



CITY OF INDIANOLA COUNCIL STUDY MEETING

May 11, 2026

6:00 PM

City Council Chambers

Agenda

- 1. Mayor's Youth Council Annual Report**
- 2. Presentation regarding a splash pad**
 - A. Memorandum
- 3. CPSM Study**
 - A. Memorandum
- 4. Capital Improvement Plan**
 - A. Memorandum



CHILDREN'S MEMORIAL SPLASH PAD



Brought to you by Maximillions' Muddy Puddles (MMP) Foundation

WHO WE ARE

- **Maximillions' Muddy Puddles (MMP)** is a registered 501(c)(3) tax exempt organization envisioned in 2024 and established in Q1 2025.
- MMP's goal is to preserve the memory of four-year-old **Maximillion Robert Wilder Wood** who passed away in a tragic, unexpected outdoor accident while on the last day of a family vacation in Colorado when a tree fell on him.
- MMP operates to carry out a mission that involves objectives central to providing aide for other grieving families in times of loss and community outreach in honor of Maximillion.





ABOUT MAXIMILLION

- He was born on **August 23rd, 2017**, making him the 6th of seven children in his family. He had bright blonde, long ringlet curls and signature blue glasses that helped hide the mischief that could be found within his wide grin.
- His outgoing personality helped share a love of friendships as he explored the great outdoors with fun and curiosity. He knew no stranger.
- On **July 15th, 2022**, Maximillion received his wings with all of his family by his side.
- His loss has left a hole in the hearts of his loved ones, but they want to help others by spreading smiles, laughter, love of family, and the great outdoors together through his memorial and the MMP foundation.



OUR OBJECTIVES

To honor **Maximillion** by:

- Establishing a **Children's Memorial Splash Pad** in Indianola, IA / Warren County that is artistically and uniquely reflective of our community.
- Providing a serene place filled with love and laughter where local, grieving families can unite to commemorate their loved ones gone too soon through a memorial garden space with customizable, colored, "eternal" lights that bring comfort to a dark place.

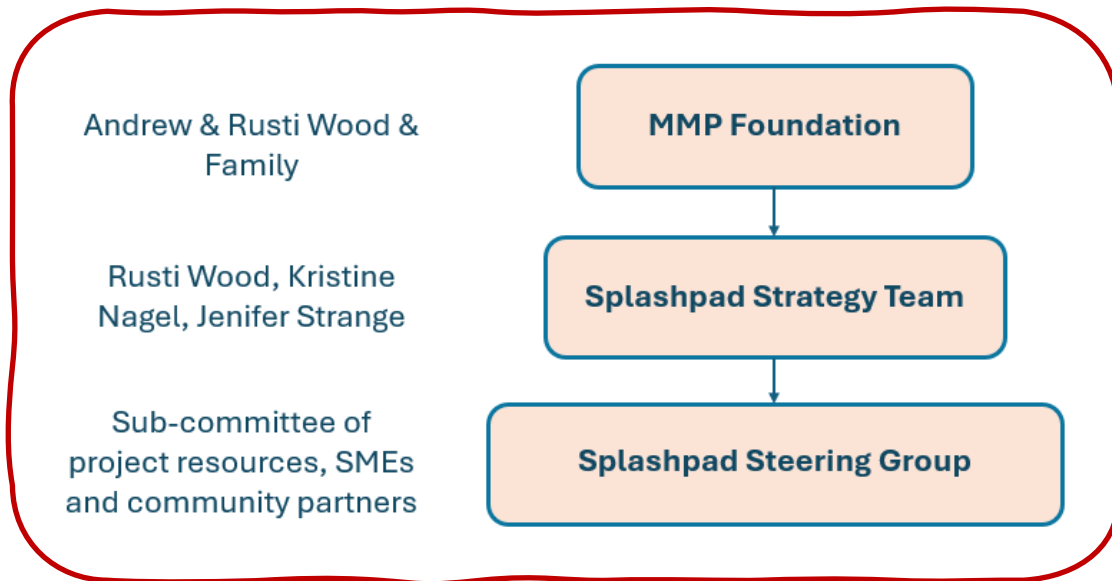


WHY A SPLASHPAD?

- Splash pads expand outdoor recreation by way of being **inclusive for all ages & ADA Accessible**.
 - Solo parents, grandparents and caregivers alike with one or many children (even those with special needs) can enjoy a splashpad.
 - Adults favor the social time too (positive mental health) and enhanced family time.
- They provide **FREE physical activity** that can accommodate a short visit where time constraints or costs can be factors for alternative options.
- As an amenity they serve the surrounding communities and **promote economic tourism**, increased home values, and promote **safe social interactions** for all children with no standing water.
- They serve as great **outdoor venues** for teams, birthdays, schools, scouts and other gatherings.
- Water is **refiltered and recycled** with timed shut-off for efficient use that doesn't require lifeguards, extensive maintenance, or continuous staffing.



WHERE ARE WE AT TODAY?



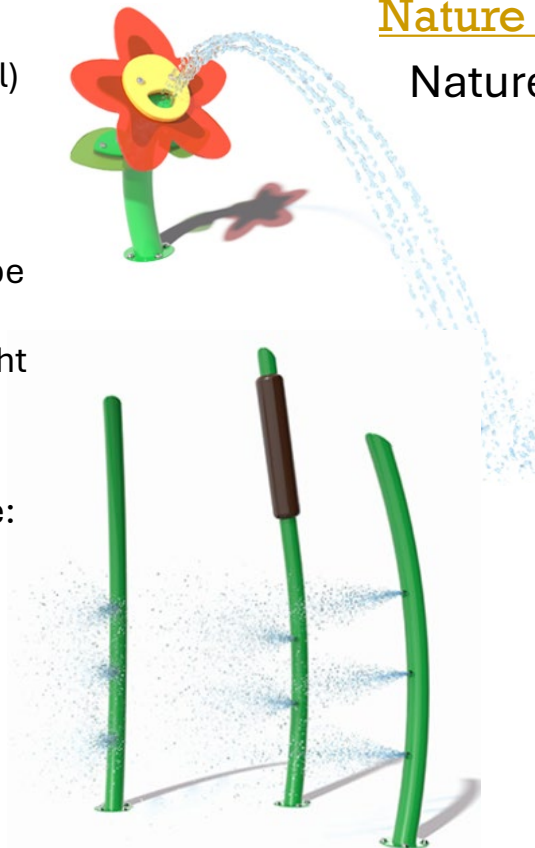
Project Milestones:

- ✓ Unveiling of MMP foundation, org structure (strategy team), goals and social media sites.
- ✓ Formulating cost projections, concept designs and ideas with vendor (Aquatix) to present to community, city officials and stakeholders.
- ✓ Ongoing meetings with various resources, gathering expertise to ultimately obtain private funding, corporate partnerships, grants, a site location and further project development.
- ❑ Procurement of funds, final design, a general contractor and continued awareness via social media and marketing communication strategy.

CONCEPTUAL DESIGN UNDERWAY

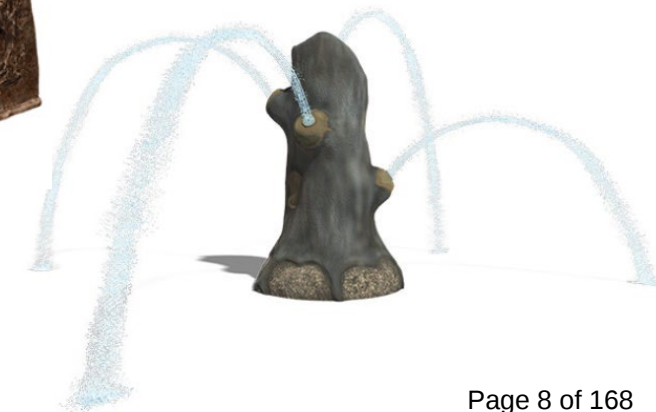
Splash Pad Ideas:

- Nature / outdoor themed with evening jetted (eternal) light show features integrated from a local trail head to a park-like setting. Possible memorial stone walkway or bridge leading to it.
- Balloon themes are being considered from pad shape to a large custom central feature with a basket that dumps water and memorial or sponsor wall with night 'glow' balloon flame.
- Families and corporate sponsors can make tax deductible purchases or donations that may include:
 - Walkway stones, benches, plaques, spray equipment, floral gardens or trees that can be dedicated.
- Possibilities allow all members of the community to be memorialized from miscarried unborn, stillborn and children in a memorial garden space.

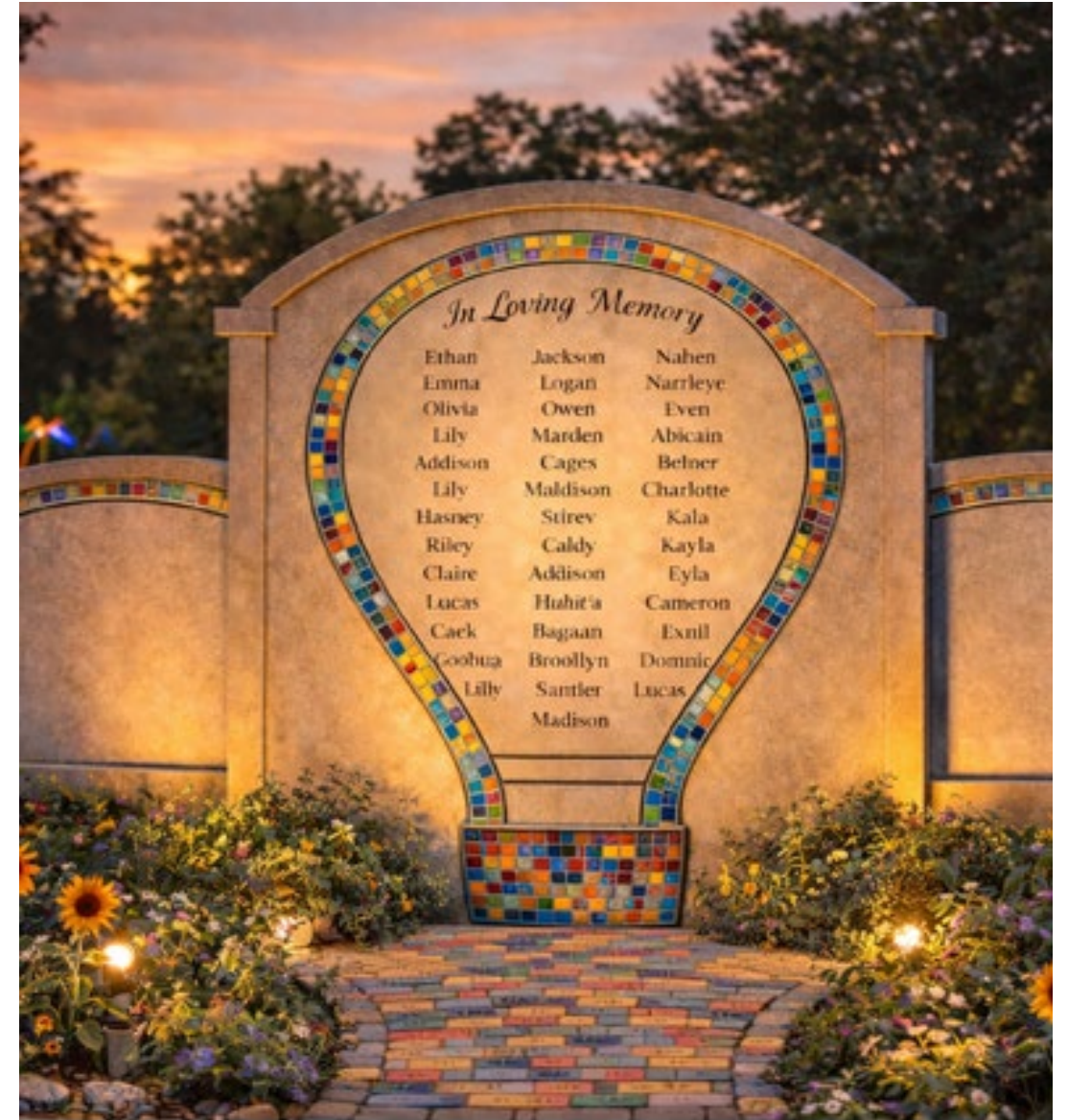


Nature Archives | Aquatix

Nature Themed Features

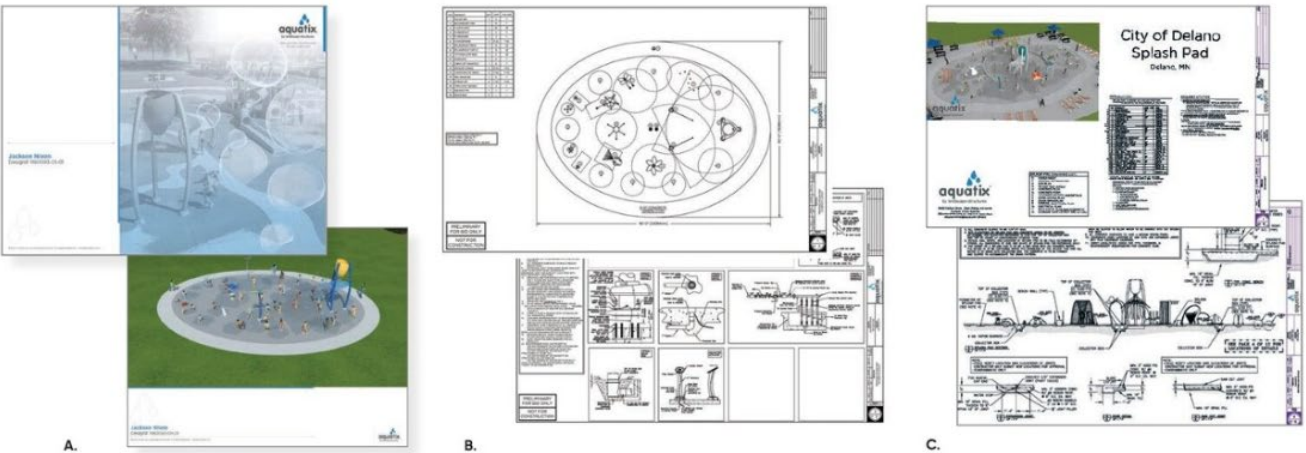






You can count on the experienced Aquatix® design and engineering professionals to help you meet your project requirements—from initial creative concepts to complete engineered drawings, including insightful opportunities for inclusive play. If you would like to learn firsthand about best practices in Inclusive Spray Park Design, sign up for one of our IACET, LACES or AIA accredited continuing education programs at aquatix.playlsi.com.

MECHANICAL OPTIONS



A. CONCEPT AND BUDGET ANALYSIS

We can help you evaluate value, costs and available funding. Our cost estimate package includes 3D rendered concepts, age-appropriate products, mechanical systems and pricing.

B. SCHEMATIC 2D DRAWINGS

Schematic 2D drawings and specifications provide fundamental concepts for design/build projects, allowing owners to gather installation budgets with the use of Aquatix products.

C. CONSTRUCTION DOCUMENT

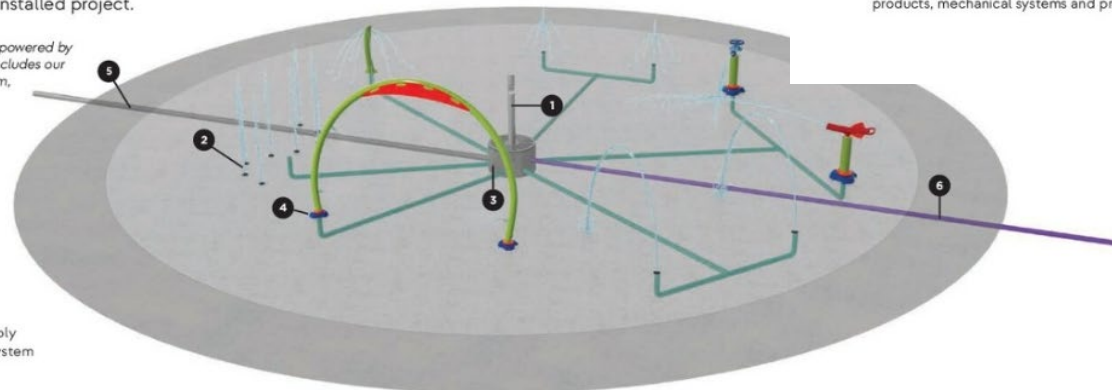
After the concept and budget are approved, you'll need technical drawings for permits, bids and construction. Our construction document package includes complete written specifications, splash pad construction details, mechanical and electrical system design, and all product and material installation detailing. Professional engineering stamp is provided as required.

DOMESTIC SYSTEM POWERED BY HYDROLOGIX®

The patented HydroLogix® system is a non-electrical water delivery system you can use to power many of your favorite splash pad designs. This entire system is fabricated from durable stainless steel materials that are vandal and corrosion resistant. Ideal water pressure is 30 to 40 psi which will deliver 60 gallons per minute to aqua playstructures and ground sprays.

Get creative with your design and use two HydroLogix systems side by side! See pages 20-21 for an installed project.

See our AquaSmart® Packages, powered by the HydroLogix system, which includes our pre-engineered plumbing system, on pages 38-51.



— Fresh water supply
— Feature water system
— Waste lines

- 1. Activation bollard**
Touch-post activator
 - 2. Ground spray**
Flush spray feature with nozzle effects
 - 3. HydroLogix hub**
Provides drainage for splash pad and distribution manifold with manual valves for supply lines
 - 4. Aqua playstructures**
Above-grade spray feature with various water activities
 - 5. Drain-line to waste**
Carries 4" wastewater to sanitary or storm system
 - 6. Main water supply**
Municipal 2" water supply with pressure regulator (30 to 40 psi) and back-flow preventer
- On/Off timer**
Battery operated 2" solenoid valve with programmable time clock to set hours of operation. Can be located above ground at backflow preventer or below ground in irrigation valve box.

We're pursuing an **eco-friendly**, cost-efficient recirculation and filtration system needed to power jetted lights at a higher up-front cost, but lower maintenance cost over it's lifetime.

[2025 Aquatix Catalog from Landscape Structures](#)

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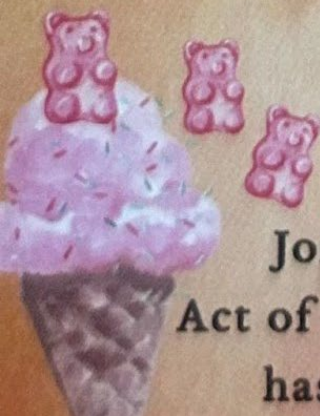
HOW TO GET INVOLVED?

- Donate time as a volunteer, fundraising or share awareness in person and across social media.
- Partner with us to offer subject matter expertise in functional areas of design, building, site location or resource procurement.
- Give gifts in-kind of services, material, labor, or monetary support and sponsorship.
- Share your memorial story.





*“There are some who
bring a light so great to
the world that even after
they have gone the
light remains.”*



Join us in sharing your random
Act of kindness by posting with the
hashtag #LiveLikeMaximillion





MAXIMILLION ROBERT WILDER WOOD



August 23, 2017 – July 15, 2022



MODEL PROJECTS:

- City of Altoona Splashpad opened May 2024:
 - Celebrate summer at the Haines Park Splash Pad opening
 - How a 13 year old Iowa girl made a splash park come true in her town
- City of Papillion, NE Veterans Park, Butterfly Memorial Gardens & Splash Pad Resources:
 - <https://www.papillionfoundation.org/veterans-park>
 - Splash Pads | Papillion, NE
- City of Waukee: [Fox Creek Park | Waukee, IA - Official Website](#)



Police Operations and Data Report

- Indianola Police Department
- Indianola, Iowa



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475 K STREET NW STE 702 • WASHINGTON, DC 20001

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Project Methodology



Data Analysis



Interviews



Focus Groups



Document Review



Operational
Observations

The Report

Comprehensive operational assessment

- Data-driven analysis

34 Recommendations include short- and long-term improvements

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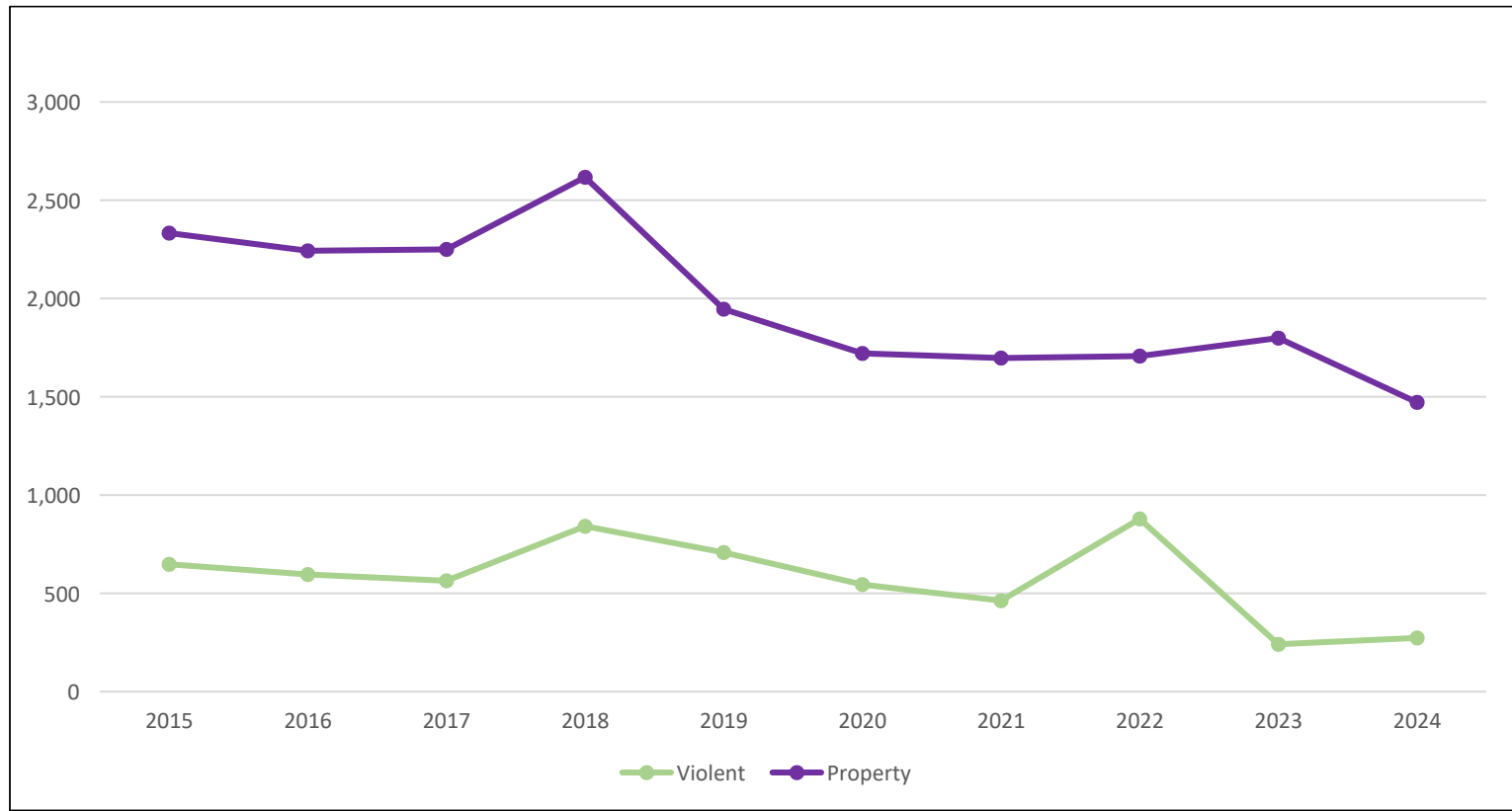
Crime Overview

TABLE 3-1: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Fort Madison	IA	10,043	339	2,191	2,529	9,964	281	1,706	1,987
Muscatine	IA	23,250	314	1,174	1,488	23,208	246	1,228	1,474
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Spencer	IA	11,468	96	1,151	1,247	11,501	52	991	1,043
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

All Crime Numbers are Indexed per 100,000 residents

Crime Trends - 10-Years



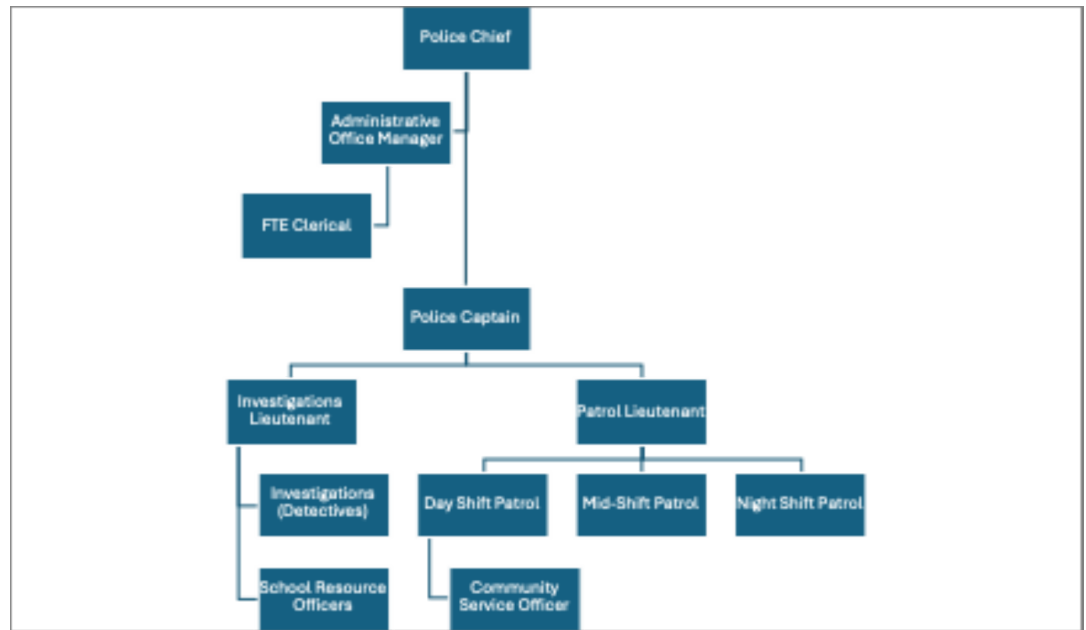
IPD

Department Overview

31 authorized
positions

24 sworn / 7
civilian

Full-service
policing agency



How is Patrol Workload Measured?

- RULE of 60:
 - Department Staffing at 67% (Rule 1)
 - Rule 2 – Workload under 60%
- Start with Call Data Analysis
 - 52% Police Initiated
 - 44% Community Initiated
 - 4% Zero On Scene
- BALANCED?

FIGURE 5-1: Percentage Events per Day, by Initiator

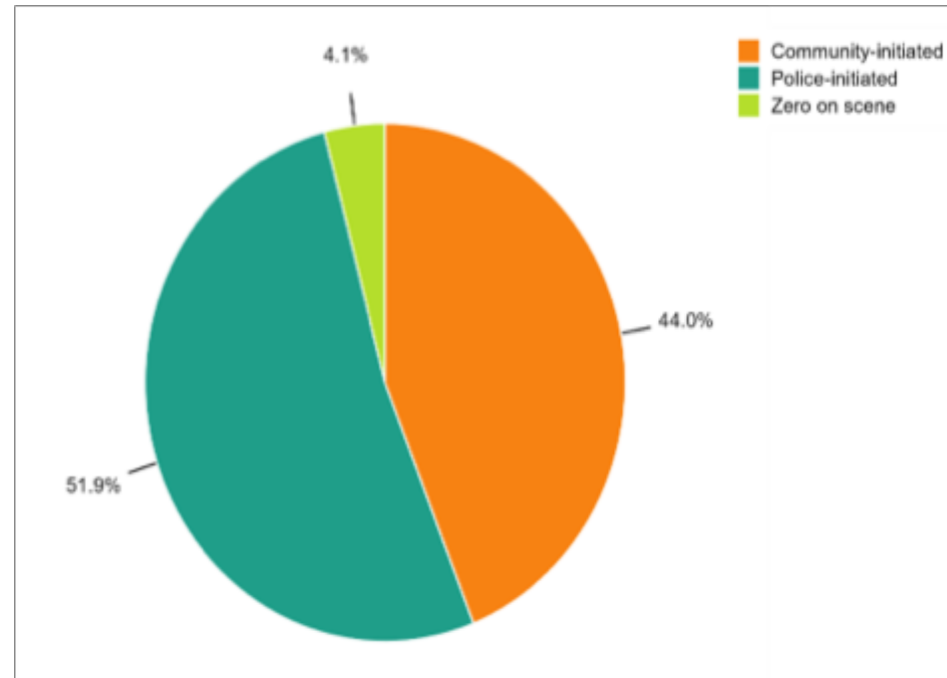
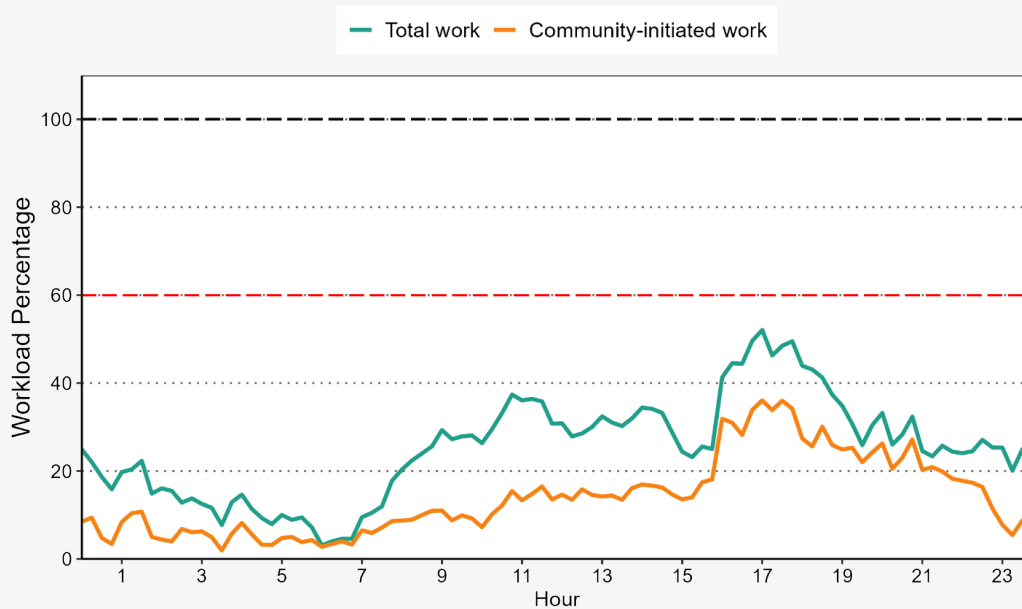


FIGURE 5-14: Percentage of Workload, Weekdays, Winter



Measuring Patrol Workload

- CFS Data (when, where (beat) and how long)
- Response Times
- Rule of 60 – 2nd Part



Patrol Recommendations

- Work with Warren County to establish a call priority matrix.
 - Existing response times are not problematic, but IPD should strive to isolate the response to emergency crimes in progress.
- Improve data collection by patrol resources
- Develop data driven traffic enforcement strategies.

Select Recommendations

- Convert the existing captain position to an administrative sergeant position
- Master Training Matrix and Succession Planning
- Select positions identified for reclassification for better job alignment.
- Establish a formal “off-duty employment” policy



Focused Improvement

- Overall space needs of the police department.
- SPECIFIC to the storage of evidence and property (including department inventory).
 - Needed inventory audit of the evidence room.
 - Formal training for evidence custodians
 - Establish secure storage and an inventory control system for department equipment.



Focused Improvement

- Policy Subscription
- Accreditation
- Citizen Complaint Process
- Clerical Staffing



Final Thoughts

Recommendations are not criticism

Implementation might take months/years

Indianola PD is a good organization

- All challenges are scalable

- IPD does a very good job at balancing policing demands with a small staff.





Questions?

