activities and Proactive Enforcement- The year turned out to be a very busy one for the police Department. Calls for service continued to increase rapidly with a 20.7% increase. Officers were also highly proactive indicated by the 77% increase in impaired driving enforcement, the 24.7% increase in moving violations and the 19.6% increase in written warnings. These increases in patrol activities are partially responsible for a successful application to the National Law Enforcement Challenge. This competition seeks to find Departments that work to increase traffic safety at every level. In 2015, Norwalk placed third in the nation for this competition. Chart APS – 4 below gives the numerical data just discussed.

2015
General Activities

Traffic Related	2013	2014	2015	**Change**
Traffic Stops	1012	1271	1546	**275**
Moving Violations	319	303	378	**75**
Speeding	243	198	286	**88**
Impaired Driving	20	22	39	**17**
Equipment / License Citations	164	124	180	**56**
Occupant Protection	7	9	31	**22**
Written Warnings	228	610	730	**120**
Crash Investigations	131	95	95	**0**
General Activities	2013	2014	2015	**Change**
Drug Investigations	38	42	31	**-11**
Officer Initiated Incidents	XX	31	41	**10**
Public Service Calls	600	717	710	**-7**
Calls For Service	4417	5177	6249	**1072**

APS-4

ANNUAL TRAINING

The training received by the Department in 2015 was geared towards community policing and recertification of competencies for instructors. The Department also sent an officer to the basic police academy for the first time in over 6 years. Some of the community policing training highlights were that all officers completed the Community Policing Defined course, Officer Parker was certified as a DARE instructor and Officer Albers was certified as a car seat installation technician. Through training the Norwalk Police Department remains ready to provide excellent police service.

2015 Training

Month	TOPIC	OFFICER
January	CPR/AED Recertification	All Officers
	Taser recertification	All Officers
	5-Star Leadership Institute (part 2)	Martin
	Applicant background investigation school	AC Westvold
February	Two day field training refresher	Lewiston
March	None	None
April	Mental Health Fist Aide	Lewiston/Martin
	Certification Training	Parker/K9 Zena
	Iowa Employment Conference	Staples
May	Regional K9 Training Conference	Parker/K9 Zena
	Iowa Police Chiefs Association Conference	Staples
	Glock Armorer recertification	Downing
	Operating While Intoxicated Mobile Reporting	All Officers
	Terminal Agency Coordinator	Westvold
June	Active Shooter/Building Search	All Officers
	Bicycle Patrol Officer School	Criswell/Lewiston
	RADAR / Lidar instructor recertification	Palmer
	Community Policing Defined	Dunlop
July	Community Policing Defined	Martin/Downing/Westvolt
	TASER Instructor School	Lewiston
	5-Star Leadership Institute (part 3)	Martin
August	Firearms Qualifications	1/2 of Department
	Community Policing Defined	Staples/Hutchinson/Lewiston
September	Firearms Qualifications	1/2 of Department
	Police Academy	Dunlop
	DARE Instructor School	Parker
	Child Seat Technician Training	Albers
	ILEA training staff with the Academy Driver Training	Spurr
October	International Association of Chiefs of Police Conference	Staples
	Rifle Instructor recertification	Downing/Martin
	Pistol Instructor recertification	Downing
	Procedures for Evidence Room Item Handling	Albers
November	Police Academy	Dunlop
	Field Training Officer School	Lewiston
	ARIDE (Operating While Impaired)	Hepperly
December	Police Academy (Graduated)	Dunlop
	Reid School of Interview and Interrogation	Hepperly
	Child Sex Abuse	Various

