

2018



Indianola, Iowa Police Department

2018 OVERVIEW AND ANALYSIS OF POLICE
OPERATIONS AND STAFFING

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OVERVIEW

In August 2017, the City of Indianola, Iowa requested professional services for a study of current and future police department staffing needs. Midwest Police Consultants, LLC (MPC) conducted this study in accordance with the city's request for proposal and our firm's subsequent technical proposal. The results of this study are contained herein and are a culmination of our professional research and analysis. The recommendations provided within this report are specific to police services, which are provided by the Indianola Police Department (IPD). Specific areas subject to this comprehensive review included:

- Analysis of IPD Calls for Service, Staffing and Deployment
- Analysis of Uniform Crime Reporting Data and Associated Crime Trends
- Analysis of Departmental Operations
- Analysis of Departmental Space Allocation
- Survey of Police Personnel

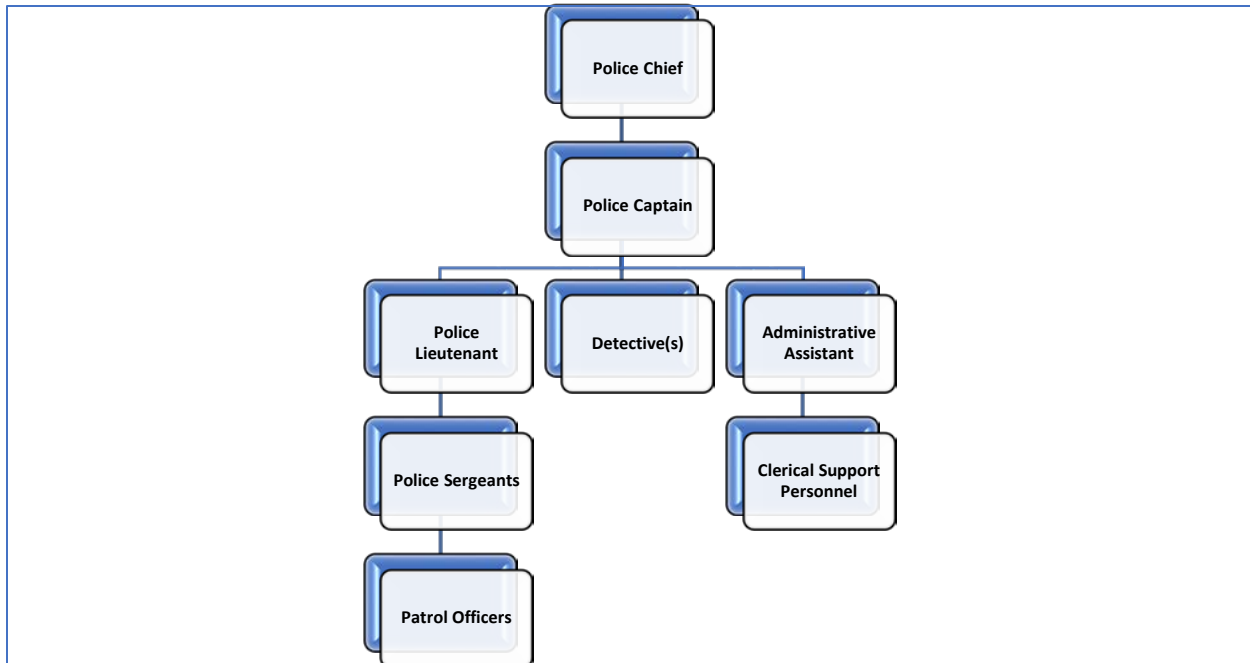
COMMUNITY & DEPARTMENTAL PROFILE

Indianola, Iowa

Indianola, Iowa serves as the county seat of Warren County and is located approximately 17 miles south of Iowa's largest city, Des Moines. Comprising part of the greater Des Moines metropolitan area, Indianola covers 11.2 square miles with a population of approximately 15,343 inhabitants [13]. Since the 2000 Census, the population of Indianola has grown approximately 17%; or roughly one percent per year. While the 2000-2010 Census period reflected population growth around 11%, current growth trends indicate a population of around 16,000 inhabitants by the year 2020 [13]. Indianola is bisected by two major arterial roadways. Iowa Route 92 travels east/west through the city and carries traffic from dense population centers such as Council Bluffs, Iowa and Omaha, Nebraska. U.S. Route 65 travels north/south through Indianola and carries traffic primarily from Des Moines and its associated suburbs. In 2016, the Iowa Department of Transportation reflected average annual daily traffic counts of over 21,000 vehicles upon both roadways [8]. Traffic volumes and trends for the period 2012-2016 were analyzed and appear consistent throughout the four-year period.

The Indianola Police Department

The City of Indianola is served by a 23-person full service police department, which currently consists of a chief of police, one captain, one lieutenant, one detective, three sergeants, 12 officers, and three full time administrative support personnel. While the department reflects an authorized strength of 20 sworn personnel, as of this writing there are two police officer vacancies the agency is attempting to fill. To date, IPD has experienced significant turnover, which had an impact on overall departmental operations and staffing. With the agency's proximity to the greater Des Moines service region, IPD consistently works to recruit from an ever-challenging pool of eligible police applicants. The current IPD table of organization is reflected in the chart on the next page.



Indianola Police Department – Table of Organization

The IPD span of control appears adequate for an agency its size and there were no concerns or adverse observations made regarding staffing allocation among various supervisory or support elements.

10-Hour Shift Scheduling

Departmental leadership adopted 10-hour shifts as the preferred method for scheduling officer shift times; however, there were multiple times during the past year where 8.5-hour shifts were utilized due to staffing constraints. IPD leadership adopted a minimum staffing requirement of two officers per shift, which adequately provides coverage for police department calls for service. Optimum coverage and scheduling is experienced using 10-hour shift patterns. Both historic and contemporary research indicates advantages for use of 10-hour shift rotations, to include [1]:

- increased coverage during peak hours of activity;
- improved job satisfaction, teamwork and morale;
- increased performance;
- reduced response time and reductions in crime;
- reduced costs for officers and agencies;
- increased in-service training periods;
- increased amounts of time off for personal pursuits/family activities; and
- reductions in accidents and complaints against officers

In 2011, the Police Foundation published what is likely the most comprehensive study conducted on the topic of shift length within the law enforcement profession.

Study participants were assigned to 8, 10 and 12-hour shifts while researchers analyzed five basic outcome categories. The study failed to reveal any significant differences on levels of overall work performance, employee health, or what was classified as work-family conflict; however, officers working 10-hour shifts did reflect significantly higher levels of sleep and quality of work life than those assigned to 8-hour shifts [1]. A 2008 study of municipal workers assigned to 10-hour shifts contradicted some of those findings and found while employees reported lower levels of work-family conflict when working extended shifts, there was no statistically significant change in overall job satisfaction [1].

In addition to receiving less sleep, the 2011 Police Foundation study noted how those employees on 8-hour shifts accumulated over five times as much overtime as those assigned to 10-hour shifts. While a 1981 study noted how officers working 10-hour shifts accumulated more court-related overtime, accumulation of regular workday overtime was reduced by more than 50% when compared to those working conventional 8-hour shifts [1]. IPD has diligently worked to control overtime accruals in spite of staffing challenges. In fact, since 2014, departmental executives have worked nearly 200 shifts to control overtime; activities the department attributes to over \$50,000 in compensation-related expenses.

CALLS FOR SERVICE ANALYSIS

During the four-year period 2014-2017, officers assigned to IPD responded to nearly 45,000 calls for service (CFS). Call load increased significantly from the period 2014 to 2015, and then gradually increased in 2016; reflecting a 15% total increase over that three-year period. IPD experienced a nearly 4% decrease in CFS activity between 2016 and 2017; however, much of that decrease is attributed to reduced staffing and officer availability due to scheduling challenges. Refer to Table 1 for an illustration of total CFS activity for the period 2014-2017.

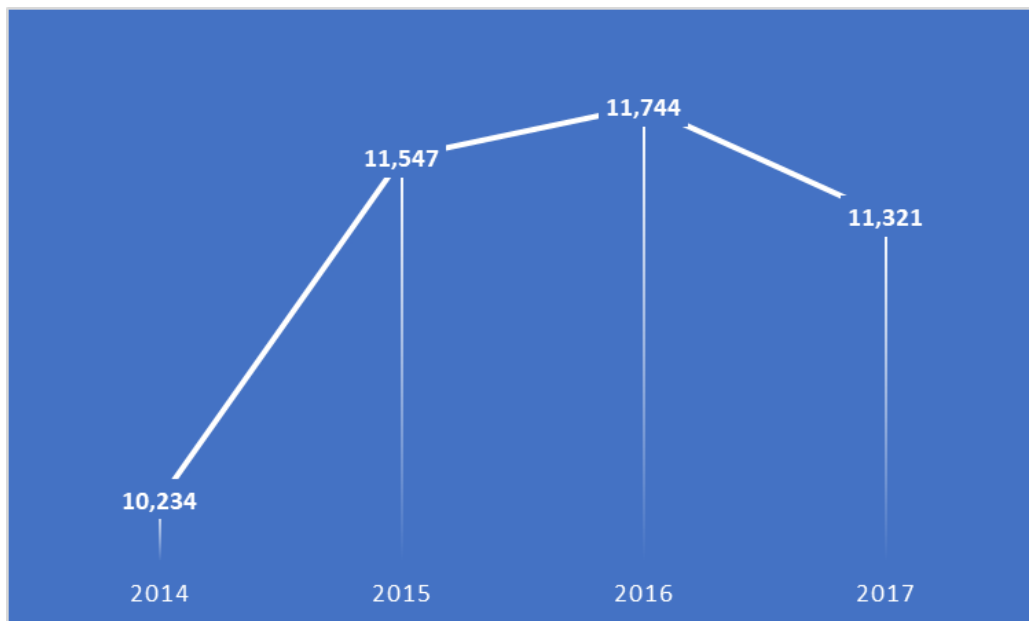


Table 1: 2014-2017 IPD Calls for Service

Specific IPD activity trends were analyzed for the period 2014-2017 and these trends correspond to overall CFS activity, which occurred within the city. The analysis included a review of IPD arrests, motor vehicle accidents, traffic enforcement, and cases referred to detectives for investigation. Table 2 illustrates the number of IPD arrests, which occurred during the period 2014-2017. While the number of arrests trended downward between 2014 and 2015, there is a significant upward trend between 2015 and 2016 (over 24%). Departmental leadership attributed much of this activity to the productivity of new police officers who were engaged with strong community policing, enforcement and investigative efforts.

It should be noted arrest activity for this period corresponds to citywide crime rates within primary Uniform Crime Reporting (UCR) categories discussed later in this report. From 2016 to 2017, IPD arrest activity trended downward nearly 19%. The overall reduction in UCR crimes appears partially responsible for this decrease, which also speaks to the level of effectiveness demonstrated by the police department. Officer availability is also a contributing factor according to departmental leadership. Throughout 2017, IPD struggled with maintaining sufficient staffing due to employee turnover and field training of new personnel. The latter staffing concerns allow less time for on-duty personnel to engage in proactive investigative efforts.

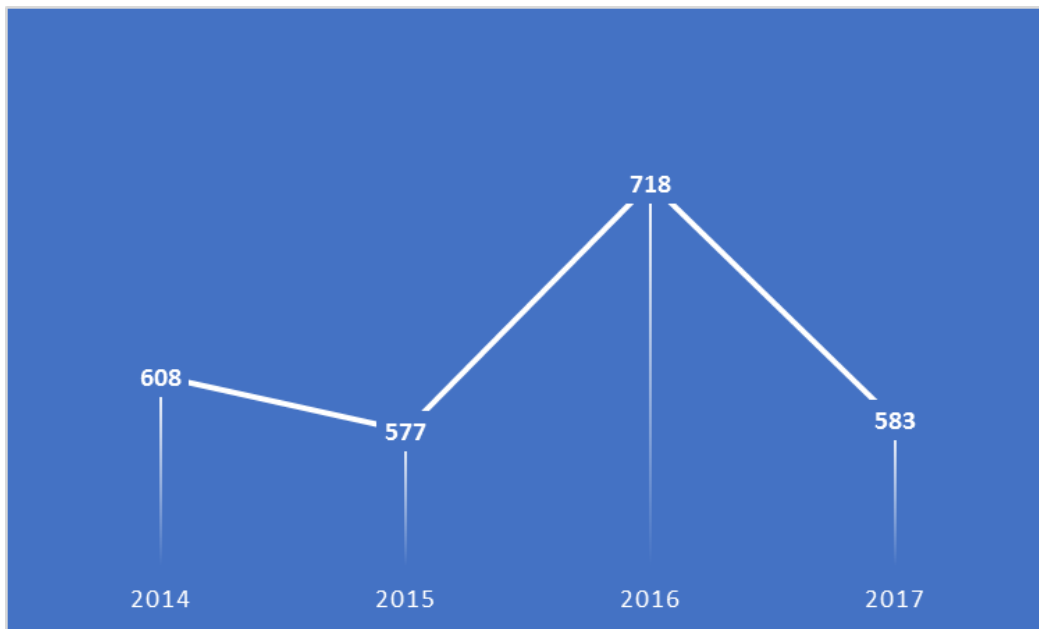


Table 2: 2014-2016 IPD Arrest Activity

Table 3 illustrates IPD calls for service involving motor vehicle accidents (MVA) for the period 2014-2017. There is a modest increase in MVA activity between 2014 and 2015; however, after that period, MVA activity trended downward about 12% from 2015 through 2017. The department attributed much of this decrease to the mild winters experienced in the region during the last several years.

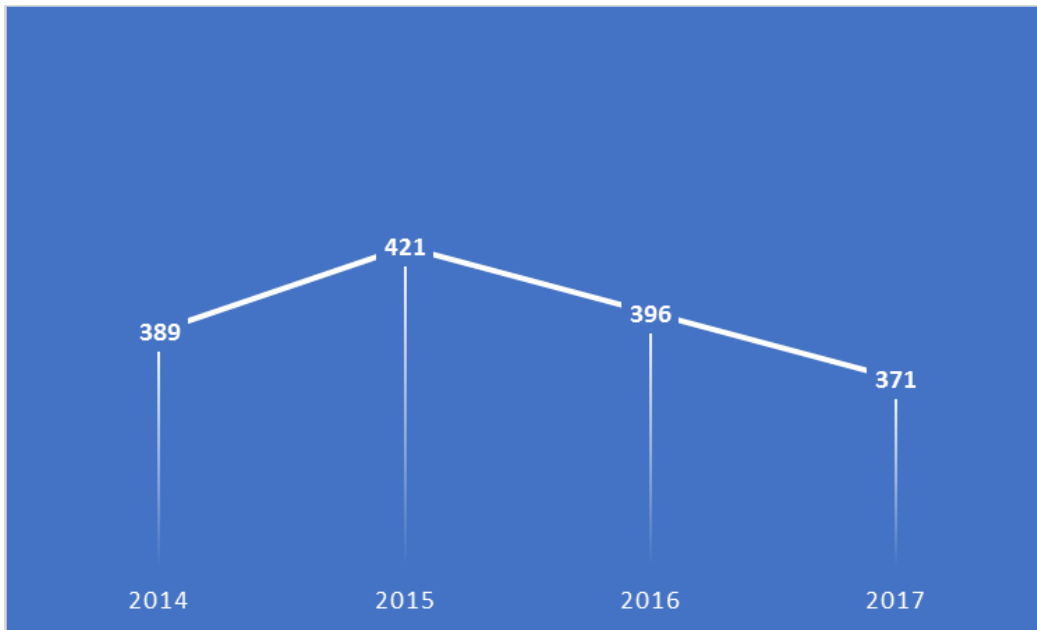


Table 3: 2014-2017 IPD Motor Vehicle Accident Activity

Table 4 illustrates IPD traffic enforcement efforts largely attributed to motor vehicle stops for the period 2014-2017. While there was a 19% increase in enforcement activity between 2014 and 2015, overall traffic enforcement gradually decreased by about 6% between 2015 and 2017. Departmental leadership attributed much of the upward trend experienced after 2014 to the younger officer demographic; however, decreases in overall traffic enforcement for the remaining periods are largely attributed to increased call for service activity, investigative requirements and employee turnover.

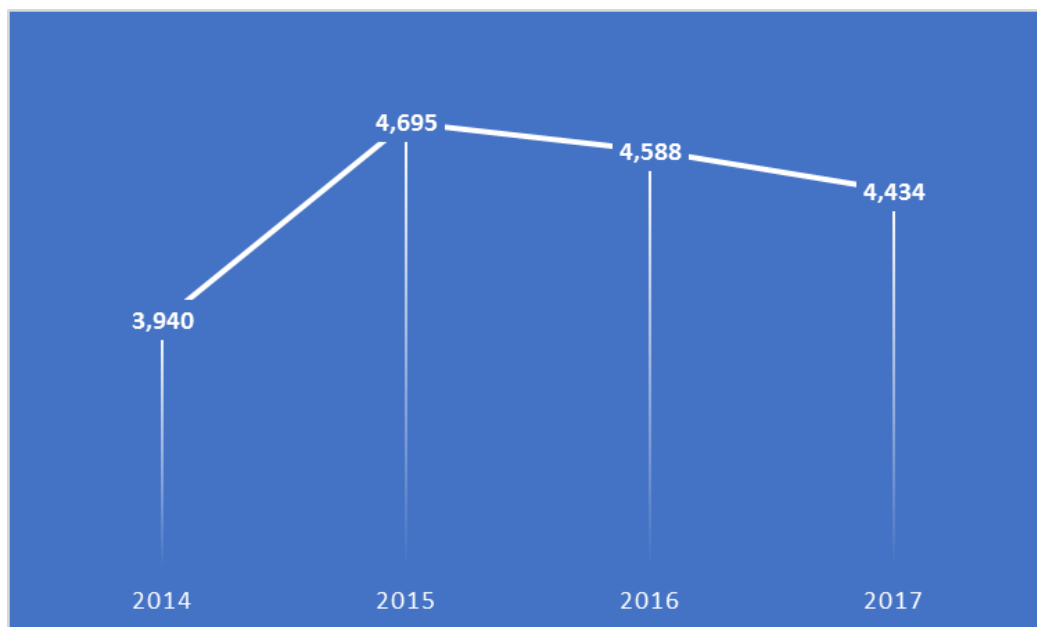


Table 4: 2014-2016 IPD Traffic Enforcement Activity

Table 5 illustrates cases referred to IPD detectives for the period 2014-2017. Since 2014, there has been a steady increase (61%) in investigative casework, which generally originates from CFS activity handled by regular enforcement officers. Twenty-five percent of the latter increase occurred between 2016 and 2017, marking the largest single year increase since 2014. While there has been a reduction in UCR crimes reported in the City of Indianola between 2014 and 2016, investigative casework demands remain high for IPD. IPD started 2017 with three detectives; however, as of this assessment, the department is currently operating with one. While the increased demand is now handled by one detective, personnel assigned to regular enforcement duties are also responsible for handling an increasing number of investigative commitments.

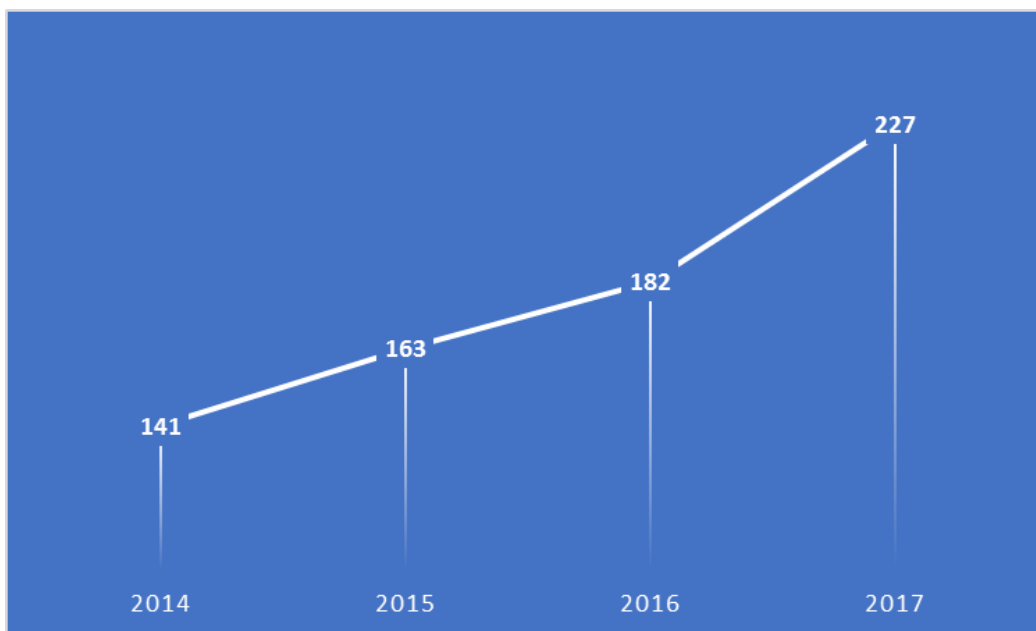


Table 5: 2014-2016 IPD Detective Cases

In addition to specific IPD activity categories, overall CFS activity was reviewed and consisted of five primary areas of analysis, to include:

- Calls for service by officer
- Calls for service by month
- Calls for service by day of week
- Calls for service by hour
- Calls for service by classification
- Calls for service by zone designation

Calls for Service by Officer

On average, each IPD officer is responsible for just under 600 calls for service each year; however, turnover experienced by the department during 2017 exacerbated the number of calls each officer was responsible for during periods of peak demand and limited scheduling availability. Over the period 2014-2017, IPD officers each responded to roughly 2,242 calls for service.