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POLICE OPERATIONS AND DATA REPORT

INDIANOLA POLICE DEPARTMENT INDIANOLA, IOWA

FINAL REPORT



CPSM[®]

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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

Thomas Wieczorek is the Director of the Center for Public Safety Management.
Dr. Dov Chelst is the Director of Quantitative Analysis.

CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

Thomas J. Wieczorek, Director

Dov Chelst, Ph.D. Director of Quantitative Analysis

Shan Zhou, Data Analyst

Jarrold Burguan, Public Safety Consultant – Team Leader

Gene Ellis, Public Safety Consultant

Dennis Kouba, Senior Editor

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Indianola Police Department (IPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of department processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demands on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based upon CPSM's detailed assessment of the Indianola Police Department, we conclude that the department is doing a very good job—considering the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality police service. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties utilize the information and recommendations contained herein to improve the operations of the Indianola Police Department to provide an even higher level of service to the community.

As part of this Executive Summary, we offer general observations identifying some of the department's more significant issues. We also list key recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

Should the Indianola Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies nationwide and should not be interpreted as an indictment of the department. While all the recommendations are important, we suggest that the police department leadership, in conjunction with the city manager and community members, decide which recommendations should be prioritized for implementation.

#

GENERAL OBSERVATIONS

- The Indianola Police Department is a professional organization with personnel dedicated to serving the Indianola community. Officer morale appears good, and community support for the department was evident to our consultants during our site visit.
- Indianola is a safe community with relatively low crime. This results in a manageable workload for most officers in the organization. As such, we make minimal staffing recommendations in this report.
- IPD is a smaller agency that is still expected to be contemporary in all relevant aspects of policing. This requires the agency's limited staff to manage multiple areas of responsibility. This is normal in an agency the size of Indianola PD, but this model also increases the likelihood that certain parts of the agency's needs and responsibilities do not receive the appropriate attention. This is evident in areas such as professional standards and policy management. Recommendations to close these gaps are included in this report.
- The primary areas of concern noted by our consultants are facility and infrastructure-related. We are aware that Indianola is seeking space solutions to meet all city government needs, particularly for police and fire. Many of the issues noted in this report relate to the proper storage of evidence and equipment. We believe these concerns should be prioritized.
- Civilianization is an important aspect of modern police agencies, and IPD utilizes civilians in various administrative capacities. However, we observed inefficiencies in the use of civilians. This report recommends changes to the civilian workforce structure, including reclassifications and the elimination of certain positions.

#

KEY RECOMMENDATIONS

Section 4. IPD General Recommendations

(See pp. 11-25.)

1. Convert the existing captain position to an administrative sergeant position.
2. We recommend that IPD invest in a policy subscription service to replace its existing policy manual.
3. CPSM recommends that IPD develop a master training matrix or succession plan for key positions in the agency.
4. The Indianola Police Department (IPD) should explore pursuing accreditation through the Iowa Law Enforcement Accreditation Program (ILEAP). It is further recommended that the proposed Administrative sergeant position serve as the program manager for IPD's accreditation efforts to ensure effective coordination, compliance, and long-term sustainability of the program.
5. Develop a standardized citizen complaint form and make it available on the department's website, along with information on how to submit compliments for officers. Providing both complaint and commendation options in a clear, accessible format can improve public trust and transparency.
6. The proposed Administrative sergeant position should report directly to the Chief of Police and should assume responsibility for managing Professional Standards (Internal Affairs) investigations, conducting background investigations, and serving as the program manager should the department pursue accreditation through the Iowa Police Chiefs Association (IPCA).
7. Assign the Administrative sergeant responsibility for implementing and managing an electronic policy review and acknowledgment system to ensure consistent policy awareness and compliance.
8. The Administrative sergeant should attend formal Internal Affairs training to ensure investigative practices align with legal requirements and best practices.
9. Explore the implementation of a recruitment bonus or similar incentive to attract already-certified officers from other regions of the state.
10. Expand recruitment efforts statewide, emphasizing Indianola's high quality of life, community atmosphere, and proximity to the Des Moines metropolitan area as key selling points.
11. Enhance the formal partnership/internship program with Simpson College to create a pipeline for future officer recruitment while providing some special project or administrative assistance from the participating students at the same time.
12. Invest in professional development and leadership training for supervisors, command staff, and the Chief of Police. This should include regular participation in regional and statewide meetings for police leaders, attendance at state and national conferences, and enrollment in nationally recognized leadership programs such as FBI-LEEDA, the Northwestern School of Police Staff and Command, and the FBI National Academy.
13. Eliminate 24-hour clerical staffing and rely on the existing call box system to serve citizens after normal business hours.
14. Reclassify two clerical positions as Records Clerk positions to better align job titles with primary responsibilities.

15. Retain the Office Manager/Administrative Assistant position to continue supervising records clerks and providing administrative support to the chief of police and command-level personnel.
16. Eliminate three clerical positions and reclassify one of these full-time equivalent (FTE) positions to a Community Service Officer role to assume evidence and quartermaster duties, as discussed in the Property and Evidence and Quartermaster sections.
17. Identify and designate an alternative room within the building for evidence storage and which does not have plumbing running through it and that can be properly secured and ventilated. The new evidence room should include clearly separated areas for different types of evidence, particularly a dedicated, properly ventilated space for drug evidence.
18. Reimagine and reconfigure the existing police department space to maximize efficiency and functionality until such time that a new public safety facility can be constructed or the current building can be expanded. Priority areas for redesign should include evidence processing, briefing and training space, report writing areas, secure storage, and soundproof interview rooms.
19. We recommend that IPD involve “end users” (specifically, patrol officers and records staff) in the CAD-RMS Central Square transition.
20. It is recommended that IPD develop a formal off-duty employment policy in coordination with City management and in consultation with the City’s liability and workers’ compensation insurance carrier.

Section 5. Patrol Recommendations

(See pp. 26-55.)

21. CPSM recommends that IPD direct patrol officers to accurately capture all work time associated with calls handled in the CAD system to eliminate “zero-on-scene” calls to the greatest extent possible.
22. CPSM recommends that IPD institute practices that encourage an officer to capture all administrative work being performed (briefings, meal breaks, report writing, etc.).
23. CPSM recommends that IPD work with Warren County Communications to establish a call priority matrix for call responses.
24. CPSM recommends that IPD develop traffic enforcement strategies that are data driven.

Section 6. Operations Division Recommendations

(See pp. 56-63.)

25. Assign detectives primary responsibility for follow-up investigations involving subpoenas, search warrants, preservation letters, and other complex investigative tasks. Patrol officers should generally limit follow-up to lower-level misdemeanor cases. The current detective staffing level has sufficient capacity to absorb additional investigative workload.
26. Due to the size of IPD, transition toward a more generalized detective model in which all three detectives handle a broad range of case types and cases are more evenly distributed. Limited specialization in complex areas such as crimes against children, narcotics, and financial crimes is appropriate, provided that all detectives are cross-trained and capable of handling general investigative assignments.
27. Provide Cellebrite training to all detectives and the supervising lieutenant, as cellular phone data is a critical and increasingly common source of evidence in criminal investigations.

28. Conduct a complete and comprehensive inventory of the evidence room. If possible, IPD should utilize an independent outside group to ensure objectivity and accuracy. The International Association for Property and Evidence (IAPE) may be a valuable resource for identifying qualified individuals or organizations capable of assisting with this process.
29. Implement evidence cataloging and storage practices that align with IAPE best practices, including the use of standardized property numbers and designated shelf or location identifiers tied to each evidence item.
30. Require evidence custodians to attend formal property and evidence management training through IAPE or another recognized professional training organization to ensure consistency, accountability, and compliance with best practices.
31. As mentioned in the Evidence section of this report, establish a Community Service Officer (CSO) position—utilizing one of the clerical FTE positions—and assign this individual responsibility for quartermaster duties along with evidence custodian duties.
32. Centralize all department equipment and supplies into one or two designated storage rooms, implementing a formal inventory control system and securing these areas appropriately.
33. Ensure that equipment routinely needed by patrol personnel is stored in a secured supply room or closet near the patrol workspace. Supervisors should oversee equipment issuance, with regular audits conducted by the quartermaster.
34. The department should explore establishing a volunteer program using the development of a Citizens Police Academy program as a springboard.

#

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Indianola Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous internal information sources. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 13,101 CAD events during the period of October 1, 2024, to September 30, 2025, which are those calls handled by the department's patrol officers. Of those 13,101 calls noted, 5,764 were community-initiated calls requiring service, and 6,802 were calls initiated by Indianola police officers. There were an additional 535 events that we classified as "zero-on-scene." Zero-on-scene is a CPSM designation for CAD events that lasted fewer than thirty seconds. We will cover this in greater detail in this report

Additionally, CPSM provided a closer inspection on seasonal policing challenges during an eight-week period in Winter and an eight-week period in Summer. This is to account for potential variances in workload that occur seasonally.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people throughout the organization and the town.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Indianola Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Numerous observations were conducted over the course of the evaluation period. These included observations of general patrol operations, investigations, and administrative services. CPSM representatives engaged in all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. This report will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY OVERVIEW

Indianola, Iowa, is located just south of Des Moines and within the greater Des Moines metro area; the city blends small-town charm with easy access to larger city amenities. As the county seat of Warren County, Indianola serves as a regional hub for government, education, and local commerce. Tree-lined streets, historic homes, and a lively town square give the city a classic Midwestern feel, while steady growth has brought new neighborhoods, shops, and restaurants.

The city is best known as the home of Simpson College, a private liberal arts college that adds youthful energy and cultural life to the community. Simpson's presence supports arts performances, athletics, and public lectures that are open to residents, strengthening the town-gown connection. Indianola also hosts the National Balloon Classic each summer, a signature event that fills the skies with hot air balloons and draws visitors from across the region.

Outdoor recreation and quality of life are central to Indianola's identity. Residents enjoy an extensive park system, trails, and nearby Lake Ahquabi State Park for hiking, fishing, and camping. With strong schools, active civic organizations, and a friendly atmosphere, Indianola offers a balanced lifestyle that combines community pride, natural beauty, and convenient proximity to Iowa's capital city.

According to the 2020 United States Census, Indianola had a population of 15,833. The 2024 estimate has risen to 16,297 people. The community is predominantly white (approximately 93 percent), with a median household income of \$78,125 (above the Iowa median). Homeownership rate in the community sits at 69.5 percent.

As noted, Indianola is located in Warren County and is adjacent to the communities of Carlisle, Norwalk, and Des Moines. For law enforcement purposes, it receives regional support from each of those communities listed as well as the Iowa State Police and Warren County Sheriff's Office.

Located in Indianola are the Warren County Jail (Sheriff's headquarters) and the Courthouse. Dispatch services for IPD are provided on a regional level by Warren County. The region also uses a shared CAD system (Tac10) and is currently transitioning to a new vendor (Central Square), a project being managed by the county.

UNIFORM CRIME REPORTS

While communities differ in population, demographics, geography, and socioeconomic characteristics, comparisons with other jurisdictions can help illustrate how crime rates in Indianola compare with those of other Iowa communities and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, the most serious crimes, the UCR index is divided into two categories: violent and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. **Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.**

The following tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2015 through 2024 and clearance rates for 2023 and 2024.

It is important to note that crime rates may go up and down each year and can be influenced by several factors. They are not necessarily indicative of a police department's performance, nor are they always indicative of people's perception of safety on their community. The presentation of this data is offered as a backdrop of the community and not as a critique of department strategy or capabilities. We should also point out in community comparative data that the numbers presented are what is reported to the FBI annually. Although the majority of all departments report accurate data in accordance with FBI reporting requirements, we have not analyzed these communities and their reporting processes to guarantee accuracy within their processes.

In the following table we compare Indianola data with other Iowa jurisdictions. One can see that IPD reports a violent crime rate that was lower than the state and national rates in 2023, was slightly higher than the state rate in 2024 (still below the national average), and lower than many of the peer cities with similar populations on this list. Indianola's property crime rate for both years was slightly higher than the state rates but lower than the national rates.

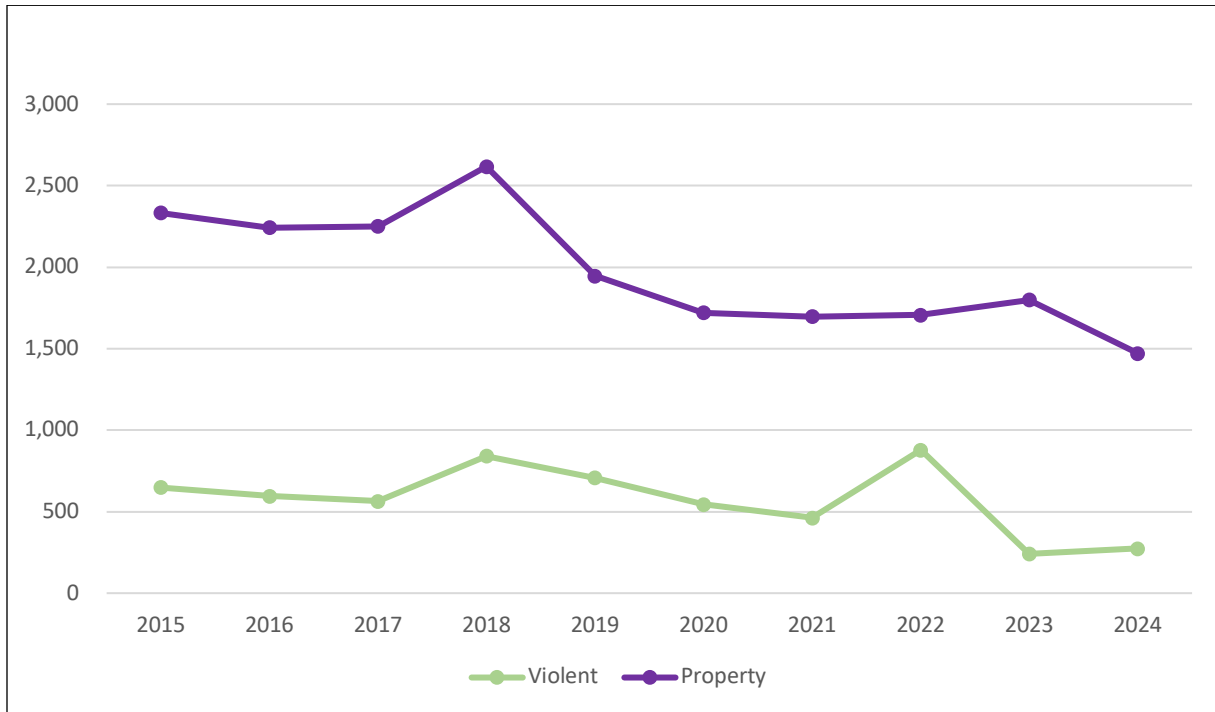
TABLE 3-1: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Fort Madison	IA	10,043	339	2,191	2,529	9,964	281	1,706	1,987
Muscatine	IA	23,250	314	1,174	1,488	23,208	246	1,228	1,474
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Spencer	IA	11,468	96	1,151	1,247	11,501	52	991	1,043
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

The following figure offers a 10-year trendline of the violent and property crime rates in Indianola. With the exception of a couple of years, both crime categories have trended downward and were lower in 2024 than in 2015.

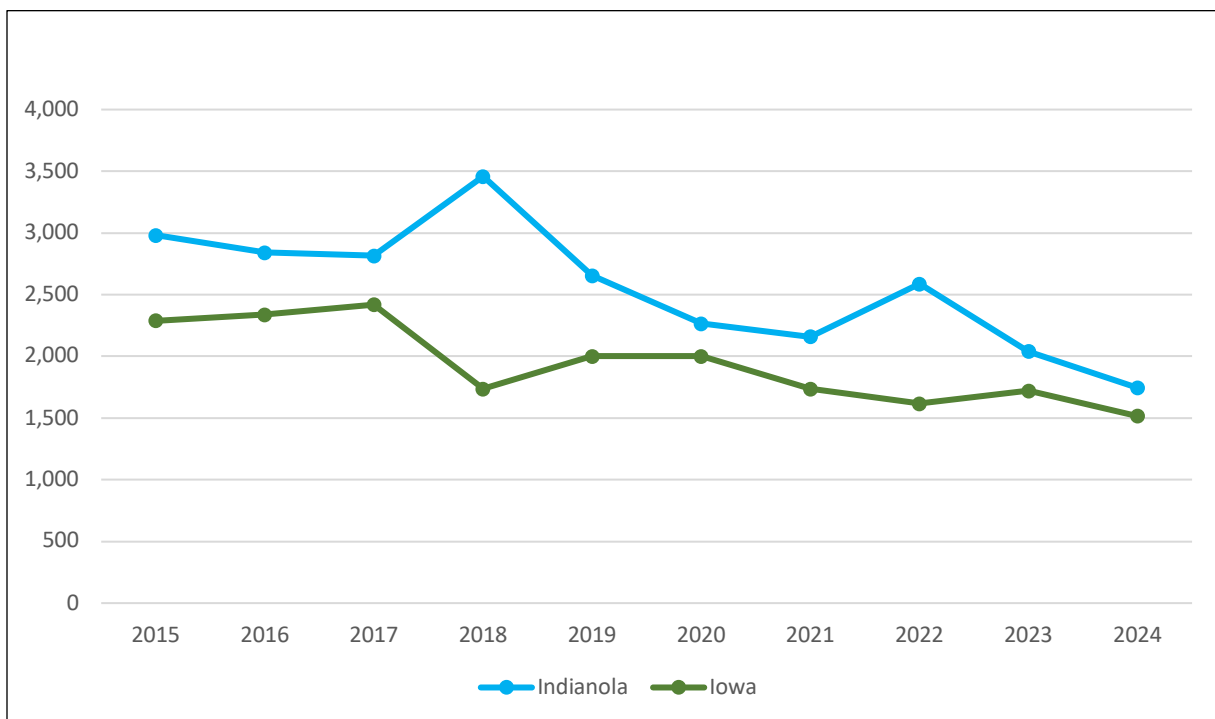
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FIGURE 3-1: Reported Indianola Violent and Property Crime Rates, by Year



The next figure displays the trend in the overall crime rate in Indianola measured against the overall crime rate in Iowa. Although the trendline deviates in some years, both are lower today than in 2015.

FIGURE 3-2: Reported Indianola and State Crime Rates, by Year



The Data Analysis Report (Section 7) of this report will have the year-over-year data for all categories of crime for the 2015 through 2024 period for Indianola, the State of Iowa, and the United States (Table 7-22).

The final two tables shown here list the reported clearance rates of the Indianola Police Department measured against the state and national averages. The Criminal Investigations section of this report will offer more information on overall clearance rates and investigative processes.

TABLE 3-2: Reported Indianola, State, and National Crime Clearance Rates, 2023

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	77	73	95%	19,677	11,227	57%
Rape	21	5	24%	1,332	361	27%	131,033	35,147	27%
Robbery	1	0	0%	709	219	31%	220,158	61,660	28%
Aggravated Assault	18	10	56%	6,414	3,621	56%	873,773	405,532	46%
Burglary	27	7	26%	6,809	1,138	17%	819,784	119,125	15%
Larceny	249	77	31%	33,052	7,588	23%	4,394,394	661,446	15%
Vehicle Theft	17	5	29%	5,183	889	17%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

TABLE 3-3: Reported Indianola, State, and National Crime Clearance Rates, 2024

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	73	64	88%	16,924	10,061	59%
Rape	10	4	40%	1,175	396	34%	125,354	33,690	27%
Robbery	0	0	NA	600	215	36%	201,294	61,373	30%
Aggravated Assault	27	14	52%	5,874	3,440	59%	842,290	413,538	49%
Burglary	33	8	24%	6,347	1,166	18%	759,043	115,617	15%
Larceny	191	60	31%	30,764	8,047	26%	4,146,760	713,595	17%
Vehicle Theft	13	4	31%	4,290	861	20%	846,233	78,384	9%

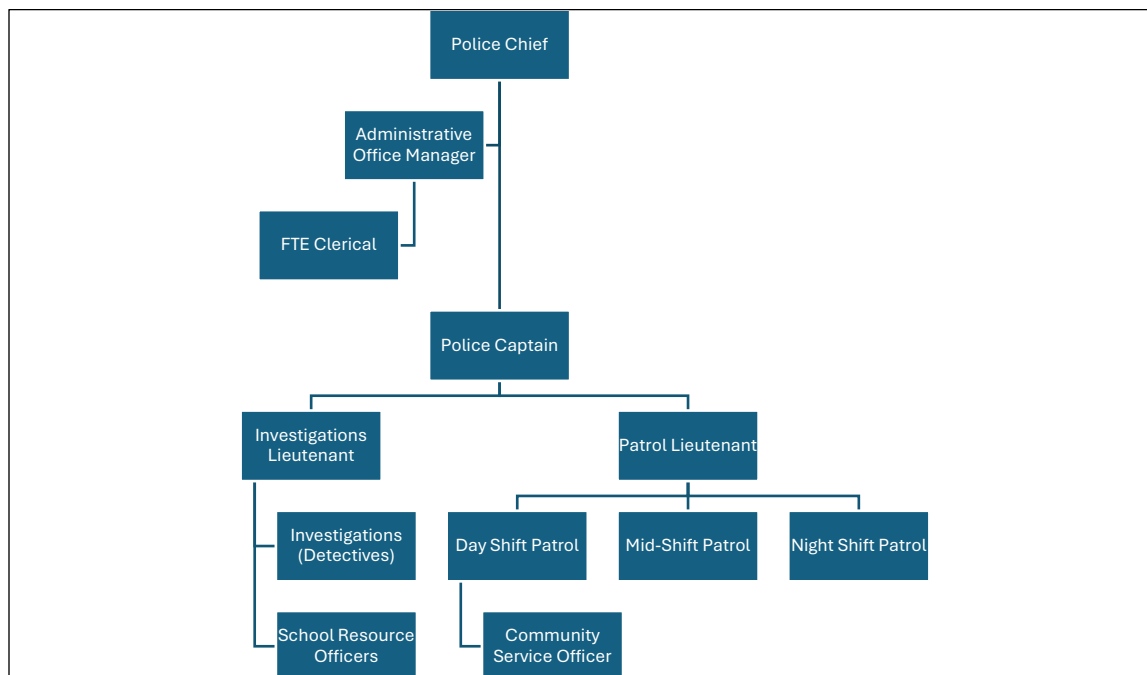
Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

SECTION 4. INDIANOLA POLICE DEPARTMENT OVERVIEW

The Indianola Police Department is the primary law enforcement organization providing service to the City of Indianola, Iowa. The department is authorized for 31 FTE positions (24 sworn and 7 professional staff positions). At the time of this assessment, IPD had 28 of its 31 positions filled. A majority of police agencies within the United States fall into the category of being a small agency, IPD falls into this category. However, apart from some regional partnerships and the occasional mutual aid with neighboring agencies, IPD handles almost all the policing needs in the Indianola community.

The organizational make-up of IPD is shown in the following figure. The department is led by Police Chief Rob Hawkins. Chief Hawkins recently took over command of the agency following the recent retirement of the previous chief. Chief Hawkins had previously occupied the police captain position on the organizational chart; a position remains vacant as of the time of this report.

FIGURE 4-1: Indianola Police Department Organizational Chart



The organizational chart depicts an accurate representation of the IPD chain of command. It does not denote all the functions that exist within the department. IPD is in a size category where personnel from throughout the department will have a primary duty responsibility (such as patrol lieutenant) noted on the organizational chart, but the reality is that most of the positions listed have multiple areas of responsibility. Critical agency functions such as training, professional standards, and policy management are examples of duties not listed because these functions fall under the responsibility of another position on the chart. This is normal in an agency such as IPD. We highlight this to help the reader understand that what appears to be a simple

organizational structure actually has layers of complexity beneath the surface. Many of these additional responsibilities will be highlighted in this report.

One area that we will address in the police captain position. The captain position is an authorized position within the agency and currently sits vacant due to the promotion of the current police chief. We discussed the position with Chief Hawkins and learned that he was intentionally holding the position as he evaluated what he felt would be a prudent move for the agency moving forward. Chief Hawkins described his management style more “hands on” with the daily operations of the department than previous chiefs have been. As such, the captain position would take on less importance than its previous role of managing the day-to-day operation of the agency. There are select functions that we highlight in this report that require more direct attention such as professional standards and policy management. We believe it would be in the best interest of IPD to hold the current captain's positions and create a new “administrative sergeant” role to manage many of the gaps identified in this report.

We make this recommendation with some caution. IPD recently promoted from within for the police chief's position. It was likely a positive that the person promoted into the role also had the title of captain and agency second in command when he was being considered. This report will make recommendations concerning succession planning that are intended to form a basis for developing internal talent for agency leadership in the future. The skills required are not attached to a captain's title but rather the development of people through training, education, and exposure to the future of policing. If IPD enacts this recommendation, it is important that it works diligently to develop internal talent. It may choose to bring the captain's position back in the future. In the meantime, the creation of an administrative sergeant will assist in that succession planning while filling identified gaps in IPD operations.

Recommendation:

- Convert the existing captain position to an administrative sergeant position. (Recommendation No. 1.)

MISSION STATEMENT

The Mission Statement of the Indianola Police Department is as follows:

The Mission of the Indianola Police Department is to work in partnership with our community to protect life and property, and enhance the quality of life in our city through excellence in policing.

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BUDGET AND STAFFING

The following table provides an overview of IPD's budget over the last three budget cycles:

TABLE 4-1: IPD Budget, Fiscal years 2024–2026

	FY 2026	FY 2025	FY 2024
Original Approved Budget	\$4,145,762	\$4,011,200	\$3,887,298
Amended Budget	In Progress	\$3,887,298	\$3,926,800
Actual Year-End Usage	In Progress	\$3,881,395	\$3,994,983
Sworn Salaries	\$2,532,103	\$2,364,571	\$2,207,686
Civilian Salaries	\$349,533	\$335,655	\$333,996

CPSM frequently reviews departmental budgets during agency evaluations to assess fiscal responsibility. We specifically look for the department's approved overtime budget and expenditures. In Indianola's case, there is no specific line item in the budget for overtime usage. The department advised that all overtime is included in the budget's salaries and wages line item, but overtime is not separately tracked or reported as a line item.

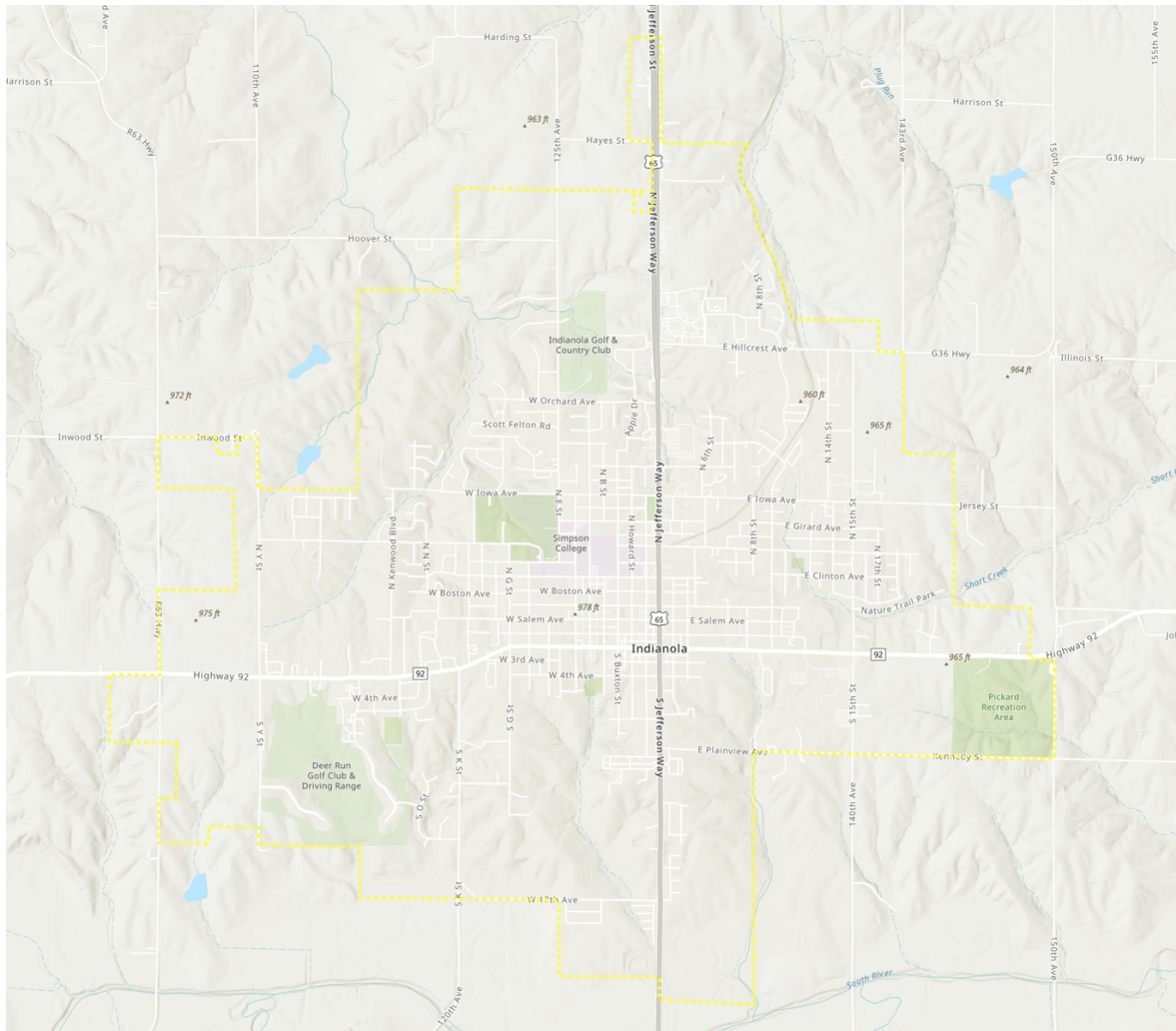
We will discuss succession planning in this report. Succession planning is a tool to ensure that the department has practices in place to prepare the next generation of leaders to lead the agency. The skill set in budget management is often overlooked, yet it is a very important element of leadership development. Ideally, overtime should be included as a line item and is generally broken down by division/unit, thereby giving various supervisors and managers a share of discretionary budget responsibility. Most of the agencies we assess include an overtime line item in their budgets. We will refrain from recommending that Indianola amend its citywide budget practice. However, we encourage the agency and the city to recognize the value of separating the overtime line item in the budget.

TABLE 4-2: Indianola Police Department Staffing

Position	Authorized	Actual
Chief of Police	1	1
Captain	1	0
Lieutenant	2	2
Sergeant	3	3
Detective	3	3
Police Officer	14	13
Sworn Totals	24	22
Community Service Officer	1	1
Office Manager	1	1
Clerical	5	5
Civilian Totals	7	7
Totals	31	28

Note: Effective December 2025

FIGURE 4-2: Indianola Boundary Map



POLICY

The IPD has an internally developed and managed policy manual. CPSM reviewed the manual and in general found important sections to be contemporary and likely meeting minimum standards for a police policy manual. IPD does regularly review policies for accuracy and timeliness. However, we made several observations summarized as follows:

- The current manual has many sections that are not necessarily found in most police policy manuals. Examples include but are not limited to the following. (These are just a few observations in the portions of the manual reviewed by the CPSM team.)
 - Positions/rank descriptions and job duties. These are typically HR documents.
 - “Troubleshooting” for computer problems.
 - Step-by-step instructions for using computers.
 - Internal pricing for public counter services.

- Some policies listed consequences/specific discipline while most did not.
- Only one specific, branded authorized ammunition (what if that brand is unavailable or out of stock?).
- Most policies are not dated. There is no way to determine when a policy was drafted and/or amended.
- Attestation is not properly recorded that all employees have received all policies, including any updates (not dated again).
- Policies appeared jumbled together and in no methodical order. For instance, there is a policy that contains use of force rules (B2 – “Response to Resistance”) but an entirely different policy that outlines ECD (E2 Electronic Control Device) use, which is also a use of force item.
- No indication that existing policies have been legally reviewed. Ultimately, legal professionals who may have to defend the agency and its policies should be involved in the policy approval process. This does not occur in Indianola.
- Processes to ensure the Police Chief has approved a policy are not clear.