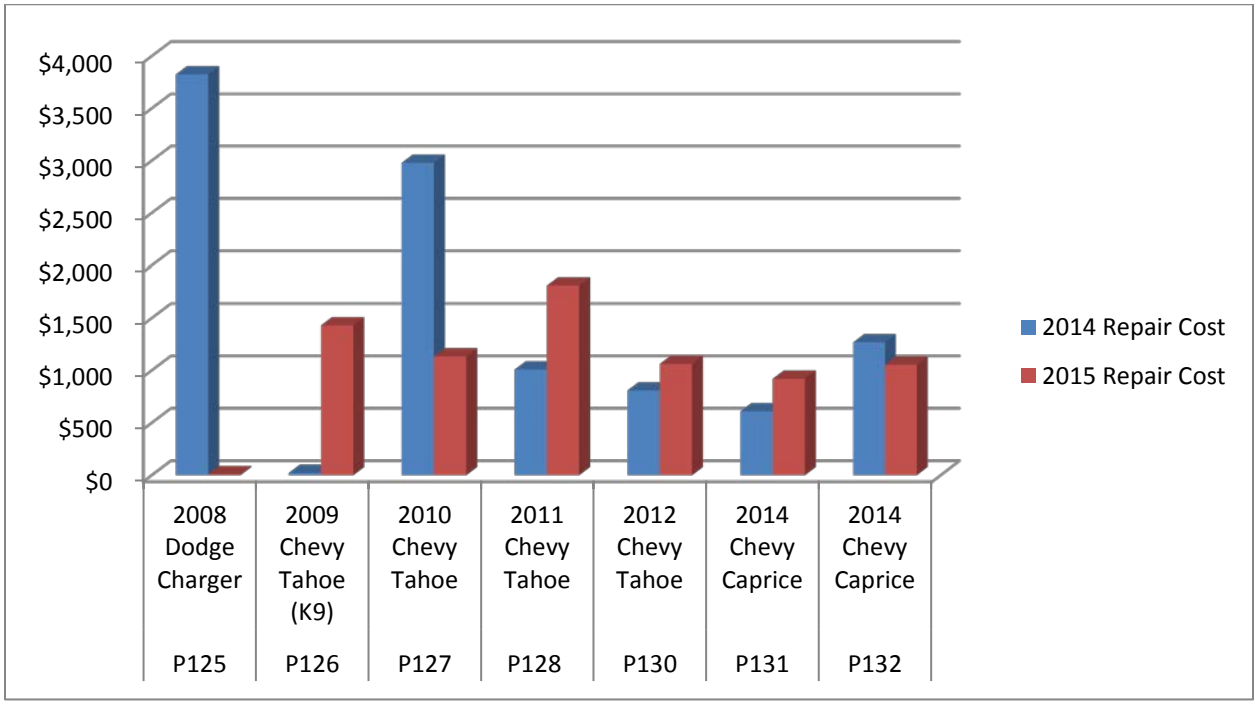
POLICE FLEET

During the year, Officers drove 109,808 miles while conducting patrol activities and other police duties. This represents approximately 1,000 miles more than 2014. The police fleet is comprised of seven marked police vehicles and one unmarked investigations / command vehicle. There were no new vehicles added to the fleet during the year. A new vehicle is planned for 2016. Mileage and repair costs for Shop 125 were very low during the year. This is because in previous years repair costs for the vehicle were unsustainable. In 2015 the vehicle was used solely as a backup and school resource officer vehicle. Shop 125 is due to be replaced in 2016. The investigations / command vehicle is not included in this data.

Police Fleet Status

Shop	Year and Make	2015 Miles	Total Vehicle Miles	2014 Repair Cost	2015 Repair Cost	Cost Difference
P125	2008 Dodge Charger	2,598	102,232	$3,825	$9.04	-99.76%
P126	2009 Chevy Tahoe (K9)	9,615	86,990	$22	$1,431.38	6406.27%
P127	2010 Chevy Tahoe	16,879	126,617	$2,979	$1,134.27	-61.92%
P128	2011 Chevy Tahoe	14,321	79,321	$1,008	$1,811.08	79.67%
P130	2012 Chevy Tahoe	15,806	68,146	$809	$1,062.35	31.31%
P131	2014 Chevy Caprice	25,861	40,085	$610	$920.04	50.82%
P132	2014 Chevy Caprice	24,728	41,898	$1,269	$1,054.61	-16.89%

PF- 1



PF - 2

COMMUNITY POLICING

The Department has placed an emphasis on community policing and enacting programs that enhance the partnership between the citizens of Norwalk and the officers who serve them. These programs that embrace the ideals of community policing are many, but they can generally be broken down into two categories; juvenile outreach and community partnerships. Listed below are some of our accomplishments during 2015.