CFS types range from simple calls handled in a matter of minutes to more complex calls, which sometimes take hours to complete. CFS times for the period 2014-2018 (YTD) were analyzed in order to determine how long IPD officers routinely spend on calls for service. On average, IPD officers spend 30 minutes on a call for service, which is somewhat lower than the industry average of 45 minutes. This factor is important when calculating minimum staffing requirements, which will be addressed later in this report. Average officer time spent on calls for service does not include administrative time required for report preparation, follow-up investigation or court appearances. IPD officers reflected a respectable average response time of nine minutes during the period 2014-2017.

Calls for Service by Month

Over the four-year period departmental call for service (CFS) activity remained consistent, with the warmer months typically reflecting increased call activity. This is consistent with national trends and is reflective of increased traffic volumes, visitors attending local events and increased situations requiring a police response. July and September were the peak periods for police activity, while December reflected the lowest average CFS activity. It is also important to note that CFS activity appears rather constant for at least eight months of the year, varying no more than 300-500 calls each month between March and October. Table 6 illustrates CFS trends by month for the period 2014-2017.

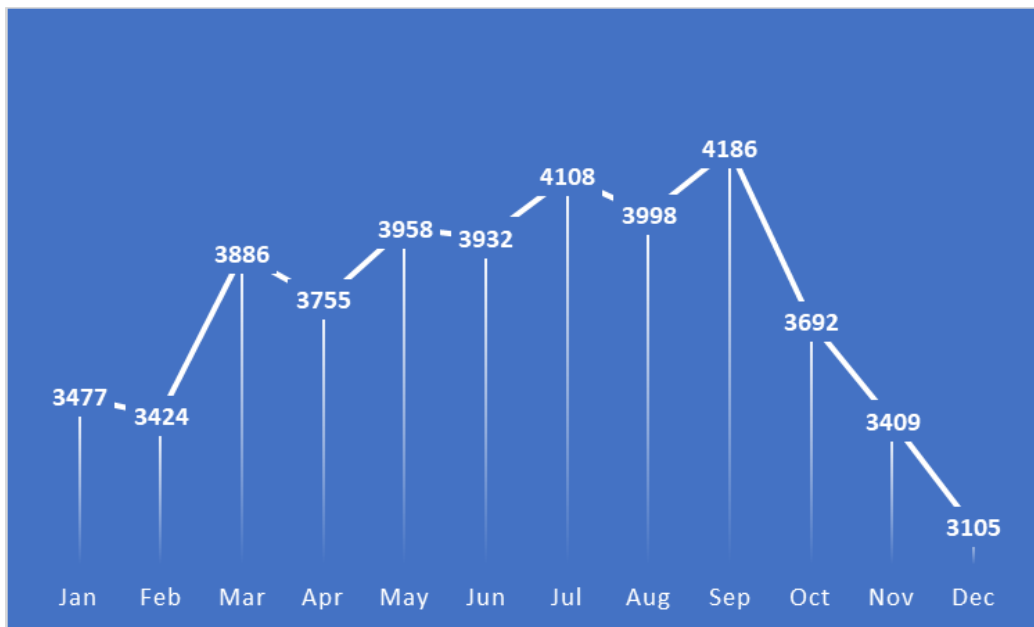


Table 6: 2014-2017 CFS by Month

Calls for Service by Day of Week

Call for service activity also appeared consistent throughout the week, with Fridays featuring the highest call volumes. Consistent with national trends, most demands on police services occur during weekend periods.

CFS trends for other days of the week remained static with minimal differences in average call volumes for all other days, excluding Sundays, as illustrated in Table 7. This is particularly important to consider from a scheduling perspective since ample justification exists for consistent scheduling patterns throughout the week.

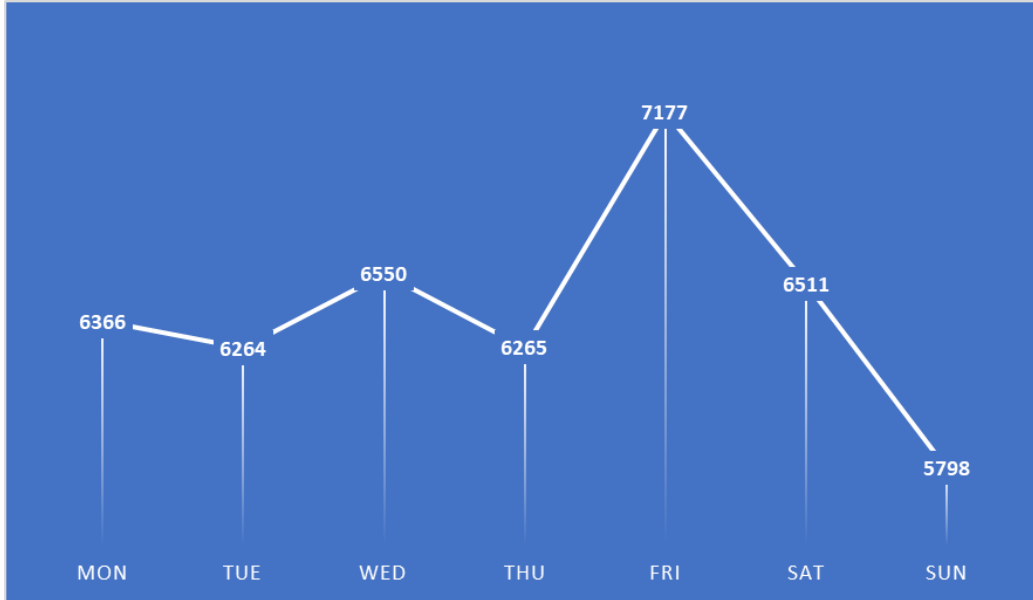


Table 7: 2014-2017 CFS by Day of Week

Calls for Service by Hour

Hourly CFS activity was analyzed and appears consistent for much of the period 9:00 AM through midnight. As to be expected in this type of jurisdiction, call volumes between the hours of 2:00 and 6:00 AM are significantly reduced. Peak CFS activity regularly occurs around 11:00 PM, as illustrated in Table 8, below.

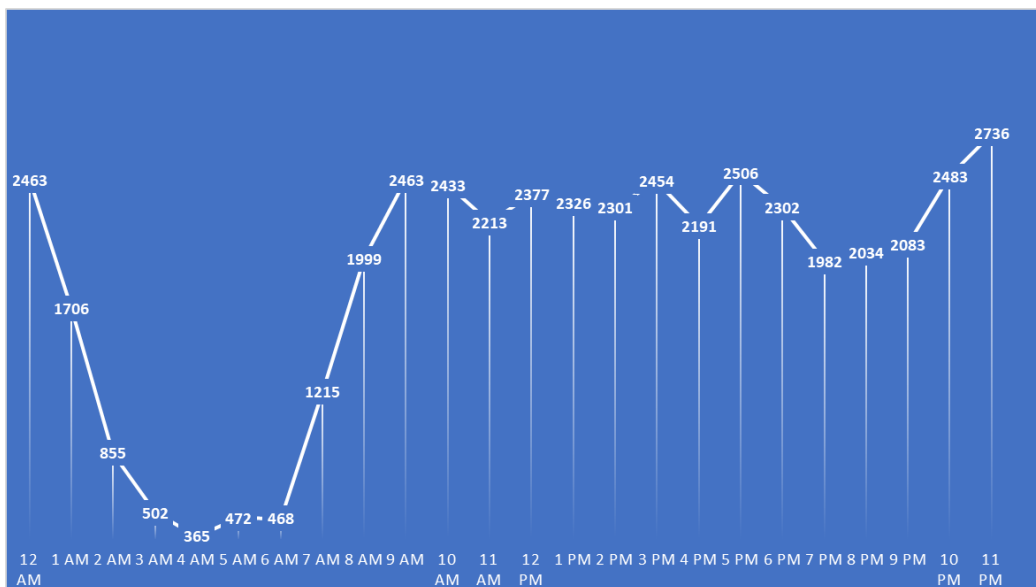


Table 8: 2014-2017 CFS by Hour

Calls for Service by Classification

Activity by major classification was also analyzed for the period 2014-2017. For the purpose of this analysis, proactive CFS activity is classified as any officer-generated activity, to include traffic enforcement. Reactive CFS activity is classified as those situations requiring a police presence through calls generated by the public or in response to a dispatched call for service. IPD CFS activity was also consistent over the four-year period; reflective of an equal distribution between proactive and reactive law enforcement efforts, as illustrated in Table 9 below.

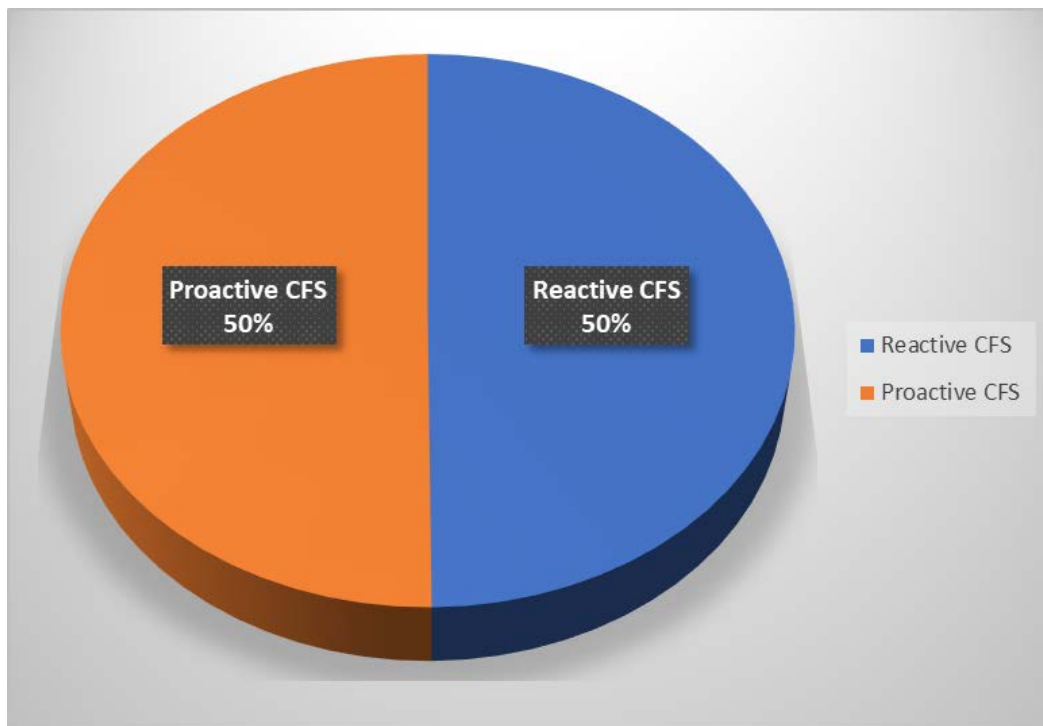


Table 9: CFS by Classification

The CFS analysis reflects IPD officers spend approximately 50% of their patrol time on proactive law enforcement efforts, which is well above the industry preferred standard of 40%. The International City/County Management Association (ICMA) refers to this standard as the “Rule of 60,” which maintains that under optimal circumstances “... no more than 60% of a patrol officer’s time should be saturated by workload demands from the community” [reactive calls for service] [10].

Since IPD officers spend roughly 50% of their time answering what are classified as reactive calls for service, the remaining 50% can be devoted to what the ICMA refers to as “... discretionary time for officers to be available to address community problems and be available for serious emergencies” [10]. As such, the latter statistics are worthy of consideration when it comes to determining optimal officer activity in relation to departmental staffing decisions.

Calls for Service by Zone Designation

IPD has divided the City of Indianola into four primary zones, which feature specific geographic boundaries. Most CFS activity occurs within all four primary zones; however, both the northwest and northeast zones feature 78% of all CFS activity citywide, as illustrated in Table 10 below.

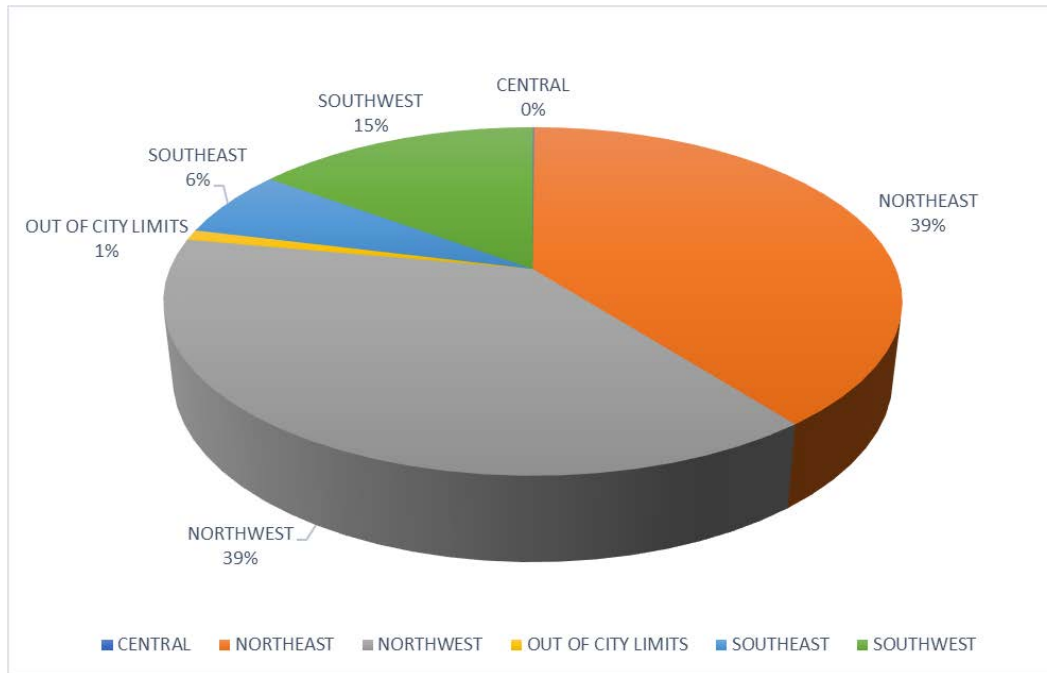


Table 10: CFS by Zone

UNIFORM CRIME REPORTING ANALYSIS

The Federal Bureau of Investigation (FBI) manages a nationwide cooperative statistical effort known as the Uniform Crime Reporting Program (UCR). More than 18,000 law enforcement agencies, including IPD, voluntarily report data on crimes through this effort. The program's primary objective is to generate reliable information for use in law enforcement administration, operation, and management. These data provide statistics on both violent and property crime, while rendering a glimpse of local law enforcement agency composition and jurisdictional crime rates. For the purpose of this study, UCR statistics for the period 2014-2016 were reviewed and consisted of not only IPD, but 11 other local police jurisdictions in the State of Iowa that feature populations of 15,000 to 26,000 inhabitants. UCR data from the following categories was used for comparison:

- Population size
- Total law enforcement personnel, to include sworn and non-sworn classifications
- Law enforcement to population ratio
- Total violent and property crimes reported
- Crime rates per 100,000 inhabitants

Due to Indianola’s projected growth, jurisdictions with populations of 15,000 to 26,000 were reviewed for comparison since crime trends and associated staffing commitments are often duplicated from region to region. Composition of comparative jurisdiction law enforcement agencies is also necessary to determine whether adequate staffing is in place. Law enforcement to population ratios are another metric for comparison; however, these types of staffing calculations should be weighed carefully and will be addressed in another section of this report. Finally, local crime trends offer a glimpse into not only the demand for police services, but public expectations related to crime control and overall law enforcement effectiveness. UCR data for each year is addressed below.

2014 UCR Statistics

During 2014, IPD reported 460 UCR crimes, representing a crime rate of 3,030 per 100,000. IPD reported 18 sworn personnel during this period; reflecting an overall law enforcement to population ratio of 1.19. When compared with the other jurisdictions listed in Table 11, the City of Indianola ranks sixth in overall crime rate and eighth in total UCR offenses; however, IPD ranks tenth in the law enforcement to population ratio. For comparison, the average law enforcement to population ratio among cohort jurisdictions for 2014 is 1.42.

City	Population	Total LE Employees	Sworn	Non-Sworn	Ratio	Violent crime	Property crime	Total Offenses	Crime Rate (per 100K)
Muscatine	23,057	45	42	3	1.82	142	476	618	2,680
Fort Dodge	24,524	46	40	6	1.63	169	1,227	1,396	5,692
Burlington	25,762	46	41	5	1.59	161	885	1,046	4,060
Ottumwa	24,792	48	39	9	1.57	75	1,099	1,174	4,735
Coralville	20,392	35	32	3	1.57	22	582	604	2,962
Altoona	15,924	26	24	2	1.51	19	473	492	3,090
Newton	15,111	27	22	5	1.46	57	603	660	4,368
Clive	16,881	27	24	3	1.42	20	367	387	2,293
Johnston	20,435	27	25	2	1.22	18	180	198	969
Indianola	15,183	20	18	2	1.19	82	378	460	3,030
North Liberty	15,359	19	18	1	1.17	53	133	186	1,211
Waukee	17,952	17	15	2	0.84	15	147	162	902

Table 11: 2014 UCR Data

2015 UCR Statistics

During 2015, IPD reported 457 UCR crimes, representing a crime rate of 2,962 per 100,000. IPD reported 19 sworn personnel during this period; reflecting an overall law enforcement to population ratio of 1.23. When compared with the other jurisdictions listed in Table 12, the City of Indianola ranks eighth in overall crime rate and total UCR offenses; however, IPD once again ranks tenth in the law enforcement to population ratio. For comparison, the average law enforcement to population ratio among cohort jurisdictions for 2015 is 1.40.

City	Population	Total LE Employees	Sworn	Non-Sworn	Ratio	Violent crime	Property crime	Total Offenses	Crime Rate (per 100K)
Muscatine	23,917	43	40	3	1.67	131	640	771	3,224
Fort Dodge	24,468	46	40	6	1.63	189	1,186	1,375	5,620
Burlington	25,530	46	41	5	1.61	170	982	1,152	4,512
Coralville	20,718	37	33	4	1.59	51	671	722	3,485
Ottumwa	24,594	46	37	9	1.50	78	965	1,043	4,241
Altoona	16,502	27	24	3	1.45	29	470	499	3,024
Newton	15,128	27	22	5	1.45	54	436	490	3,239
Clive	17,470	27	24	3	1.37	31	283	314	1,797
Johnston	21,163	29	27	2	1.28	24	218	242	1,144
Indianola	15,431	21	19	2	1.23	100	357	457	2,962
North Liberty	15,891	19	18	1	1.13	54	111	165	1,038
Waukee	18,778	20	16	4	0.85	17	160	177	943

Table 12: 2015 UCR Data

2016 UCR Statistics

During 2016, IPD reported 447 UCR crimes, representing a crime rate of 2,865 per 100,000. IPD reported 20 sworn personnel during this period; reflecting an overall law enforcement to population ratio of 1.28. When compared with the other jurisdictions listed in Table 13, the City of Indianola ranks eighth in overall crime rate and total UCR offenses; however, IPD ranks ninth in the law enforcement to population ratio. For comparison, the average law enforcement to population ratio among cohort jurisdictions for 2016 is 1.43.

City	Population	Total LE Employees	Sworn	Non-Sworn	Ratio	Violent crime	Property crime	Total Offenses	Crime Rate (per 100K)
Burlington	25,376	47	43	4	1.69	205	1,035	1,240	4,887
Muscatine	24,010	43	40	3	1.67	160	547	707	2,945
Fort Dodge	24,557	46	40	6	1.63	143	987	1,130	4,602
Coralville	20,957	37	33	4	1.57	58	670	728	3,474
Ottumwa	24,543	47	38	9	1.55	102	1,085	1,187	4,836
Altoona	17,503	29	26	3	1.49	31	528	559	3,194
Newton	15,102	27	22	5	1.46	54	452	506	3,351
Clive	17,836	27	24	3	1.35	27	327	354	1,985
Indianola	15,601	22	20	2	1.28	93	354	447	2,865
Johnston	21,635	29	27	2	1.25	26	225	251	1,160
North Liberty	16,458	21	20	1	1.22	52	121	173	1,051
Waukee	20,186	22	20	2	0.99	6	42	48	238

Table 13: 2016 UCR Data

2014-2016 UCR Trends

A comprehensive analysis of UCR data over a three-year period illustrated some interesting trends related to both crime rates and departmental staffing levels. Both violent and property crime rates were reduced during the latter period and appear correlated to the upward trend in staffing allocation, as depicted in Tables 14-16.