The IPD policy manual is one area that we believe IPD should focus on improvement. Policy manuals should contain department policies that are properly organized and contain best practices. There should be a system whereby policies are legally vetted as defensible and are dated to ensure that the department knows what policy is relevant when a certain occurrence or violation occurs. There should be an attestation process that documents that an employee has received a policy and ideally demonstrates they understand the policy and its application to real-world examples.

All of these concerns could be mitigated if IPD were to transition to a policy subscription service such as Lexipol. These services offer state specific policies that are legally vetted and updated to reflect industry changes and legislative actions. These services also offer an attestation and testing process to ensure all employees have signed for and understand all policies and their subsequent updates.

Recommendation:

- CPSM recommends that IPD invest in a policy subscription service to replace its existing policy manual. (Recommendation No. 2.)

SUCCESSION PLANNING

For many smaller police departments such as Indianola PD, succession planning is difficult and often informal. Oftentimes, resources can be scarce, and it can be difficult to have key management personnel away for any length of time for professional development. Additionally, many smaller agencies find it difficult to outline specific and desired training and remain on task simply due to the dynamics of a smaller agency. In discussions with IPD we learned that no document currently exists that outlines all necessary and desired training for employees who reach certain milestones in their career. Additionally, the State of Iowa does not mandate that certified officers in management positions attend and complete certain courses for professional development.

Succession planning should not be confused with developing certain individuals for future leadership roles in the agency. Rather, it should be a process that develops all personnel within

the organization to succeed in their current roles and prepare them for future leadership roles. Many departments, either by policy or by state mandate, require supervisors to complete a specific police supervision course within one year of promotion to that position. Similar mandates exist for officers in certain specialized positions, such as investigators as well as managers.

IPD lacks an established succession-planning document outlining mandatory and desired professional development. Additionally, key management personnel have traditionally been limited to attending local training. We argue that exposure to ideas being discussed at the state and national levels regarding the future of policing is valuable for professional development and networking. We would encourage the agency and the city to commit to this process and to establish a succession plan (or a master training matrix) for all departmental positions.

Recommendation:

- CPSM recommends that IPD develop a master training matrix or succession plan for key positions in the agency. (Recommendation No. 3.)

ACCREDITATION

Accreditation is widely recognized as an effective approach for professional policing; achieving accreditation is a hallmark of a modern, well-managed police department. Accreditation programs are built on best practices and provide agencies with a structured framework for policy development, accountability, and continuous improvement. Many professions, including health care, accounting, and education, use accreditation processes to promote consistency, professionalism, and public confidence.

At the national level, the Commission on Accreditation for Law Enforcement Agencies (CALEA) serves as a recognized accrediting body for police agencies. CALEA accreditation can be a significant undertaking for many agencies due to the associated costs, extensive documentation requirements, and ongoing management demands. In response to these challenges, many states have established their own law enforcement accreditation programs, most commonly administered through state police chiefs' associations, to provide a more accessible and state-focused alternative.

Accreditation can assist law enforcement agencies in establishing and maintaining standards grounded in current professional best practices that are relevant to the state. Accreditation promotes increased effectiveness and efficiency in the delivery of law enforcement services while also reducing liability by ensuring that policies, procedures, and operations are aligned with recognized standards designed to minimize risk and exposure.

The Iowa Police Chiefs Association (IPCA), in partnership with the Iowa Sheriffs' and Deputies Association, has established the Iowa Law Enforcement Accreditation Program (ILEAP). The goals of ILEAP include recognizing professional excellence, formalizing essential management processes, improving service delivery, strengthening staff confidence, and building trust within the community. The IPCA received a Department of Justice grant to establish ILEAP and currently offers Iowa law enforcement agencies limited grant funding to assist in achieving accreditation.

Accreditation confirms that an agency operates under a comprehensive and standardized set of directives, has submitted to an external review and critique, has met professional development benchmarks, and is committed to ongoing evaluation and continuous

improvement of its policies and procedures. Participation in accreditation is voluntary, but it reflects an agency's commitment to professionalism, transparency, and accountability.

Recommendation:

- The Indianola Police Department (IPD) should explore pursuing accreditation through the Iowa Law Enforcement Accreditation Program (ILEAP). It is further recommended that the proposed administrative sergeant position serve as the program manager for IPD's accreditation efforts to ensure effective coordination, compliance, and long-term sustainability of the program. (Recommendation No. 4.)

PROFESSIONAL STANDARDS (INTERNAL AFFAIRS)

The Professional Standards (Internal Affairs) function at the Indianola Police Department (IPD) is structured to provide oversight and accountability for complaints and allegations of employee misconduct. The process is managed at the command level, with responsibility shared among the Chief of Police, captain, lieutenants, and sergeants, depending on the seriousness and complexity of the allegation.

When a complaint is received, the captain (currently a vacant position with the recent promotion of the previous Captain to Chief of Police) assigns an internal affairs control number and determines the appropriate level of investigation. Most internal investigations are assigned to a sergeant for completion. Complaints involving more serious allegations are handled by a lieutenant or by the captain. Several members of IPD's supervisory staff have attended internal affairs investigation training at the Iowa Law Enforcement Academy.

IPD does not currently utilize an internal investigation tracking software program. Instead, cases are tracked using an Excel spreadsheet. While this method provides basic tracking functionality, it lacks automated reminders, audit trails, and analytical capabilities commonly found in specialized IA software systems.

The department does not use a standardized citizen complaint form. Complainants are asked to complete a sworn statement form similar to those used in criminal investigations. While this approach ensures that complaints are formally documented, it may be perceived as intimidating or burdensome to members of the public. IPD does accept oral complaints and conducts at least a cursory review of anonymous complaints to determine whether further inquiry is warranted.

Any internal investigation that results in disciplinary action, regardless of severity, is forwarded to the city's Human Resources Department for review and inclusion in the employee's official personnel file. This process ensures consistency with city employment policies and provides an additional layer of administrative oversight.

Professional standards documents are stored securely in a locked file cabinet accessible only to the Chief of Police. Digital evidence and documentation related to IA investigations, including materials stored on USB drives, are also secured in the same locked cabinet under restricted access. This controlled access helps maintain confidentiality and protects sensitive personnel information.

Internal investigations processes are conducted in accordance with Iowa's Peace Officer Bill of Rights, which governs certain aspects of the complaint and investigative process, including employee rights, procedural safeguards, and timelines.

Complaint data from recent years indicates a relatively stable volume of internal affairs activity. In 2023, the department received 13 complaints, of which 8 were formally investigated. Two complaints were sustained and resulted in corrective actions in the form of counseling and training. In 2024, 16 complaints were received, with 8 investigated; four were sustained and resulted in corrective actions. In 2025, 16 complaints were filed, and 11 were investigated. None of the 2025 investigations resulted in discipline, with most complaints determined to be unfounded or resulting in officer exoneration.

Recommendations:

To enhance transparency, efficiency, and accountability in the Internal Affairs process, the following recommendations are offered:

- Develop a standardized citizen complaint form and make it available on the department's website, along with information on how to submit compliments for officers. Providing both complaint and commendation options in a clear, accessible format can improve public trust and transparency. (Recommendation No. 5.)
- The proposed administrative sergeant position. This position should report directly to the Chief of Police and assume responsibility for managing Professional Standards (Internal Affairs) investigations, conducting background investigations, and serving as the program manager should the department pursue accreditation through the Iowa Police Chiefs Association (IPCA). (Recommendation No. 6.)
- Assign the administrative sergeant responsibility for implementing and managing an electronic policy review and acknowledgment system to ensure consistent policy awareness and compliance. (Recommendation No. 7.)
- The administrative sergeant should attend formal Internal Affairs training to ensure investigative practices align with legal requirements and best practices. (Recommendation No. 8.)

TRAINING, RECRUITMENT, AND RETENTION

The Indianola Police Department (IPD) places a strong emphasis on training and professional readiness, with training responsibilities managed by the Patrol lieutenant. This approach allows for consistency in training standards, scheduling, and compliance with state-mandated requirements while also supporting the operational needs of the department.

All newly hired officers who are not already certified attend the Iowa Law Enforcement Academy (ILEA) basic police academy, a comprehensive 16-week program that provides foundational training for police officers. Upon completion of the academy, new officers participate in IPD's Field Training Officer (FTO) program, which also spans sixteen weeks. The department currently has four trained FTOs who guide recruits through structured, on-the-job training designed to reinforce academy instruction and ensure readiness for solo patrol.

The State of Iowa requires sworn officers to complete a minimum of twelve hours of continuing education annually, in addition to specific mandated training topics, including mental health response, de-escalation, firearms, cardiopulmonary resuscitation (CPR), bloodborne pathogens, and mandatory reporting of child abuse. IPD consistently exceeds these minimum requirements.

Firearms training and qualifications are conducted twice per year, with at least one session incorporating low-light conditions. The department primarily utilizes a state-operated outdoor

range located just north of the city limits, and occasionally supplements this training with indoor ranges operated by the Des Moines or Altoona Police Departments.

IPD conducts two department-wide in-service training sessions each year, typically lasting between five and eight hours depending on the topics in each. In addition to these sessions, the department benefits from an extensive cadre of trained in-house instructors. IPD personnel are certified to provide instruction in a wide array of specialized disciplines, including Taser, standardized field sobriety testing (SFST), riot control, patrol rifle, radar and LIDAR, less-lethal systems, firearms, active threat response, ALICE training, defensive tactics, chemical munitions, close combat, and other critical skills. This depth of internal expertise allows IPD to deliver high-quality training efficiently and cost-effectively.

Most continuing education for IPD officers is delivered either through the department's semi-annual in-service training or through courses offered by the Midwest Counterdrug Training Center (MCTC) at Camp Dodge in Johnston, Iowa. MCTC courses are typically provided at no cost but are primarily focused on drug interdiction and narcotics enforcement.

IPD is commended for the volume and quality of training it provides. The department consistently averages a high number of annual training hours per officer and demonstrates flexibility in accommodating training requests. However, scheduling training remains challenging due to the current patrol shift structure.

Training data from recent years illustrates the department's strong commitment to officer development:

- 2022: 1,581 total training hours; average of 72 hours per officer.
- 2023: 2,407 total training hours; average of 105 hours per officer.
- 2024: 2,322 total training hours; average of 97 hours per officer.

While IPD excels in technical and tactical training, there is comparatively little emphasis on professional development and leadership training for supervisors and command-level staff. In discussing this with IPD, they are confident that the workforce is well positioned for officer readiness, there is room for improvement with leadership development. Expanding leadership development opportunities would benefit the department and the city by introducing new ideas and best practices, strengthening organizational effectiveness, and supporting long-term succession planning.

IPD had three sworn officer vacancies while CPSM was onsite. Recruitment efforts are typically focused on a regional level. Despite offering a competitive salary, the department faces challenges in attracting qualified applicants due to its proximity to the Des Moines metropolitan area, where larger agencies often offer higher pay scales and more opportunities for specialized assignments. IPD does not currently offer recruitment bonuses or financial incentives for already-certified officers. However, the department has experienced success recruiting officers who are graduates of Simpson College.

Retention within IPD is generally strong. The department maintains a stable workforce and has relatively low turnover compared to many agencies. When officers do leave, it is most often to accept positions with the Des Moines Police Department or other metro-area agencies offering higher compensation or broader career opportunities.

Recommendations:

- Explore the implementation of a recruitment bonus or similar incentive to attract already-certified officers from other regions of the state. (Recommendation No. 9.)
- Expand recruitment efforts statewide, emphasizing Indianola's high quality of life, community atmosphere, and proximity to the Des Moines metropolitan area as key selling points. (Recommendation No. 10.)
- Enhance the internship and formal partnership program with Simpson College to create a pipeline for future officer recruitment while providing some special project or administrative assistance from the participating students at the same time. (Recommendation No. 11.)
- Invest in professional development and leadership training for supervisors, command staff, and the Chief of Police. This should include regular participation in regional and statewide meetings for police leaders, attendance at state and national conferences, and enrollment in nationally recognized leadership programs such as FBI-LEEDA, the Northwestern School of Police Staff and Command, and the FBI National Academy. (Recommendation No. 12.)

RECORDS / ADMINISTRATIVE / CLERICAL

The Indianola Police Department refers to its records and communications personnel collectively as "clerical staff." These civilian employees perform a broad range of administrative, records management, and limited communications-related functions that support patrol operations, investigations, and public service delivery. In addition to traditional police records responsibilities, clerical staff also provide non-emergency call-taking and front-desk customer service functions.

IPD does not operate its own primary public safety answering point (PSAP). Emergency communications services, including all 911 calls, are provided by the Warren County Sheriff's Office (Warren County Communications), which serves as the PSAP for most public safety agencies within the county. Warren County Communications is responsible for dispatching IPD officers. However, IPD clerical staff handle non-emergency calls that come directly to the department and are able to enter call information into the county computer-aided dispatch (CAD) system so that Warren County Communications can dispatch an officer.

The clerical unit currently consists of six civilian employees, including an office manager who serves as the supervisor. The office manager is scheduled to retire in January 2026. One of the existing clerical employees may transition into the office manager role in the future, which will result in one clerical position becoming vacant. Clerical coverage is provided 24 hours per day, seven days per week, which is not typical for a law enforcement agency of IPD's size. IPD appears to maintain a higher number of civilian clerical employees than most similarly sized agencies.

Clerical staff duties are extensive and include both customer-facing and internal support functions. Clerical team members handle walk-in complaints and citizen service requests, though they do not take formal police reports from the public. When a citizen arrives to file a report, an officer is dispatched to the police department to complete the report. In addition, clerical employees conduct research for officers, including accessing criminal history information, validating National Crime Information Center (NCIC) stolen articles and warrants, and entering case dispositions. Entries of wanted persons and stolen property into NCIC and the Iowa System are handled by Warren County rather than IPD clerical staff.

A significant portion of the clerical workload involves records management and quality control. Clerical staff review officer reports for grammar, punctuation, accuracy, and National Incident-Based Reporting System (NIBRS) compliance. Patrol supervisors are responsible for reviewing correct charge information and the narrative portions of reports. Clerical employees also prepare case files for submission to the County Attorney's Office and provide supplemental information needed for prosecution. Additionally, clerical staff handle public information and open records requests, manage vehicle impound logs, and report unclaimed impounded vehicles to the State.

Digital evidence management is another major responsibility. Clerical staff download, review, and redact digital evidence, including body-worn camera footage, in-car camera video, and still photographs. Due to this responsibility, clerical employees are routinely exposed to disturbing material. IPD provides clerical staff with access to the same peer support resources available to sworn officers to help deal with the impact of this exposure.

Other duties performed by clerical staff include fingerprinting members of the public for a fee, providing notary public services for the department, digitizing older records, and monitoring detained individuals in the holding cell. The clerical unit has only recently begun tracking the volume of citizen calls, walk-in requests, and other service activities. As a result, no historical data exists to evaluate workload trends over time.

Clerical staff members are not issued traditional uniforms. Instead, they wear polo-style shirts bearing the IPD logo. The clerical work area is secured behind a locked door requiring a numerical access code. Public interaction occurs through a customer service window with a thin glass barrier separating clerical employees from members of the public.

IPD has a call box located outside the police department for use during times when no clerical staff are on duty. The call box connects directly to the county PSAP, allowing a complainant to speak with Warren County Communications and request that an officer be dispatched to the police department.

Clerical staff have access to the county CAD system and, on occasion, make corrections to dispatch notes. While these edits are typically limited to spelling, grammar, or typographical errors, altering CAD entries is unusual, as it constitutes a change to an official police record.

Training for clerical staff includes instruction in the Iowa System, Criminal Justice Information Services (CJIS) requirements, and NIBRS reporting standards. Some clerical employees have also attended leadership training courses. IPD does not currently offer an online police reporting system.

The office manager position encompasses a wide range of responsibilities beyond direct supervision of clerical staff. The office manager handles onboarding and separation processes for police employees, provides administrative support to the Chief of Police and command staff, assists clerical personnel with daily operations, and orders and maintains some departmental supplies and equipment.

It is notable that several duties currently performed by clerical staff—particularly report review and approval functions—are commonly assigned to patrol supervisors in many agencies. This overlap suggests that IPD's clerical unit is performing functions beyond those typically expected for civilian records personnel.

Recommendations:

- Eliminate 24-hour clerical staffing and rely on the existing call box system to serve citizens after normal business hours. (Recommendation No. 13.)
- Reclassify two clerical positions as Records Clerk positions to better align job titles with primary responsibilities. (Recommendation No. 14.)
- Retain the Office Manager/Administrative Assistant position to continue supervising records clerks and providing administrative support to the Chief of Police and command-level personnel. (Recommendation No. 15.)
- Eliminate three clerical positions and reclassify one of these full-time equivalent (FTE) positions to a Community Service Officer role to assume evidence and quartermaster duties, as discussed in the Property and Evidence and Quartermaster sections. (Recommendation No. 16.)

POLICE FACILITY

The current police facility was originally constructed in 1986, with an addition completed in 1989. The building is a shared municipal facility that houses police, fire, and city hall functions. While the three entities occupy the same overall structure, each has its own designated entrance. The public entrance for the police department is located on the south side of the building, with a separate staff entrance for police personnel located on the west side. The west-side entrance also provides access to a single-car, climate-controlled garage bay.

Police vehicle operations are not fully integrated into the main police facility. Patrol vehicles are stored in a separate building located approximately one-half mile from the police station. Officers are required to report to this off-site location at the start of their shifts to retrieve their assigned patrol vehicles and then drive to the police station for roll call and shift briefing. This configuration is operationally inefficient and results in unnecessary travel time and logistical complexity at the beginning and end of shifts.

The interior of the police portion of the building is visibly dated and shows significant wear consistent with its age. Finishes, fixtures, and overall layout reflect design standards from the late 1980s and do not align with the needs of a modern police agency. There is evidence of ongoing water intrusion, including water leaks and visible water damage. In its current configuration, the police station is wholly inadequate for an agency the size and operational demands of IPD.



The evidence room presents the most significant concern within the facility. It is located in the basement along a corridor that is accessible to non-police personnel, which creates security and chain-of-custody vulnerabilities. The room does not provide separation between different types of evidence, as drugs and firearms are stored in the same area as general evidence. This practice does not align with best practices for evidence management or safety.

Additionally, the evidence room lacks proper ventilation, which is particularly problematic for the storage of controlled substances that may emit odors or hazardous fumes. Compounding this issue, plumbing pipes run across the ceiling of the evidence room, introducing a risk of water leaks that could damage or contaminate evidence. The combination of poor location, inadequate security controls, insufficient ventilation, and exposure to plumbing infrastructure represents a substantial operational and liability risk for the department.

Recommendations:

- Identify and designate an alternative room within the building for evidence storage and which does not have plumbing running through it and that can be properly secured and ventilated. The new evidence room should include clearly separated areas for different types of evidence, particularly a dedicated, properly ventilated space for drug evidence. (Recommendation No. 17.)
- Reimagine and reconfigure the existing police department space to maximize efficiency and functionality until such time that a new public safety facility can be constructed or the current building can be expanded. Priority areas for redesign should include evidence processing, briefing and training space, report writing areas, secure storage, and soundproof interview rooms. (Recommendation No. 18.)

Engaging an architect with specialized experience in police facility design is strongly recommended. Such expertise would assist the city and IPD in developing a layout that makes the best possible use of the existing square footage while addressing critical operational, safety, and compliance concerns.

FLEET

The Indianola Police Department has fifteen active police vehicles in their fleet. Thirteen of the vehicles are marked police cars with one having "ghost graphics," meaning the police graphics are muted to make the vehicle less obvious as a police car. Eight of the vehicles are 2018-2022 Ford Explorers, four are 2022-2024 Chevrolet Tahoes, one is a marked Chevrolet truck, and two are unmarked vehicles (a Ram truck and a Chevrolet Traverse).

IPD has limited parking available at its main police facility. To alleviate the lack of parking, IPD utilizes an indoor storage building located a few blocks away to park most of its fleet when not in use in the city. This model is beneficial in that police vehicles are protected from the elements thereby extending the potential service life and maintenance costs, but it is not ideal operationally. Employees park their personal vehicles at this offsite location, retrieve a patrol car and report to the station, and reverse this process at the end of their shift. Ideally, a police fleet would be available at the station and ready for immediate deployment. Although this is working for the agency, we believe it would benefit the department if future facility plans included on-site "secure" parking for the fleet. We will stop short of making this recommendation for the report as facility planning has been a challenge for city leadership, and it is well known that improvements need to be made.

Vehicle maintenance is a shared responsibility between the two lieutenants. The vehicles we observed and rode in during our time in the city appeared well-maintained and in good operational shape.

We made inquiries into the daily management of the fleet and how the agency ensures accountability for excessive wear and tear, and unreported damage found in the fleet. IPD uses an "assigned vehicle" model, meaning officers are assigned a shared unit with another officer on the opposing shift. Outside of the assigned unit being removed from service, those officers are supposed to use that car daily. The officers are responsible for ensuring maintenance issues are reported and they are responsible for the care of that car. IPD has logs where officers are required to report any excessive wear or damage and whenever new damage is noted it must be reported to a supervisor for documentation and if necessary an investigation.

IPD inquired through this study if we felt that the current police fleet was adequate to meet the department's needs. In our opinion, with the shared fleet model (cars shared among patrol members) then the current fleet is adequate. If IPD were to adopt a deployment model where permanently assigned take-home vehicles were to be implemented, then the current fleet would not meet those needs.

DISPATCH SERVICES (WARREN COUNTY)

IPD does not operate its own dispatch center. We believe this is appropriate given the size and workload associated with Indianola. The department utilizes the services of the Warren County Sheriff's Office Communications Center for police dispatching. The Warren County Sheriff's Office manages this service for all agencies in Warren County, which provides all agencies a more cost-effective arrangement. We note that we have observed agencies similar in size to IPD operate their own dispatch center and in almost all cases the challenges and expenses associated are rarely worth the operational benefits of being independent. In most of those cases the barriers to regionalizing the service are typically interagency friction/relationships and technology. We applaud IPD and Warren County for working within the confines of a regionalized partnership.

RADIO AND CAD SYSTEM

Being on a regionalized dispatch platform allows all agencies within Warren County to operate on a common set of radio channels. This enables all law enforcement around the county to hear critical radio traffic and the ability to communicate with one another when needed. Again, this is a benefit that comes with regionalization.

CAD systems are a major hinderance to regionalization in many areas. Different agencies on different technology/CAD platforms and often at different renewal/contract periods often cause agencies to say “no” to the concept of shared services. However, in Warren County the agencies all share the same systems. At the time of this report, all agencies are in the process of transitioning from the current TAC10 platform to new Central Square for CAD-RMS services. IPD advised that it is starting to engage in the transition process. Details of the transition process were unclear during our discussions with staff. In our experience, CAD-RMS transitions can be a period of high stress for agencies. Although new systems may have significantly greater capabilities, the change and unfamiliar processes can cause internal problems. One solution to these hurdles is to have end users involved in the system customization/build process and offer input to end-user interfaces. Most agencies have patrol officers that are exceptionally adept at technology use and can be a great benefit in these processes. We encourage IPD to inquire with Warren County where IPD’s end users may be involved in this transition process. This will give IPD a voice in simplifying the system for staff use, thereby minimizing some organizational stress.

Recommendation:

- We recommend that IPD involve “end users” (Specifically, patrol officers and records staff) in the CAD-RMS Central Square transition. (Recommendation No. 19.)

OFF-DUTY EMPLOYMENT

The IPD regularly receives requests for officers to provide security at a wide range of events and venues, both within and outside city limits. Some of these requests occur within the metropolitan Des Moines area, and for a large annual music festival located about 20 miles outside the city limits.

Many law enforcement agencies that previously permitted officers to accept secondary employment where the requesting organization (such as businesses, concerts, sporting events, or other venues) paid the officer directly have moved away from this practice. This shift is largely driven by concerns related to liability exposure, the use of city-owned assets, and compensation practices.

A widely recognized best practice is for the requesting organization to contract directly with the city, rather than with the individual officer. Under this model, the organization pays the city a flat fee established by the city that reflects the full cost of providing police services—typically covering the officer’s overtime rate (or actual rate), as well as associated benefits and administrative costs. If a city police vehicle is used, the city should establish a separate rate and policy governing its use. The city then compensates the officer who works the assignment.

This structure helps ensure officers remain covered under the city’s insurance in the event of injury and reinforces that officers working off-duty assignments must comply with all departmental policies, procedures, and professional standards, just as they would during regular

duty. It also addresses concerns related to private compensation being earned through the use of city-owned vehicles, equipment, and resources.

Recommendation:

- It is recommended that IPD develop a formal off-duty employment policy in coordination with city management and in consultation with the city's liability and workers' compensation insurance carrier. (Recommendation No. 20.)

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SECTION 5. PATROL OPERATIONS

Uniformed patrol is considered the backbone of American policing. Nearly every police department in the United States has a uniformed patrol function and most agencies are structured to support the patrol function to the greatest extent possible. This critically important function is usually the highest visibility component of any police department and typically commands the largest share of resources within any department (labor and budget).

The Indianola Police Department has a uniformed patrol component led by a police lieutenant and staffed with patrol sergeants and patrol officers. Staffing for Patrol Operations is shown in the following table.

TABLE 5-1: Authorized Patrol Operations Staffing

Position	Authorized
Police Lieutenant	1
Sergeant	3
Police Officer	12
Total Sworn	16

In addition to the above patrol staffing levels, IPD also has two school resource officers who will occasionally assist in patrol and there is one community service officer assigned to the patrol function.

Included in the patrol deployment positions is one FTE K-9 officer. That officer works basic patrol duties with his K-9 partner and is currently to an overnight shift.

Patrol Schedule

The Patrol Operations component of the department works 10-hour shifts with the following schedules:

- 6:00 a.m. to 4:00 p.m.
- 3:00 p.m. to 1:00 a.m.
- 9:00 p.m. to 7:00 a.m.

IPD has set minimum staffing level for patrol operations at two police officers, meaning that the department expects that at least two officers will be on duty at all times. This number has been established primarily as an officer safety component to ensure that uniformed officers always have a partner on calls for service when needed. Additionally, there are neighboring jurisdictions, including the Warren County Sheriff's Office, that also have limited officers/deputies on duty for mutual aid assistance in the event more resources are needed.

Shifts lengths in policing varies throughout the nation. Most modern police agencies are on some variation of 10 or 12-hour shifts, with just a small percentage still working 8-hour shifts. In this discussion, there is debate over the pros and cons of 10-hour shifts vs. 12-hour shifts.

Research on police shift length—especially the well-known **Shift Length Experiment conducted by the National Policing Institute**—consistently finds that **10-hour shifts strike the best balance**

between officer performance, wellness, and organizational efficiency. Officers working 10-hour schedules tend to get more sleep, experience less fatigue, and report higher levels of alertness while on duty compared to those working 12-hour shifts. The structure of a 4/10 schedule also allows for three days off per week, which appears to support better recovery without the extended fatigue associated with longer daily shifts.

In contrast, **12-hour shifts are associated with increased fatigue and lower alertness**, particularly toward the latter part of the shift. While officers on 12-hour schedules often appreciate having more full days off, research shows that the longer work periods can negatively affect cognitive functioning, decision-making, and overall well-being. Although studies have not found major differences in critical safety outcomes (such as reaction time or driving performance), the accumulated fatigue presents a higher risk for errors, burnout, and long-term health concerns.

From an organizational perspective, **10-hour shifts are also linked to greater efficiency**, including significantly lower use of overtime and improved job satisfaction among officers. While 12-hour shifts can offer scheduling simplicity and fewer shift transitions, these advantages are often offset by fatigue-related drawbacks and potential hidden costs. Overall, the research suggests that agencies seeking to optimize both officer wellness and operational effectiveness are generally better served by adopting 10-hour shift models rather than 12-hour schedules.

CALLS FOR SERVICE ANALYSIS

This report will outline the Patrol Operations workload as measured as a percentage of officers' on-duty time. However, before we report on those metrics, it is appropriate to understand the current calls for service experienced by the Indianola Police Department.

CPSM worked with IPD to obtain computer-aided dispatch (CAD) data to best understand what is occurring in the patrol environment. We divided these data sets up into separate categories. We analyzed a full twelve months of call data to determine how many calls for service IPD officers handled, the origin of those calls, and the type of those calls. We also used that full year of data to see how long those calls take to handle on average as well as how long IPD takes to respond to those calls. The twelve months of call data used was from the period of October 1, 2024, to September 30, 2025.

Later in this section we will then break down that data even further to explore seasonal variations in workload. Oftentimes, the patrol workload can vary between summer and winter as well as weekdays versus weekends. The seasonal periods examined were:

- Winter: January 4 – February 28, 2024.
- Summer: July 7 – August 28, 2025.

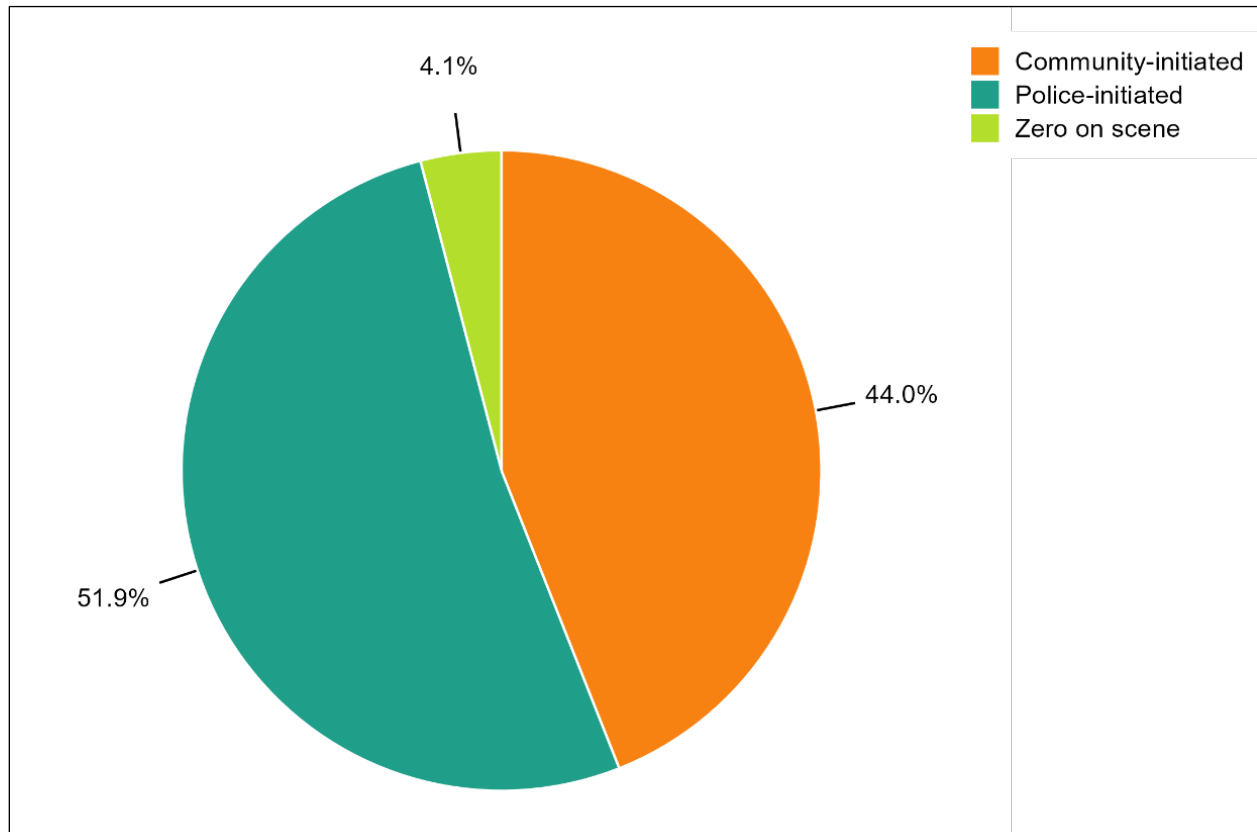
Both winter and summer periods are further separated by weekends and weekdays to determine actual officer workload.