Juvenile Outreach:

- The DARE Program was taught to all Lakewood Elementary 5th graders
- The Junior police academy was held for Norwalk residents 8 – 12 years old
- Bike Safety Day was held for any child who wanted to learn about bike safety
- Drug and Alcohol awareness programs were presented to high school students
- Character Education, Personal and Situational Safety and The Law and You classes were offered to teenagers
- The Lunch with the Chief program was held for Oviatt 2nd graders
- NPD Reads was launched for Oviatt 1st graders

New this year was the NPD reads program where the police Department attends class with the first graders and reads the book *Officer Buckle and Gloria with them*. The book contains many safety messages and after the book is read the officers talk safety tips with the students.

Community Outreach

- Bike Patrol
- Neighborhood meetings
- The Walk About Project
- Lunch in the Park
- Lakewood Family Fun Night

The activities listed above are just a few of the types of things that the Department accomplished during 2015. The greatest success for reaching the community and providing the building blocks for positive police community relations were the Bicycle Patrols and the Walk About Project. Officers on bikes rode over 100 hours of patrol during which they spoke to the public at every chance. The patrols were featured in an article in the Des Moines Register. The Walk About Project had officers walking neighborhood streets during the evening hours. Officers looked for people out and about and stopped to engage them in conversation. The Department received high praise for the effort and a number of positive comments. The project was also featured in an article in the Indianola Record Harold.

INTERNAL INVESTIGATIONS

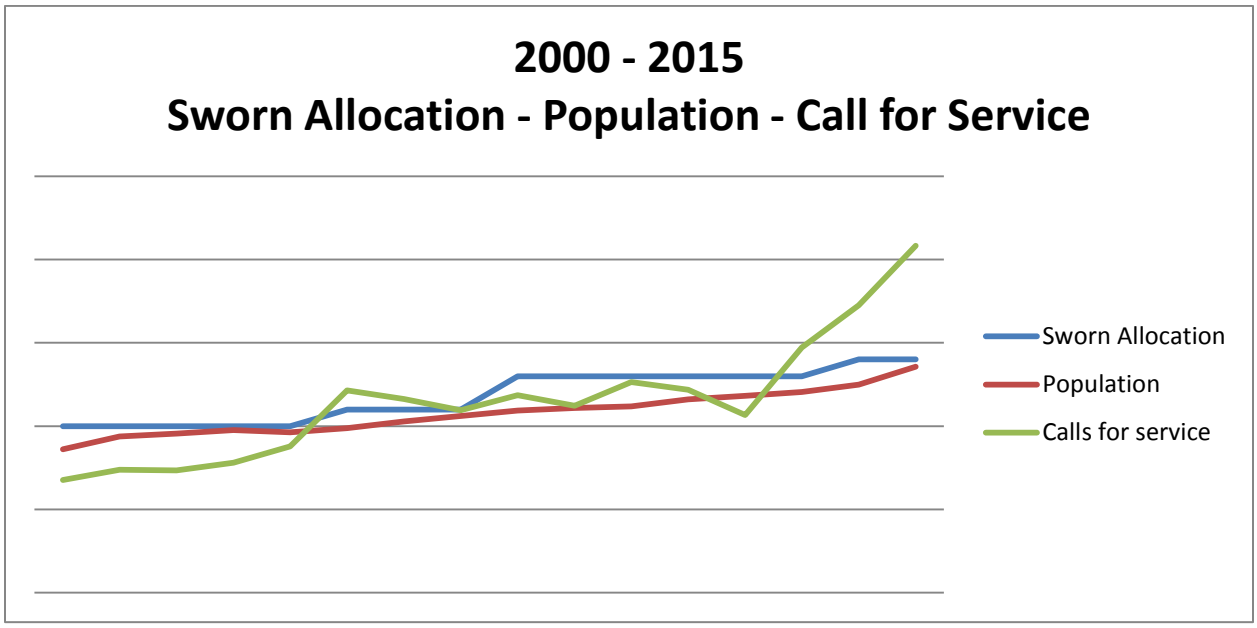
The Department received zero formal complaints on officer behavior.