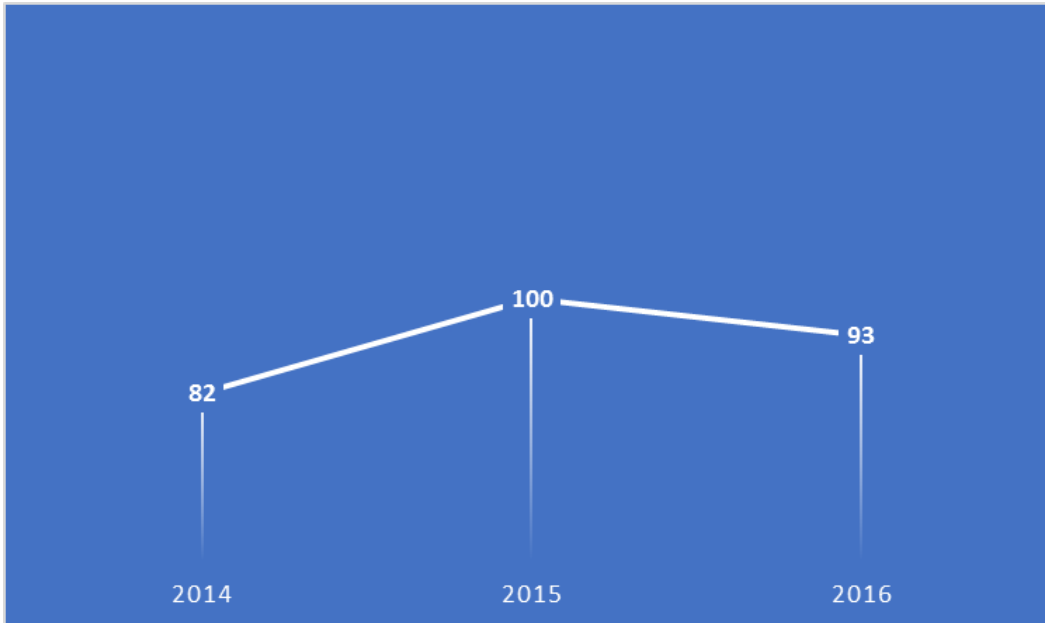


Table 14: 2014-2016 UCR Violent Crimes Reported

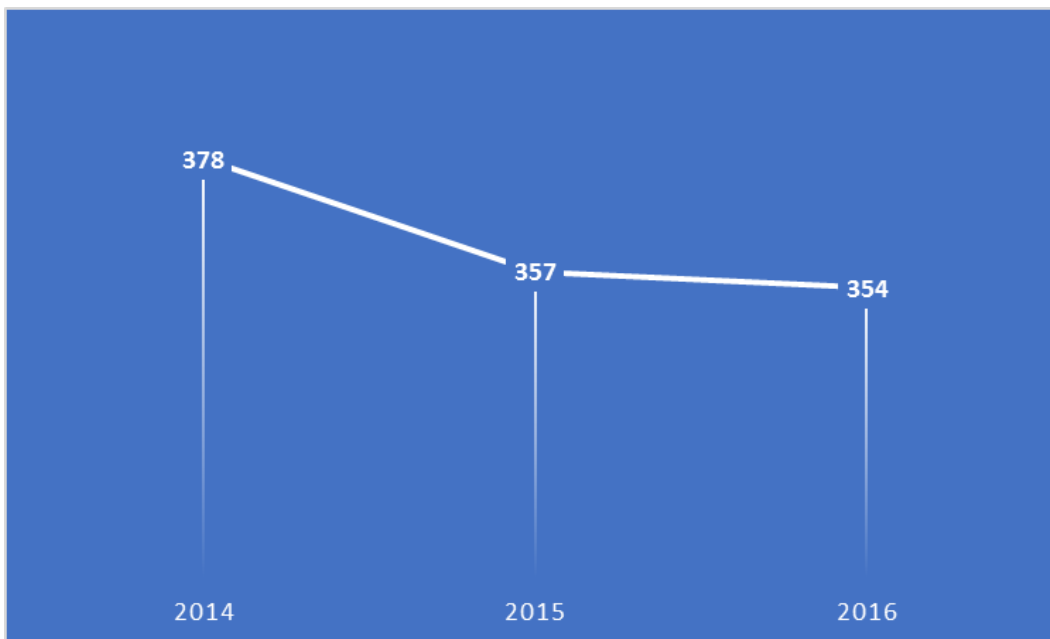


Table 15: 2014-2016 UCR Property Crimes Reported

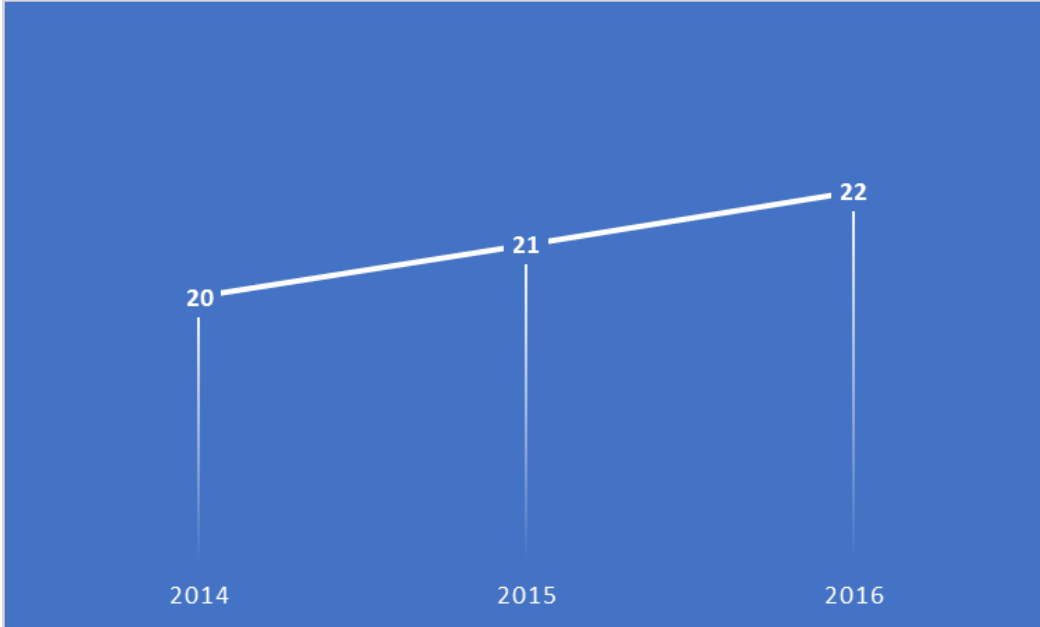


Table 16: Indianola Police Department Staffing (sworn and non-sworn)

Crime rates for the City of Indianola were also reviewed for the period 2014-2016 and indicate a similar downward trend when compared to the gradual increase in the ratio of law enforcement personnel to the population, as illustrated in Tables 17-18.

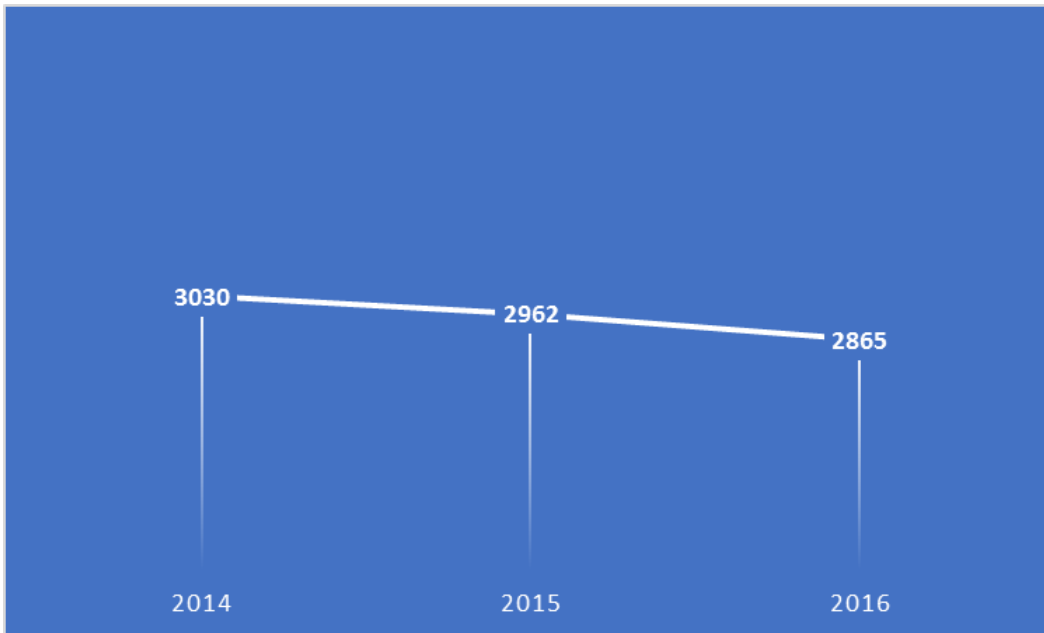


Table 17: 2014-2016 UCR Crime Rate for Indianola (per 100,000)

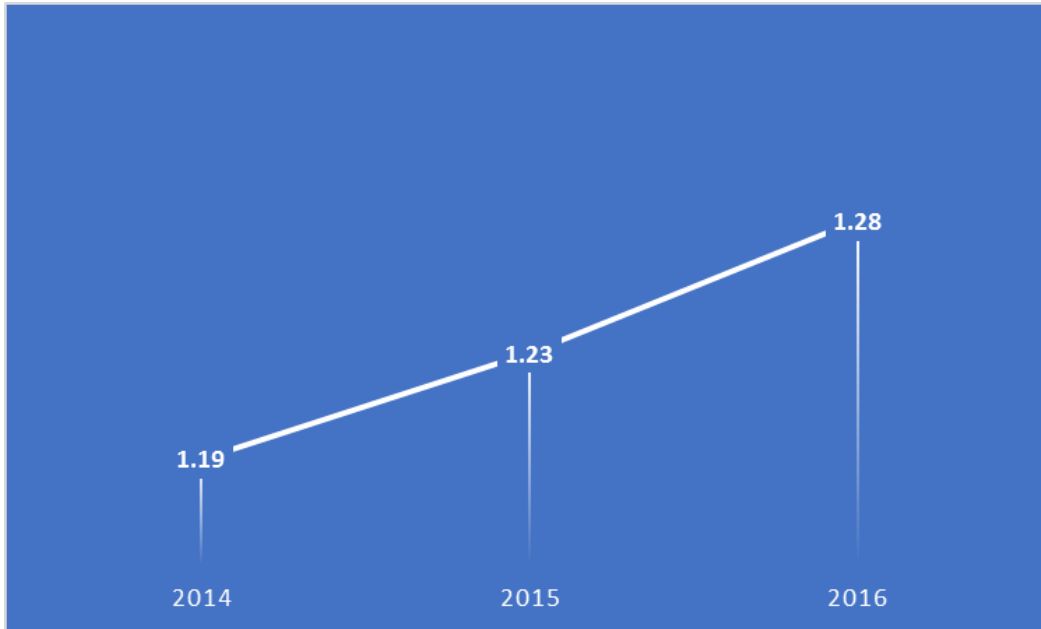


Table 18: 2014-2016 UCR Law Enforcement to Population Ratios for Indianola

OTHER FACTORS

Local Demographics

As noted earlier, the City of Indianola experienced roughly one-percent in population growth for each year since 2010. Residential demographics were analyzed specific to the city’s median age of 33. This demographic is divided relatively even, with 46% of those around the age of 33 being male. IPD arrests of offenders age 30-35 was reviewed for comparison and a majority of those falling within that age range (76%) were males. Thirty-one percent of IPD arrests for 2016 involved populations represented within Indianola’s median age group. That number has remained consistent since 2014, which illustrates IPD’s continued exposure to those within the median age category.

Building permits issued within a given jurisdiction can also be used as a predictor for potential law enforcement staffing considerations. While the number of building permits issued in the City of Indianola between 2013 and 2014 decreased around 14%, the city experienced steady growth between 2014 and 2016 (35%). The number of permits again decreased between 2016 and 2017; this time by approximately 5%, which can indicate increased reliance on multi-family housing for those residents relocating to the city. By way of comparison, 54% of IPD calls for service occur within the southwest and northeast zones of the city; an area saturated with multi-family housing (refer to Table 10 on page 11 for reference). Table 19 on the next page illustrates building permit activity within the city for the period 2013-2017.

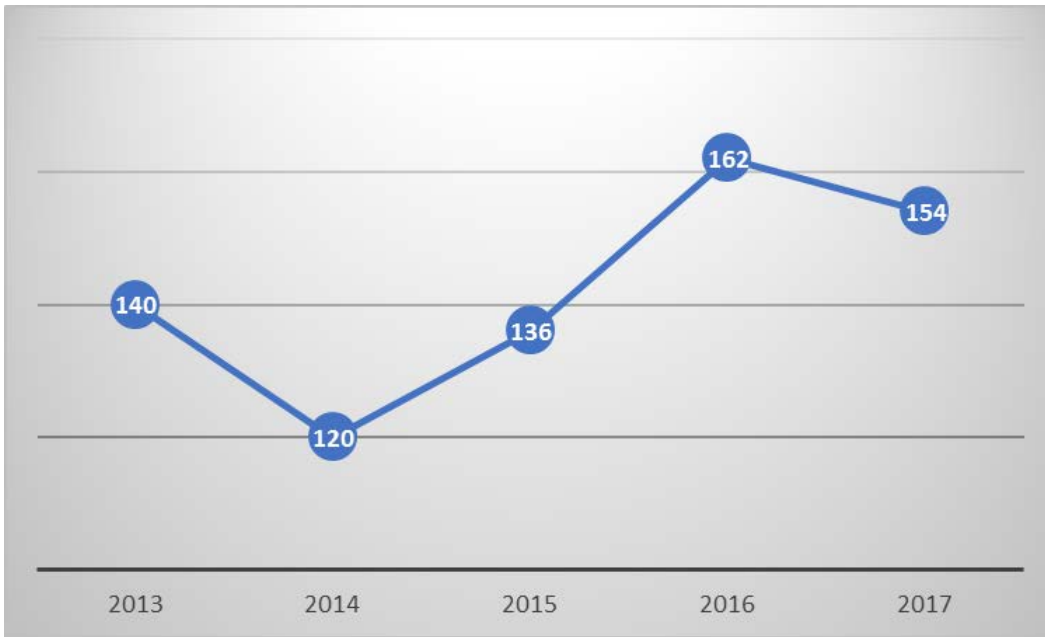


Table 19: 2013-2017 Building Permits Issued by the City of Indianola

During the period 2014-2017, IPD officers were responsible for an average of 4,400 traffic enforcement stops per year. The City of Indianola encompasses 11.2 square miles, which includes 91 miles of city streets. The latter number equates to nearly five miles of roadway per officer when calculating IPD’s total authorized strength. Obviously, all 20 personnel are not relegated to traffic enforcement duties nor available on shift 24-hours per day; therefore, the fact over 21,000 vehicles a day travel Route 92 and U.S. 65 alone is a significant factor to consider [8].

Indianola Community School District

The local school district in Indianola serves approximately 3500 students in grades PK-12 and includes six attendance centers, which are all located in the city limits. While IPD maintains a presence within local school facilities, current staffing prohibits the use of dedicated school resource officers. Because of staffing and schedule restrictions, IPD conducts “walk throughs” of local schools on a regular basis; however, the latter activity is subject to officer availability due to CFS volume and other law enforcement commitments.

Simpson College

Indianola is also home to a private college known as Simpson College. With an average enrollment between 1200 and 1400 students, the college sits upon an 85-acre campus located within the city limits. The U.S. News and World Report, *Best Colleges Rankings*, rates Simpson #147 with a score of 44/100 among comparable national liberal arts colleges [14]. While the college does possess its own security unit, police services are handled exclusively by IPD.

An analysis of 2014-2017 IPD CFS data indicates a relatively steady demand on police services between 2014 and 2015; however, there was a 19% decline in CFS activity between 2015 and 2016. CFS activity increased nearly 20% between 2016 and 2017. Refer to Table 20 for an illustration of IPD CFS activity specific to Simpson College.

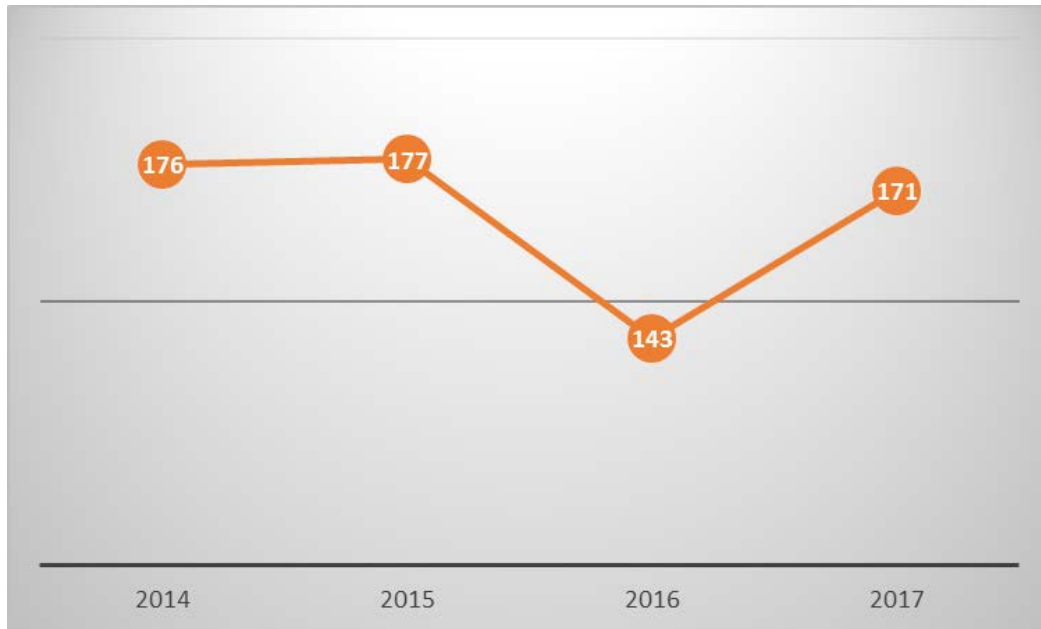


Table 20: 2014-2017 IPD CFS Activity - Simpson College

While considering the factors noted above, it is important to balance existing staffing with the needs of the local community. Community policing initiatives should be emphasized and depend on not only the right personnel, but the correct quantity and assignment of personnel. The U.S. Department of Justice, Office of Community Oriented Services (USDOJCOPS) noted how “[p]erceived understaffing may undercut community policing and similar problem-solving efforts [16]. This remains an important factor when determining whether to expand staffing for a local police agency.

POLICE STAFFING AND ALLOCATION

There are several approaches for determining optimal staffing of local police agencies; however, none are universally applicable due to myriad unique variables that separate local jurisdictions and their police departments. In fact, in its publication centered on the topic, the USDOJCOPS noted how “[t]he perception of always needing more officers coupled with the seemingly haphazard way by which police agencies determine staffing led one agency to seek staffing analysis techniques” [16]. The latter sentiment clearly illustrated the need for research on the topic as well as a need for not only reforms, but clearly defined strategies both administrators and local governments could rely upon to make informed staffing decisions.

Research on the topic is largely relegated to four primary types of analysis; however, for the purpose of this study, three areas of analysis applicable to IPD were used to determine optimum staffing levels for the department. Those areas include analysis of the per capita approach, minimum staffing approach, and workload-based approach. Each area of analysis offers insight into IPD’s staffing needs and includes a review of specific IPD statistical information. When determining whether a police department has sufficient staffing, it is important to note that a multifaceted approach is most effective and offers a more holistic overview of staffing needs.

Per Capita Analysis

This type of analysis simply requires a comparison of the number of police officers to the overall jurisdictional population, per 1000 residents. As of January 1, 2013, more than 12,000 local police agencies employed an estimated 605,000 law enforcement personnel [11]. According to the FBI, the average ratio of officers to the overall population was 2.2 per 1000 among cities in the United States, and 1.9 per 1000 for cities with populations of 10,000-25,000. In the Midwest that number is 2.1 officers per 1000 on average, and 1.7 per 1000 for cities with populations of 10,000-25,000; however, both IPD and agencies comparable in size to IPD fall well below those averages, as noted in Table 21 below [3]. During the analysis of UCR statistics for the City of Indianola, IPD ranked lower than similarly sized jurisdictions throughout the State of Iowa. Refer to the UCR analysis section, which begins on page 12 of this report for more detailed information.