The "Rule of 60" will be used to measure patrol workload later in this section of the report.

Event and Call Data

The following figure and table outline the total number of events that occurred and who initiated those events during the study period. We intentionally use events in this first set of figures as total events illustrates the volume of activity recorded in the CAD system.

FIGURE 5-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 13,101 events.

TABLE 5-2: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,764	15.8
Police-initiated	6,802	18.6
Zero on scene	535	1.5
Total	13,101	35.9

In total, there were 13,101 CAD events that were used in this analysis. Of that total, 5,764 were initiated by a member of the community that called IPD for a police-related matter; this represented 44 percent of all CAD events. IPD officers initiated 6,802 events. These are calls such as traffic stops, pedestrian stops, and proactive documented patrols, and represent almost 52 percent of all CAD events. Additionally, there were 535 events that were classified by CPSM as “zero-on-scene” events. These are CAD events that showed less than thirty seconds on scene before a call was closed. Although these zero-on-scene events do represent work we will intentionally omit them for the calls analysis as they may inaccurately impact actual worktime.

Zero-on-scene calls usually occur when an officer performs a type of work, be it self-initiated contacts, directed patrols, or even regular community-initiated calls, but fails to notify dispatch. In those cases, an officer could have invested several minutes doing the work but did not notify dispatch until they were finished. In that case a dispatcher will quickly record the officer being on scene and immediately clearing the call as there is no way to make a CAD system work in reverse to capture time that has already elapsed. Although this is found in every CFS analysis and is a normal observance in police work we encourage agencies to minimize this practice to the greatest extent possible.

Recommendation:

- CPSM recommends that IPD direct patrol officers to accurately capture all work time associated with calls handled in the CAD system to eliminate “zero-on-scene” calls to the greatest extent possible. (Recommendation No. 21.)

The following tables show the transition from events to calls. This is where we eliminate zero-on-scene events due to lack of time data for greater analysis of the work being performed by IPD officers. The reader will see that we also eliminated directed patrols as most of those calls appeared as zero-on-scene. The reader can also see the number of call totals that changed in each call category.

TABLE 5-3: Events per Day, by Category

Category	Total Events	Events per Day
Accident	388	1.1
Alarm	209	0.6
Animal call	237	0.6
Assist – medical & fire	234	0.6
Assist – other	831	2.3
Check	633	1.7
Civil problem	263	0.7
Crime against persons	421	1.2
Crime against property	880	2.4
Crime against society	266	0.7
Directed patrol	65	0.2
Disturbance	315	0.9
Investigation	1,104	3
Juvenile call	383	1
Mental health	193	0.5
Miscellaneous	452	1.2
Suspicious incident	392	1.1
Traffic enforcement	975	2.7
Traffic stop	4,767	13.1
Violation	93	0.3
Total	13,101	35.9

TABLE 5-4: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	380	1
Alarm	201	0.6
Animal call	234	0.6
Assist – medical & fire	196	0.5
Assist – other	800	2.2
Check	568	1.6
Civil problem	260	0.7
Crime against persons	416	1.1
Crime against property	773	2.1
Crime against society	262	0.7
Disturbance	310	0.8
Investigation	1,037	2.8
Juvenile call	381	1
Mental health	187	0.5
Miscellaneous	338	0.9
Suspicious incident	385	1.1
Traffic enforcement	947	2.6
Traffic stop	4,744	13
Violation	92	0.3
Total	12,511	34.3

There is additional value in this data as we see the number of calls in each call type category that IPD officers are handling. Much of the work being done is traffic-related (accidents, traffic stops and enforcement). The next busiest category is crime-related (investigations, crimes against persons/property/society). The category of assist is prevalent in the data; these are cases where IPD assisted the fire department or another agency on a call.

The next figure and table shows the average calls per day, broken down by initiator and by month. Although the graph shows what appears to be a disparity, the reality is that average daily calls only vary by less than ten per day when comparing the busiest months to the least busy months. This demonstrates that the workload in Indianola is reasonably consistent throughout the year when considering that there are at least six to eight officers working each day.

FIGURE 5-2: Calls per Day, by Initiator and Month

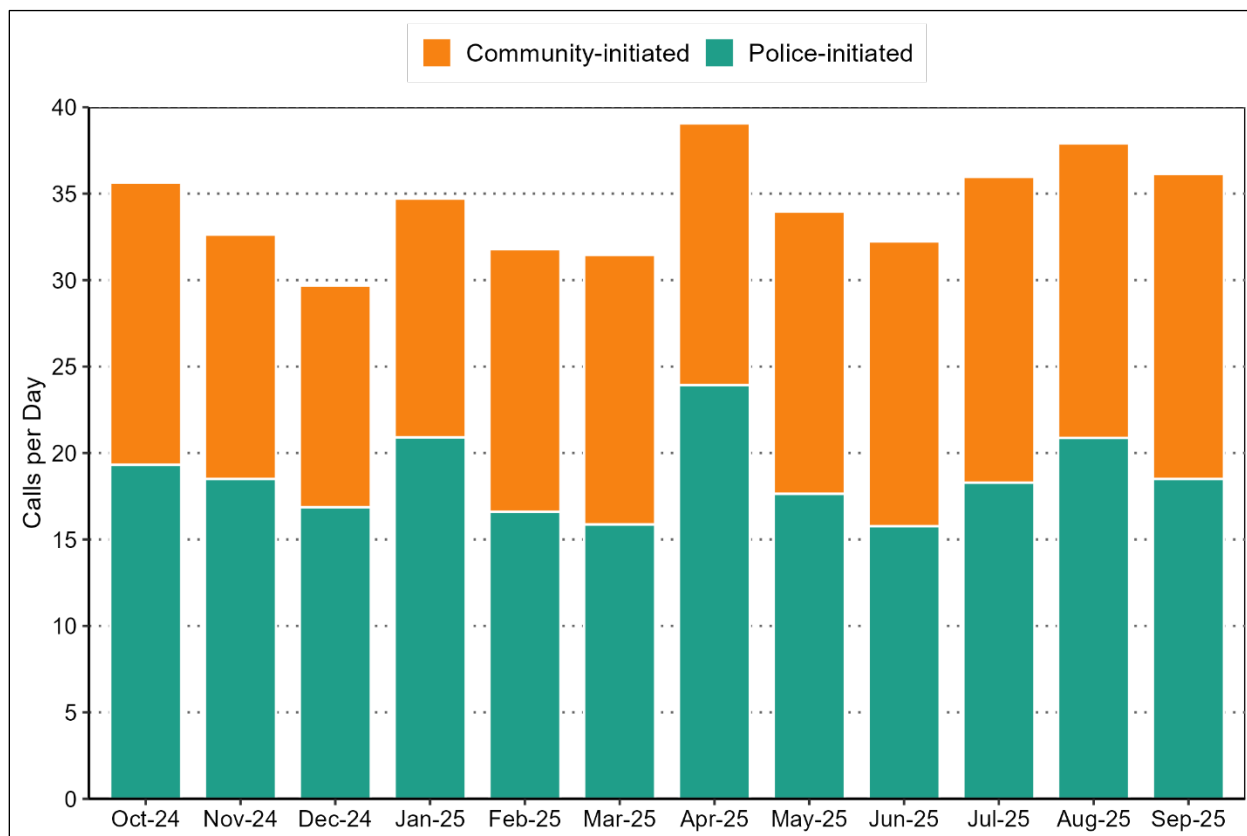


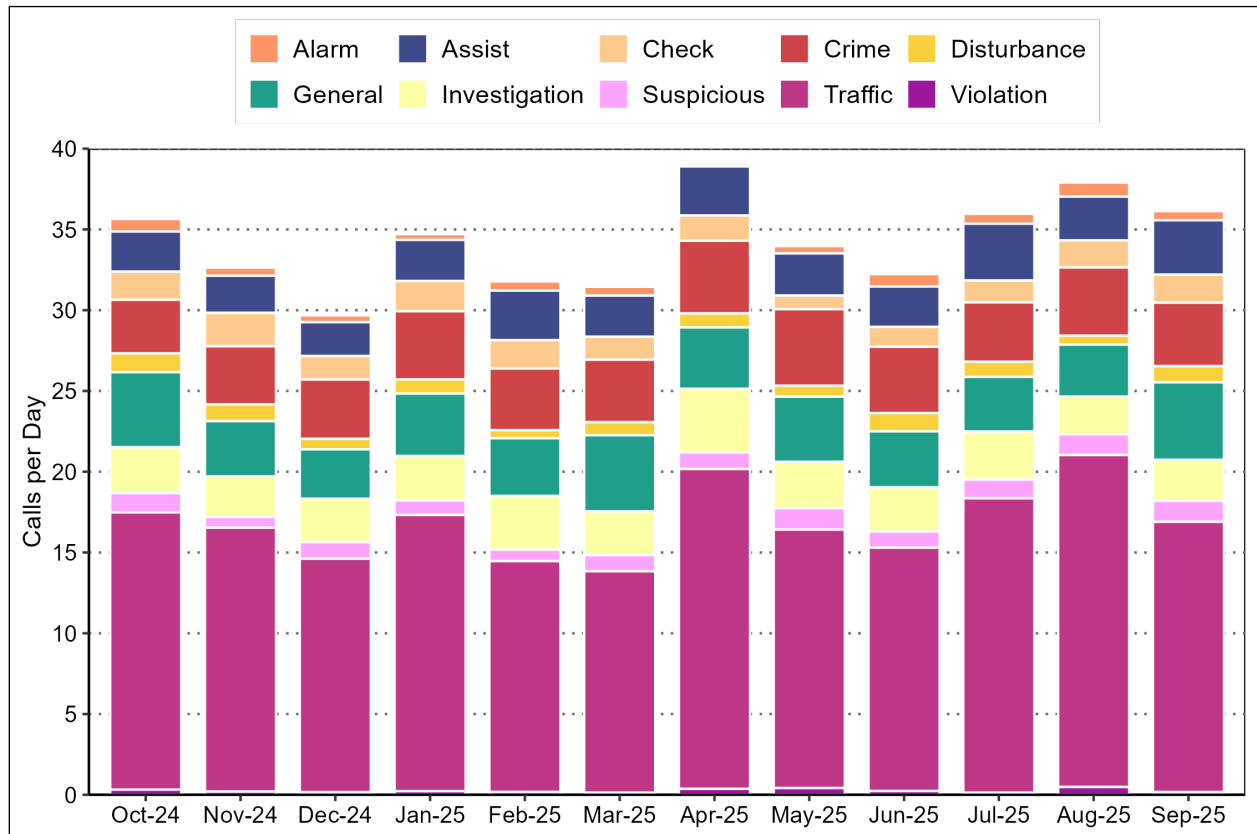
TABLE 5-5: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	16.3	14.1	12.8	13.8	15.2	15.6	15.1	16.3	16.5	17.7	17.0	17.6
Police	19.3	18.5	16.9	20.9	16.6	15.9	23.9	17.6	15.8	18.3	20.9	18.5
Total	35.6	32.6	29.7	34.7	31.8	31.5	39.1	34.0	32.2	36.0	37.9	36.1

Another area of note is the balance between community-initiated calls and police-initiated calls for service. In most agencies we analyze, the community-initiated calls outweigh the police-initiated calls, often by a factor of two-to-one or three-to-one. In the case of IPD, there are more police-initiated calls than calls originating through 911. This indicates that IPD officers keep themselves active between calls from the public.

The next figure again demonstrates that the majority of work performed in the patrol setting is traffic-related. This visual shows that the traffic workload is nearly the same as, if not greater than, all the other workload categories combined.

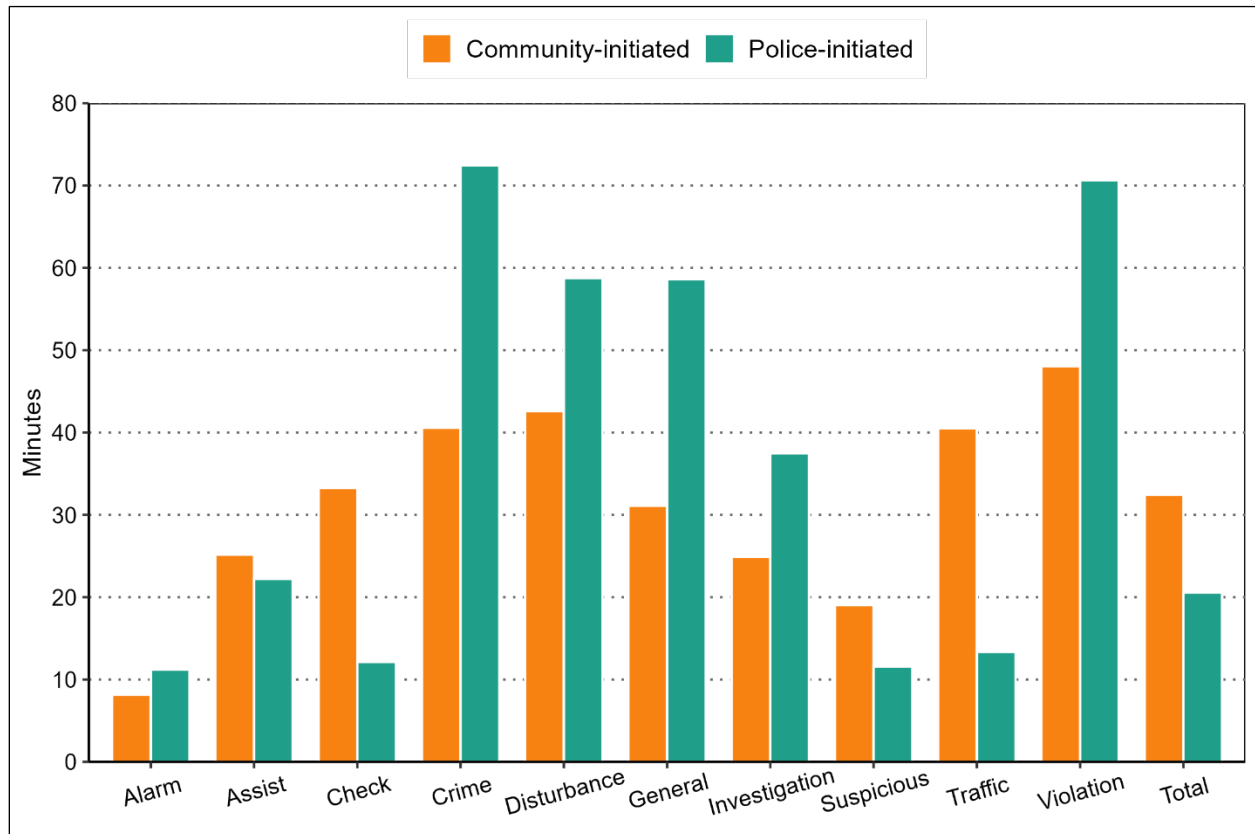
FIGURE 5-3: Calls per Day, by Category and Month



Time on Calls Data

The following data sets will transition to the number of calls in each category to the how long those calls take for IPD officers to manage. The following figure is a visual of how long on average each call type takes to handle, separated by initiator. Whereas traffic-related calls were the driver of workload in sheer numbers we now see that police-initiated traffic calls (i.e., traffic stops) take a minimal amount of time. Yet community-initiated traffic calls (i.e., accidents) take nearly forty minutes per incident on average. Crime calls take approximately forty minutes per incident when community-initiated while police-initiated calls in the crime category take more than seventy minutes per incident. Note: The time on calls data is measuring only the primary unit assigned to a call, it is not a culmination of all officer time on a call.

FIGURE 5-4: Primary Unit's Average Occupied Times, by Category and Initiator



The following table is the line-by-line data that was used to assemble the figure above. As well, this table also provides the additional data of how many calls were in each category. Again, police-initiated traffic calls make up the overwhelming single line category of calls at 4,737 separate incidents, but the average time on those calls (11.3 minutes) is among the lowest amount of time officers spend on any specific category.

The average time of all community-initiated calls was forty-one minutes while the average time for all police-initiated calls was seventy-two minutes (non-weighted). The weighted average is thirty-two minutes for community-initiated calls and twenty minutes for police-initiated calls, demonstrating how much the low-time calls (traffic stops) can reduce the overall number. This is the reason zero-on-scene calls are eliminated from this data.

#

TABLE 5-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	59.9	356	41.0	24
Alarm	8.2	198	11.2	3
Animal call	24.8	210	13.3	24
Assist – medical & fire	30.3	193	16.1	3
Assist – other	23.8	718	22.4	82
Check	33.3	301	12.1	267
Civil problem	27.4	243	67.2	17
Crime against persons	47.6	364	121.1	52
Crime against property	34.2	609	34.0	164
Crime against society	50.1	138	102.9	124
Disturbance	42.6	291	58.8	19
Investigation	24.9	578	37.5	459
Juvenile call	32.3	164	64.5	217
Mental health	46.9	181	75.4	6
Miscellaneous	28.0	260	53.2	78
Suspicious incident	19.0	273	11.6	112
Traffic enforcement	28.7	567	37.3	380
Traffic stop	13.0	7	11.3	4,737
Violation	48.1	71	70.7	21
Weighted Average/Total Calls	32.4	5,722	20.6	6,789

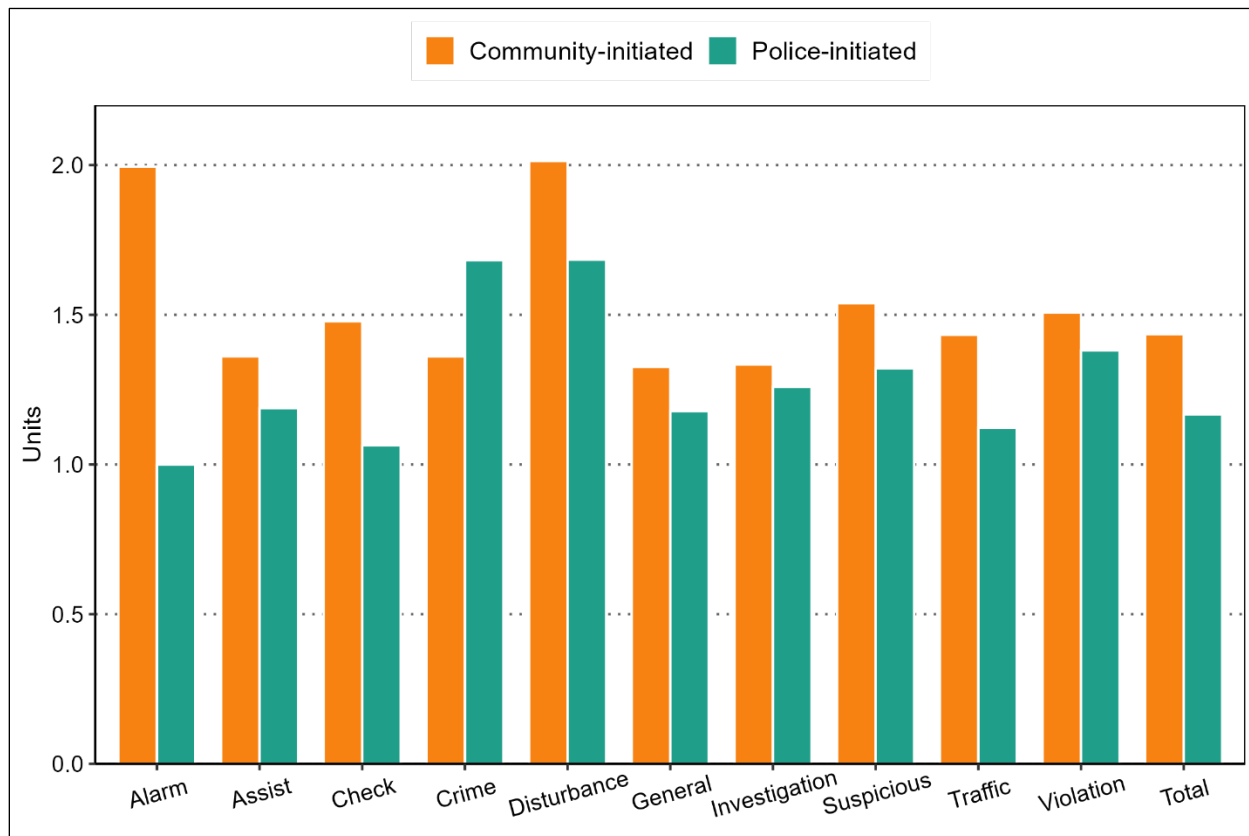
Note: The information in Figure 5-4 and Table 5-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call.

#

Number of Responding Units Data

We have seen the number of calls in each call category, and we have seen the average time IPD spends on each call type. We will now transition to how many units on average IPD uses per call.

FIGURE 5-5: Number of Responding Units, by Initiator and Category



The figure above and the table below show the data on how many units on average IPD assigns to each call type. Obviously, there are certain call types, depending on the circumstances or known risk, when IPD will send a heavier than average response and there are many times that a call type is managed by only one officer.

In general, we see that IPD uses fewer resources per call than most agencies with more patrol resources. There is a general guideline in law enforcement that most community-initiated calls have at least two officers dispatched for officer safety reasons. In IPD, with the exception of disturbances and alarms calls originating through 911, most calls are handled with fewer than two officers. This means that IPD handles a large percentage of its overall calls with just one officer.

It is important to note that there are some factors that may influence the data we are presenting here. IPD had a significant number of overall calls that were listed as “assists.” The calls on which a single IPD officer assisted another law enforcement agency (such as Warren County deputies) on a call there would only be one IPD officer listed, yet there were other deputies on that call with the IPD officer. The same circumstances may apply in reverse. If an IPD officer is dispatched to a 911 call in Indianola and he/she is backed by a Warren County deputy, the WCSO unit

would not appear in the Indianola data presented here. Nonetheless, overall averages for the number of IPD officers on a call is less than we see across the industry.

When accounting for all weighted averages in each call origination category, IPD uses an average of 1.4 units on community-initiated calls and 1.2 units on police-initiated calls.

TABLE 5-7: Average Number of Responding Units, by Initiator and Category

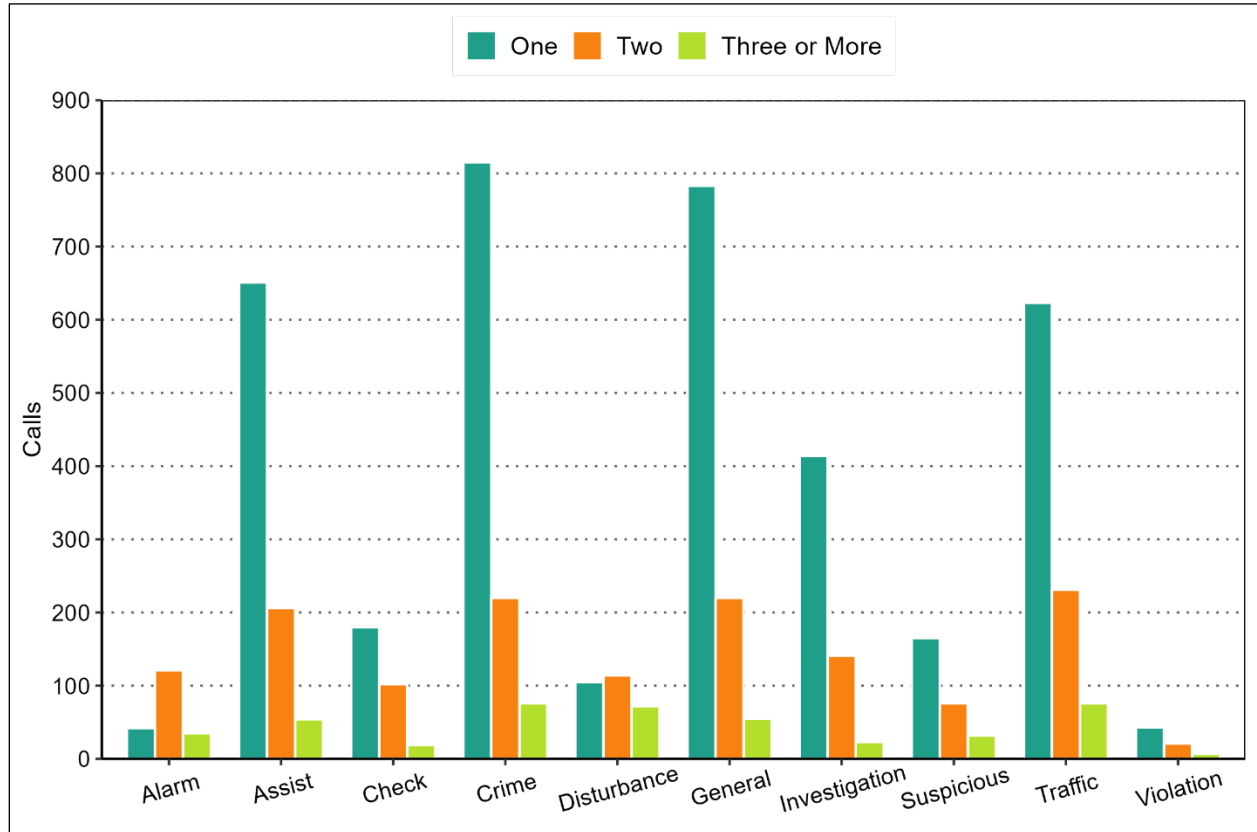
Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	356	1.5	24
Alarm	2.0	198	1.0	3
Animal call	1.2	210	1.2	24
Assist – medical & fire	1.9	193	1.0	3
Assist – other	1.2	718	1.2	82
Check	1.5	301	1.1	267
Civil problem	1.2	243	1.5	17
Crime against persons	1.3	364	1.3	52
Crime against property	1.3	609	1.4	164
Crime against society	1.6	138	2.3	124
Disturbance	2.0	291	1.7	19
Investigation	1.3	578	1.3	459
Juvenile call	1.4	164	1.1	217
Mental health	1.8	181	1.3	6
Miscellaneous	1.2	260	1.3	78
Suspicious incident	1.5	273	1.3	112
Traffic enforcement	1.4	567	1.3	380
Traffic stop	1.1	7	1.1	4,737
Violation	1.5	71	1.4	21
Weighted Average/Total Calls	1.4	5,722	1.2	6,789

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In this final figure on responding units, we see the disparity of how often IPD used one officer versus two units or three or more units.

IPD used one unit in 3,821 calls out of a total of 5,742 community-initiated calls.

FIGURE 5-6: Number of Responding Units, by Category, Community-initiated Calls



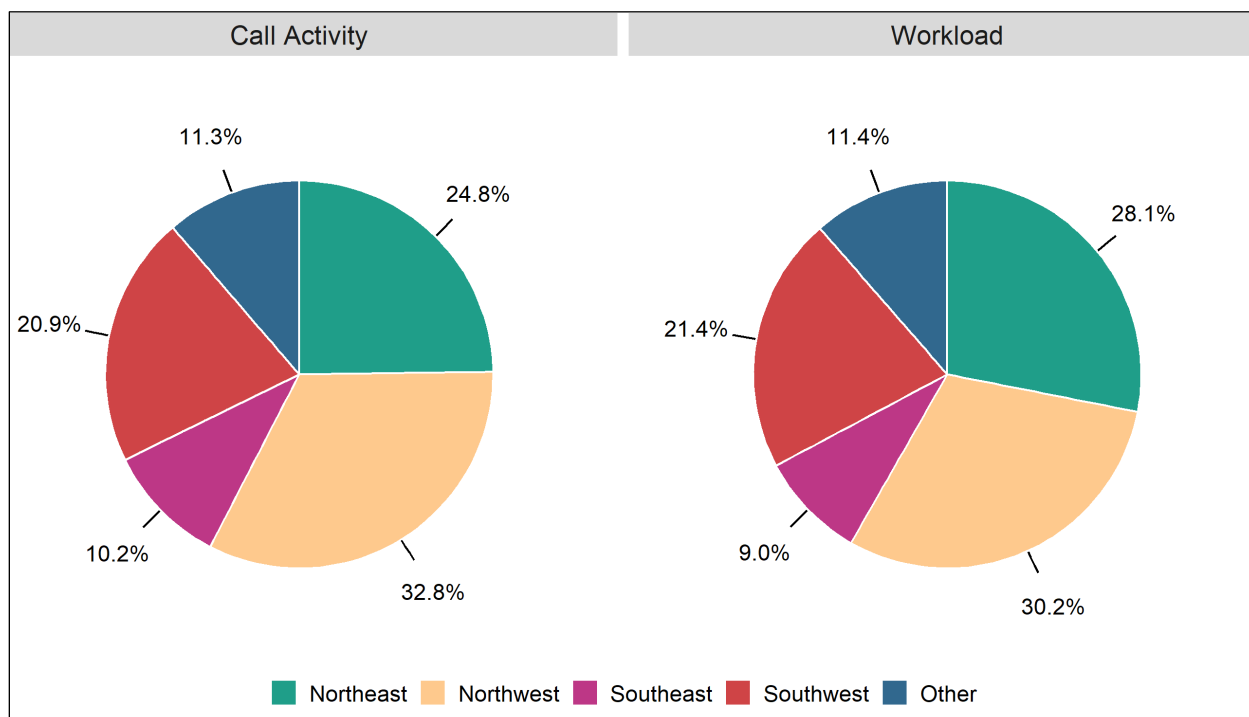
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Calls and Work Hours Per Zone

Indianola PD divides the community into four zones (or beats) for reporting coverage (Northwest, Northeast, Southwest, and Southeast).

The following figure and table break down the division of workload in each sector of the community.

FIGURE 5-7: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls without recorded zones (inside and outside of Indianola and unknown).

The Northwest sector is the busiest area overall with 32 percent of all calls, occupying an average of 5.9 hours of officer labor each day (11.2 calls per day). This represents 30 percent of all IPD workload. The Northeast sector is the second busiest area with nearly 25 percent of all calls (8.5 per day) and 28 percent of all workload (5.5 hours).

The category of "other" is a culmination of calls outside the city and calls at police headquarters.

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TABLE 5-8: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
Northeast	8.5	5.5
Northwest	11.2	5.9
Southeast	3.5	1.8
Southwest	7.2	4.2
Zone Subtotal	30.4	17.3
Headquarters	2.1	1.1
Indianola	0.3	0.2
Out of the city	0.8	0.5
Unknown	0.7	0.4
Other Subtotal	3.9	2.2
Total	34.3	19.6

Out-of-Service Activities

Up to this point in the report, we have evaluated the types of calls handled by IPD officers in the categories of community-initiated calls and police-initiated calls. In general, police agencies are good at capturing this type of field-related activity associated with providing police service. A third category that must be examined is all of the other work that is performed that does not fit into the community- or police-initiated categories. We often call this the administrative work that should be captured or in this case we title it “out-of-service” activities. The following table shows five categories of out-of-service activity captured in the IPD CAD data,

TABLE 5-9: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	80.8	244
Court related	57.1	21
At jail	19.0	41
Out at office	33.8	102
Vehicle maintenance	30.2	31
Administrative – Weighted Average/Total Activities	59.4	439
Personal – Break (meal)	27.9	148
Weighted Average/Total Activities	51.4	587

This is an area that we believe is problematic for Indianola PD. It is common in law enforcement to see administrative tasks associated with performing their duties make up thirty percent of officers' work time. Everything from attending briefing, to report writing, to contractually given break times should be captured in CAD to gain an accurate perspective of IPD workload. The table above, showing what work is captured in CAD, is minimal at best and likely incomplete in showing all workload.

- IPD officers pick up a police car prior at the beginning of their shift and report to the police station for briefing. Briefings should be captured as an activity but are not listed. Multiplied by

every officer that works every day in patrol this is 2,500 to 3,500 incidents at twenty to thirty minutes per incident.