PERSONNEL

During 2015 the Department experienced significant changes in personnel:

- On February 14, Officer Ben Lewiston resumed his career with the Department after a brief hiatus working for the State of Iowa. Officer Lewiston was hired as part of the COPS grant awarded in 2014
- On April 1, Officer Brian Melco resigned from his position
- On April 20, Officer Greg Hepperly was hired
- On June 1, Officer Lilly Dunlop was hired
- On October 15 Officer Greg Bryant was hired
- On December 31, Officer Doug Metzger retired after 28 years of service

In 2014 the Department was awarded a COPS grant that allowed the hiring of one additional officer. This position was filled during 2015 and raised the total authorized strength of the force for the first time in seven years. At the conclusion of the year, there were 14 officers on staff. Over the last few years, calls for service and population have increased faster than the number of sworn officers. Chart P-1 below shows the progression of authorized sworn strength versus population and calls for service over the last 16 years.



P-1

The Department has experienced a large increase in calls for service per year as the chart above indicates. Over the last 16 years, since the year 2000, calls for service have increased 208% while the sworn officer allocation has only increased 40% and the population of Norwalk has increased 57%. Officers are serving the needs of more people who rely on police services more frequently.

GOAL ACCOMPLISHMENT FOR 2015

Two goals and various objectives were established at the beginning of the year. Below is a summary of these areas of focus and details concerning how successful the Department was in satisfying the objectives.

GOAL - Members of the Norwalk Police Department shall protect the public by maintaining law and order in an efficient and effective manner.

OBJECTIVES

Hire and properly train new officers as openings occur – COMPLETE

Certified Officers Lewiston, Hepperly and Bryant, all received field training upon hire and successfully completed it. Officer Dunlop attended the basic police academy. She was the first Norwalk Officer to attend the academy in 7 years. All positions were filled with qualified individuals in a timely manner.

Increase the diversity of training opportunities to accommodate emerging needs - COMPLETE

During the year, officers were able to attend a multitude of differing trainings. Both Sergeants have now attended multi week leadership courses. All officers completed community policing training and all officers completed Mobile Operating While Intoxicated training.

Decrease incidents of criminal mischief by 10% - NOT ACHIEVED

Criminal mischief reports increased significantly during 2015. There were three sprees of activity where suspects damaged multiple items belonging to multiple victims. One of these sprees of activity was solved and the suspects were apprehended. Even with the increase in reports of activity, the Department cleared 24% of the cases which is 4% better than the national average.

Increase the clearance rate for property crime by 5% - NOT ACHIEVED

Overall, the clearance rate for property crime only decreased by one percentage point. However, the clearance rate for criminal mischief cases increased seven percentage points. There was an increase in burglary reports and criminal mischief reports. This coupled with low staffing made it difficult to solve many of these property crimes.

Respond to all calls for service – COMPLETE

The Department responded to all calls for service dispatched through Westcom. During the year officers were tripped 6,249 times for all degrees of issues / requests. This represents a 20.7% increase in calls over 2014.

Attend active assailant mitigation training – COMPLETE

In June all officers completed ALERT training. This was held in Indianola in conjunction with the FBI and numerous regional Departments. Officers refreshed their knowledge and skill at dealing with an active assailant in a school environment and developed working relationships with neighboring law enforcement officials.

Goal – The Norwalk Police Department will provide effective public service through the establishment and maintenance of programs that provide for and assist with Departmental effectiveness

OBJECTIVES

Create and implement programs and interactions for grades K-4 –COMPLETE

Specific programs were implemented for grades Kindergarten, 1 and 2 but not for grades 3 and 4. However, grades 3 and 4 were invited to attend the PTO family fun night where the Police Department

sponsored the bingo game. Many students in the 3rd and 4th grade age group attended and interacted with the many officers present. Specific programs for grades 3 and 4 are planned during the 2016 / 2017 school year.

Review and revise the operations policy manual – PARTIALY COMPLETE
The operations policy manual was reviewed. Only a portion of the intended revisions were completed. Policies on training, traffic enforcement and vehicle restraints were revised.

Create a multi-year strategic plan – PARTIALY COMPLETE
During the year the Chief held several meetings with key stakeholders within the community and within the Department to create a strategic plan. These meetings served as a basis for identifying four areas of focus: Community Policing, Personnel, Crime / Investigations and Technology. Several objectives within these areas of focus were identified. Writing of the document began with research into the history of the Department and of policing generally in Norwalk. The actual document is still a work in progress.