Year	Average Per Capita Ratio Among Cohort Agencies	IPD Per Capita Ratio
2014	1.42	1.19
2015	1.40	1.23
2016	1.43	1.28

Table 21: Comparison of Per Capita Ratios

While per capita approaches provide a simplistic method for determining optimal police staffing, According to the USDOJCOPS:

Per capita ratios do not account for the intensity of workload by jurisdiction. Crime levels and types can vary substantially among communities of similar population sizes. Per capita ratios also do not account for changes in population characteristics (such as seasonal fluctuations in tourist communities), or long-term trajectories of population growth and shrinkage [16].

In addition, this approach does not account for variations in policing style, service delivery or response to the various types of CFS activity a specific policy agency is responsible for. The International Association of Chiefs of Police (IACP) also discourages the exclusive use of this method for staffing decisions, noting how “... patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data” [16]. Notwithstanding the latter, the per capita approach does provide a simple method for determination of minimum staffing requirements based on both nationwide and regional trends.

Table 22 contains staffing calculations based on both FBI data for midwestern law enforcement agencies serving populations of 10,000-25,000 and local comparisons of similar sized police departments in the State of Iowa. For the purpose of IPD minimum staffing calculations, the year 2020 population forecast for the City of Indianola was used.

FBI Per Capita Average 2016	IPD Minimum Staffing 2020	Iowa Cohort Group Average 2016	IPD Minimum Staffing 2020
1.7 per 1000	27 Officers	1.43 per 1000	23 Officers

Table 22: IPD Minimum Staffing Calculations Based on Per Capita Approach

As noted in Table 22, minimum staffing based on the per capita approach is 23 officers when comparing the City of Indianola to similar sized jurisdictions within the State of Iowa. By using the FBI average for similar sized jurisdictions nationwide, minimum staffing is represented at 27 officers.

Minimum Staffing Analysis

This approach generally requires agency command staff to estimate the appropriate number of patrol officers who must be deployed at any one time to both maintain acceptable levels of officer safety, and provide optimum levels of protection to the public [15]. According to USDOJCOPS this is one of the more common approaches to staffing police agencies; primarily since it generally takes into account the unique situations inherent within all local jurisdictions [16]. IPD currently has a policy to staff each shift with a minimum of two officers; however, staffing challenges over the past year have made that difficult and required use of not only flexible schedules, but also integration of departmental leadership (including the chief of police) into certain schedule periods.

When it comes to determining minimum staffing requirements, there are generally no objective standards; however, agencies should consider population, call load, crime rates and other variables [15]. This staffing analysis provides insight into those variables; therefore, it may be appropriate for a jurisdiction like Indianola to consider staffing levels from a minimum staffing standpoint. IPD effectiveness on crime rates was illustrated in the UCR analysis section; however, that effectiveness is based on sufficient staffing of the police department. As noted previously, as IPD’s staffing levels increased, UCR crimes and corresponding crime rates decreased in the City of Indianola. Additionally, when considering minimum staffing requirements, call activity and other metrics are generally representative of efforts expended by those assigned to traditional enforcement assignments. Ancillary duties such as detectives, school resource officers or evidence technicians are generally assigned to those within the minimum staffing labor pool.

This is extremely important when considering the ancillary demands placed on enforcement personnel. The more duties assigned away from traditional enforcement efforts, the reduced amount of proactive enforcement occurs. The acceptable industry standard is 40% for officer availability. IPD is currently experiencing 50% officer availability, which could be adversely impacted by local population changes, additional demands for police services and added requirements for non-enforcement duties.

Just as the name implies, minimum staffing determinations should be based on the minimum number of officers required to handle local jurisdictional commitments. As Wilson and Weiss noted, “[m]inimum staffing can also decrease the extent to which an agency can be nimble and flexibly deploy officers based on changing workload demands” [15]. Based on IPD’s desire to staff each shift with three officers, while also adequately staffing the IPD detective unit, desired minimum staffing at this time is 24 personnel. That number is consistent with similarly sized local jurisdictions in Iowa and is still well below the FBI national average noted previously.

Workload-Based Analysis

This type of staffing approach derives staffing indicators from demands for service based on actual workload. Simply put, “[t]he workload approach estimates future staffing needs of police departments by modeling the level of current activity” [16]. Once again there is no universally acceptable standard for conducting this type of staffing assessment. It is also important to note how “no single metric or benchmark should be used as a sole basis for determining an agency’s staffing level” [15]. The workload-based approach considers not only CFS activity, but also officer availability and percentages of time spent on various tasks. One limitation to this method centers on the fact these models do not differentiate between the unique job functions of police units. Examples are ancillary assignments related to investigations, school resource activities, etc.

Current research indicates this type of analysis works best when,

a community responds to at least 15,000 citizen-generated calls per year. Otherwise, the time required for calls for service is so low that the number of officers recommended is far fewer than is thought reasonable. Approaches to staffing in these instances often include making subjective assessments of proper staffing levels or employing a coverage-based approach [15].

IPD officers responded to an average of 11,250 calls for service per year during the period 2014-2017, which is generally under the preferred minimum level of CFS activity that makes this staffing methodology germane. Based on the diverse range of CFS activity IPD officers are commonly engaged with, calculations using this method were still factored in and based on a six-step process, which includes [16]:

1. Examination on CFS distribution by hour, day of the week and month
2. Examination related to the nature of CFS activity
3. Estimated time consumed on CFS activity
4. Calculation of agency shift relief factor
5. Establishing performance objectives
6. Staffing estimate calculations

Detailed information regarding performance and staffing metrics was calculated into a minimum staffing formula. Table 23 illustrates a detailed breakdown of these calculations based on the latest activity data provided by IPD for calendar year 2017.

Description and Methodology	Calculations 30 Minutes/CFS	Calculations 45 Minutes/CFS
2017 CFS Activity: Total activities assigned to IPD officers during calendar year 2017	11,321	11,321
Average CFS Time: Time spent on an average CFS activity by patrol officers. A generally accepted industry average is 45 minutes per CFS; however, IPD officers spent an average of 30 minutes on a CFS.	30 minutes (.50) $11,321 \times .50 = 5,660.5$	45 minutes (.75) $11,321 \times .75 = 8,490.75$
Officer Availability Factor: This is represented by the amount of time officers generally spend on proactive and administrative responsibilities. Since IPD officers spend roughly 50% of their time on proactive efforts, the availability factor is 5.	$5,660.5 \times 5 = 28,302.5$	$8,490.75 \times 5 = 42,453.75$
Required Staffing Hours: This figure is represented by the number of hours necessary to staff one basic patrol unit for one year. Since IPD uses a 10-hour schedule, the required staffing hours are 3,650.	$365 \times 10 = 3,650$ $28,302.5 / 3,650 = 7.75$	$365 \times 10 = 3,650$ $42,453.75 / 3,650 = 11.63$
Number of Patrol Elements: This is the number of patrol elements required to handle the 11,231 IPD calls for service. This number assumes no periods of leave or other absences.	7.75 officers	11.63 officers
Officer Leave & Availability: IPD officers have multiple types of leave available, which includes periods of scheduled time off within schedules, annual leave, sick leave, compensatory time, personal leave and training. This figure represents the minimum amount of time a given officer may be unavailable for work.	1,616 hours	1,616 hours
Total Officer Availability: Since there are 3,650 hours necessary to staff one enforcement position, this factor involves the actual amount of officer availability after considering leave calculations.	$3,650 - 1,616 = 2,034$	$3,650 - 1,616 = 2,034$
Number of Officers Per Patrol Element: This calculation is used to determine how many officers are required to staff one patrol element, due to officer availability from leave, etc. Required staffing hours is divided by officer availability time.	$3,650 / 2,034 = 1.79$ officers	$3,650 / 2,034 = 1.79$ officers
Minimum Staffing Requirements: This calculation is used to determine overall minimum staffing requirements based on CFS activity. The number of officers per patrol element is multiplied by the number of patrol elements.	$1.79 \times 7.75 = \underline{14 \text{ officers}}$	$1.79 \times 11.63 = \underline{21 \text{ officers}}$

Table 23: IPD Workload Analysis Calculations

As previously noted, this type of analysis is generally difficult to utilize for agencies that experience less than 15,000 CFS; therefore, the activity of IPD officers is such minimum staffing levels are calculated at 14-21 officers, which appears impractical. It is important to note how these calculations assume 14-21 sworn positions devoted specifically to answering CFS activity and do not take into account those officers assigned to leadership positions or special services, such as detectives.

Discussion

Considering IPD’s current staffing level of 20 officers, it appears there is ample justification to warrant increasing the department’s minimum staffing. Consideration should be given to not only the per capita comparisons of similar sized Iowa police agencies, but the preferred minimum staffing levels articulated by departmental leadership. Finally, an analysis of current CFS activity indicates the necessity for increased staffing. Considering the city’s current growth trends, local school enrollment numbers, commitments related to Simpson College and UCR crime activity, it appears sufficient justification exists to increase the number of police officers assigned to IPD. The USDOJCOPS puts this further into perspective by noting how “[c]ommunity policing requires that patrol officers have the time necessary to build community partnerships and solve problems. The challenge is determining how much time is practical given a desired level of service and that which can actually be achieved” [16]. Sound community policing initiatives obviously rely on adequate numbers of police officers who interact with the communities they serve.

Another factor for consideration centers on the number of support personnel assigned to IPD. Currently, IPD employs three full-time clerical assistants and two part-time assistants. Duties vary among personnel; however, one of the full-time personnel is primarily relegated to supporting departmental leadership within an administrative assistant capacity. Clerical activity can be somewhat difficult to quantify since much of the typical day-to-day activities encompass myriad responsibilities. IPD maintains data on most classifications of activity and these data were analyzed for the period 2014-2017. Since 2014, IPD clerical personnel have experienced a steady 46% increase in workload, as illustrated in Table 24, below. In the last year (2016-2017), IPD clerical personnel experienced a 6% increase in workload. Increasing demands on the department, coupled with the addition of more personnel will no doubt elevate the level of work conducted by these personnel.

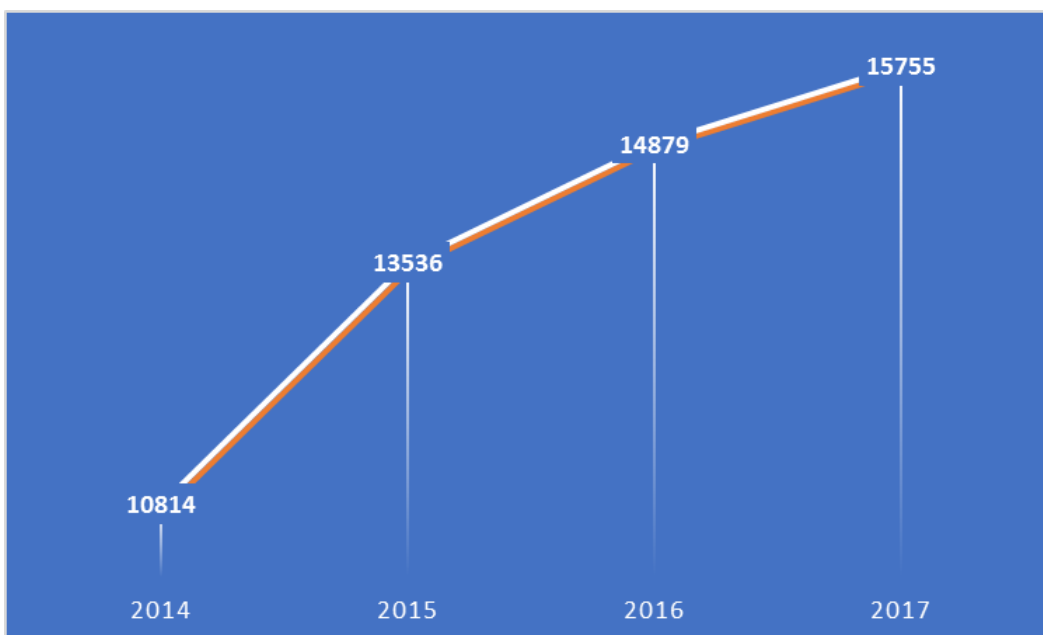


Table 24: 2014-2017 IPD Clerical Activity

INDIANOLA POLICE DEPARTMENT SPACE MANAGEMENT

IPD is primarily located on the south side of the city's municipal building and consists of 6,638 square feet. The agency's current facilities encompass a reception area, dispatch, seven administrative offices, a squad room, locker room, work room, processing room, and evidence/record storage. The city constructed a 5,000-square foot offsite storage facility several years ago and both IPD and the Indianola Fire Department share storage space within that structure. Within the 2011 City of Indianola Comprehensive Plan, the consultant referred to a previous municipal services space needs assessment, which noted IPD's requirement for approximately 11,000 square feet [4]. Based on the latter findings, the consultant asserted IPD should increase current space by 4,255 square feet to better accommodate evidence, record and file storage [4].

During the initial site inspection conducted for this project, it was evident IPD is space deficient for many aspects of their day-to-day operations. With the increase in investigative commitments and officer activity, also comes an increase in evidence seized for corresponding cases. IPD's current evidence facilities are not adequate for the amount of property held in evidence. It is also important to note how IPD's primary evidence storage facility is located within a separate section of city hall, outside the main police department containment area. Temporary evidence "drop boxes" are located within the IPD breakroom, which creates additional hardships on employees since drug evidence is frequently located in those storage locations. As such, IPD employees must endure strong drug evidence odors while eating meals or taking breaks.

In addition, while primarily located within the city's municipal building structure, IPD is divided by a hallway, which separates some work areas from administrative and detective offices. This is not only inconvenient for all departmental personnel, but creates an ineffective environment for communication and interaction among departmental personnel. The IACP addresses space management concerns and notes, "[a]s a facility ages, it may no longer meet the needs of an evolving department, thus negatively affecting morale, efficiency, safety, security, technology, and overall policing efforts" [5]. Other considerations include accommodating additional personnel as the agency grows. The IACP also addresses this fact since,

Existing facilities often fail on the criterion of adequacy of space. In most cases increases in police services and personnel have not been accompanied by increased space to support them. It is common for police department staffing and operations to have expanded significantly along with community growth since the time the existing facility was built or acquired [5].

The city hall structure was originally constructed in 1977; however, the addition that currently houses IPD was created in 1989. Due to additional services and employees taken on by IPD since that period, it is obvious to understand why the department has outgrown the current space allocated for police services. An overall determination of IPD's current space needs should be based on multiple factors, which also include allocation of additional square footage.

Unfortunately, there are no absolute standards for offices, workstations and work areas; however, the IACP notes the importance of examining individual departmental “... needs while keeping in mind the standards utilized throughout other governmental offices, [and] law enforcement facilities” [5]. To that end, the Iowa Department of Administrative Services utilizes office space standards, which are applicable to governmental services and provide basic guidance for space allocation. In addition, there are other resources, which indicate average space allocation requirements depending on employee classification. Table 25 illustrates office dimensions for IPD sworn personnel, as compared to contemporary space allocation trends [6,9].

IPD Office	Square Footage	Iowa DAS Standards	Industry Averages
Chief	196	300	200-400
Captain	138	230	150-250
Lieutenant	115	140	90-150
Sergeant (3)	189	100 p/p	80-100 p/p
Squad Room (14)	115	80 p/p	80-100 p/p

Table 25: Office Space Comparison

While administrative office space is adequate for current needs, the addition of personnel will further tax already limited workspace within the facility. Sufficient patrol officer workspace is probably the most critical need since there is limited room for multiple officers to attend to administrative functions, such as report writing. In addition, roof leaks and ineffective ventilation throughout the structure appear to create problems for departmental personnel. IPD location within the Indianola city hall building is reflected by the yellow graphics below.



Indianola Police Department: Floor Plan

INDIANOLA POLICE DEPARTMENT INTERNAL SURVEY

A departmental survey consisting of 27 questions was administered to IPD personnel during this study. Respondents were asked questions related to morale, departmental leadership, community support and agency needs. The survey was conducted through an online instrument and received 100% participation by sworn departmental personnel. The anonymous results were analyzed and key points related to this study are outlined herein. Full survey results are contained within Exhibit A of this report.

Staffing situations and call for service volume typically create tremendous stress on affected personnel, which can adversely impact overall department morale. IPD officers were asked to rate their individual perceptions of morale and 100% reporting moderate to high levels, which speaks to the resilience of these members. While currently exemplary, extended periods of fatigue, scheduling issues or frustration with call volume can quickly impact officer morale.

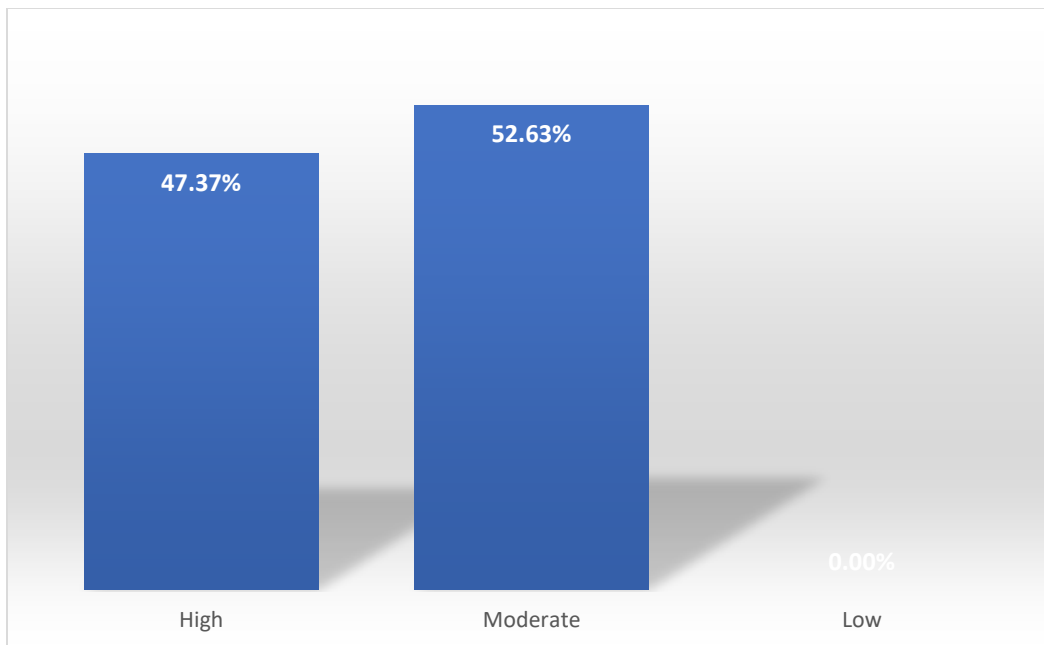


Table 26: IPD Officer Morale

Training is another important aspect of law enforcement, which requires adequate staffing and administrative support. On average, each IPD officer attends 46-hours of continuing education training each year, which well exceeds state of Iowa requirements for 36-hours of training within a three-year period. Exceeding minimum training standards is always an important consideration in law enforcement, especially given the current climate and high expectations set upon those in the profession. Provision of adequate training also improves overall risk management and agency liability. IPD officers were asked about the department's provision of appropriate training and nearly 79% reflected highly to moderately effective levels of training provided, as illustrated in Table 27 on the next page.

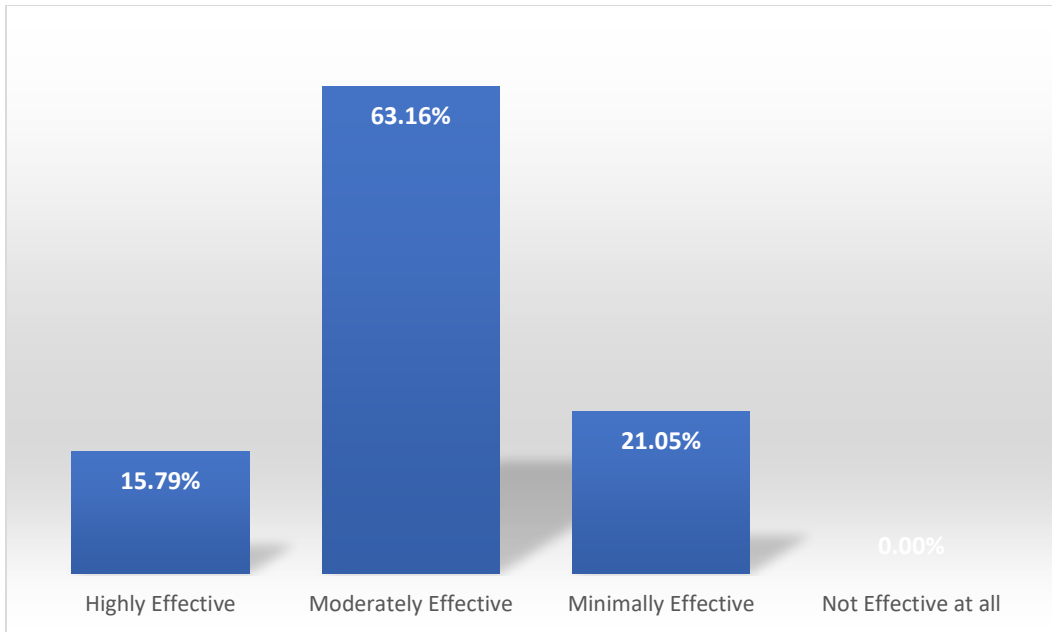


Table 27: IPD Officer Perceptions – Provision of Appropriate Training

Officer “buy-in” is an important factor when weighing the overall effectiveness of law enforcement services within a community. As noted previously, IPD officers had a positive impact on overall crime rates within Indianola. Strong internal commitment by agency personnel positively contributes to not only engagement within the community, but the quality of police services offered. IPD officers were asked about their perceptions of service within the community and nearly 95% reported moderate to high levels of overall effectiveness, as illustrated in Table 28.