- By law, IPD officers are allotted meal breaks. Regardless of an officer using that meal break period to eat a sack lunch from home in their patrol car, go home for lunch, or go to a restaurant, the time should be captured in CAD. The above data only shows 148 meal breaks captured all year for all officers and patrol sergeants. The total should be closer to 2,000 to 3,000 incidents at thirty minutes per incident.
- Every police report or arrest requires report writing time. Report writing is not listed anywhere in the IPD CAD system. It is true that some of the activity above such as “busy” or “at the station” could include report writing and some report writing is captured in the calls themselves. However, based upon discussions with IPD personnel we believe this is underreported.

We discussed this with IPD officers and specifically asked if they called out all of the activities listed. The general consensus was that most of those activities occur while an officer remains in-service and available for a call, meaning the work is not captured.

Historically, this is a common practice in policing. The legacy of the profession trains officers to be available for a call as much as possible and to handle most administrative tasks during times they are waiting for a call. Although this promotes a good work ethic it works against agencies as the industry moves to data-driven deployment models. These practices will not work in IPDs favor when we discuss the Rule of 60 in the next few pages.

It will be our recommendation that IPD reset its cultural work patterns and begin capturing as much administrative work as possible in their CAD system. This can be done while still promoting the proper work ethic and can be done while having officers available for calls when needed. For instance, many agencies use a code for “writing reports but available for a call.” This captures the work time but allows the dispatcher to know that the officer can be pulled if needed for a call.

Recommendation:

- CPSM recommends that IPD institute practices that encourage an officer to capture all administrative work being performed (briefings, meal breaks, report writing, etc.). (Recommendation No. 22.)

This recommendation is especially relevant to field supervisors. Administrative workload for field sergeants is ever increasing with technology in police agencies and legislative mandates designed to increase officer accountability. We are finding sergeants are spending more time in the police station doing these tasks but failing to record their activity in CAD.

Response Times

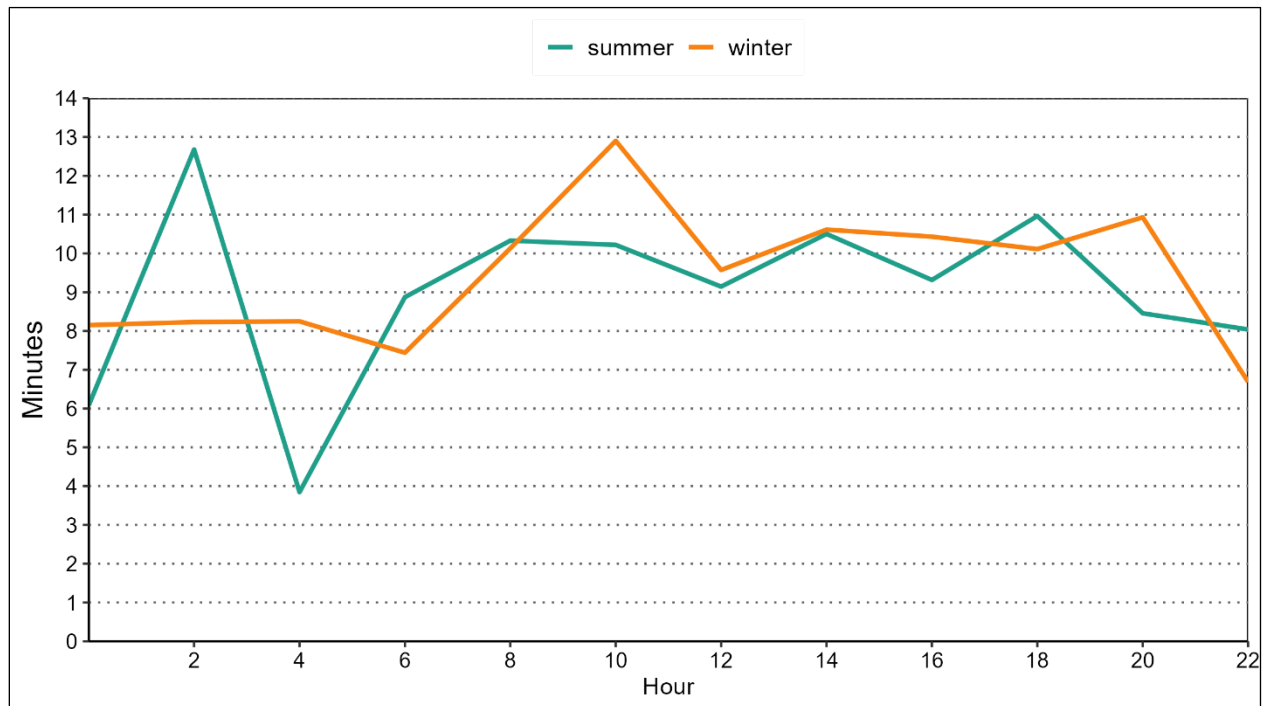
We will now move our attention to the response times for calls for service by the IPD. The ability of an agency to answer service calls in a quick and efficient manner is often the measuring stick that citizens will judge their police force. Slow response times will cause members of the public to complain about waiting too long. Even if officers do outstanding work on a call once on scene, if they take too long to arrive some citizens will simply not be happy.

Larger police agencies with high call loads have needed to create call prioritization matrixes to place calls into a queue for response. This ensures that the more urgent calls always get the faster response while routine-type calls can take a back seat. This enables police agencies to

ensure that critical calls such as threat to life or in-progress crime gets an immediate response. It becomes the high-priority calls that get measured in those cases.

Indianola has not established a call priority matrix. The call load is generally light enough that all calls get an immediate response when received by dispatch. The following data sets, for both workload and response times, will be isolated to the summer and winter eight-week periods discussed earlier. The first figure shows the average response times in both winter and summer throughout the day. The reader can see that both seasons have reasonably similar average response times, meaning that police response is similar throughout the year.

FIGURE 5-8: Average Response Time by Time of Day, Winter and Summer



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FIGURE 5-9: Average Response Time by Category, Winter

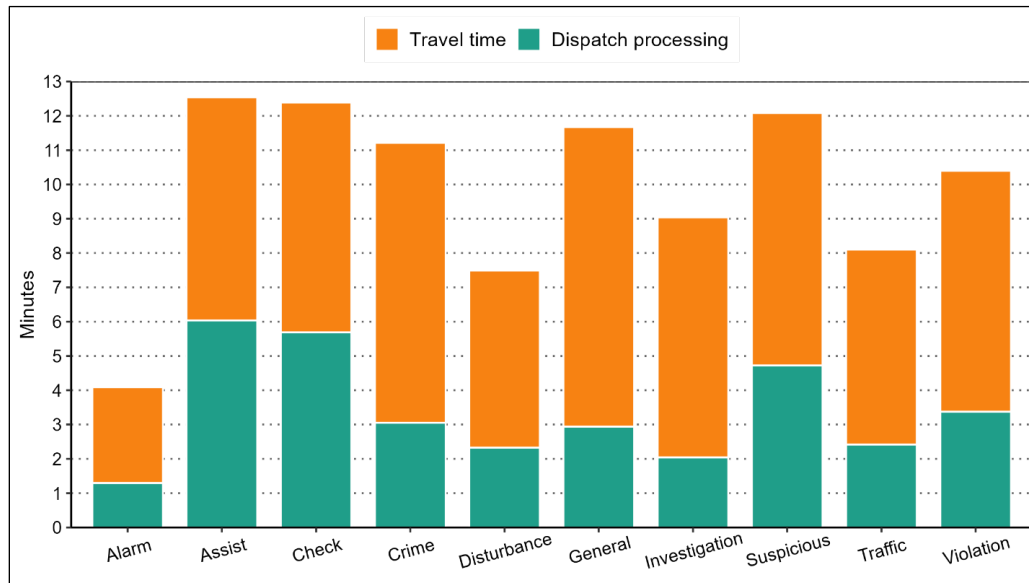
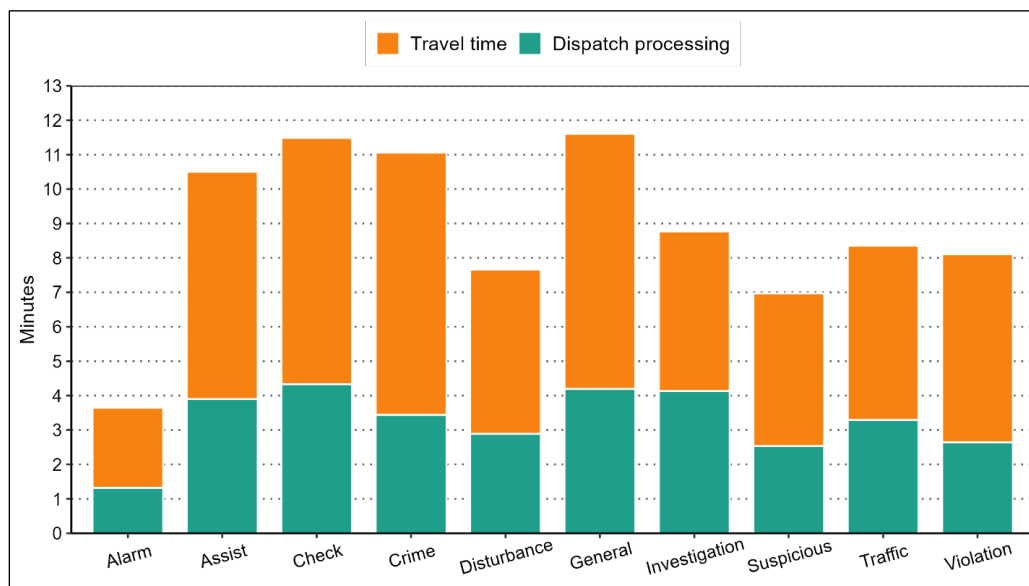


FIGURE 5-10: Average Response Time by Category, Summer



The preceding figures show average response times for select call categories in both winter and summer. Calls such as alarm responses are the fastest response in both seasons. Disturbance calls tend to be prioritized as well. The fact that we see some of these disparities suggests that although IPD does not have a formal prioritization system, there is an informal system in place as officers know when to “rush” their response versus when a response can be more routine.

The following figure and table shows the average response times in each zone in the city. Although there are differences that can be seen in the figure, the actual difference is just a couple of minutes, well within reason for a potentially longer travel time to the call.

FIGURE 5-11: Average Response Time Components, by Zone

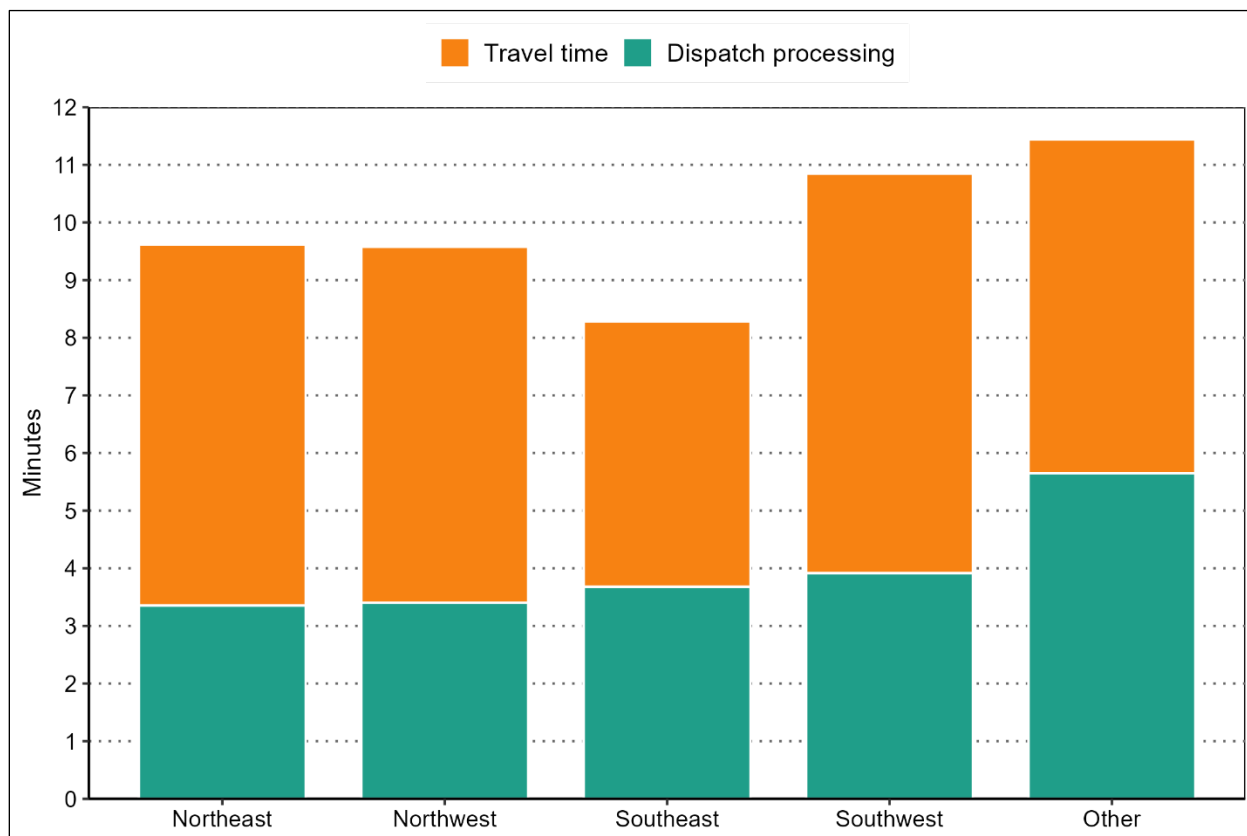


TABLE 5-10: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls
Northeast	3.4	6.3	9.6	707
Northwest	3.4	6.2	9.6	821
Southeast	3.7	4.6	8.3	135
Southwest	3.9	6.9	10.8	614
Indianola	6.3	7.4	13.6	19
Unknown	5.3	5.0	10.4	39
Total	3.6	6.3	9.9	2,335

An area of note in the table above is the separation of time categories. Dispatch time is calculated as the time that begins when a phone call is received, continues as the call details are entered into CAD, and ends with the dispatching of an available unit. Travel time is the time that officer takes to arrive at the call once dispatched. The overall response time is the aggregate of the two times.

In general, the overall response time for the IPD is reasonable for an agency that is not capturing this data by priority. The dispatch processing time is good across the spectrum of calls analyzed in this section of the report.

One area from which CPSM did attempt to pull priority response times was in injury accident response times. In virtually all departments, even those that regularly deal with violent crime as a routine matter, will prioritize the response to traffic accidents when people are reported to be injured. This category becomes a large enough sample size across all agencies to measure higher priority responses.

Ideally, agencies strive for an overall response time of around five minutes for high-priority/emergency responses. As the data in the following table shows, IPD response to injury accidents is about six minutes, which is well within the goal of most agencies.

TABLE 5-11: Average and 90th Percentile Response Times, Injury Accidents

Category	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
Injury Accident	2.9	3.3	6.2	23	10.1
Overall	3.6	6.3	9.9	2,335	18.9

CPSM has no concerns over IPD documented response times. We would encourage the agency to begin discussions with Warren County to start assigning priority levels to call types. If the region starts to become busier from a policing standpoint, having that data separated and reported to the community will be appreciated.

Recommendation:

- CPSM recommends that IPD work with Warren County Communications to establish a call priority matrix for call responses. (Recommendation No. 23.)

Rule of 60

Uniformed patrol is the most visible component of American policing. The Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Indianola Police Department provide uniformed patrol. Officers assigned to this critical function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The IPD is a police department whose philosophy is to address essentially all requests for service in a community policing style. With this in mind, it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy officers' time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index is less than 60 percent.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of an emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation is reached, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the IPD's personnel data, patrol is authorized for 16 full-time sworn officers. These 16 of the 24 full-time sworn officers represent **67 percent** of the sworn officers in the Indianola Police Department.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The current staffing is meeting the guidelines set forth in the Rule of 60, Part 1.

We will note here that when this data assessment was done, IPD was operating with two vacancies that were carried at the patrol level.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of deployed patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol officers' time should be spent responding to the community's service demands. The remaining 40 percent of the time is the "discretionary time" for officers to address community problems and be available for serious emergencies.

CPSM contends that patrol staffing is optimally deployed when the saturation index (SI) is just below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and thus overburdened with CFS and workload demands. An SI of slightly less

than 60 percent indicates that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

The earlier examination of calls and workload provided a rich overview of CFS. The analysis here looks specifically at patrol deployment and how to maximize the department's personnel resources to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following sets of figures depict staffing, workload, and the "saturation" of patrol resources in the Indianola Police Department during the two periods (seasons) on which we focused our workload analysis. The figures represent the manpower, service demands, and workload saturation during weekdays and weekends during the periods of Winter and Summer of 2025. Examination of these figures permits exploration of the second part of the Rule of 60.

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FIGURE 5-12: Deployed Units, Weekdays, Winter

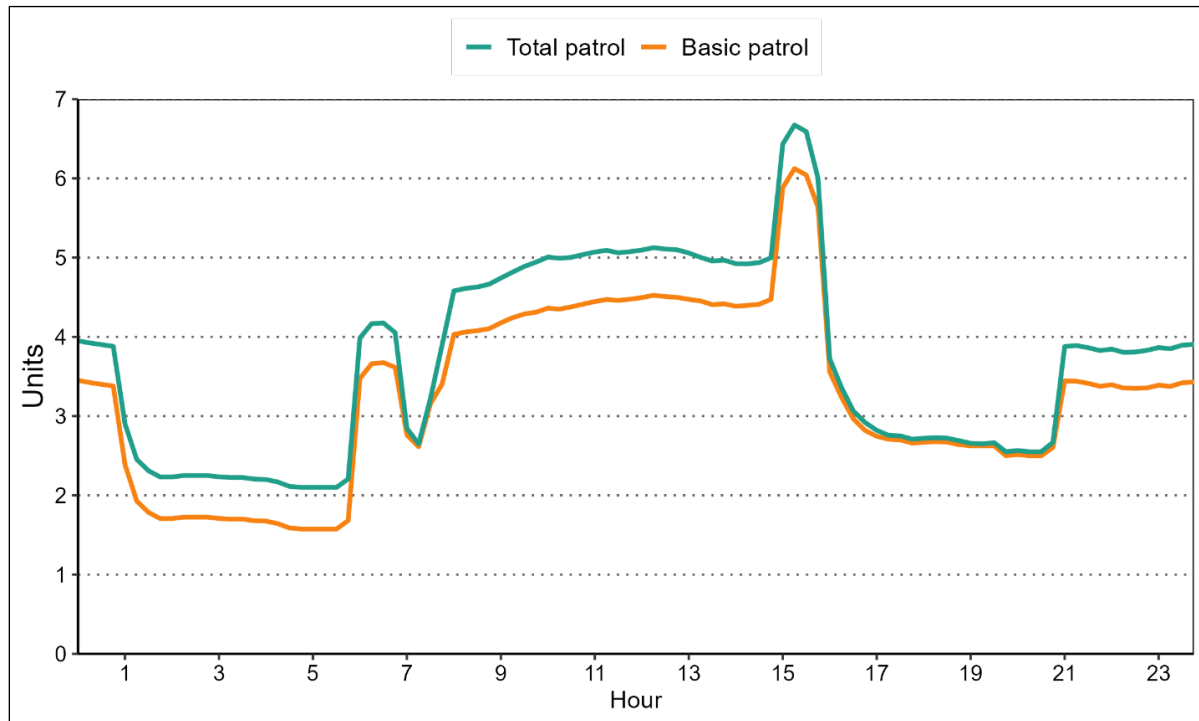


FIGURE 5-13: Deployment and All Workload, Weekdays, Winter

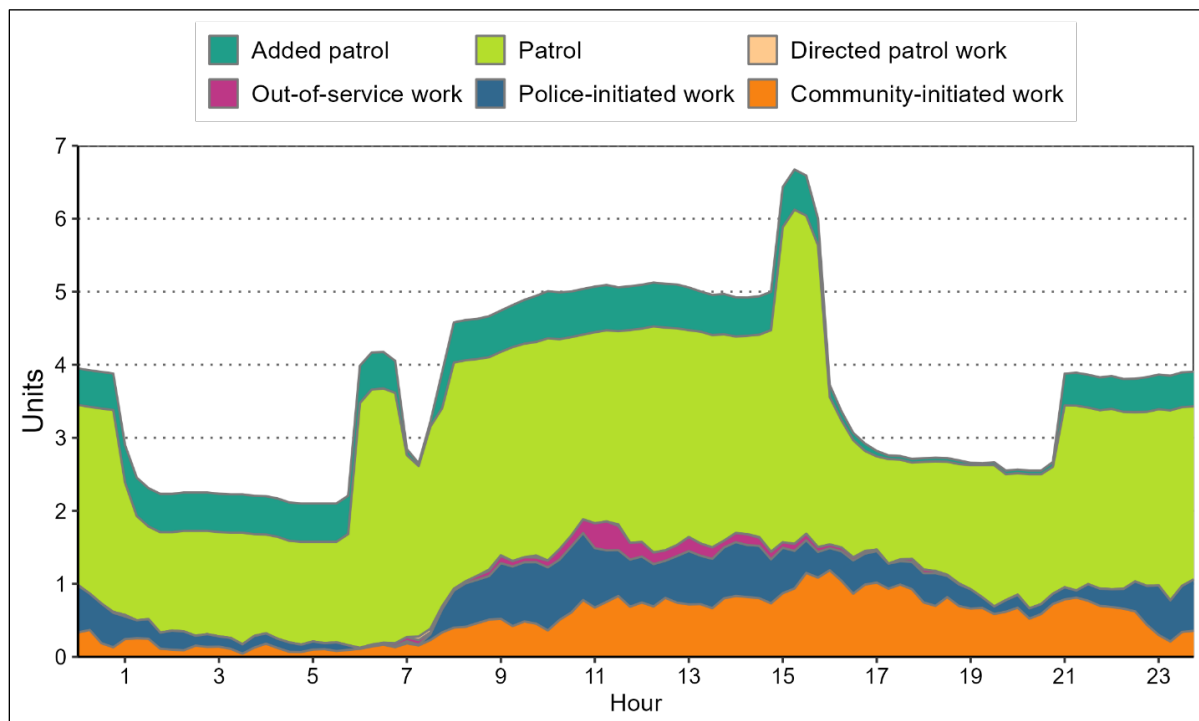
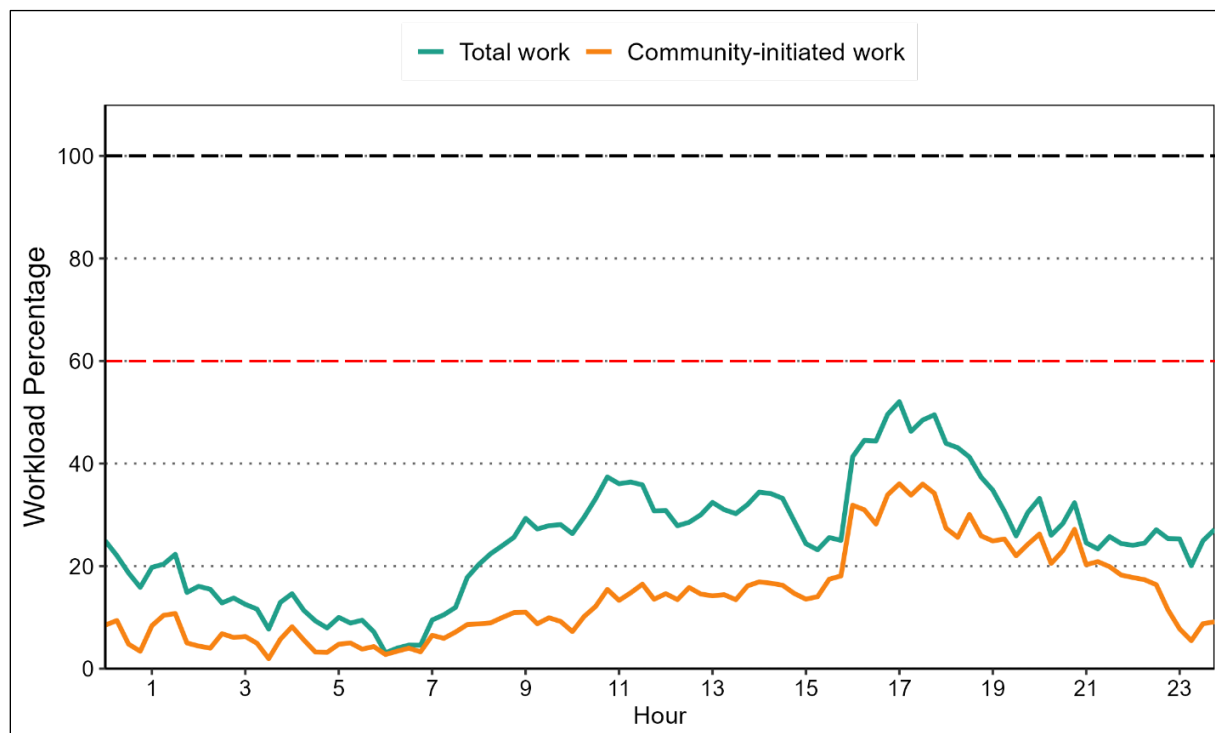


FIGURE 5-14: Percentage of Workload, Weekdays, Winter



The preceding three figures provide insight into the deployment and workload of IPD patrol officers and sergeants on weekdays in the winter period we examined. The first figure shows the average number of officers deployed (logged into the CAD system) throughout the day. The two lines are separated as basic patrol and total patrol. Basic patrol is only patrol officers and patrol sergeants. Total patrol adds K-9 officers and the SRO/DARE officers when on duty. For instance, at 11:00 a.m., there was an average of five officers, sergeants, and K-9/SRO officers on duty (on average).

The second figure, titled “Deployment and All Workload,” indicates the distribution of those officers to select categories of work. For instance, at 11:00 a.m., there was, on average, about two officers who showed occupied with either police-initiated work, a community-initiated call for service or out-of-service time. The remaining three positions reported being on patrol and available for a service call. To a small degree, directed patrols and out-of-service work are also captured.

The final figure shows the percentage of workload experienced by IPD officers; this is where workload against the rule of 60 is shown. Again, at 11:00 a.m., as shown by the orange line, community-initiated work (calls for service) occupied about 18 percent of all available labor or 18 percent of officers’ time. All work totaled about 38 percent of all available labor (green line) at 11:00 a.m.

For the period of winter weekdays, the average deployment was 3.7 officers, average workload was approximately or unit or 26 percent of hourly deployment, with maximum workload (saturation index) reaching 52 percent around 5:00 p.m.

Following is an examination of the other three periods.

FIGURE 5-15: Deployed Units, Weekends, Winter

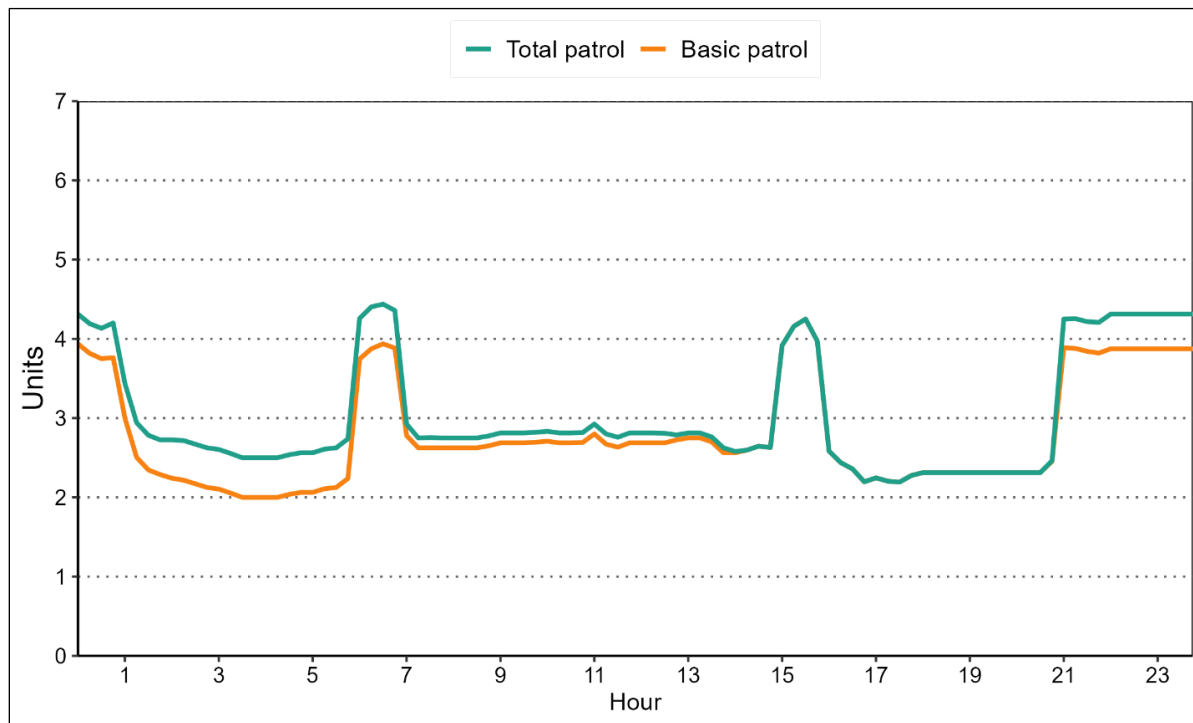


FIGURE 5-16: Deployment and All Workload, Weekends, Winter

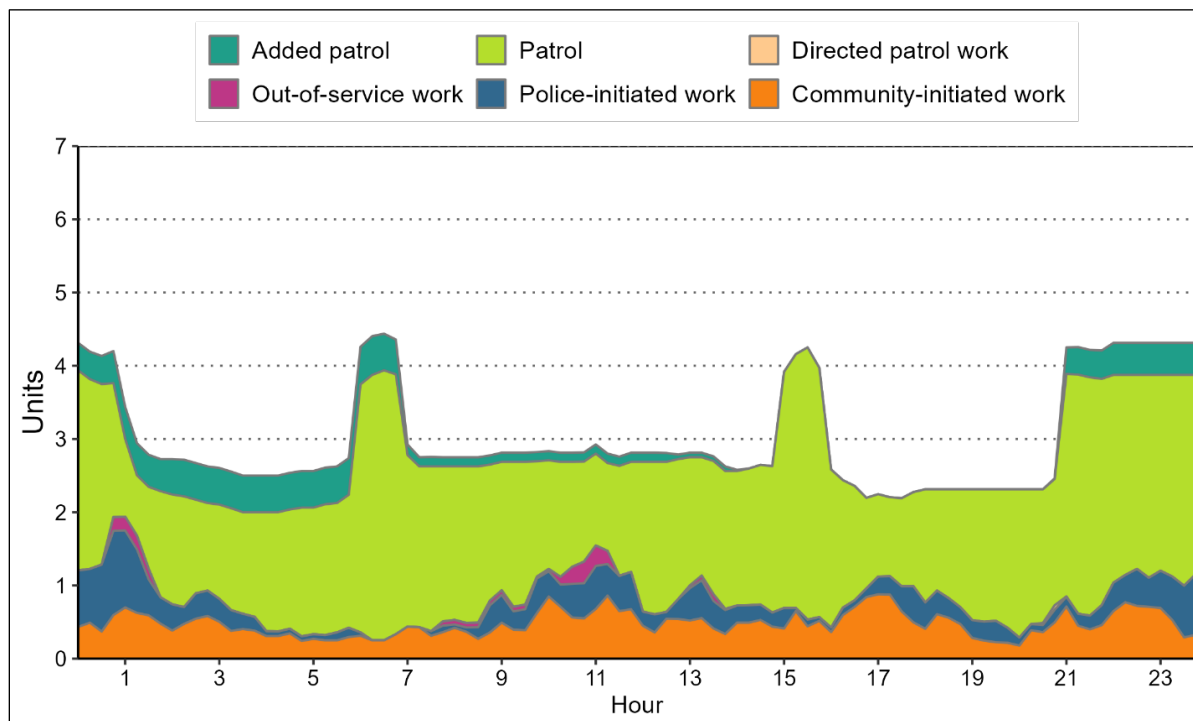
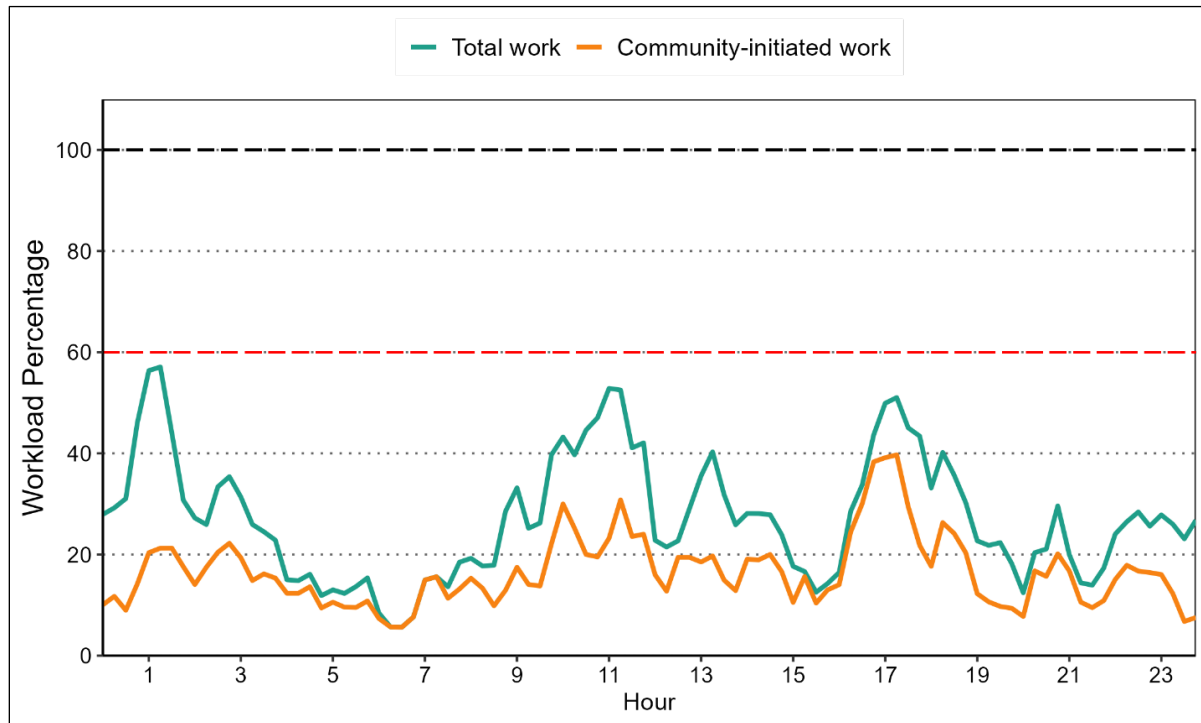


FIGURE 5-17: Percentage of Workload, Weekends, Winter



For winter weekends, the average deployment was 3.0 officers, average workload was approximately one unit or 26 percent of hourly deployment, with maximum workload (saturation index) reaching 57 percent around 1:15 a.m.