Create a patrol plan – PARTIALLY COMPLETE
It was determined that patrol operations lacked a strategic document describing how the Department patrol operations would be managed. Work began on how to organize this function and determine what the minimum staffing numbers should be and how this staffing would be scheduled. Peak times for calls were analyzed and schedules were adjusted as needed. The basic elements of the plan were researched and implemented, but the plan itself has not been reduced to writing.

Implement a Rules and regulations manual – COMPLETE
A new rules manual was completed. It was begun from scratch and contains 54 work rules that help guide actions of the officers so that service can be delivered in a professional manner that builds trust in the community. The manual contains numerous topics including, ethics, de-escalation, personal conduct, courtesy and the duty to intervene.

Increase Community Policing activities by 10% - COMPLETE
During the year officers attended or participated in 73 community related events. This represents a 40% increase over 2014

Conduct safety and security reviews at churches –NOT COMPLETED
Prior to being able to provide this service, an officer needs to be trained in Crime Prevention Through Environmental Design. There was no course offered in this discipline that was convenient to attend and no officers were trained. It is hoped that an officer will be able to attend during 2016. Security assessments remain an objective of the Police Department. Once an officer is trained in the technique the service will be offered to homes, businesses and churches.

GOALS FOR 2016

The overall goals for 2016 remain unchanged from this year. Some of the objectives have changed.

These two goals and their associated objectives are below:

GOAL - Members of the Norwalk Police Department shall protect the public by maintaining law and order in an efficient and effective manner.

OBJECTIVES:

1. Work to increase staffing levels to a recommended 18 officers
2. Answer all calls for service including an expected increase of over 20%
3. Implement a new Community Impact Officer position that will split work time between investigations, community policing and patrol
4. Work to incorporate traffic safety programs / planning into all areas of the Department
5. Implement strategies to reduce crime and provide for increased capacity to successfully investigate crimes

Goal – The Norwalk Police Department will provide effective public service through the establishment and maintenance of programs that provide for and assist with Departmental effectiveness

OBJECTIVES

1. Attend neighborhood meetings and provide crime statistics to residents
2. Implement and continue programs that encourage interaction between the Department and school aged children
3. Increase the number of community events attended by 10%
4. Increase partnerships with businesses, community organizations and churches
5. Provide training to officers as needed to enhance skill and increase effectiveness

OUT AND ABOUT IN 2015

Dodge ball team raising money for Special Olympics

Polar Plunge raising money for Special Olympics

Police in Guns n Hoses raising money for Blank Children's Hospital
Chief Staples and Officer Hepperly

Officer Palmer hanging out with some young Norwalkians

Officer Hepperly reading to the first grade

Officer Criswell making the kids smile

Officer Hutchinson at Bike safety Day

Officer Hepperly talking safety

Officers Spurr and Criswell with Emily Davis the DARE Essay winner

Leading the July 4th parade

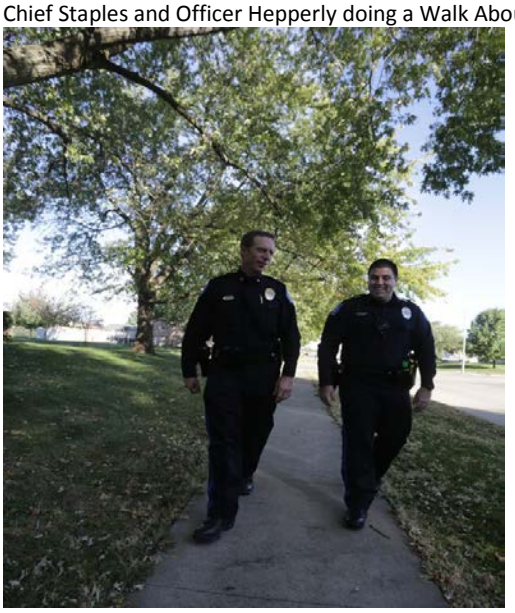
Officers Dunlop and Palmer getting some fresh lemonade

Officers Spurr and Metzger with some of our fans

September community meeting with Chief Staples

Officer Criswell on Bike Patrol

Chief Staples and Officer Hepperly doing a Walk About



Officer Hutchinson helping with pumpkin carving

Officer Hutchinson escorting a youngster out of Fareway

Officers Hepperly, Dunlop Hutchinson and Sgt Martin having fun bagging groceries and talking crime prevention

Officer Criswell receiving a thank you from the SADD group