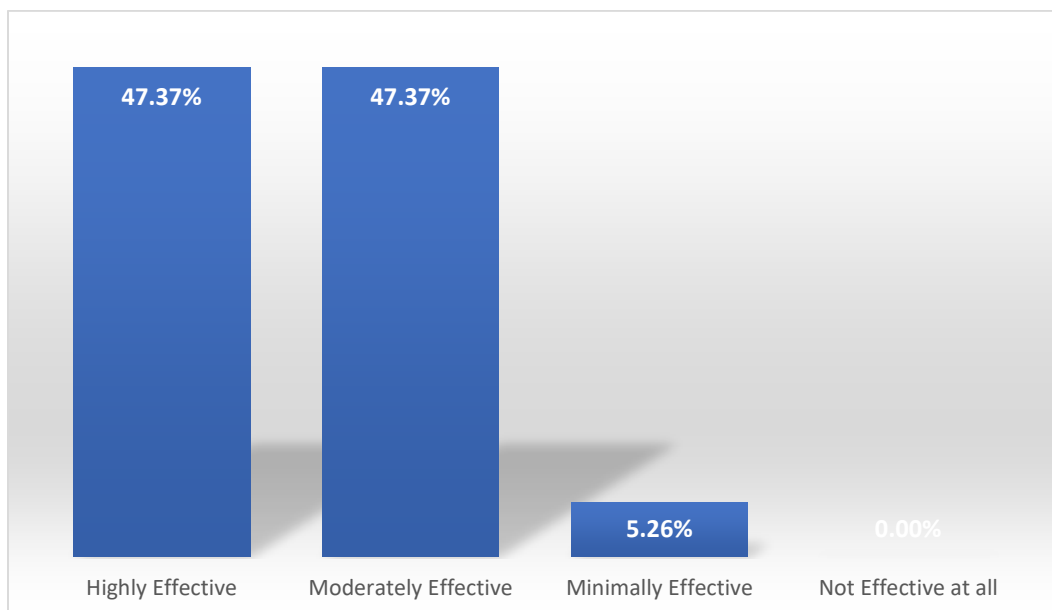


Table 28: IPD Officer Perceptions – Provision of Quality Services to the Community

As previously noted, community policing activities are an integral component to effective law enforcement services. During interviews with IPD personnel, it was evident there was a strong sense of community among departmental membership. Like many police officers, IPD personnel also desire participation within various community policing efforts. During the survey, respondents were asked the amount of time spent on community policing activities during a normal workweek. Nearly 53% reported 6-20 hours of activity; however, slightly over 47% reported 0-5 hours devoted to community policing efforts. The latter sentiment appears to correlate with the amount of time devoted to proactive versus reactive calls for service since community policing activities are generally a result of proactive departmental efforts. It is important to note the importance of sufficient staffing levels when determining whether effective community policing programs or services are available within a community.

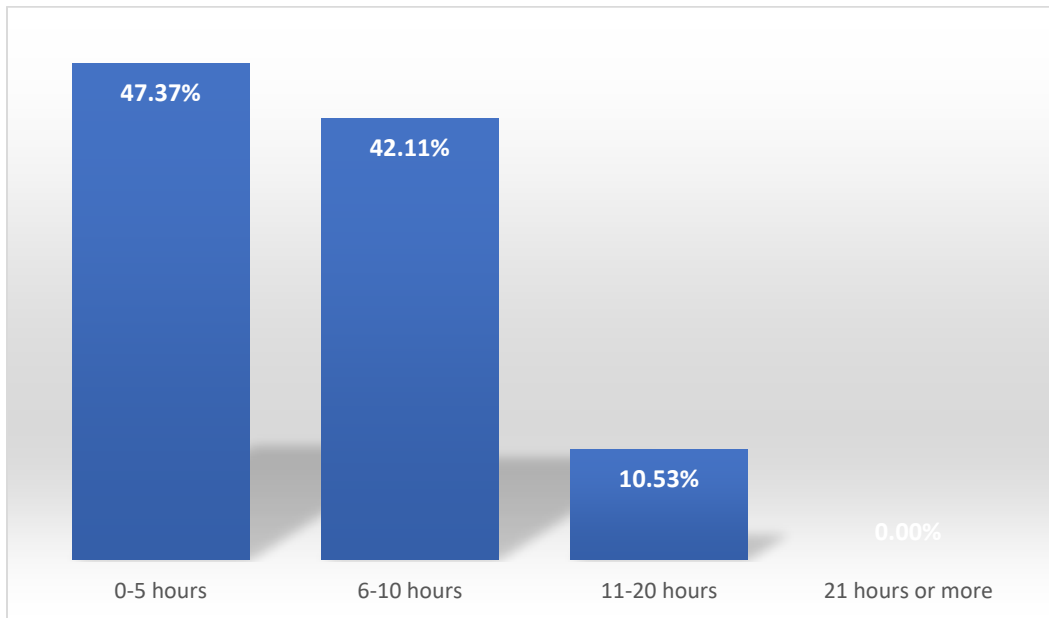


Table 29: IPD Officer Perceptions – Weekly Time Spent on Community Policing Efforts

Another important aspect worthy of consideration centers on the amount of support police officers feel they have from both local government and the public. While certain narratives throughout the country indicate diminished law enforcement support, officer perceptions drive not only morale, but performance and effective execution of law enforcement services within a given community. IPD officers were asked about their perceptions of both local governmental and community support. While 95% of respondents felt the City of Indianola provided moderate to high levels of governmental support, 100% of the same personnel perceived the same levels of support from the community, as illustrated in Tables 30 and 31 on the next page.

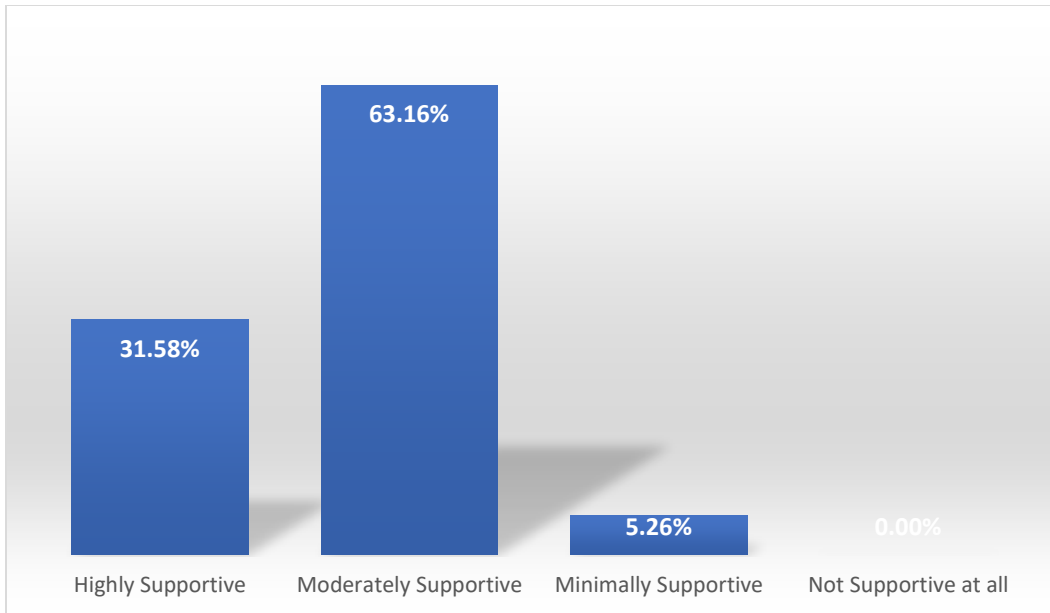


Table 30: IPD Officer Perceptions – Local Governmental Support

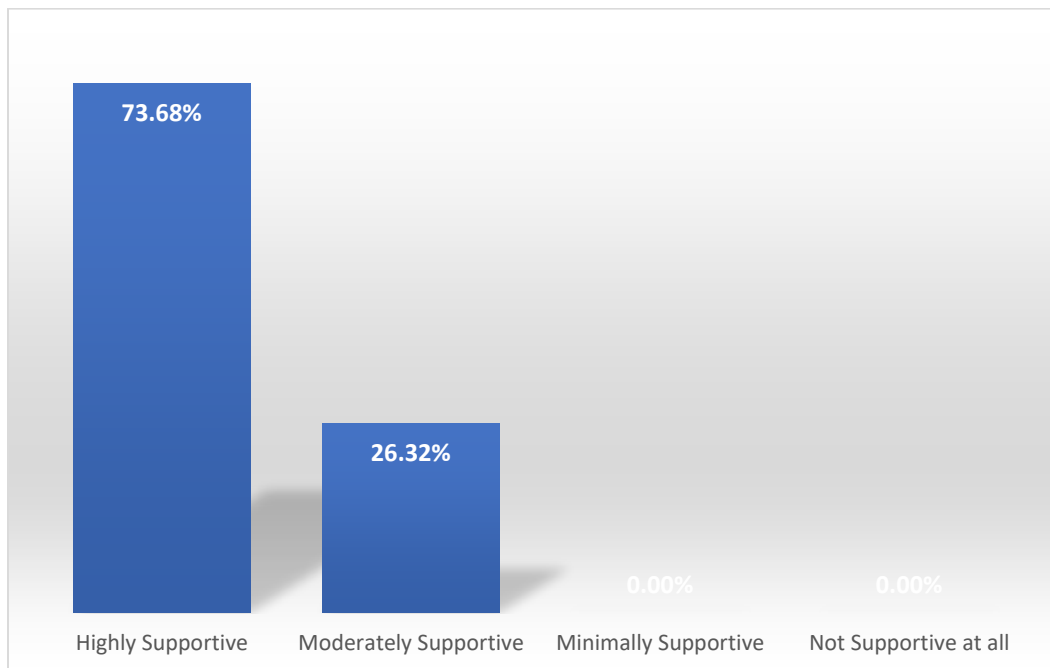


Table 31: IPD Officer Perceptions – Community Support

Indianola city leadership and officers from IPD were interviewed during this study to determine overall needs and to assess the organizational climate of the police department. A common theme that emerged during most of the interviews was that of appropriate departmental staffing. Much of the city leadership and nearly all of the police officers noted insufficient staffing as one of the greatest departmental challenges. IPD officers were asked to rank order five common law enforcement agency challenges during the survey.

While slightly over 68% indicated departmental staffing as the most pressing challenge, another 21% placed staffing as the second highest agency challenge. Combined, these totals represent over 89% of personnel surveyed, as illustrated in Table 32 below.

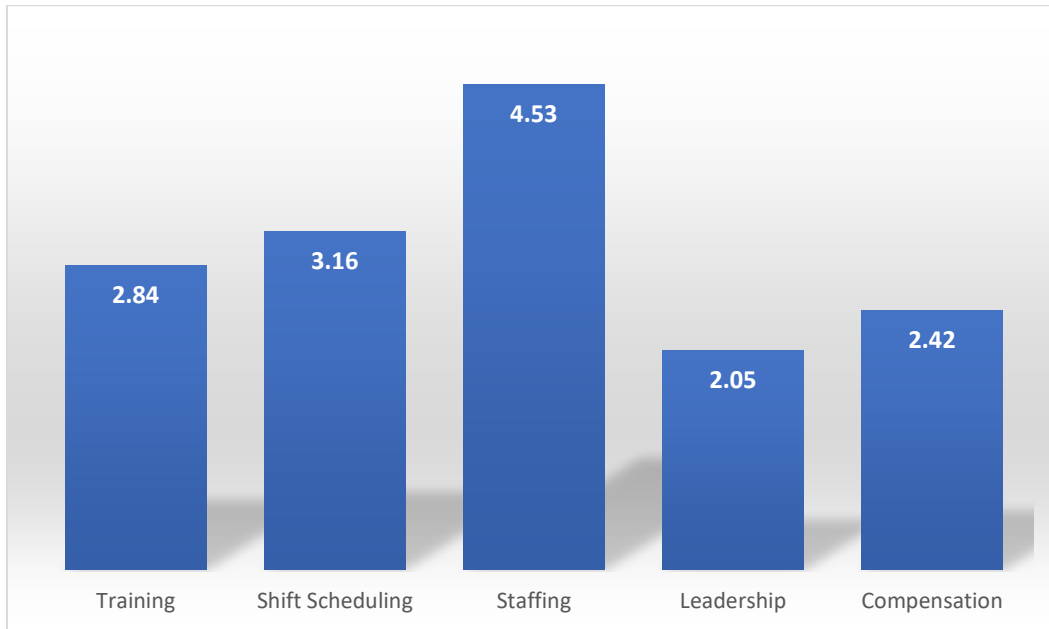


Table 32: IPD Officer Perceptions – Greatest Departmental Challenges

Since a majority of IPD personnel indicated a need for increased staffing, respondents were also asked how many additional officers were needed to effectively staff the department. Over 89% indicated three or more, while the remainder indicated one or two additional personnel, as illustrated in Table 33.

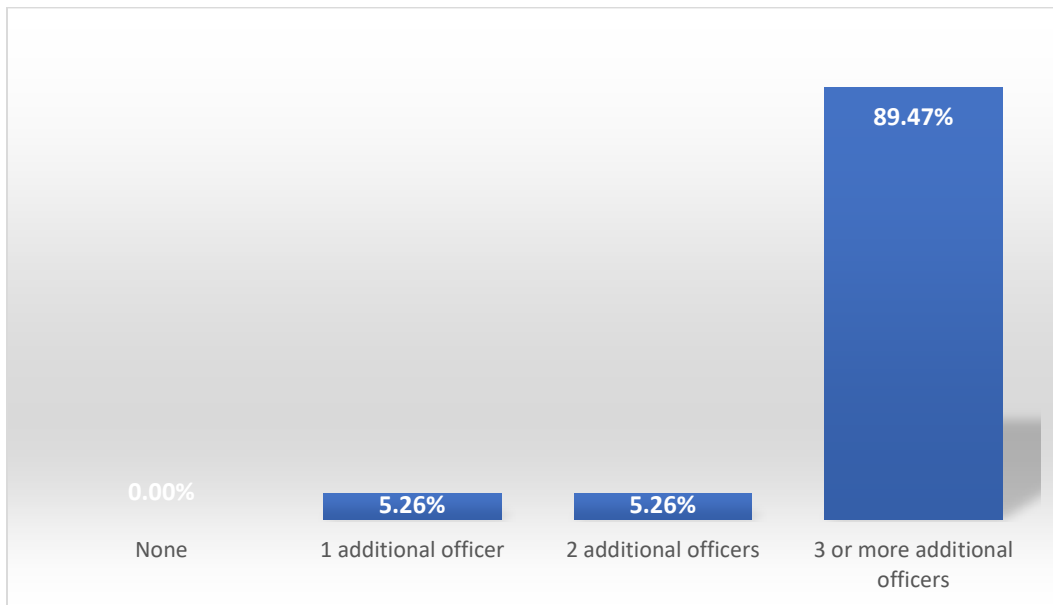


Table 33: IPD Officer Perceptions – Number of Additional Officer Needed

RECOMMENDATIONS

This study reviewed multiple areas for consideration, to include demand for police services through analysis of call for service activity and trends, local demographic and crime trends, and other factors that place demands on IPD. Based on the study's comprehensive analysis, sufficient justification exists to increase staffing levels of IPD by a minimum of three to four sworn personnel. Additionally, significant increases in IPD administrative activity appears to warrant an increase of non-sworn personnel by at least one full time clerical employee. These recommendations are based on the following findings.

Local Demographics

The City of Indianola experiences approximately one-percent growth in overall population per year and serves the greater Des Moines metropolitan region. Traffic volumes have remained consistent over the past several years, while enrollment counts at the local school district have increased. Simpson College reflects enrollments between 1200 and 1400 each academic year on average. Indianola's median age also has remained consistent over the past several years; with 31% of IPD arrests represented within that demographic. While the city has experienced a decline in building permits issued, the number of residents populating multi-family housing has increased. IPD has experienced corresponding increases in CFS activity within zones where most of this housing type is located; representing 54% of all CFS activity. Indianola also hosts multiple special events throughout the year; bringing in an estimated 200,000 people, according to the Warren County Economic Development Corporation.

Scheduling

IPD prefers utilization of 10-hour shift schedules, which research shows decrease amounts of accrued overtime while increasing officer quality of life, rest cycles, and flexible scheduling options. The department currently requires minimum staffing levels of two officers per shift; however, IPD desires to increase this compliment to three officers per shift. That increase would enable IPD officers to conduct more proactive enforcement activity, while better serving the community for increasing demands placed on the department. In addition, staffing increases generally optimize officer availability for answering calls for service within all educational institutions, including Simpson College. Given IPD's experience with personnel turnover in recent years, increasing force strength also allows greater flexibility during times of transition due to turnover, or periods of field training where less officers are available for scheduling.

A recent development creating new challenges for IPD centers on schedule demands based on closure of the Warren County jail facility. To adequately staff required shifts and provide acceptable minimum coverage, IPD was nearly forced to temporarily transition to 12-hour shifts. This also created a situation where field training for several officers was shortened in order to adequately staff schedules. While effectively providing coverage for each shift, 12-hour shifts create additional implications from a risk management perspective. Specifically, research indicates a 27% increase in what are classified as negative occurrence risks, twice the risk of accidents, and a 110% increase in risk while working night shifts [12].

Fortunately, IPD was able to avoid 12-hour shift scheduling, but rather instituted 9-hour variable shift patterns that appear more productive than the 8.5-hour shifts used by the department for much of 2017. According to departmental leadership, the 8.5-hour schedules required officers to work a minimum of six consecutive days before leave periods. This contributed to lacking productivity on the last day and was routinely interrupted by court and other impromptu needs, which adversely impacted appropriate officer rest periods.

Calls for Service Activity

Since 2014, IPD has experienced an 11% overall increase in CFS activity citywide. Each IPD officer is responsible for approximately 600 calls for service per year, which taxes officer availability on each shift. Traffic volume in Indianola has remained consistent; however, traffic enforcement is down approximately six percent in the past year, primarily due to officer availability for proactive enforcement efforts. Another important factor related to overall CFS activity centers on the level of consistency for these calls when analyzed on a monthly, daily and hourly basis. CFS activity remained steady for an average of eight months of the year, with significant increases during summer months. Activity also remains steady through most of the week and for roughly 15 hours each day; factors that warrant consistent minimum staffing levels for assigned police units throughout the year.

Another important factor related to CFS activity centers on officer availability. IPD officers have clearly had an impact on crime rates within the city; a likely result of increasing force strength coupled with the relative equal distribution of time devoted to both reactive and proactive CFS activity. As demands for police services increase, declining levels of effectiveness by lacking force strength will likely change IPD's impact on crime.

Demands for investigative resources can be a predictor of the latter and IPD has experienced a 61% increase in cases requiring use of a detective since 2014. IPD struggled with maintaining detective caseloads during 2017 due to reliance on one investigator; however, patrol units took on extra investigative case commitments to offset this challenge. Unfortunately, the latter situation creates a point of diminishing returns for both detectives and patrol officers since investigative commitments typically consume more time and resources.

Staffing Requirements

IPD currently operates at a ratio of 1.28 officers per 1,000 when compared to the local population. Based on current population growth trends, by the year 2020, Indianola will likely have a population over 16,000. Similar sized jurisdictions in Iowa were compared, reflecting an average ratio of 1.43 per 1,000 among what can be classified as cohort agencies. When compared to the FBI national average of 1.7 per 1,000 for small Midwestern law enforcement agencies, the department also falls short. By way of comparison, using the 2020 Indianola population indicates an increase of three to seven officers by the year 2020.

Minimum staffing desires for three officers per shift increases current departmental staffing levels by a minimum of three officers to adequately adjust schedules that best serve the city.

In addition, the department desires one additional detective and one full time clerical employee, who would augment current clerical duties for both detectives and patrol officers. Clerical workload increased 46% since 2014; a figure that would likely continue its upward trend if additional staffing and increasing call volumes occur among sworn personnel.