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FIGURE 5-18: Deployed Units, Weekdays, Summer

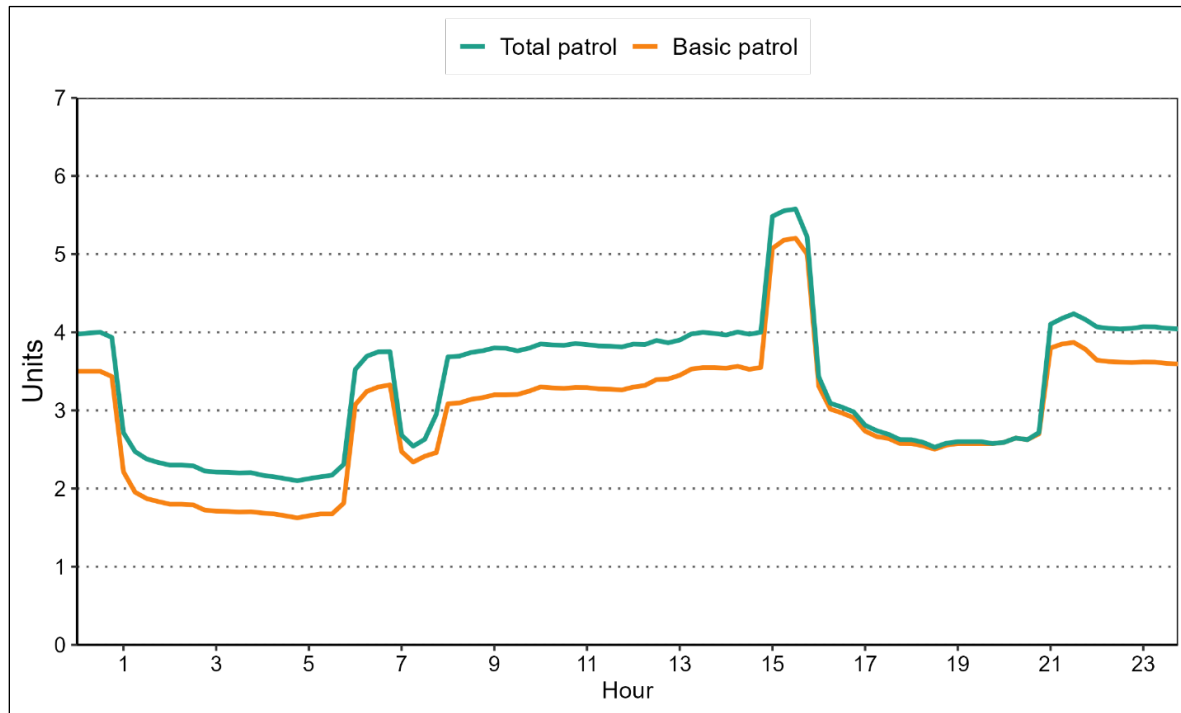


FIGURE 5-19: Deployment and All Workload, Weekdays, Summer

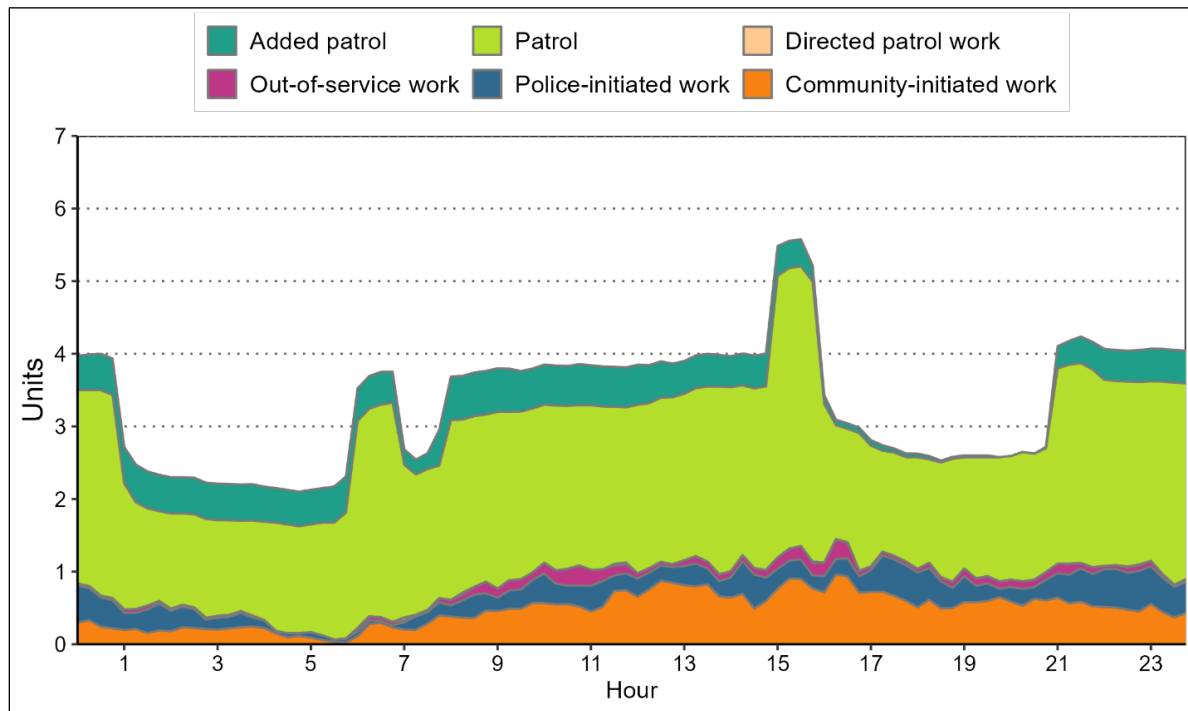
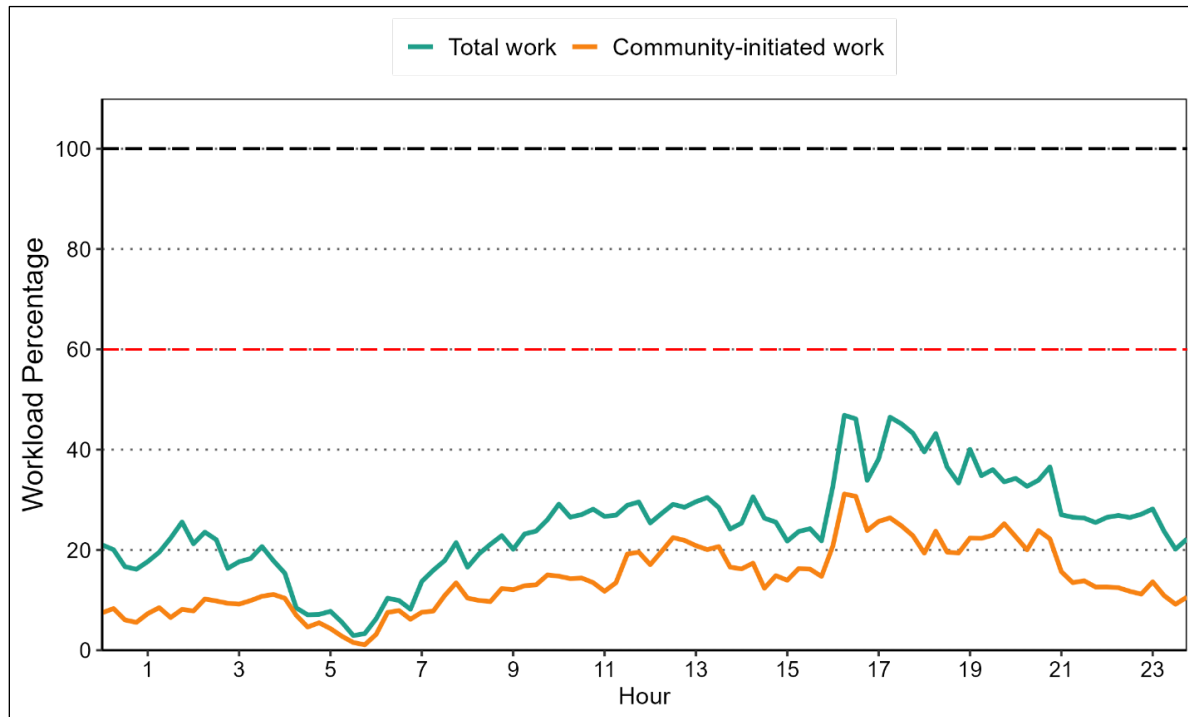


FIGURE 5-20: Percentage of Workload, Weekdays, Summer



For summer weekdays, the average deployment was 3.3 officers per hour, average workload was approximately 0.8 units or 25 percent of hourly deployment, with maximum workload (saturation index) reaching 54 percent around 4:15 p.m.

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FIGURE 5-21: Deployed Units, Weekends, Summer

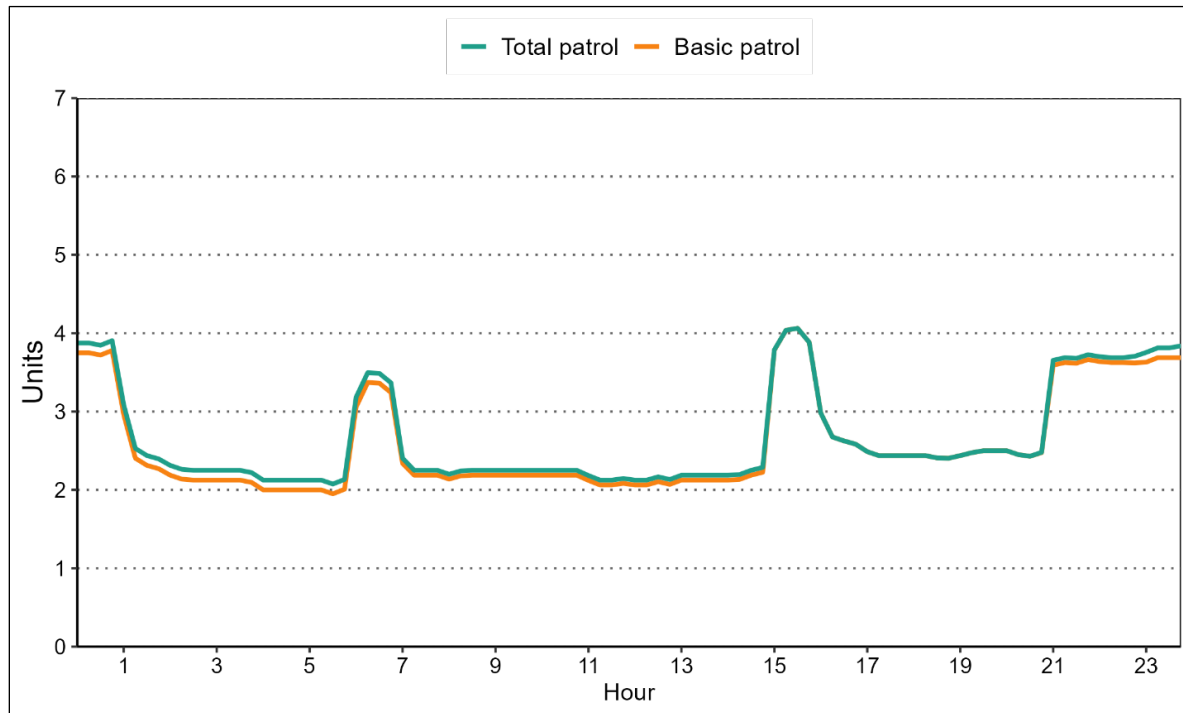


FIGURE 5-22: Deployment and All Workload, Weekends, Summer

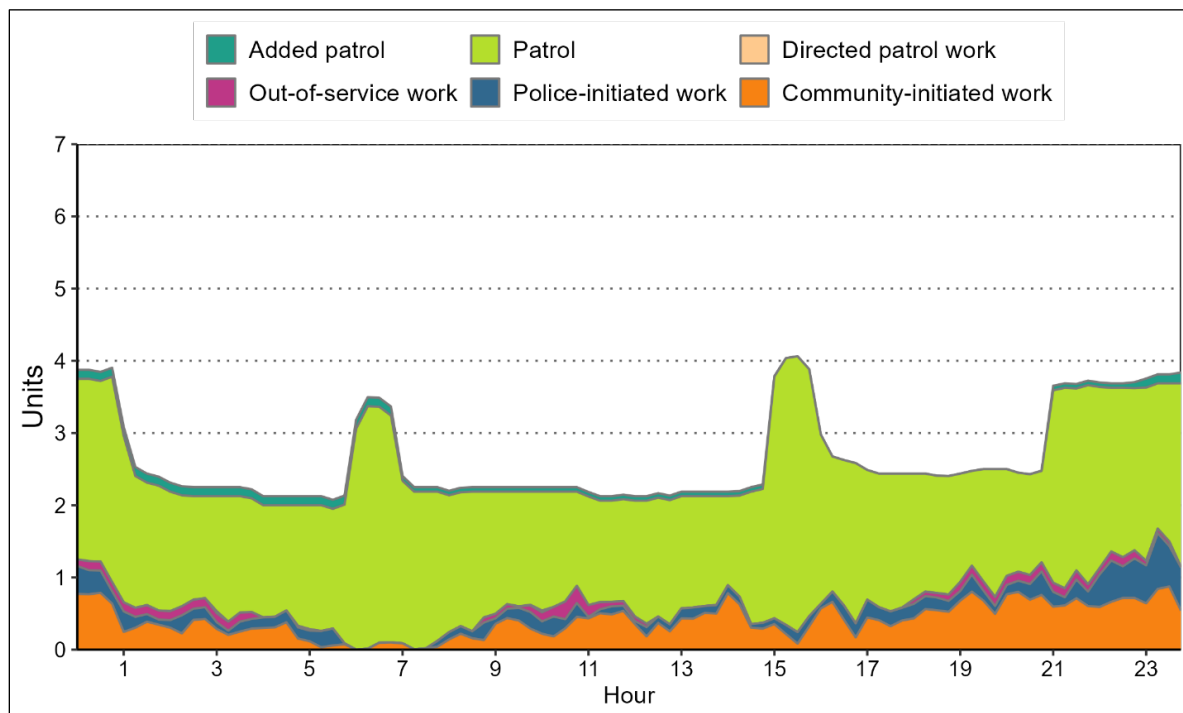
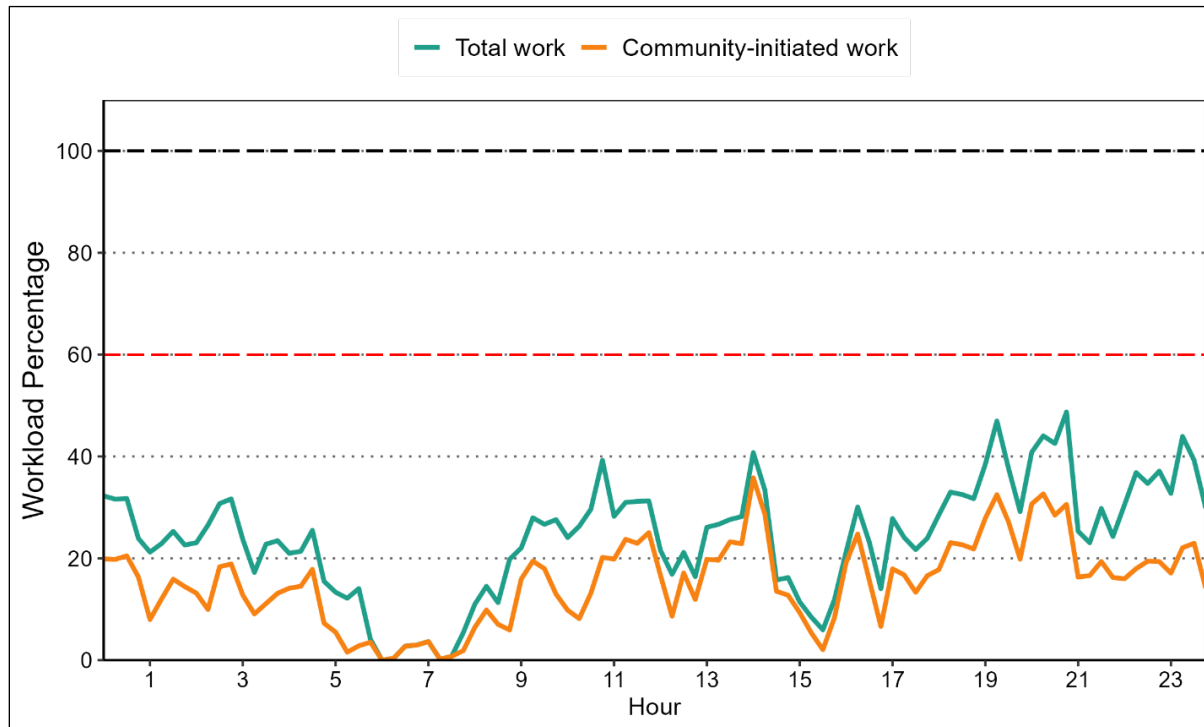


FIGURE 5-23: Percentage of Workload, Weekends, Summer



For the period of summer weekends, the average deployment was 2.7 officers per hour, average workload was approximately 0.6 units or 24 percent of hourly deployment, with maximum workload (saturation index) reaching 49 percent around 8:45 p.m.

TABLE 5-12: Summary of Deployment and Workload¹

Measure	Winter 2025		Summer 2025	
	Weekdays	Weekends	Weekdays	Weekends
Average Hourly Deployment	3.7	3.0	3.3	2.7
Avg. Community-Initiated Work	14%	16%	14%	15%
Avg. All Work	26%	26%	25%	24%
Peak Saturation Index	52%	57%	47%	49%
Peak Saturation Index Time	5:00 p.m.	1:15 a.m.	4:15 p.m.	8:45 p.m.

#

¹ At the time of this assessment, IPD was operating with two vacancies in the patrol force.

PATROL STAFFING SUMMARY

The driving force behind many of the studies we conduct for agencies around the country is the agency's desire to determine appropriate patrol staffing. As such, CPSM has a well-developed data analytics approach to determine workload in patrol. Patrol is where most personnel are assigned within municipal police departments across the U.S., and this is the case in Indianola as well. The data as presented and available through IPD shows that patrol staffing is at the appropriate level. There are times when IPD drops to two officers on duty and existing workload may suggest that at times a full two officers may not be necessary for workload management. However, the need for officer safety would dictate that at least two officers need to be on duty at all times. Although IPD sets minimum staffing at two officers at all times we see that oftentimes there are additional resources available. It should be noted again that when this data was assembled, IPD was operating patrol staffing with two vacancies, and the workload still remained below the 60 percent threshold. As noted earlier in this report, IPD is meeting the first rule in the Rule of 60 with patrol staffing at 67%. The data presented above indicates that IPD is also well below the 60 percent threshold outlined in the second rule. In short, patrol staffing is adequate to meet the community's current workload needs.

Two primary issues should be managed in the future concerning patrol workload. One concern is that all work should be captured in CAD. We were asked if we thought the existing staffing may be inadequate if all of the work was accurately recorded. In our opinion, we do not believe that IPD would be understaffed even if the existing, true workload were captured. We have recommended some changes to assist the department in capturing all workload in the future. It would benefit IPD to closely monitor any shifts in workload to ensure that officer time and activity are necessary and meet the needs of the community. It is also necessary that IPD manage the use of CAD to capture workload. We have observed some agencies try to manipulate CAD data by spending excessive amounts of time on calls and administrative duties to make them appear busier than they actually are. CPSM has a database of average times across the nation and as they stand at this moment, IPD is not abusing any time concerns on calls.

The second concern is supervision related. It is common for IPD to not have a supervisor working in the field. Although there are sergeants assigned to patrol, the number of sergeants is minimal. Therefore, when sergeants are off-duty or busy with other assignments, patrol will only have officers in the field. IPD manages this by assuring that patrol officers always have a supervisor or manager available by phone even after hours. If something critical were to happen, there are management level personnel that could respond from home if necessary.

One question that arose from Indianola was if the corporal rank would help the organization manage supervision in a better way. The use of corporals as field supervisors is mixed among agencies across the country. Ultimately, the authority bestowed upon a position comes from the agency, not necessarily the rank. There is some truth that a sergeant is recognized across the industry as a supervisor level position more than a corporal; this can be beneficial in the event of a litigated incident and beneficial when managing on-scene incidents that involve officers from other agencies. But we would not object to IPD creating this position as an additional layer of authority within the patrol setting. It would not appear prudent to replace a sergeant rank on the organizational chart with corporal but adding them and strategically scheduling them to ensure either a sergeant or corporal were always on duty could be a solution for the agency. We have observed both models and both can work when managed appropriately and efficiently.

Another area in which IPD should stay alert for is what moves the agency should make if and when workload increases. Before adding additional sworn positions there should always be a

discussion about efficiency. Efficiency measures that are in place in agencies around the country include the following:

- Alarm Call Mitigation – Alarm calls can be a significant driver for calls for service in communities throughout the country. Data shows that most alarm calls are false activations, often through user error. Because of this, many agencies have moved the alarm response down the priority scale for response and have instituted alarm ordinances in their communities. Alarm ordinances often require homeowners to secure a permit for an alarm; agencies will limit a response or not respond at all to a permitted alarm once a certain number of false activations occur.
- Reconsideration of what calls to respond to – Many police calls can be considered matters that do not require police attention. For instance, some minor traffic collisions may not require a police investigation. In these cases (and others) police agencies have minimized their response.
- Alternative labor sources – This goes hand-in-hand with the decision to not respond to all calls. Many “legitimate” police calls do not require the response of a sworn officer. Simple reports where reporting parties just need or desire documentation or calls such as the need for traffic control can be handled by civilian employees who work hand-in-hand with the sworn workforce. IPD does have a community service officer assigned to the patrol function. The expanded use of these positions or the addition of CSOs can offset both the need and the cost of sworn officers.

We don't believe IPD is at a workload threshold where significant changes are necessary to how it accomplishes its work. Nor are we implying that all the above points are a good fit for IPD. Indianola PD has the enviable position of providing a “high touch” level of service. This means that the agency has the capacity to put in the extra work to satisfy its community. We use the word “enviable” because many agencies across the country have been forced into a position of demanding more efficiency which often means a reduced level of service from what residents may be used to.

K-9 Unit

As noted previously, the Indianola Police Department currently has one K-9 officer assigned to patrol operations. The department's canine is a 4.5-year-old Belgian Malinois that has been in service since 2023. The use and deployment of the K-9 unit are governed by IPD Policy G4.6.

Since being placed into service, the K-9's deployment activity has been as follows: 29 deployments from April through December 2023, 47 deployments in 2024, and 29 deployments in 2025. These figures reflect consistent utilization of the unit as a patrol support resource.

The canine was acquired through a local Iowa-based working dog provider. The handler and canine team completed an initial basic K-9 training program with the vendor, along with a narcotics certification. In total, the team received approximately 200 hours of initial training. Since deployment, the team has maintained ongoing professional development and currently completes eight hours of training per month to ensure continued proficiency and operational readiness.

K-9 programs in local police departments can be incredibly beneficial. They are considered a vital tool for officer safety, as dogs can help make certain situations safe for police officers. K-9s are significantly better at performing searches than human officers, and they are a great public

relations tool. However, there are some drawbacks to a K-9 program. The K-9s themselves are a significant investment; they require specialized equipment (vehicle outfitting), significantly more training time, resulting in lost on-duty patrol time, and a high level of liability exposure. Agencies need to balance these drawbacks against the need. Based upon our assessment of IPD's K-9 deployment, we believe the current program is appropriately staffed with one K-9.

Traffic Enforcement

Indianola PD data shows that traffic matters are the largest driver of work being performed by IPD officers. Traffic stops is the single highest call type observed in the department data. Traffic accidents are reported about one time per day while traffic stops/enforcement happen about sixteen times per day. On the surface, this is not problematic as long as the motivation behind the traffic stops is traffic safety and education and not just an activity to keep officers busy.

To the greatest extent possible, IPD should be providing its officers data on where traffic accidents are occurring and what is causing those accidents and whether the department is receiving community complaints about traffic. Those metrics should be driving enforcement activity. This does not mean that random traffic enforcement work should not happen and officers should always address dangerous activity when observed. But to the extent possible that the agency can show that most enforcement work is strategy-driven the better; it is also a more defensible position for the department.

Recommendation:

- CPSM recommends that IPD develop traffic enforcement strategies that are data driven. (Recommendation No. 24.)

SECTION 6. OPERATIONS DIVISION

The Operations Division consists of School Resource Officers, Criminal Investigations, training, and the Special Response Team (SRT). It is under the command of an Operations lieutenant. The placement of Criminal Investigations and School Resource Officers under the Operations lieutenant represents a recent organizational change implemented by the newly appointed Chief of Police. Prior to this change, the lieutenant had no direct reports and was primarily responsible for fleet management, training, and IPD's participation in the regional Special Response Team (SRT). Assigning Criminal Investigations and School Resource Officers to this command role reflects a sound organizational decision and aligns with best practices for agencies of IPD's size.

SCHOOL RESOURCE OFFICERS

The Indianola Police Department assigns two sworn police officers to serve as School Resource Officers (SROs) within the City of Indianola. These two officers are responsible for providing safety, security, and law enforcement services to a total of six school campuses. There are also two private schools located within the city limits. The SRO program is funded through a cost-sharing agreement in which the school district pays 50 percent of the cost and the City of Indianola pays the remaining 50 percent. This is actually lower than the national trends for cost-sharing between police departments and school systems. Many SRO agreements are funded at 75-100% by the school district.

Both officers assigned to the SRO role have completed formal SRO training. Each has attended the National Association of School Resource Officers (NASRO) Basic SRO course, and one officer has completed Advanced NASRO training. Both officers have also received ALICE (Alert, Lockdown, Inform, Counter, Evacuate) active shooter response training, ensuring they are prepared to respond to critical incidents in a school environment.

In terms of assignment, one SRO is primarily stationed at the high school, while the other is assigned to the middle school. The two officers share responsibility for coverage at the elementary school with assistance from patrol officers. While the majority of their work hours are spent within the school buildings, the SROs occasionally assist with patrol-related calls for service and may fill in when patrol staffing levels are short. Regardless of assignment, SROs respond to all police incidents occurring on school campuses. Juvenile investigations, however, are handled by the department's detectives.

Both SROs have access to patrol rifles, which are secured in their assigned police vehicles. They wear standard police uniforms while working in the schools. The Operations lieutenant supervises the SROs.

The officers have participated in some collaborative training efforts with school staff, including tabletop exercises designed to review emergency response scenarios and coordination. However, there is currently no organized or regularly scheduled joint training program between SROs and school staff. All patrol officers within the department, including the SROs, have access to a grand-master key that allows entry into Indianola school buildings when needed for emergency purposes.

When an SRO is not on duty, the remaining on-duty SRO may also divide their time between multiple school buildings to ensure continued coverage. There are also four elementary schools in the community. Patrol officers are assigned to those schools.

In addition to their enforcement and safety responsibilities, the SROs are actively involved in prevention and education efforts. One of the SROs teaches the D.A.R.E. program using the revamped curriculum, which emphasizes risk reduction and focuses on helping students understand choices, consequences, and decision-making skills. The SROs also work athletic events held at the schools and adjust their schedules accordingly by flexing their work hours, often coming in later on days when they are assigned to evening games.

Overall, the SRO program in Indianola reflects a cooperative partnership between the school district and the city, with trained officers dedicated to maintaining school safety, fostering positive relationships with students and staff, and supporting both law enforcement and educational goals.

CRIMINAL INVESTIGATIONS (DETECTIVES)

The Criminal Investigations unit of the Indianola Police Department (IPD) consists of three detectives and operates under the command of the Operations lieutenant.

Detectives work a standard weekday schedule of Monday through Friday, from 8:00 a.m. to 4:00 p.m. They rotate on-call responsibilities on a weekly basis, with each detective serving as the on-call investigator every third week. In addition to their investigative duties, detectives periodically fill patrol shifts when patrol staffing levels are insufficient, which can temporarily reduce investigative capacity.

The detectives handle juvenile cases, with the exception of minor incidents occurring on school campuses that are managed by School Resource Officers. IPD detectives also participate in several multi-agency task forces and information-sharing partnerships. The department is an active participant in the Warren County Drug Task Force and the State of Iowa Internet Crimes Against Children (ICAC) Task Force. They are also members of the Mid-States Organized Crime Information Center (MOCIC). IPD provides one of the two full-time detectives assigned to the Warren County Drug Task Force, with the Warren County Sheriff's Office providing the second full-time position. Other county agencies contribute personnel on a part-time or as-needed basis. IPD also participates in the Law Enforcement Intelligence Network (LEIN).

Methamphetamine investigations comprise a significant portion of the task force's work. Task force operations include the use of confidential informants for controlled drug purchases and surveillance activities, with additional IPD personnel assisting as needed. Members of the regional Special Response Team are utilized to support the execution of search warrants. One IPD detective has primary responsibility for narcotics task force work, while also assisting with retail theft cases, which represent one of the department's highest-volume case types due to two large retailers located in the city.

The detectives have access to a wide range of investigative tools and resources, including LeadsOnline, Cellebrite for cellular device analysis, TLO (TruLookup), RISS (Regional Information Sharing System), and other commonly used investigative databases. The department also maintains several drones and has six trained drone pilots available to support investigative and operational needs.

Detectives are assigned to a small suite of offices located in the administrative wing of the police department. Two detectives share a single office, while the third detective occupies an office used primarily for ICAC investigations and cellular phone data extractions using the

Cellebrite system. Currently, only one detective is trained to operate the Cellebrite equipment, creating a potential bottleneck in investigations where digital evidence is critical.

The department has access to two interview rooms equipped with audio and video recording capabilities. However, as noted in the Facilities section of this report, these rooms are not soundproof. Noise from adjacent offices and common areas frequently bleeds into interviews, which can compromise interview quality and create challenges for evidentiary use in court.

Case assignment within the Criminal Investigations unit is not evenly distributed. One detective functions as a general assignment investigator, one is dedicated full time to the Warren County Drug Task Force, and one primarily handles sexual assault cases and ICAC investigations. This structure has created specialization, but it has also resulted in uneven caseloads and limited cross-training among detectives. Clerical staff assist detectives by adding photographs to case files and downloading video evidence. Department policy restricts the addition of photos to case files exclusively to clerical staff.

IPD has a newer four-year rotation policy for detectives, under which investigators return to patrol assignments after completing a four-year term in Criminal Investigations. While CPSM was onsite, one current detective was in the process of returning to patrol due to promotion to sergeant, which will create an opportunity for a patrol officer to be assigned to the division. We applaud IPD for making this change. Rotational policies are a best practice for agencies to ensure experience is spread throughout the department. Additionally, in our experience, four years is an adequate time period for the assignment as it allows for good experience to be gained that can be returned to patrol with the rotation. In fact, most specialized assignments in policing benefit from rotational policies designed to enhance the availability of opportunities to a workforce. For most assignments, 4 years is a good benchmark. One notable exception is the K-9 program in Indianola, where keeping a K-9 with an established handler for the dog's service life is preferable to establishing a new relationship between K-9 and handler.

Patrol officers initially recommend which cases should be assigned to detectives, with the Operations Lieutenant making the final determination as to whether a case remains with patrol for follow-up or is assigned to Criminal Investigations. CPSM team members were advised of an unwritten "one or two subpoena" rule, meaning cases requiring more than one or two subpoenas are typically assigned to detectives, while patrol officers handle all other cases requiring follow-up. This includes patrol officers sending preservation letters to social media companies, cellular providers, and other digital evidence custodians. The Investigations lieutenant reviews and approves detective reports.

Detectives are authorized to close cases independently, although there is an informal process for keeping their supervisor informed of case progress and status. IPD utilizes the TAC10 records management system, which includes a case management module for detectives. However, the system does not currently impose time limits or automated reminders for case review or closure, allowing investigations to remain open indefinitely without supervisory prompts.

The Iowa Division of Criminal Investigation (DCI) aids IPD in homicide investigations and other major or complex incidents, ensuring access to specialized expertise and resources when required.

Overall, the current detective caseload is moderate and well within acceptable standards. A caseload of 25 to 30 cases per month, per detective, is generally considered heavy. IPD detectives average well below this threshold, indicating adequate staffing and available capacity for growth with current staff. Case assignment data for recent years are as follows:

TABLE 6-1: Case Assignment Data, 2022–2024

	2022	2023	2024
Annual	122	73	143
Per Month Average	10	6	12
% Cleared by Arrest	47%	33%	34%

While these numbers reflect manageable workloads, detective caseloads may increase if additional follow-up responsibilities are shifted from patrol to Criminal Investigations, as recommended below.

Recommendations:

- Assign detectives primary responsibility for follow-up investigations involving subpoenas, search warrants, preservation letters, and other complex investigative tasks. Patrol officers should generally limit follow-up to lower-level misdemeanor cases. The current detective staffing level has sufficient capacity to absorb additional investigative workload. (Recommendation No. 25.)
- Due to the size of IPD, transition toward a more generalized detective model in which all three detectives handle a broad range of case types and cases are more evenly distributed. Limited specialization in complex areas such as crimes against children, narcotics, and financial crimes is appropriate, provided that all detectives are cross-trained and capable of handling general investigative assignments. (Recommendation No. 26.)
- Provide Cellebrite training to all detectives and the supervising lieutenant, as cellular phone data is a critical and increasingly common source of evidence in criminal investigations. (Recommendation No. 27.)

PROPERTY AND EVIDENCE MANAGEMENT

Property and evidence management within the Indianola Police Department (IPD) is significantly constrained by facility limitations and space deficiencies, as noted in the Facilities section of this report. The current evidence room is inadequate to meet the operational, security and compliance needs of the department; it presents ongoing challenges for maintaining proper chain of custody and adherence to best practices.

IPD utilizes temporary evidence lockers located in three separate areas on the main floor of the police building. These lockers are equipped with locking mechanisms; however, their dispersed locations do not provide a comprehensive or ideal solution for secure evidence storage.



Despite these limitations, IPD personnel demonstrate a clear effort to manage property and evidence functions to the best of their ability given the resources available. The evidence room, however, is cluttered and lacks an organized, standardized layout. Evidence that fits within plastic storage bins is generally cataloged and stored by the submitting officer and year, rather than by a consistent evidence control numbering system. Sexual assault kits are stored by case number, while firearms are stored in a variety of methods without a uniform approach. This inconsistent cataloging and storage methodology deviates from widely accepted best

practices, which typically require evidence to be logged using a standardized system that includes a unique property or evidence number tied to a specific shelf, bin, or location, and cross-referenced to the associated case number.

During the on-site assessment, a sexual assault report was taken, and it was noted during briefing that bedding collected as evidence was placed in the garage bay area rather than being secured in an evidence locker or properly controlled evidence storage location. This practice poses a significant risk to maintaining an unbroken chain of custody and increases the potential for contamination, loss, or challenges to evidence integrity.

According to IPD leadership and evidence room custodians, a complete inventory of the evidence room has not been conducted in recent history. The absence of a comprehensive, documented inventory increases the risk of misplaced, unaccounted-for, or improperly retained evidence.

The department also lacks adequate space for proper evidence processing. There is no dedicated area for the bagging, tagging, and initial processing of evidence. As a result, a workbench located in the garage bay is used for some evidence processing activities. This same workbench is also used for cleaning firearms and conducting other maintenance tasks. The shared use of this space creates a substantial risk of cross-contamination and is inconsistent with accepted evidence-handling standards.

Evidence custodians currently receive on-the-job training only and have not attended formal property and evidence management courses. While on-the-job training provides practical experience, the lack of standardized, formal instruction increases the likelihood of inconsistent practices and limits the department's ability to fully align with recognized professional standards.

Recommendations:

- Conduct a complete and comprehensive inventory of the evidence room. If possible, IPD should utilize an independent outside group to ensure objectivity and accuracy. The International Association for Property and Evidence (IAPE) may be a valuable resource for identifying qualified individuals or organizations capable of assisting with this process. (Recommendation No. 28.)
- Implement evidence cataloging and storage practices that align with IAPE best practices, including the use of standardized property numbers and designated shelf or location identifiers tied to each evidence item. (Recommendation No. 29.)
- Require evidence custodians to attend formal property and evidence management training through IAPE or another recognized professional training organization to ensure consistency, accountability, and compliance with best practices. (Recommendation No. 30.)

QUARTERMASTER (EQUIPMENT & SUPPLIES)

IPD currently faces significant challenges in managing and storing equipment and supplies due to limited and inefficient use of space. CPSM team members observed ammunition stored openly in multiple areas throughout the building, and patrol long guns were found in an unsecured closet with no locking mechanism. Additional department equipment and supplies were dispersed across various rooms, closets, common areas, and storage spaces.

There is no formal cataloging or inventory system for ammunition, firearms, less-lethal weapons, or other police equipment. Inventory control is effectively nonexistent. While the office manager

performs many tasks typically associated with a quartermaster, most equipment remains accessible to anyone with general access to police department work areas.

A large storage room located in the administrative office area was identified as a possible centralized storage location. With proper modular shelving and structured organization, this space could likely accommodate the department's full inventory.

Recommendations

- As mentioned in the Property & Evidence section of this report, establish a Community Service Officer (CSO) position—utilizing one of the clerical FTE positions—and assign this individual responsibility for quartermaster duties along with evidence custodian duties. (Recommendation No. 31.)
 - The CSO assigned to property and evidence should be the primary custodian of the evidence room. No more than two individuals should have access to the evidence room. A supervisor or other designated employee should serve as a backup evidence custodian to ensure continuity when the primary custodian is on leave or otherwise unavailable.
- Centralize all department equipment and supplies into one or two designated storage rooms, implementing a formal inventory control system and securing these areas appropriately. (Recommendation No. 32.)
- Ensure that equipment routinely needed by patrol personnel is stored in a secured supply room or closet near the patrol workspace. Supervisors should oversee equipment issuance, with regular audits conducted by the quartermaster. (Recommendation No. 33.)



SPECIAL RESPONSE TEAM

The IPD participates in a regional Special Response Team (SRT) which is a multi-agency tactical response unit serving jurisdictions throughout the Des Moines metropolitan area. IPD contributes 5 members to this 11 person team. The Warren County Sheriff's office and Carlisle Police

Department round out the remaining members of the team. IPD also receives services from Metro Star (The Des Moines PD managed tactical team with advanced capabilities).

According to the Metro Star mutual aid agreement, tactical response is a small portion of the vast capabilities of the unit. The agreement spells out that Metro STAR (Special Tactics and Response) Unit provides a Type II Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) tactical response capability, while the Des Moines Bomb Squad provides a Type I bomb mitigation response. In addition, the Des Moines Police Department supplies full-time personnel trained in evidence collection and preservation within hazardous (CBRNE) environments for contaminated crime scene processing. Beyond these guaranteed resources, the Des Moines Police Department may also provide additional specialized capabilities—such as incident command support, high-risk warrant service, crisis negotiation, dive team operations, tactical surveillance, polygraph examinations, and intelligence and investigative support—when requested, subject to personnel availability and departmental discretion.

IPD contributes one sworn officers to Metro STAR for tactical response. Officers are selected, trained, and equipped to respond to high-risk incidents that exceed the capabilities of routine patrol operations, such as high-risk warrant service, and other critical incidents. The team conducts training once per month to maintain tactical proficiency, ensure interoperability among participating agencies, and reinforce standardized response protocols.

IPD oversight of SRT participation is assigned to the Operations lieutenant, who is responsible for coordinating team assignments, monitoring training participation, and serving as the liaison between IPD and Metro STAR leadership. This structure ensures consistent communication, accountability, and alignment between IPD's operational priorities and regional tactical response capabilities.

Based on the description of what IPD officers provide to Metro Star, they operate within a larger Tier 2 team as defined by the National Tactical Officers Association (NTOA) but have more limited roles. The Warren County SRT team that IPD also participates in is a smaller Tier 3 team (tactical response only) per NTOA guidelines. Once-a-month training may fall short of the recommended fourteen to sixteen hours of training per month recommended by NTOA. However, IPD is following best practices by being part of a regional approach for tactical and special response capabilities.

COMMUNITY INVOLVEMENT

IPD actively engages in various community-oriented activities aimed at fostering positive relationships with residents. This includes Coffee with a Cop, outreach in the schools, and presence at community events. One of the key initiatives is the annual "Elves in Blue" event, a Christmas outreach program for children. This event not only provides holiday cheer but also strengthens the bond between IPD officers and community members. Additionally, the department plays a vital role in addressing basic needs by assisting in the distribution of Thanksgiving and Christmas meals to individuals and families facing hardship. There is also a partnership with the Indianola Ministerial Organization, and the department manages a voucher program to assist persons in need under certain circumstances.

IPD has a distinctive symbol of community engagement through the use of themed shoulder patches. These patches serve as visual representations of the department's involvement in various community events and seasonal celebrations. The department regularly updates its shoulder patches to reflect different occasions, such as the "Elves in Blue" initiative, the annual

balloon festival, and other significant community gatherings. This approach not only fosters a sense of unity and pride within the department but also enhances public relations by visibly demonstrating their active participation in community life. One of the key advantages of this initiative is its cost-effectiveness. Instead of sewing patches onto uniforms, IPD utilizes Velcro patches, allowing for quick and easy attachment and removal. This strategy of themed shoulder patches is an innovative way to strengthen community ties that is a great model for other departments to consider.

Despite their outstanding community outreach efforts, the department currently does not leverage volunteers to assist with police services. Across the nation, many police departments have recognized the value of volunteer programs in enhancing service delivery and operational efficiency. These programs typically involve community members volunteering in various capacities, such as administrative support within police stations, traffic management during public events, patrols in parks, and participation in community outreach initiatives. Implementing a volunteer program can help free officers from routine tasks, allowing them to focus on core policing responsibilities and emergency response.

Furthermore, establishing a Citizens Police Academy (CPA) can serve as an effective tool for community engagement and transparency. A CPA provides an educational platform wherein residents gain insight into police operations, fostering mutual understanding and trust. It offers a two-way learning experience: the police department demystifies its work by sharing operational insights, and community members communicate their concerns and expectations. Typically lasting from eight to twelve weeks, these programs meet once a week and include classroom instruction as well as hands-on experiences on various police functions. Many programs also feature ride-alongs, where participants accompany officers on patrol, gaining firsthand experience of law enforcement duties.

Recommendation:

- The department should explore establishing a volunteer program using the development of a Citizens Police Academy program as a springboard. (Recommendation No. 34.)

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SECTION 7. SUMMARY

Overall, our assessment team had a very favorable opinion of the Indianola community and the Indianola Police Department. We believe it is a police department striving to be contemporary and to provide a high level of service that suits the needs of the community it serves.

We have made several recommendations in this report that we believe will enhance the operational effectiveness of the IPD. Some recommendations can be implemented with minimal effort, while others may require significant effort and investment. The fact that there are several recommendations is in no way an indictment of the department, as this is normal in all of our assessment reports. As noted, we have a high opinion of IPD; our general approach is to report on the “as-is” status of an agency and make recommendations that we believe will improve the department overall.

These reports are always intended to identify proper staffing. Although this report makes a few recommendations regarding staffing and positions, in general, we believe the department is appropriately staffed. At minimum, the workload and policing dynamics are manageable with the current staffing.

We further recognize that implementing many of the recommendations in this report, should the Indianola Police Department choose to do so, will take weeks, months, and in some cases years. We would encourage the city and department leadership to work together on identifying those recommendations that are most critical. Also, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report follows. While the more pertinent aspects of that analysis are embedded in the preceding Operational Assessment, readers are encouraged to review the data analysis report in its entirety as it does provide additional data points and context not included in the general assessment above.

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SECTION 8. DATA ANALYSIS

This data analysis on the police patrol operations for the Indianola Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to the patrol division, which constitutes a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data extracted by the Indianola Police Department through its connection to the Warren County Communications Center's computer-aided dispatch (CAD) system.

CPSM collected data for a one-year period of October 1, 2024, to September 30, 2025. The majority of the first section of the report, concluding with Table 7-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2025, or winter, and the second period is from July 7 through August 28, 2025, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event, as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based on its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than thirty seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get the total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Indianola's dispatch data. We made assumptions and decisions to address these issues.

- 942 events (about 7 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 155 different event descriptions, which we condensed into 20 categories for our tables and 11 categories for our

figures (shown in Chart 1). Table 7-20 in the appendix shows how each call description was categorized.

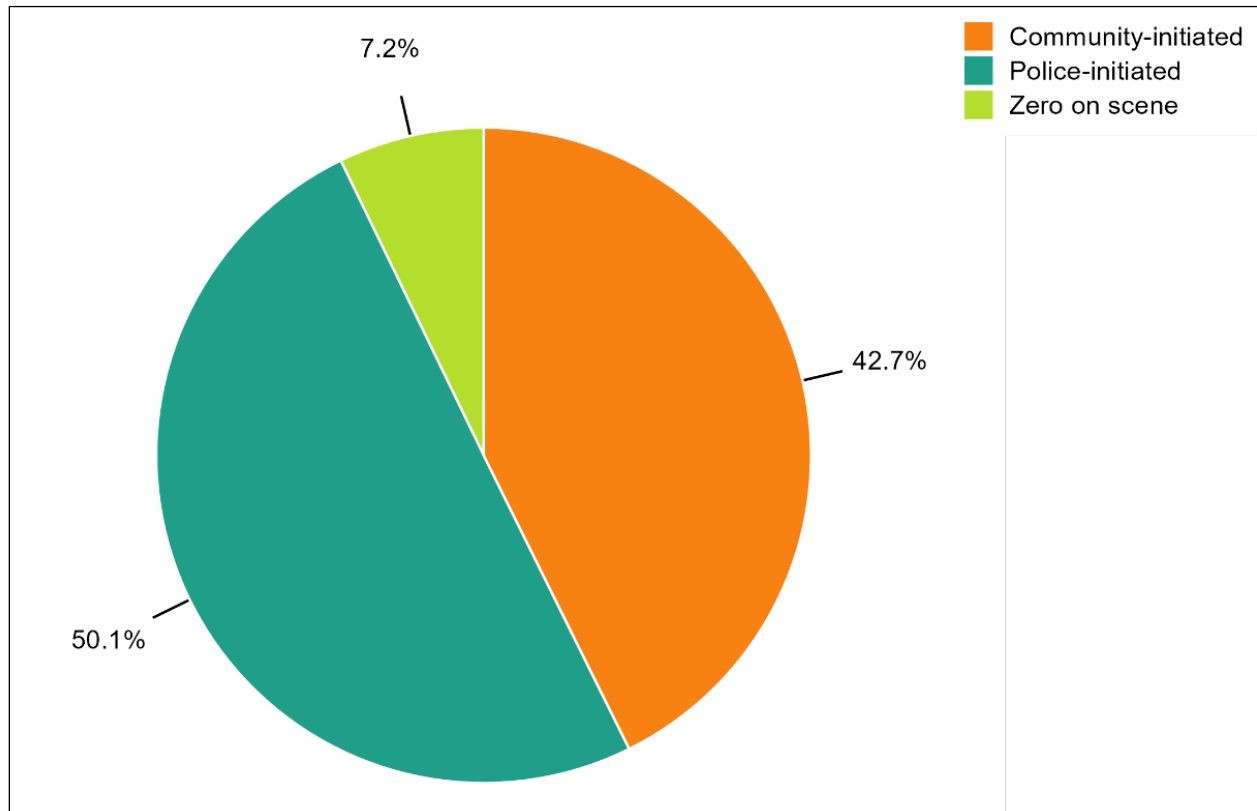
From October 1, 2024, to September 30, 2025, the Communications Center recorded 13,103 calls that were assigned call numbers with a responding patrol unit. When measured daily, the department was dispatched to an average of 36 patrol-related events per day, approximately 7 percent of which (three per day) had fewer than thirty seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 7-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist – medical & fire	Assist
Assist – other	
Check	Check
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal call	General noncriminal
Civil problem	
Juvenile call	
Mental health	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Violation	Violation

FIGURE 7-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 13,103 events.

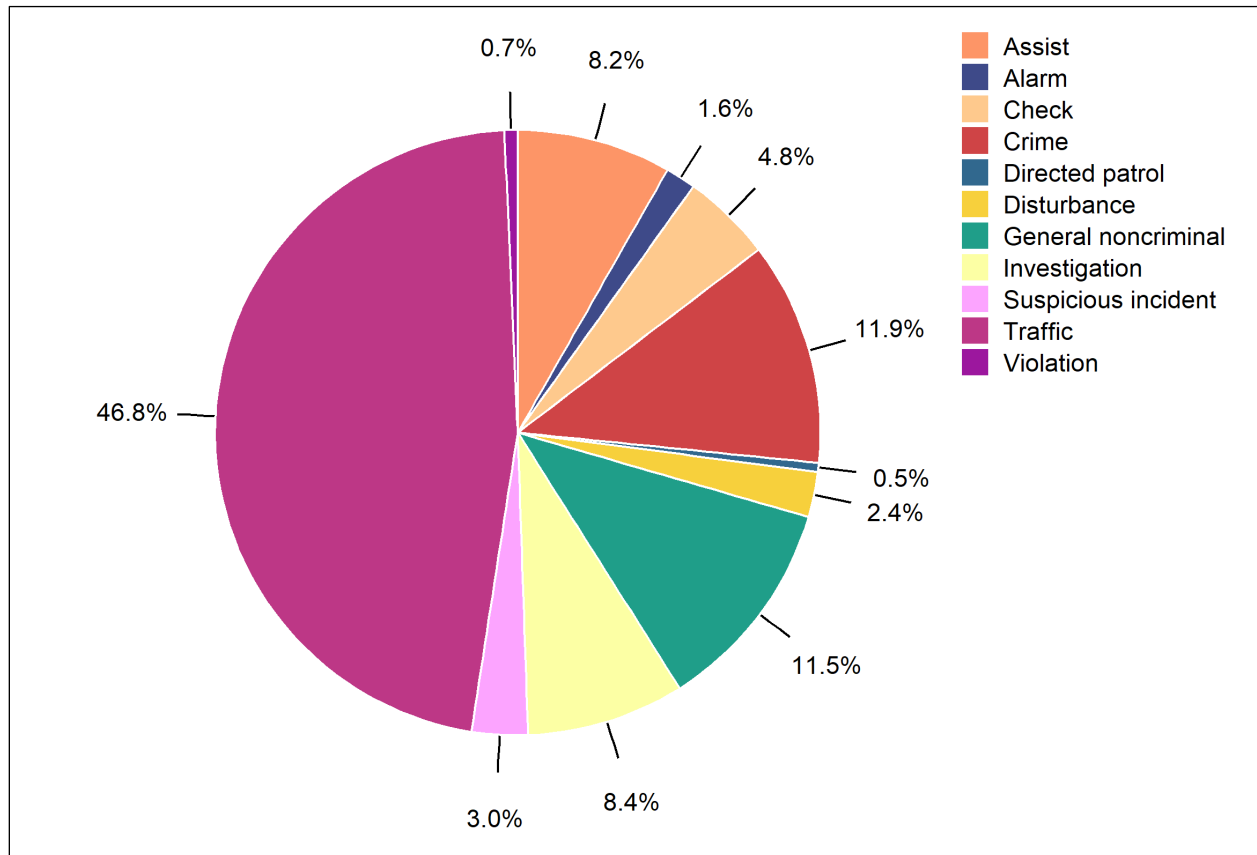
TABLE 7-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,591	15.3
Police-initiated	6,570	18.0
Zero on scene	942	2.6
Total	13,103	35.9

Observations:

- 7 percent of the events had zero time on scene.
 - The top three descriptions were "theft report," "assistance of any kind," and "traffic stop." These accounted for 37 percent of zero-on-scene events.
 - On average, the patrol units spent 0.2 minutes per zero-on-scene event. This means that these events accounted for 0.01 work hours per day.
- 50 percent of all events were police-initiated.
- 43 percent of all events were community-initiated.
- There was an average of 36 events per day, or 1.5 per hour.

FIGURE 7-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-2: Events per Day, by Category

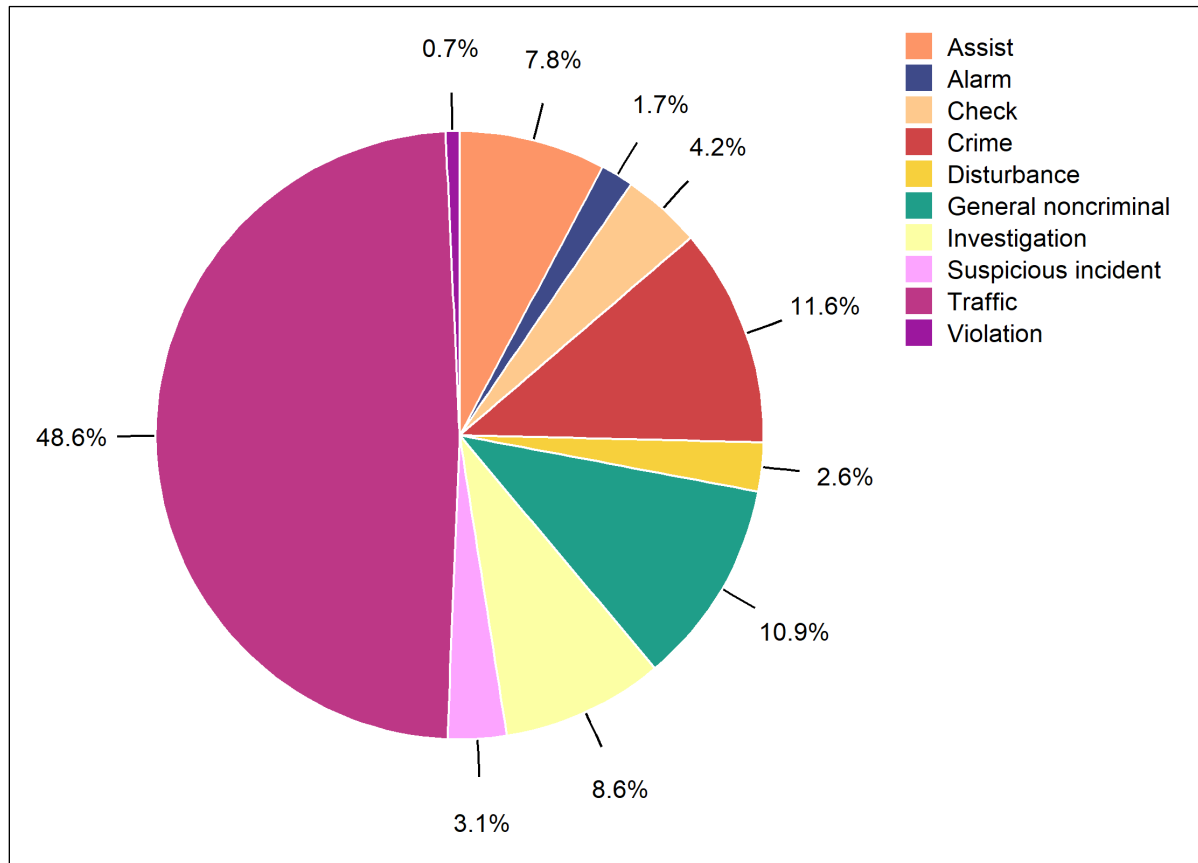
Category	Total Events	Events per Day
Accident	394	1.1
Alarm	212	0.6
Animal call	237	0.6
Assist – medical & fire	248	0.7
Assist – other	831	2.3
Check	630	1.7
Civil problem	269	0.7
Crime against persons	421	1.2
Crime against property	879	2.4
Crime against society	264	0.7
Directed patrol	64	0.2
Disturbance	316	0.9
Investigation	1,106	3.0
Juvenile call	383	1.0
Mental health	195	0.5
Miscellaneous	425	1.2
Suspicious incident	392	1.1
Traffic enforcement	975	2.7
Traffic stop	4,769	13.1
Violation	93	0.3
Total	13,103	35.9

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 70 percent of events:
 - 47 percent of events were traffic-related.
 - 12 percent of events were crimes.
 - 12 percent of events were general noncriminal incidents.

FIGURE 7-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	391	1.1
Alarm	209	0.6
Animal call	209	0.6
Assist – medical & fire	245	0.7
Assist – other	701	1.9
Check	510	1.4
Civil problem	263	0.7
Crime against persons	409	1.1
Crime against property	742	2.0
Crime against society	259	0.7
Disturbance	314	0.9
Investigation	1,045	2.9
Juvenile call	347	1.0
Mental health	190	0.5
Miscellaneous	315	0.9
Suspicious incident	379	1.0
Traffic enforcement	834	2.3
Traffic stop	4,667	12.8
Violation	90	0.2
Total	12,119	33.2

Note: The focus here is on recorded calls rather than recorded events. We removed 942 events with zero time on scene and another 42 directed patrol activities.

Observations:

- There was an average of 33.2 calls per day, or 1.4 per hour.
- The top three categories accounted for 71 percent of calls:
 - 49 percent of calls were traffic-related.
 - 12 percent of calls were crimes.
 - 11 percent of calls were general noncriminal incidents.

FIGURE 7-4: Calls per Day, by Initiator and Month

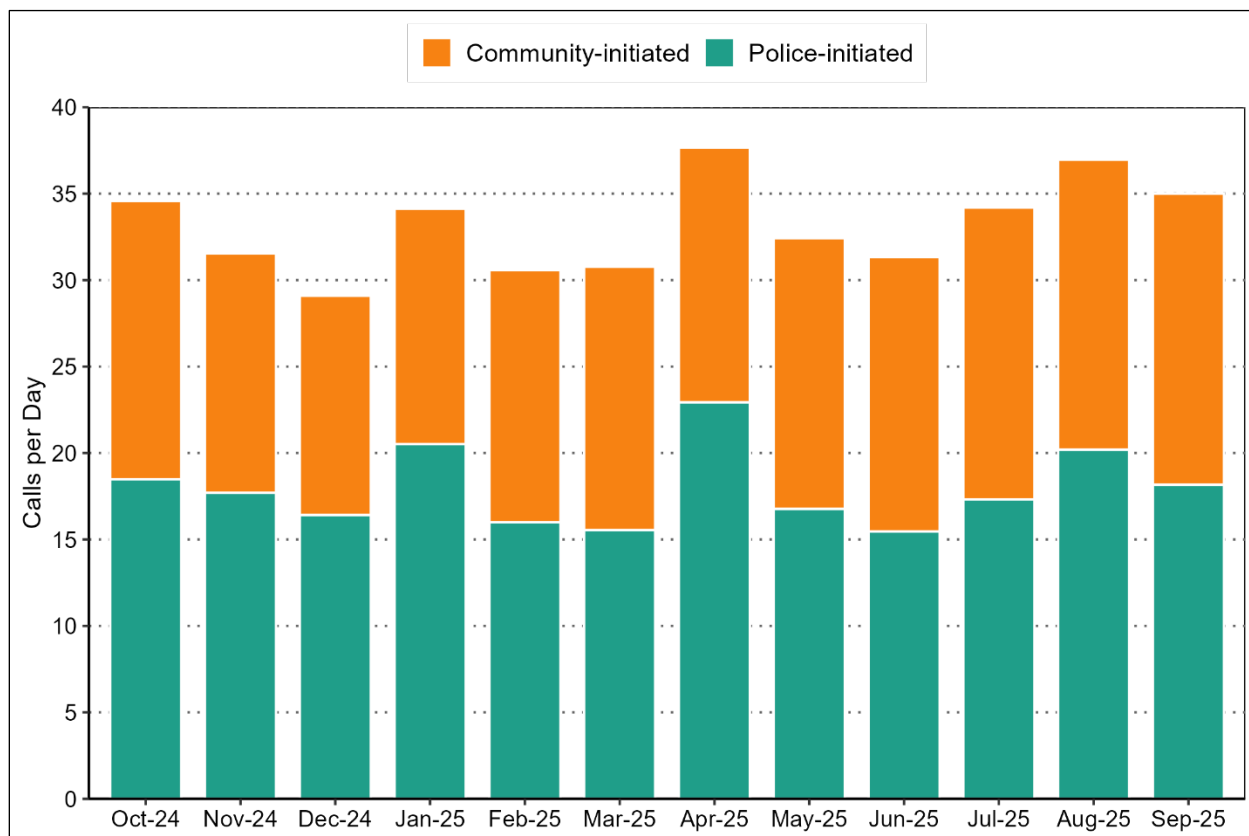


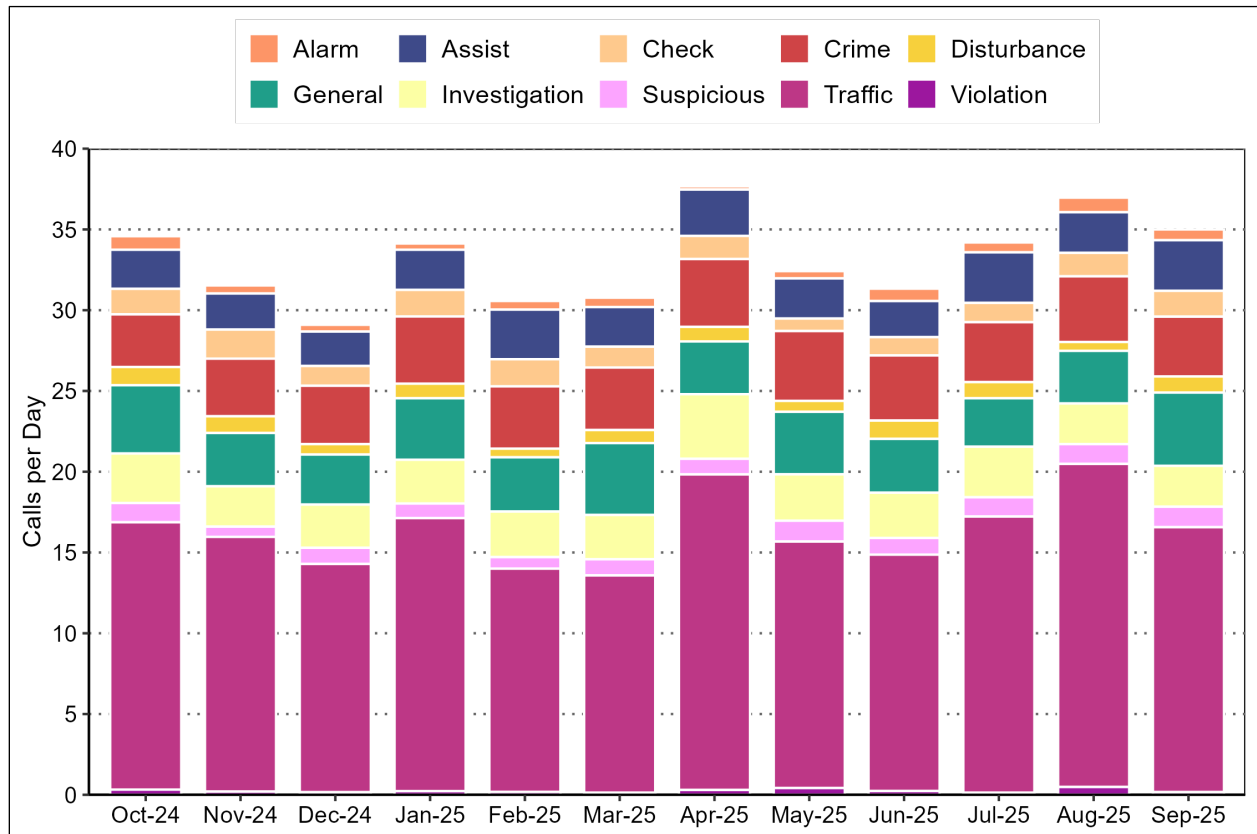
TABLE 7-4: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	16.1	13.8	12.7	13.6	14.6	15.2	14.7	15.6	15.9	16.9	16.8	16.8
Police	18.5	17.7	16.4	20.5	16.0	15.5	22.9	16.8	15.5	17.3	20.2	18.2
Total	34.6	31.5	29.1	34.1	30.6	30.8	37.7	32.4	31.3	34.2	37.0	35.0

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in April.
- The month with the most calls had 29 percent more calls than the month with the fewest calls.
- April had the most police-initiated calls, with 48 percent more than March and June, which had the fewest.
- July, August, and September had the most community-initiated calls, with 33 percent more than December, which had the fewest.