Finally, the workload analysis conducted for IPD illustrates minimum staffing levels of 14-21 officers, based on current CFS activity. While the department is currently allocated 20 sworn personnel, that number includes those in leadership positions and those assigned to non-enforcement roles. Minimum staffing figures from the workload analysis represents the amount of sworn personnel specifically assigned to conventional patrol activities. It is also important to note that average call for service activity indicated herein does not factor in officer administrative time for report writing, follow-up investigation and court appearances.

Space Considerations

IPD is currently collocated within the Indianola City Hall; however, there is insufficient space to adequately support essential police services. During a 2011 study, the consultant noted the need for an extra 4,255 square feet of office space; however, departmental staffing numbers and demands for services have increased since that period. Considering the need for additional staffing, existing space allocated for the police department will continue to tax agency ability to adequately store records, equipment and evidence. There is already insufficient office space to accommodate both sworn and non-sworn personnel; a situation exacerbated by the geographical separation that occurs between line function personnel and administration.

Effective communication and maintenance of critical relationships within the chain of command strongly rely on proximity; a factor adversely impacted by the geographical separation within the structure. Command staff does a commendable job mitigating these effects; however, personnel largely reflected sentiments of moderate effectiveness within several dimensions relative to this separation during the police personnel survey (refer to Exhibit A for additional information).

As investigative commitments increase, so will the reliance on adequate storage of evidence. The IPD evidence facility is located outside of the main police department and does not contain sufficient square footage to accommodate additional growth. While a logistical challenge, this can also become a large agency liability. In addition, IPD relies on an offsite storage facility that is shared with another department and requires transportation of personnel away from the main police department facility. This is not practical and creates more geographic separation of not only personnel, but necessary police equipment.

The City of Indianola should strongly consider assessing the feasibility of either modifying the existing structure to accommodate IPD growth or determine whether a new facility should be procured or constructed. A space management assessment should be conducted in the near future whether consideration for additional staffing occurs.

CONCLUSION

This study reviewed critical attributes associated with IPD calls for service, staffing levels, departmental space allocation and departmental operations. While IPD experienced significant transition due to problems associated with employee turnover, scheduling and staffing, departmental leadership is doing an effective job of managing the police department and departmental resources.

Organizational morale is high and the level of support from within both the local government and the community is a significant factor that positively contributes to overall personnel performance. While the findings of this study indicate many positive organizational attributes, the department is at the point of diminishing returns with existing resources and requires significant investment to remain effective.

While the local population, demands for police services and community expectations have increased, it appears IPD agency needs were not fulfilled in direct proportion to the latter demands. Moving forward, it will also be important for both the City of Indianola and IPD to conduct sufficient community outreach designed to not only educate the community about critical governmental needs and services, but to enlist support and buy-in from local community members, business partners and other local stakeholders.

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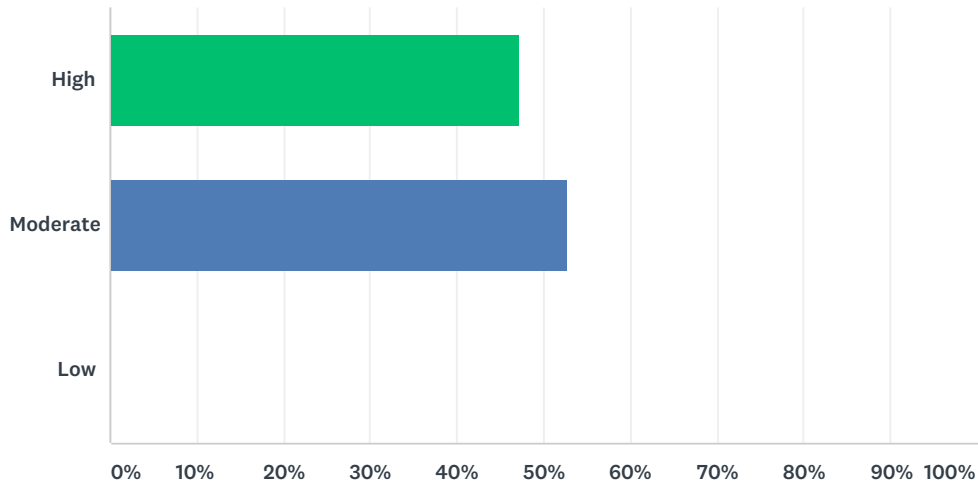
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EXHIBIT A:
INDIANOLA POLICE DEPARTMENT SURVEY RESULTS

Q1 How would you rate your current morale (job motivation) level?

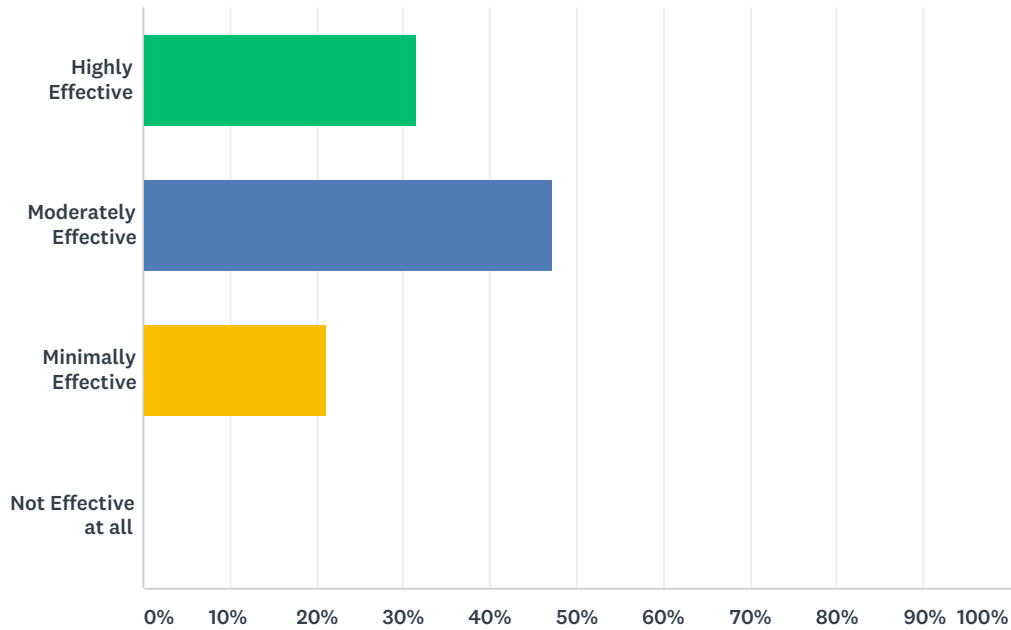
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
High	47.37%	9
Moderate	52.63%	10
Low	0.00%	0
TOTAL		19

Q2 Responding to Employee Ideas and Suggestions

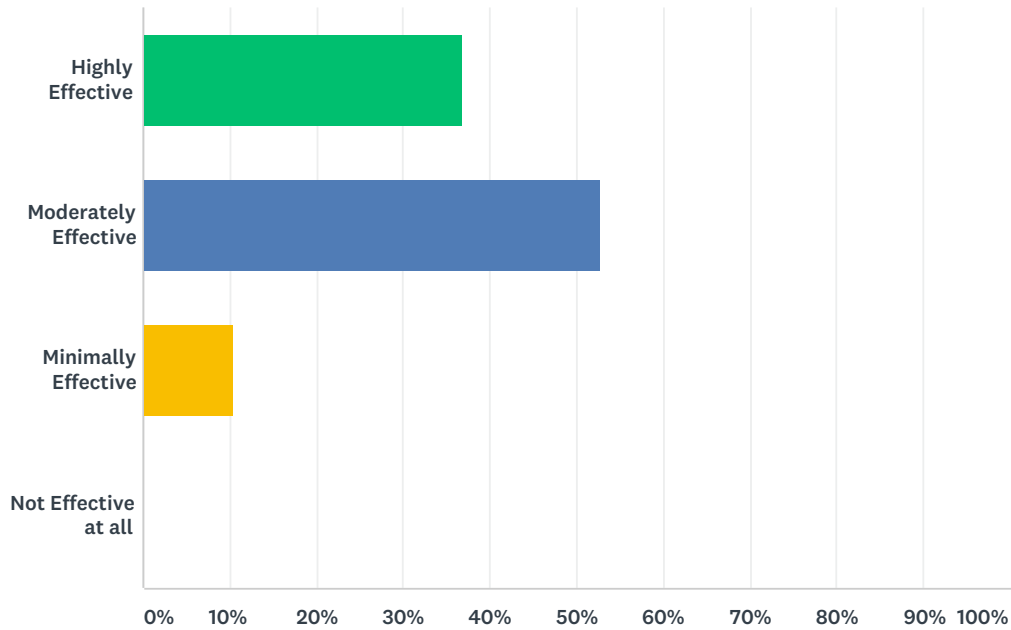
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	31.58%	6
Moderately Effective	47.37%	9
Minimally Effective	21.05%	4
Not Effective at all	0.00%	0
TOTAL		19

Q3 Communicating Important Information Through Appropriate Channels

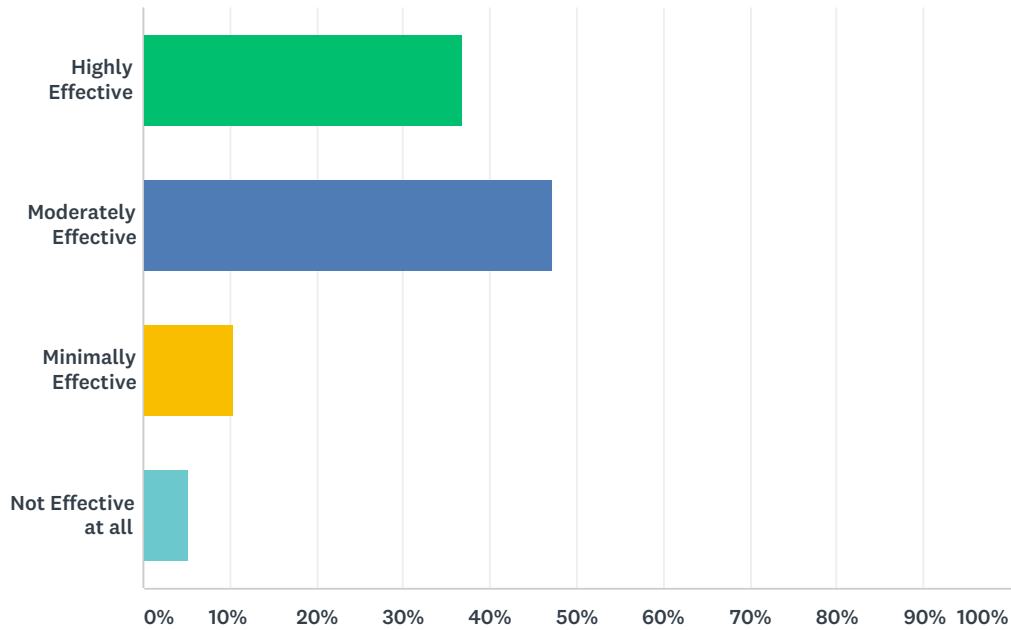
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	36.84%	7
Moderately Effective	52.63%	10
Minimally Effective	10.53%	2
Not Effective at all	0.00%	0
TOTAL		19

Q4 Treating Employees Fairly & Consistently

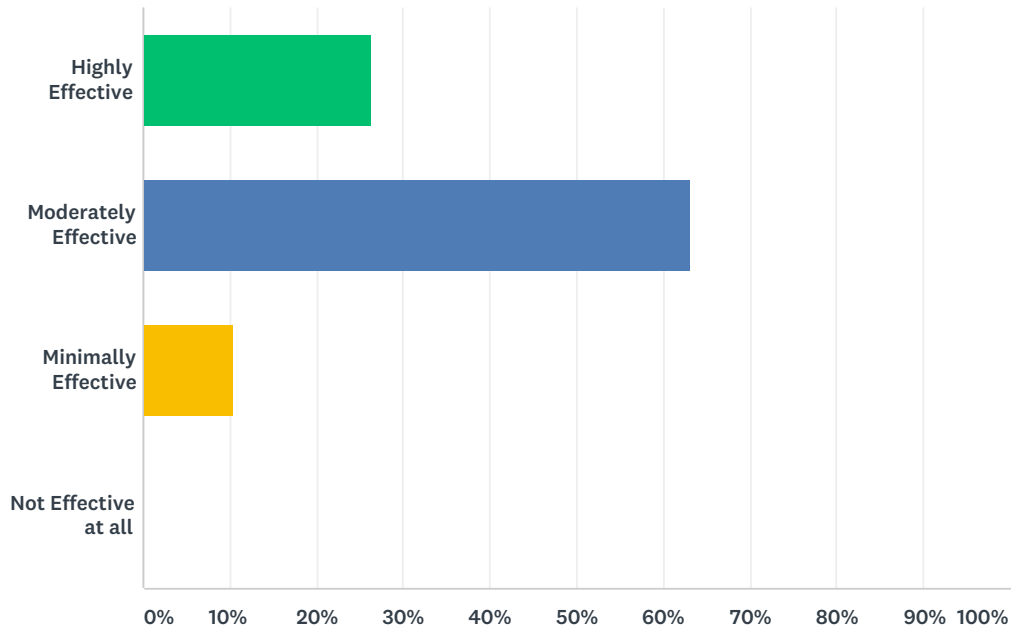
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
Highly Effective	36.84% 7
Moderately Effective	47.37% 9
Minimally Effective	10.53% 2
Not Effective at all	5.26% 1
TOTAL	19

Q5 Recognizing the Need to Improve Working Conditions

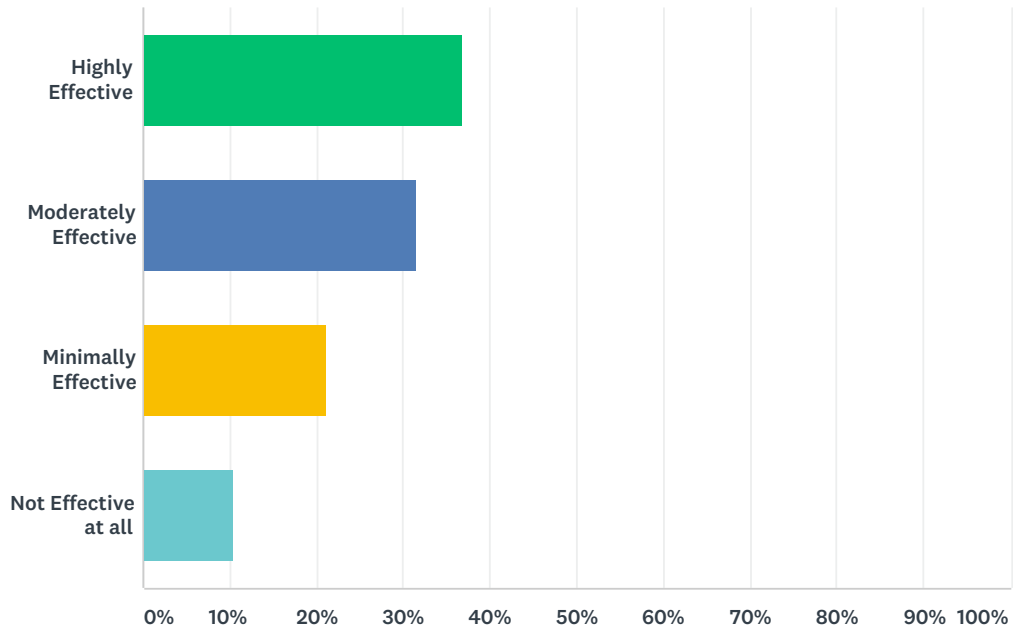
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	26.32%	5
Moderately Effective	63.16%	12
Minimally Effective	10.53%	2
Not Effective at all	0.00%	0
TOTAL		19

Q6 Praising Employees for Good Work

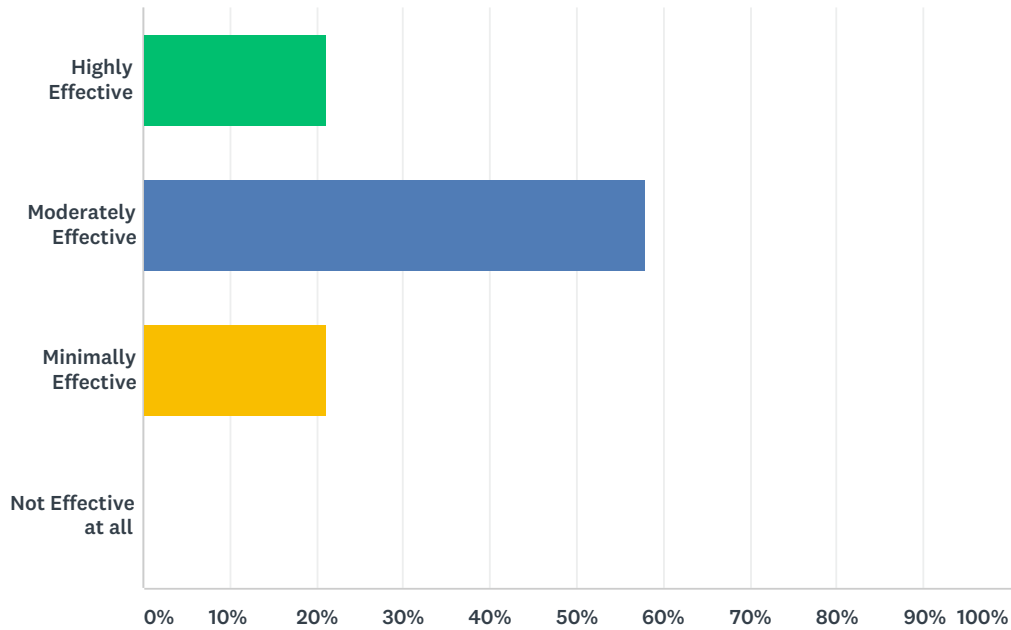
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
Highly Effective	36.84% 7
Moderately Effective	31.58% 6
Minimally Effective	21.05% 4
Not Effective at all	10.53% 2
TOTAL	19

Q7 Providing Constructive Criticism for Work That Needs Improvement

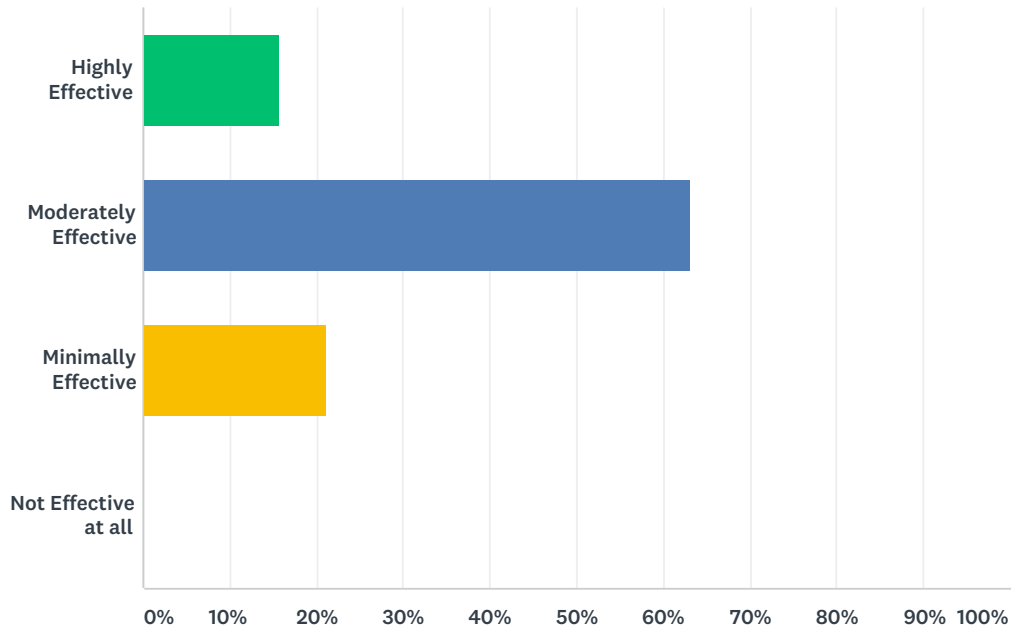
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	21.05%	4
Moderately Effective	57.89%	11
Minimally Effective	21.05%	4
Not Effective at all	0.00%	0
TOTAL		19

Q8 Providing Appropriate Training

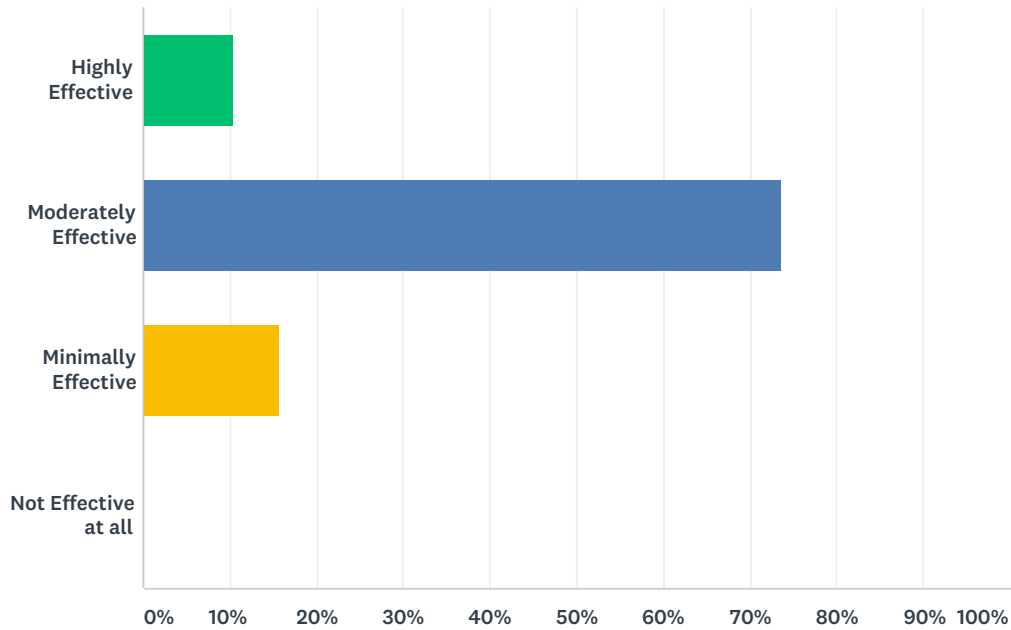
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	15.79%	3
Moderately Effective	63.16%	12
Minimally Effective	21.05%	4
Not Effective at all	0.00%	0
TOTAL		19

Q9 Providing Informative and Helpful Work Evaluations

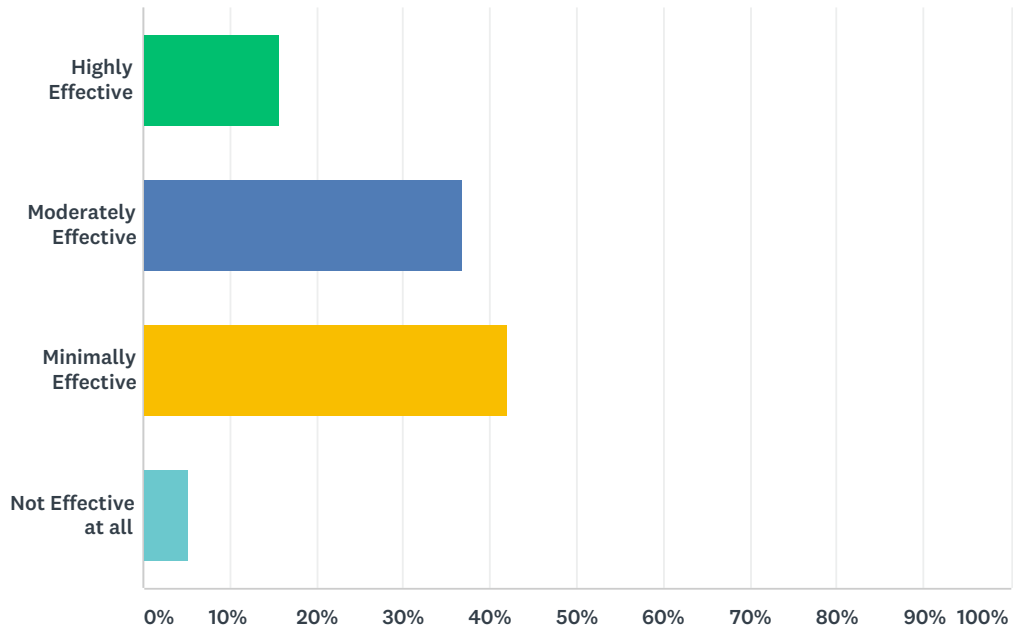
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	10.53%	2
Moderately Effective	73.68%	14
Minimally Effective	15.79%	3
Not Effective at all	0.00%	0
TOTAL		19

Q10 Involving Employees in Decisions That Impact Them

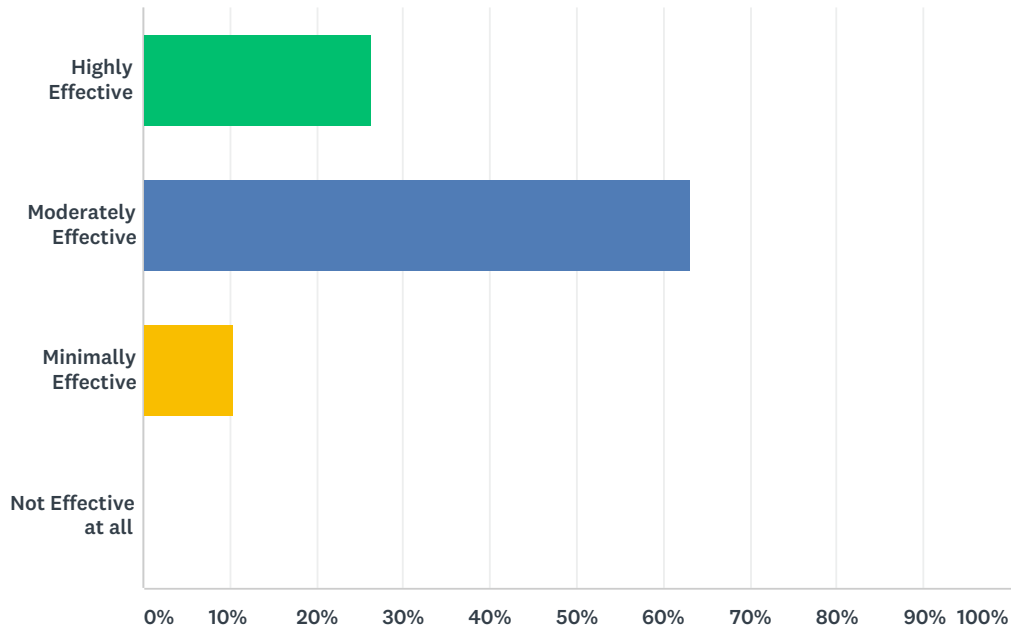
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	15.79%	3
Moderately Effective	36.84%	7
Minimally Effective	42.11%	8
Not Effective at all	5.26%	1
TOTAL		19

Q11 Communicating internal policy requirements

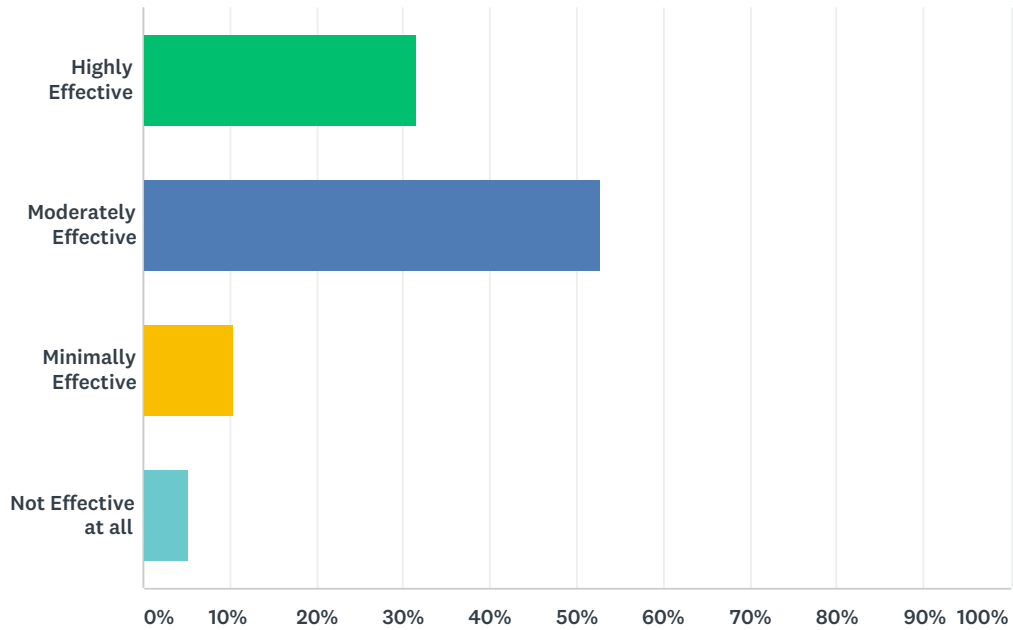
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	26.32%	5
Moderately Effective	63.16%	12
Minimally Effective	10.53%	2
Not Effective at all	0.00%	0
TOTAL		19

Q12 Providing adequate equipment to do the job

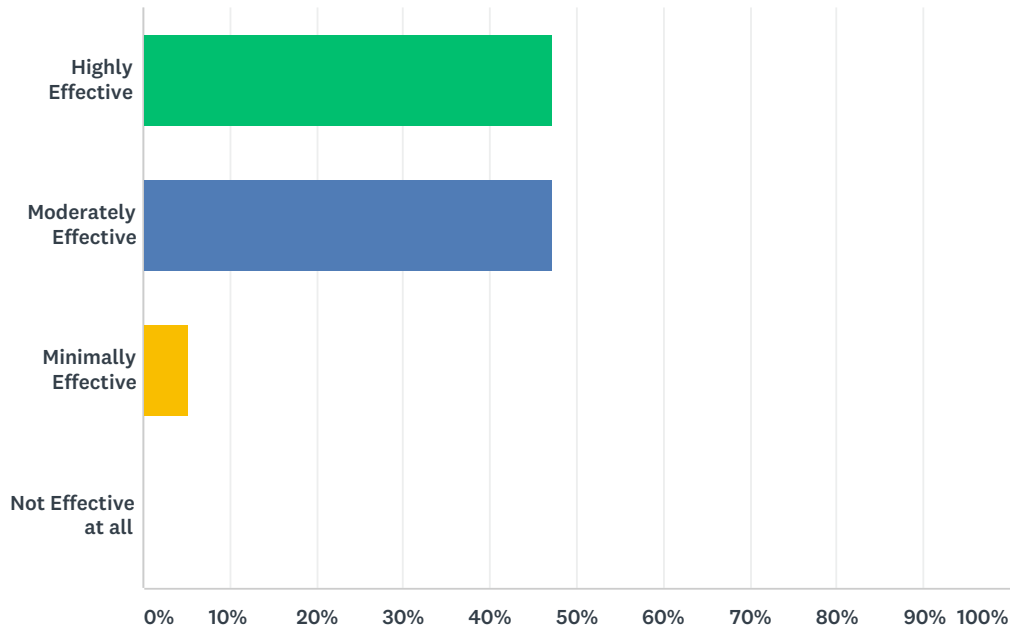
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	31.58%	6
Moderately Effective	52.63%	10
Minimally Effective	10.53%	2
Not Effective at all	5.26%	1
TOTAL		19

Q13 Providing quality services to the community

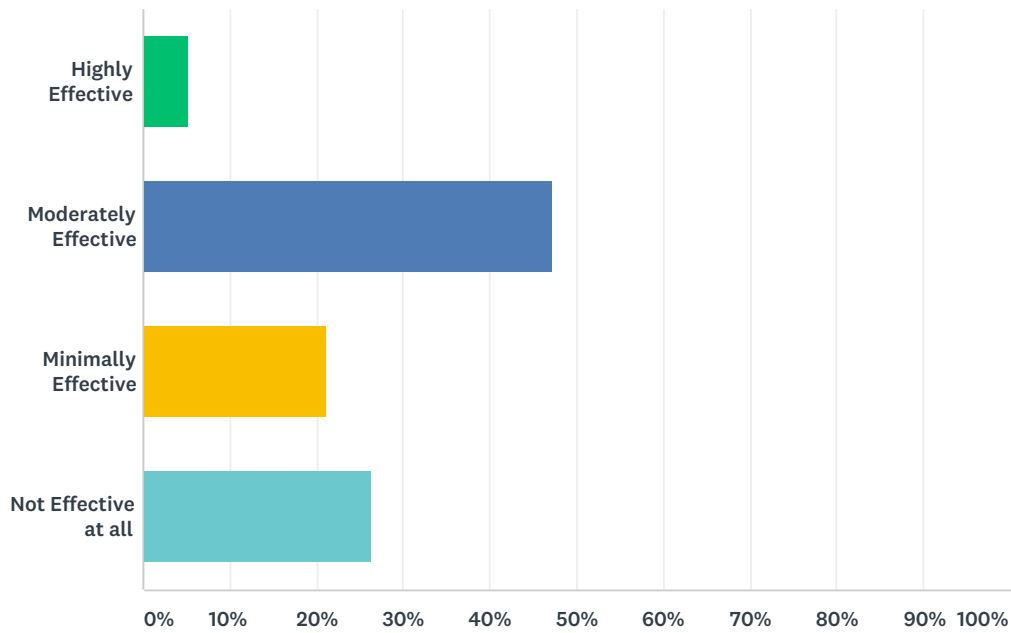
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	47.37%	9
Moderately Effective	47.37%	9
Minimally Effective	5.26%	1
Not Effective at all	0.00%	0
TOTAL		19

Q14 Providing a flexible schedule that provides ample coverage, while allowing sufficient time off

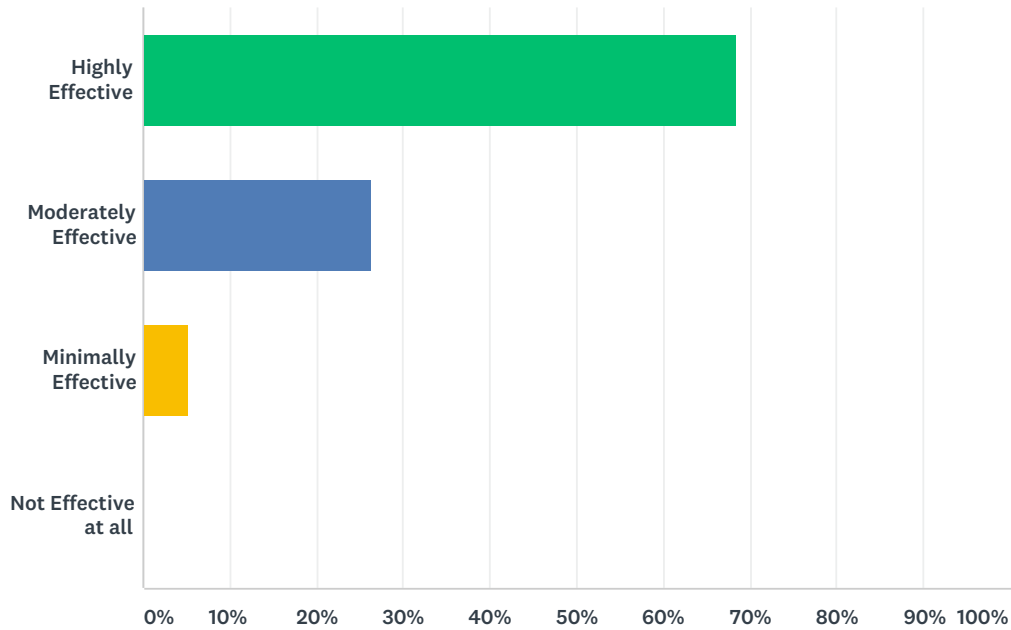
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
Highly Effective	5.26% 1
Moderately Effective	47.37% 9
Minimally Effective	21.05% 4
Not Effective at all	26.32% 5
TOTAL	19

Q15 Professionalism/demeanor of departmental leadership?

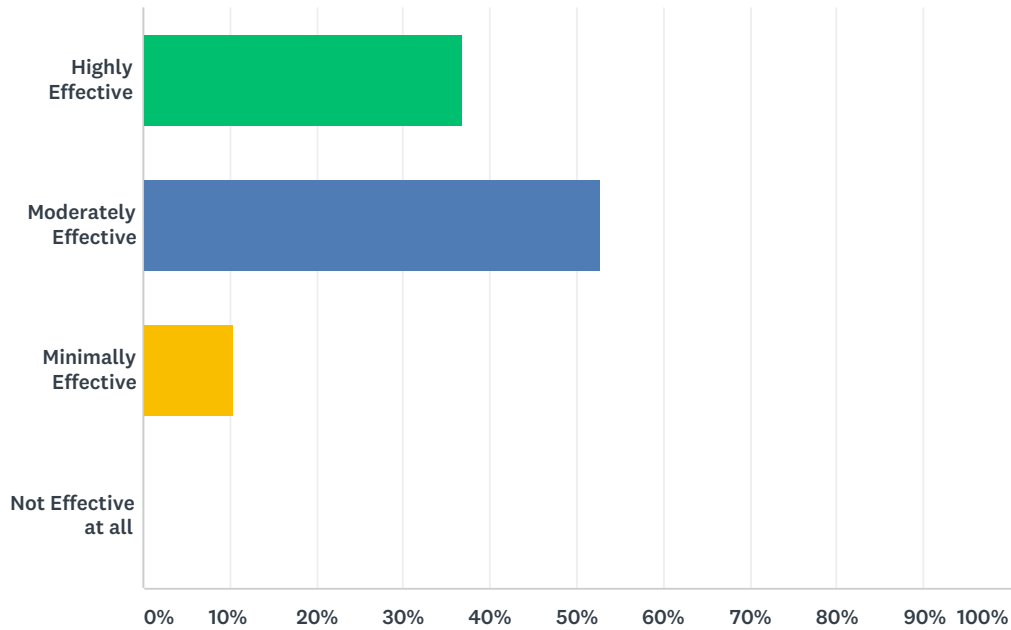
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	68.42%	13
Moderately Effective	26.32%	5
Minimally Effective	5.26%	1
Not Effective at all	0.00%	0
TOTAL		19

Q16 Overall competence of departmental leadership?

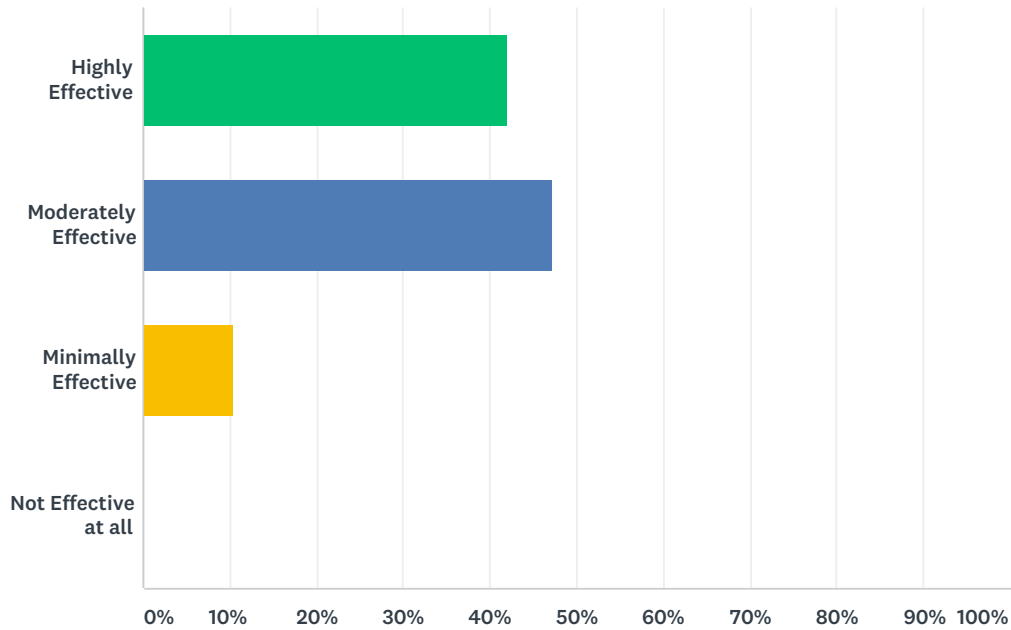
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Effective	36.84%	7
Moderately Effective	52.63%	10
Minimally Effective	10.53%	2
Not Effective at all	0.00%	0
TOTAL		19

Q17 Fairness of departmental leadership?

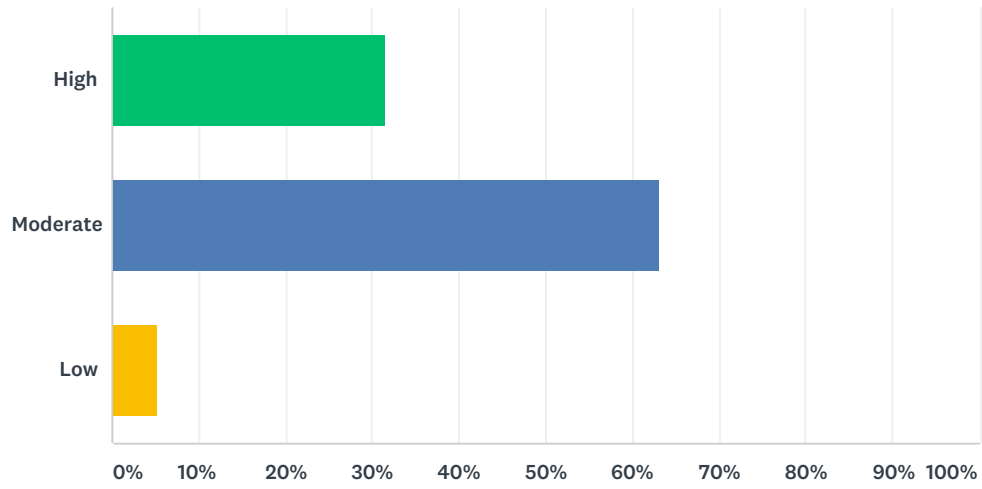
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
Highly Effective	42.11% 8
Moderately Effective	47.37% 9
Minimally Effective	10.53% 2
Not Effective at all	0.00% 0
TOTAL	19

Q18 Overall level of morale

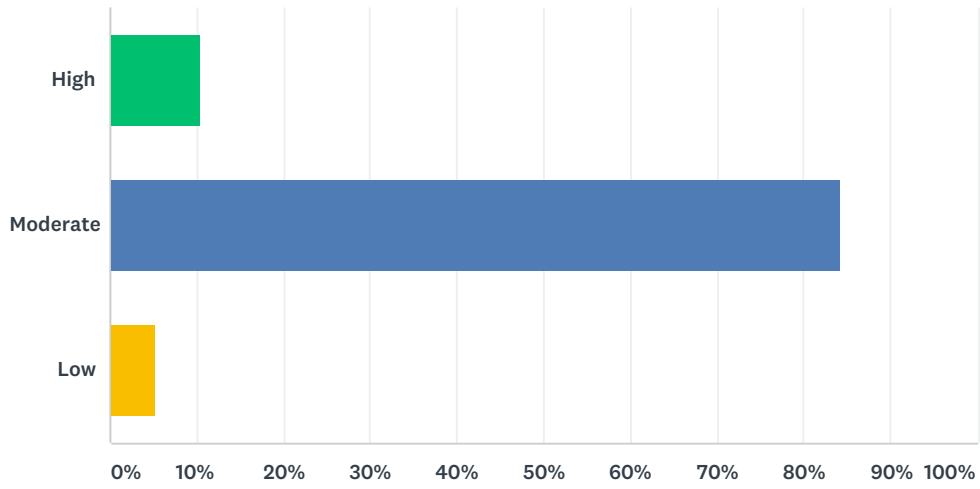
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
High	31.58%	6
Moderate	63.16%	12
Low	5.26%	1
TOTAL		19

Q19 Overall level of communication within the department

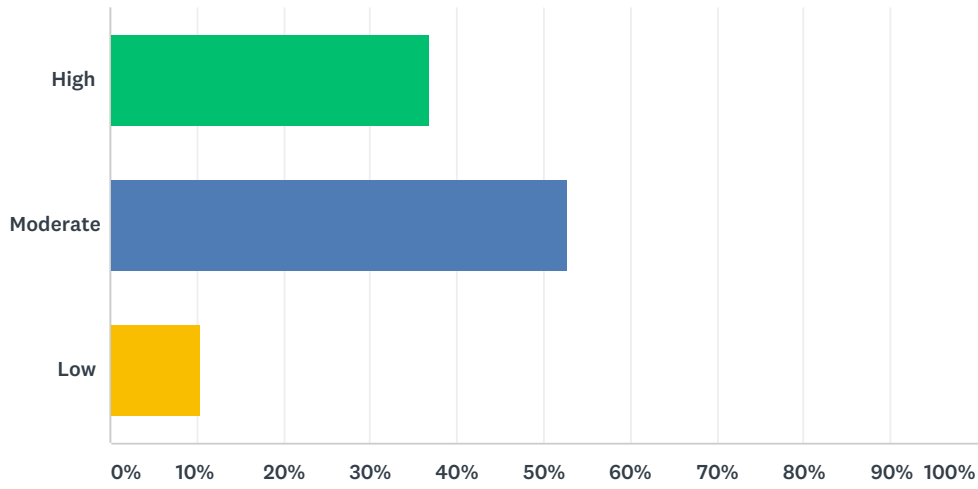
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
High	10.53% 2
Moderate	84.21% 16
Low	5.26% 1
TOTAL	19

Q20 Ability of departmental leadership to listen to or solicit input from you

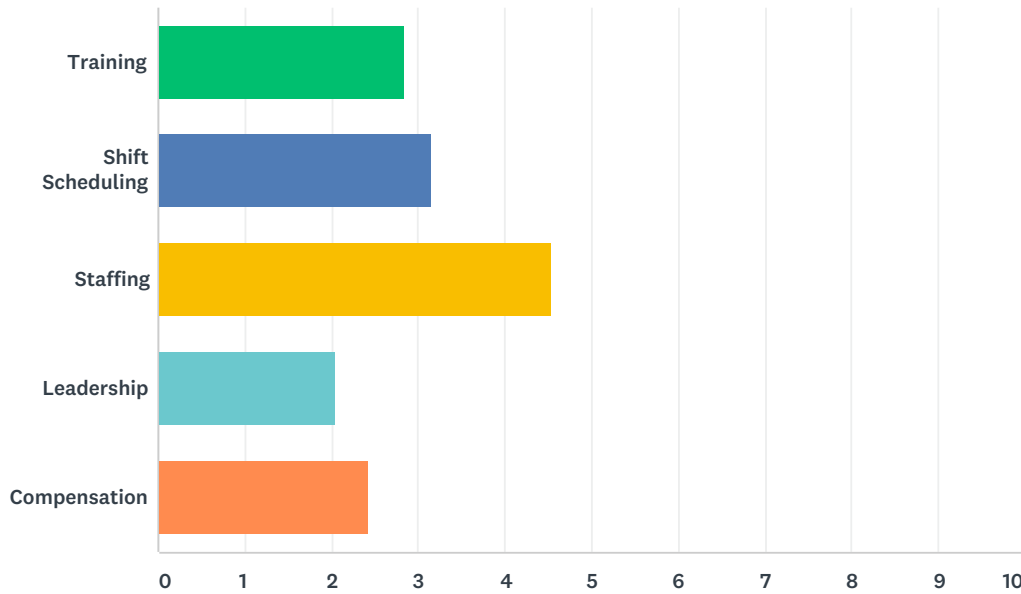
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
High	36.84% 7
Moderate	52.63% 10
Low	10.53% 2
TOTAL	19

Q21 Please rank the most pressing challenges for the department, with 1 being the most pressing or important challenge and 5 being the least important or pressing challenge.

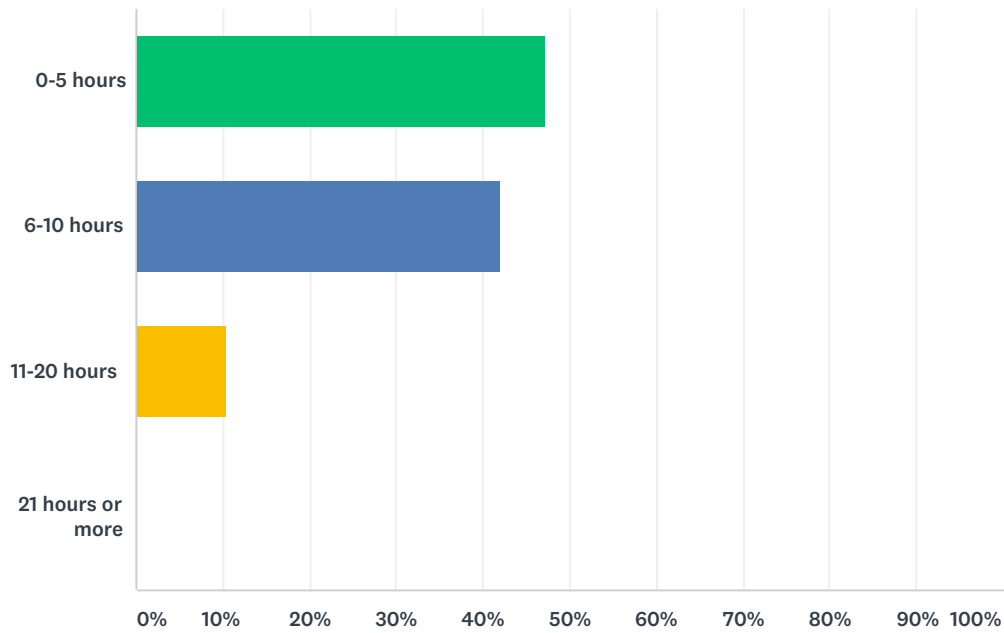
Answered: 19 Skipped: 0



	1	2	3	4	5	TOTAL	SCORE
Training	10.53% 2	21.05% 4	26.32% 5	26.32% 5	15.79% 3	19	2.84
Shift Scheduling	10.53% 2	26.32% 5	47.37% 9	0.00% 0	15.79% 3	19	3.16
Staffing	68.42% 13	21.05% 4	5.26% 1	5.26% 1	0.00% 0	19	4.53
Leadership	0.00% 0	15.79% 3	10.53% 2	36.84% 7	36.84% 7	19	2.05
Compensation	10.53% 2	15.79% 3	10.53% 2	31.58% 6	31.58% 6	19	2.42

Q22 In a normal week, how many hours do you spend engaged in community policing activities?

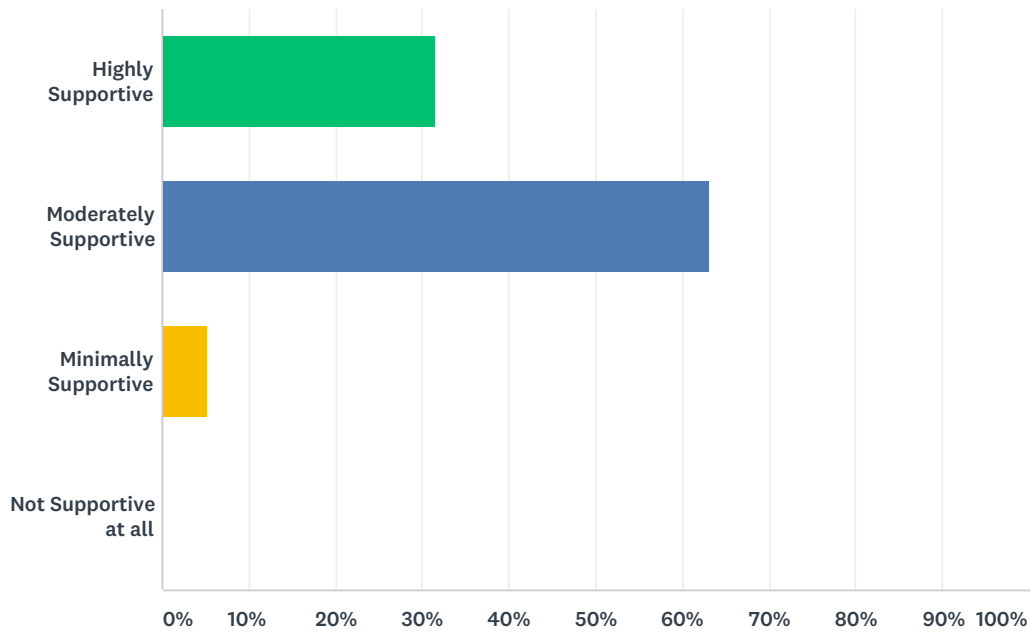
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-5 hours	47.37%	9
6-10 hours	42.11%	8
11-20 hours	10.53%	2
21 hours or more	0.00%	0
TOTAL		19

Q23 In your opinion, how supportive is the City of Indianola (as a governmental entity) of the police department?

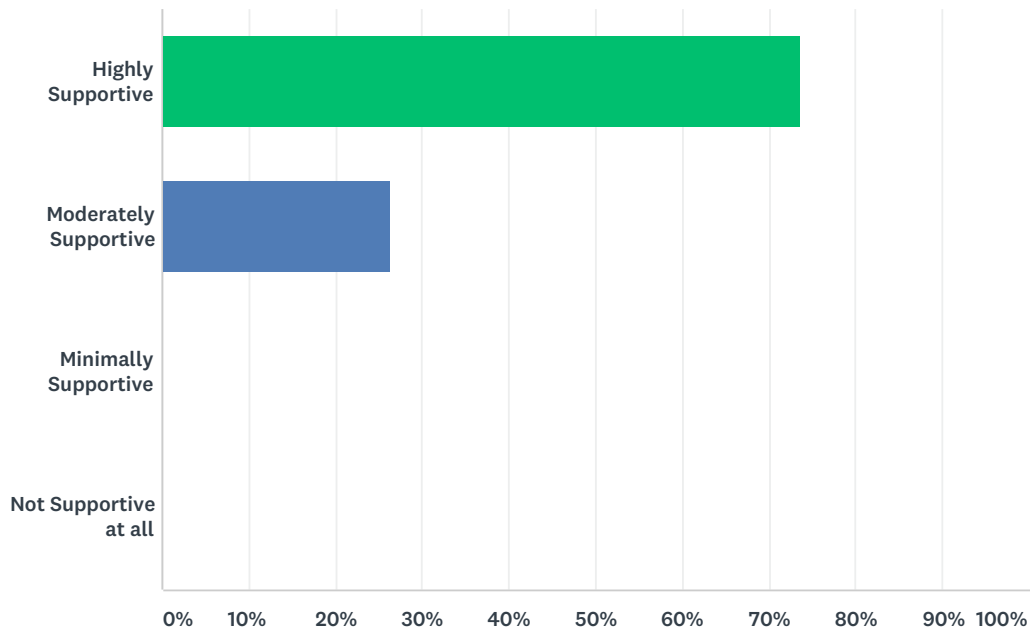
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Supportive	31.58%	6
Moderately Supportive	63.16%	12
Minimally Supportive	5.26%	1
Not Supportive at all	0.00%	0
TOTAL		19

Q24 In your opinion, how supportive is the community of Indianola (the citizens) of the police department?

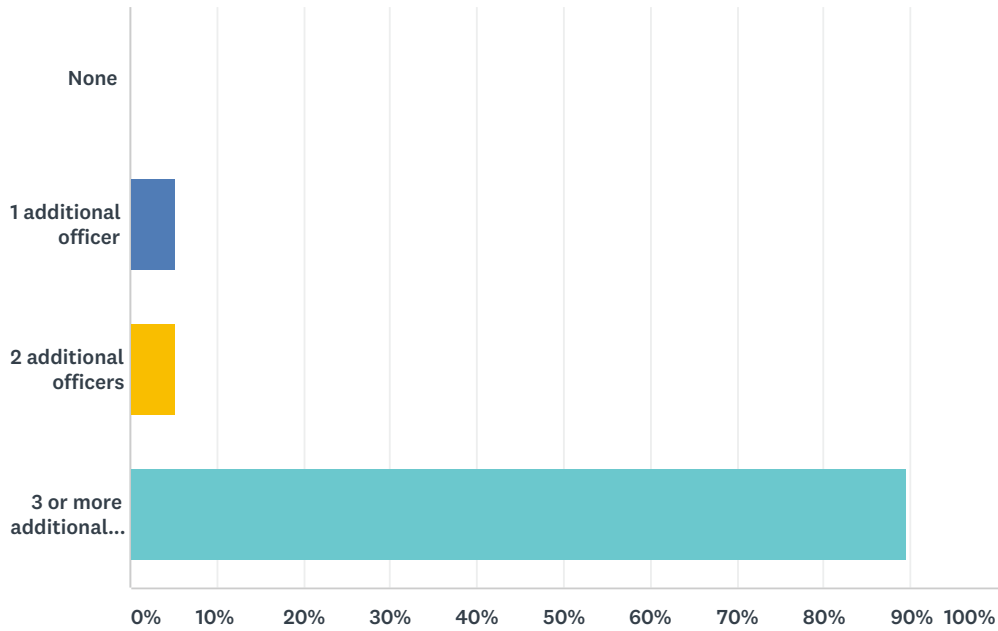
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly Supportive	73.68%	14
Moderately Supportive	26.32%	5
Minimally Supportive	0.00%	0
Not Supportive at all	0.00%	0
TOTAL		19

Q25 Regarding staffing, how many additional officers are needed for IPD to function more effectively?

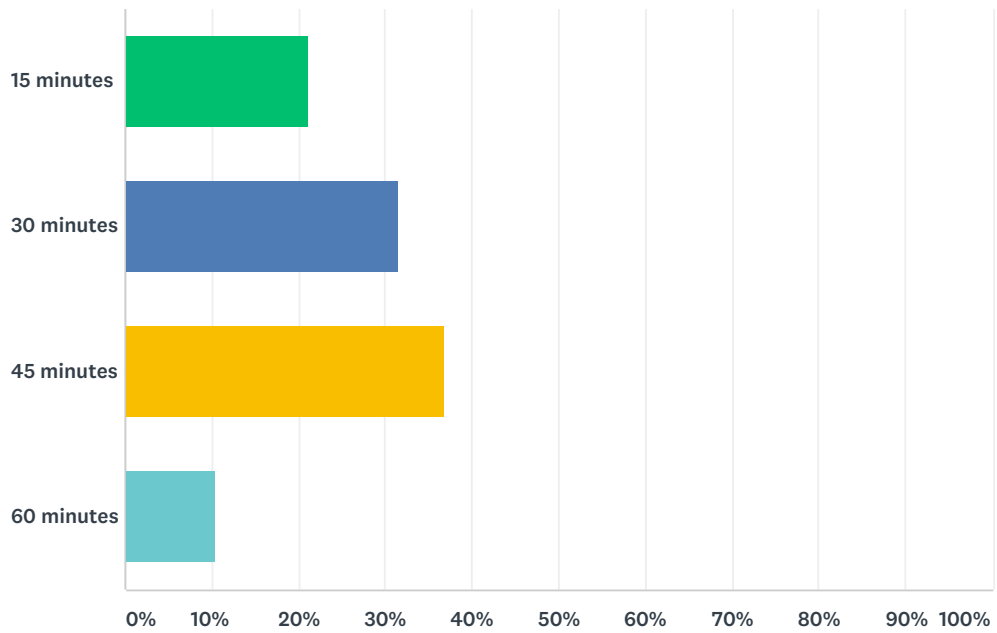
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
None	0.00% 0
1 additional officer	5.26% 1
2 additional officers	5.26% 1
3 or more additional officers	89.47% 17
TOTAL	19

Q26 How much time would you estimate you spend on an average REACTIVE call for service (dispatched activity)?

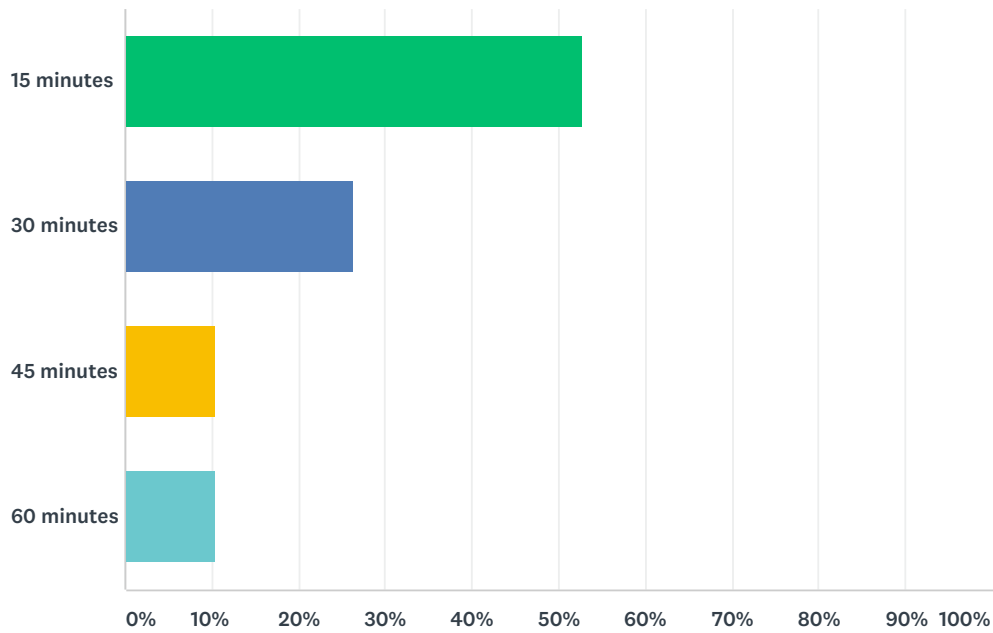
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
15 minutes	21.05%	4
30 minutes	31.58%	6
45 minutes	36.84%	7
60 minutes	10.53%	2
TOTAL		19

Q27 How much time would you estimate you spend on an average PROACTIVE call for service (officer generated activity)?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES
15 minutes	52.63% 10
30 minutes	26.32% 5
45 minutes	10.53% 2
60 minutes	10.53% 2
TOTAL	19