FIGURE 7-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-5: Calls per Day, by Category and Month

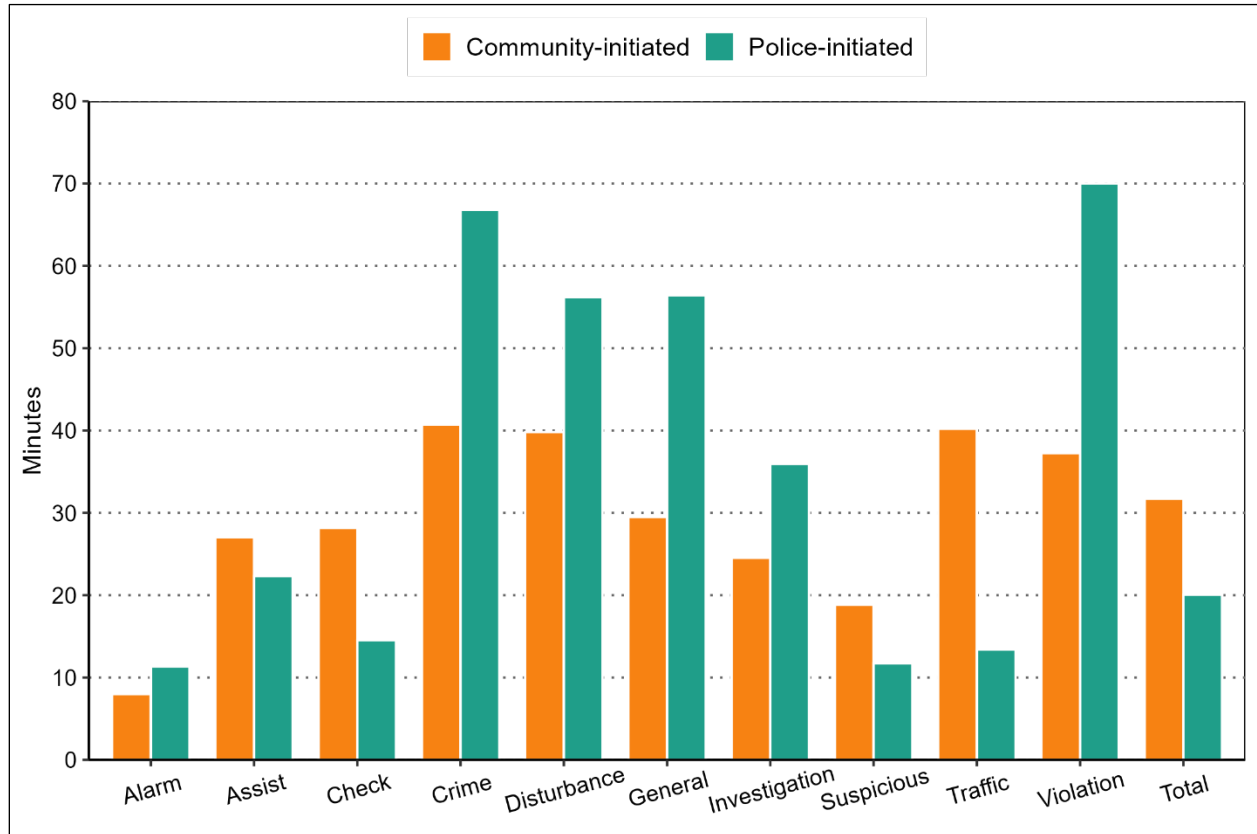
Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	1.5	1.2	1.0	0.8	1.1	1.1	1.1	0.9	0.9	1.3	1.0	1.0
Alarm	0.8	0.5	0.4	0.4	0.5	0.6	0.2	0.5	0.8	0.6	0.9	0.7
Animal call	0.7	0.6	0.5	0.6	0.4	0.5	0.4	0.8	0.8	0.4	0.5	0.6
Assist – medical & fire	0.5	0.5	0.4	0.5	1.0	0.8	0.7	0.6	0.6	0.9	0.7	0.8
Assist – other	1.9	1.8	1.7	2.0	2.0	1.7	2.2	1.8	1.7	2.2	1.8	2.3
Check	1.6	1.8	1.2	1.6	1.7	1.3	1.4	0.8	1.1	1.2	1.5	1.6
Civil problem	0.6	0.4	0.5	0.8	0.6	0.9	0.6	0.9	0.7	0.8	0.8	1.0
Crime against persons	1.2	0.9	0.8	1.5	1.2	1.2	1.0	1.1	1.0	0.8	1.2	1.5
Crime against property	1.5	1.9	1.7	1.8	1.8	2.2	2.4	2.5	2.5	2.3	2.4	1.4
Crime against society	0.5	0.8	1.1	0.9	0.9	0.5	0.8	0.7	0.6	0.6	0.4	0.8
Disturbance	1.1	1.0	0.6	0.9	0.5	0.8	0.9	0.7	1.1	1.0	0.5	1.0
Investigation	3.1	2.5	2.7	2.7	2.8	2.7	4.0	2.9	2.8	3.1	2.5	2.5
Juvenile call	1.1	1.2	1.0	1.0	1.4	1.4	1.2	0.8	0.4	0.4	0.4	1.3
Mental health	0.5	0.5	0.4	0.3	0.4	0.6	0.3	0.6	0.5	0.8	0.4	0.7
Miscellaneous	1.2	0.6	0.6	1.1	0.6	1.1	0.7	0.7	0.8	0.6	1.2	1.0
Suspicious incident	1.2	0.6	1.0	0.9	0.7	1.0	1.0	1.3	1.0	1.2	1.2	1.3
Traffic enforcement	2.8	1.9	1.4	1.7	2.5	1.7	2.5	2.5	2.5	2.6	2.8	2.5
Traffic stop	12.3	12.6	11.7	14.4	10.2	10.7	16.0	11.8	11.2	13.2	16.2	12.9
Violation	0.3	0.2	0.2	0.2	0.2	0.1	0.3	0.4	0.2	0.1	0.5	0.2
Total	34.6	31.5	29.1	34.1	30.6	30.8	37.7	32.4	31.3	34.2	37.0	35.0

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 69 and 74 percent of calls throughout the year:
 - Traffic calls averaged between 13.5 and 20.0 calls per day throughout the year.
 - Crime calls averaged between 3.3 and 4.3 calls per day throughout the year.
 - General noncriminal calls averaged between 3.0 and 4.5 calls per day throughout the year.
- Crime calls accounted for 9 to 13 percent of total calls.

FIGURE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

TABLE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator

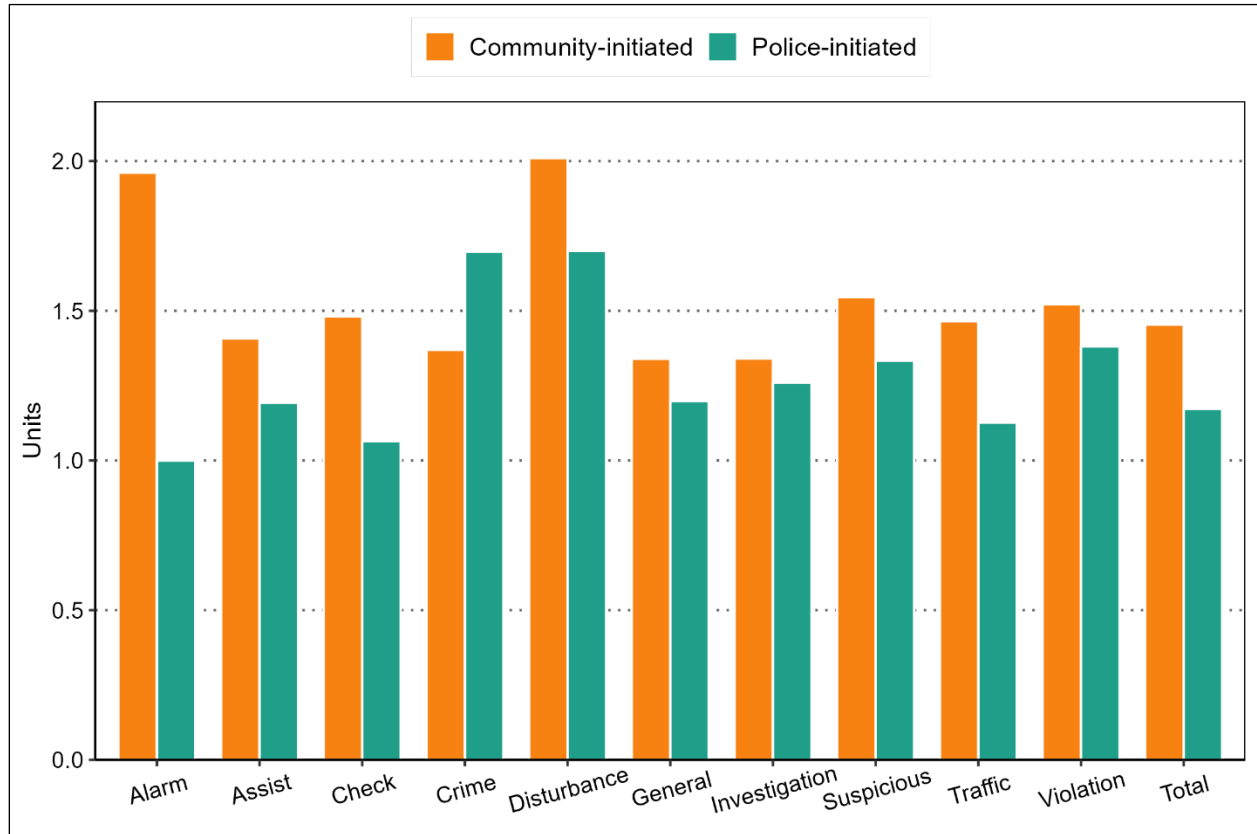
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	58.9	363	36.9	28
Alarm	8.0	206	11.4	3
Animal call	23.3	192	14.4	17
Assist – medical & fire	32.3	242	16.2	3
Assist – other	25.0	621	22.6	80
Check	28.2	291	14.5	219
Civil problem	27.2	246	74.8	17
Crime against persons	47.4	360	123.8	49
Crime against property	34.4	585	35.1	157
Crime against society	49.9	138	84.9	121
Disturbance	39.8	294	56.2	20
Investigation	24.6	584	35.9	461
Juvenile call	31.5	162	62.5	185
Mental health	48.4	184	75.5	6
Miscellaneous	20.9	238	45.5	77
Suspicious incident	18.8	271	11.7	108
Traffic enforcement	27.2	508	41.3	326
Traffic stop	16.0	6	11.3	4,661
Violation	37.3	69	70.0	21
Weighted Average/Total Calls	31.7	5,560	20.1	6,559

Note: The information in Figure 7-6 and Table 7-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 8 to 70 minutes overall.
- The longest average times were for police-initiated violation calls.
- The average time spent on crime calls was 41 minutes for community-initiated calls and 67 minutes for police-initiated calls.

FIGURE 7-7: Number of Responding Units, by Initiator and Category

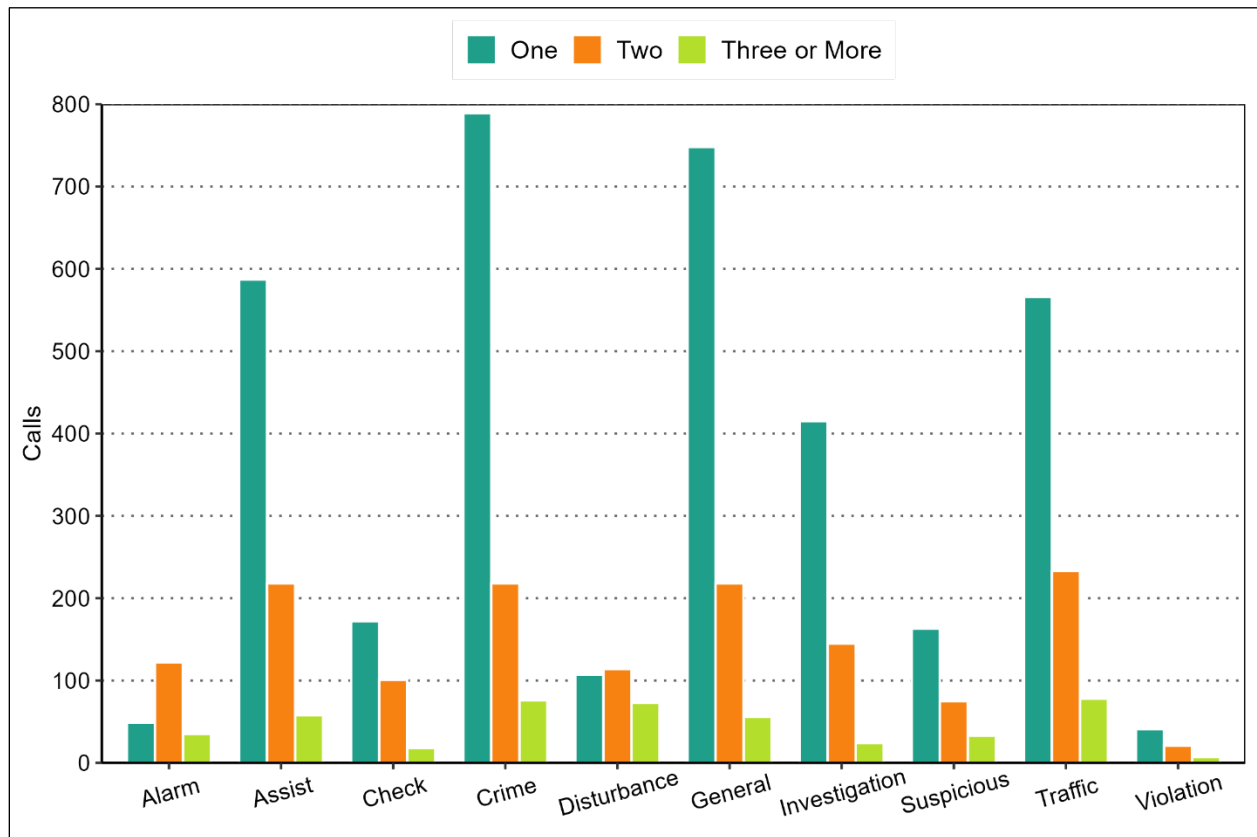


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1. The information in Figure 7-7 and Table 7-7 is limited to calls and excludes events with zero time on scene.

TABLE 7-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	363	1.5	28
Alarm	2.0	206	1.0	3
Animal call	1.2	192	1.3	17
Assist – medical & fire	1.8	242	1.0	3
Assist – other	1.3	621	1.2	80
Check	1.5	291	1.1	219
Civil problem	1.2	246	1.5	17
Crime against persons	1.3	360	1.3	49
Crime against property	1.3	585	1.4	157
Crime against society	1.6	138	2.3	121
Disturbance	2.0	294	1.7	20
Investigation	1.3	584	1.3	461
Juvenile call	1.4	162	1.1	185
Mental health	1.8	184	1.3	6
Miscellaneous	1.2	238	1.3	77
Suspicious incident	1.5	271	1.3	108
Traffic enforcement	1.4	508	1.3	326
Traffic stop	1.3	6	1.1	4,661
Violation	1.5	69	1.4	21
Weighted Average/Total Calls	1.5	5,560	1.2	6,559

FIGURE 7-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

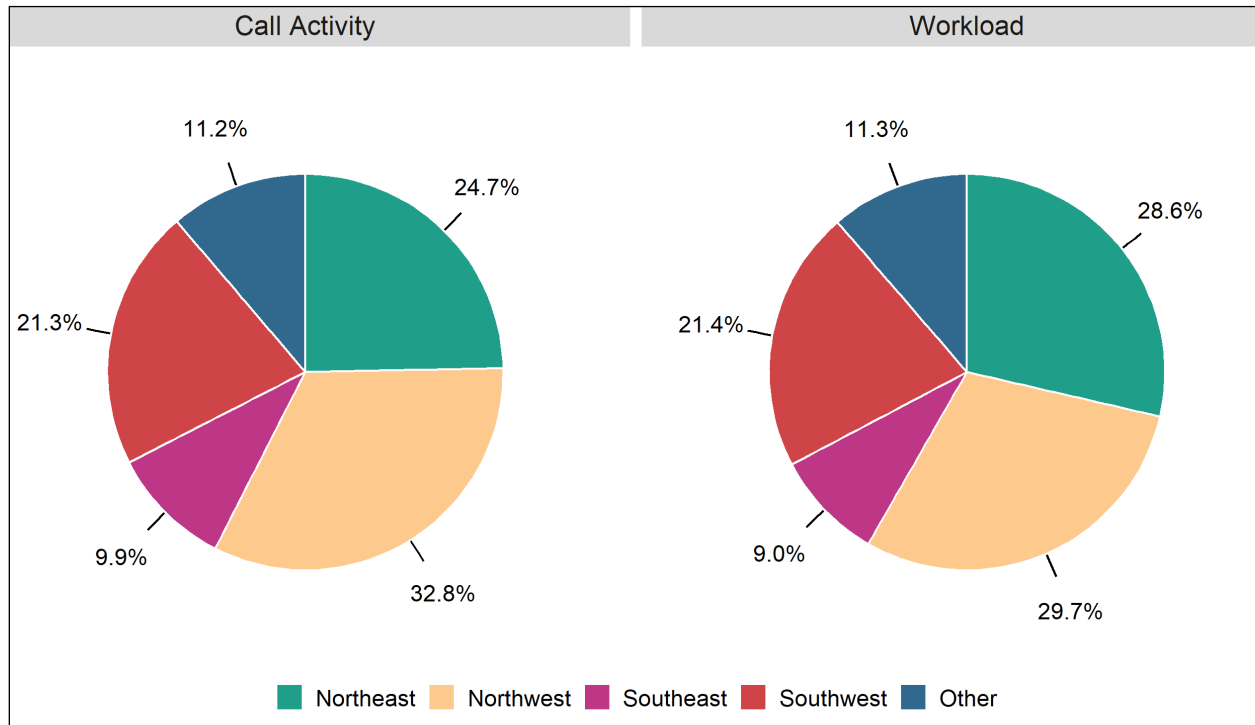
TABLE 7-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	229	100	34
Alarm	49	122	35
Animal call	148	43	1
Assist – medical & fire	104	98	40
Assist – other	483	120	18
Check	172	101	18
Civil problem	210	33	3
Crime against persons	274	63	23
Crime against property	437	114	34
Crime against society	78	41	19
Disturbance	107	114	73
Investigation	415	145	24
Juvenile call	106	43	13
Mental health	82	68	34
Miscellaneous	202	31	5
Suspicious incident	163	75	33
Traffic enforcement	333	131	44
Traffic stop	4	2	0
Violation	41	21	7
Total	3,637	1,465	458

Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 1.5 for community-initiated calls.
- The mean number of responding units was as high as 2.0 for disturbance calls that were community-initiated.
- 65 percent of community-initiated calls involved one responding unit.
- 26 percent of community-initiated calls involved two responding units.
- 8 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved traffic-related calls.

FIGURE 7-9: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls without recorded zones (inside and outside of Indianola and unknown).

TABLE 7-9: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
Northeast	8.2	5.4
Northwest	10.9	5.6
Southeast	3.3	1.7
Southwest	7.1	4.0
Zone Subtotal	29.5	16.7
Headquarters	1.9	1.0
Indianola	0.4	0.2
Out of the city	0.8	0.4
Unknown	0.7	0.5
Other Subtotal	3.7	2.1
Total	33.2	18.8

Observations:

- Northwest had the most calls at 33 percent of total calls.
- Northwest had the most workload at 30 percent of the total workload.

FIGURE 7-10: Percentage Calls and Work Hours, by Category, Winter

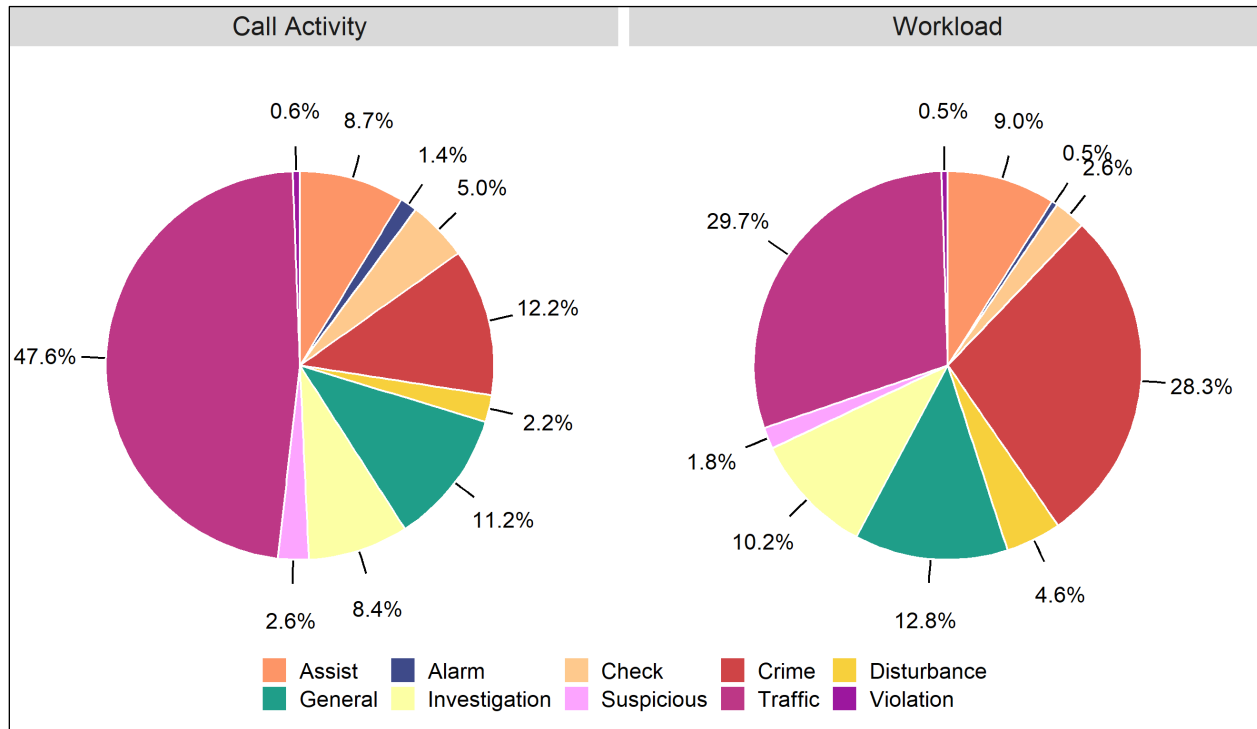


TABLE 7-10: Calls and Work Hours per Day, by Category, Winter

Category	Per Day	
	Calls	Work Hours
Accident	1.0	1.6
Alarm	0.5	0.1
Animal call	0.5	0.3
Assist – medical & fire	0.8	0.6
Assist – other	2.1	1.3
Check	1.6	0.6
Civil problem	0.7	0.3
Crime against persons	1.3	3.1
Crime against property	1.8	1.4
Crime against society	0.9	1.4
Disturbance	0.7	1.0
Investigation	2.7	2.1
Juvenile call	1.2	1.1
Mental health	0.4	0.5
Miscellaneous	0.9	0.5
Suspicious incident	0.8	0.4
Traffic enforcement	2.1	1.9
Traffic stop	12.5	2.7
Violation	0.2	0.1
Total	32.7	20.9

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average daily workload was higher in winter than in summer.
- Total calls averaged 33 per day, or 1.4 per hour.
- Total workload averaged 21 hours per day, meaning that on average, 0.9 units per hour were busy responding to calls.
- Traffic calls constituted 48 percent of calls and 30 percent of the workload.
- Crime calls constituted 12 percent of calls and 28 percent of the workload.
- General noncriminal calls constituted 11 percent of calls and 13 percent of the workload.
- These top three categories constituted 71 percent of calls and workload.

FIGURE 7-11: Percentage Calls and Work Hours, by Category, Summer

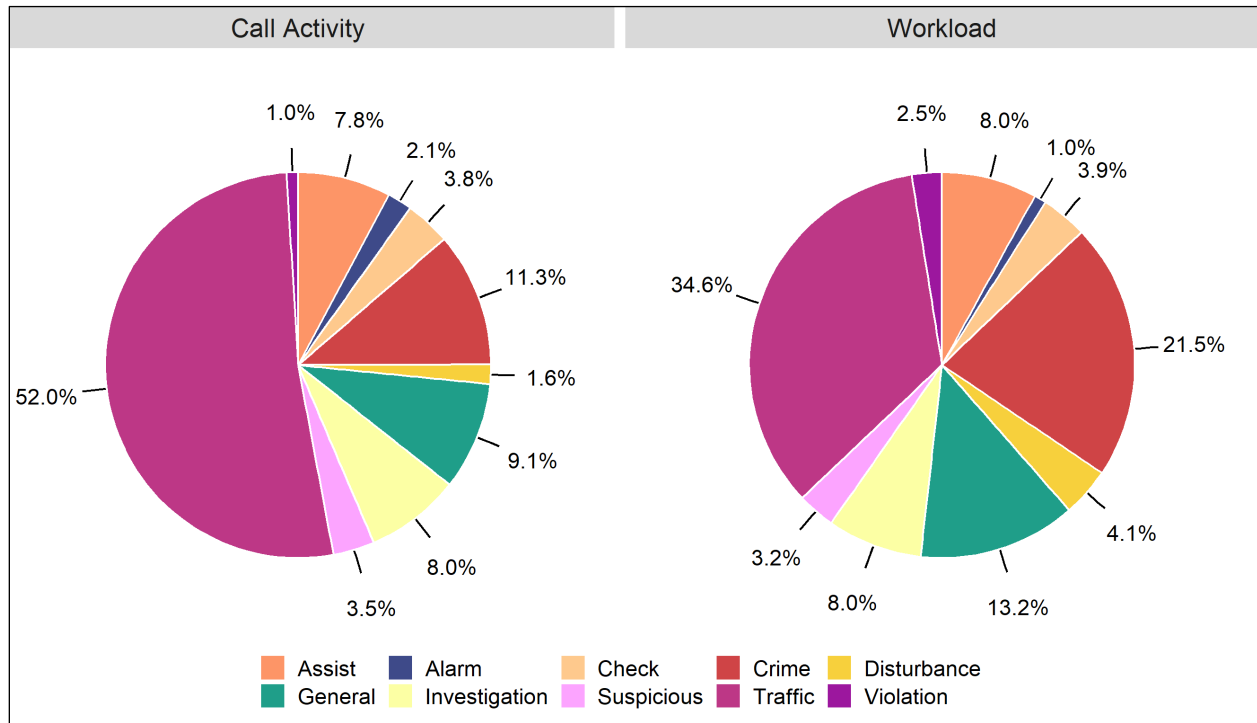


TABLE 7-11: Calls and Work Hours per Day, by Category, Summer

Category	Per Day	
	Calls	Work Hours
Accident	1.2	1.2
Alarm	0.7	0.2
Animal call	0.5	0.1
Assist – medical & fire	0.8	0.4
Assist – other	2.0	0.8
Check	1.4	0.6
Civil problem	0.9	0.4
Crime against persons	1.1	0.9
Crime against property	2.4	1.6
Crime against society	0.5	0.9
Disturbance	0.6	0.6
Investigation	2.8	1.3
Juvenile call	0.4	0.2
Mental health	0.5	0.9
Miscellaneous	0.9	0.4
Suspicious incident	1.2	0.5
Traffic enforcement	2.7	1.5
Traffic stop	14.6	2.8
Violation	0.3	0.4
Total	35.5	15.8

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- Total calls averaged 35 per day, or 1.5 per hour.
- Total workload averaged 16 hours per day, meaning that on average, 0.7 units per hour were busy responding to calls.
- Traffic calls constituted 52 percent of calls and 35 percent of the workload.
- Crime calls constituted 11 percent of calls and 22 percent of the workload.
- General noncriminal calls constituted 9 percent of calls and 13 percent of the workload.
- These top three categories constituted 72 percent of calls and 69 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

In the period of October 1, 2024, to September 30, 2025, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided, and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than thirty seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 598 activities remained. These activities had an average duration of 55.0 minutes.

In this section, we report out-of-service activities and workload by description. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 7-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	88.0	255
Court related	57.2	21
At jail	18.8	41
Out at office	33.8	102
Vehicle maintenance	30.2	31
Administrative – Weighted Average/Total Activities	64.0	450
Personal – Break (meal)	27.8	148
Weighted Average/Total Activities	55.0	598

Observations:

- The most common out-of-service activities were “busy.”
- The personal activities were for breaks and mostly for meal breaks.

FIGURE 7-12: Activities per Day, by Month

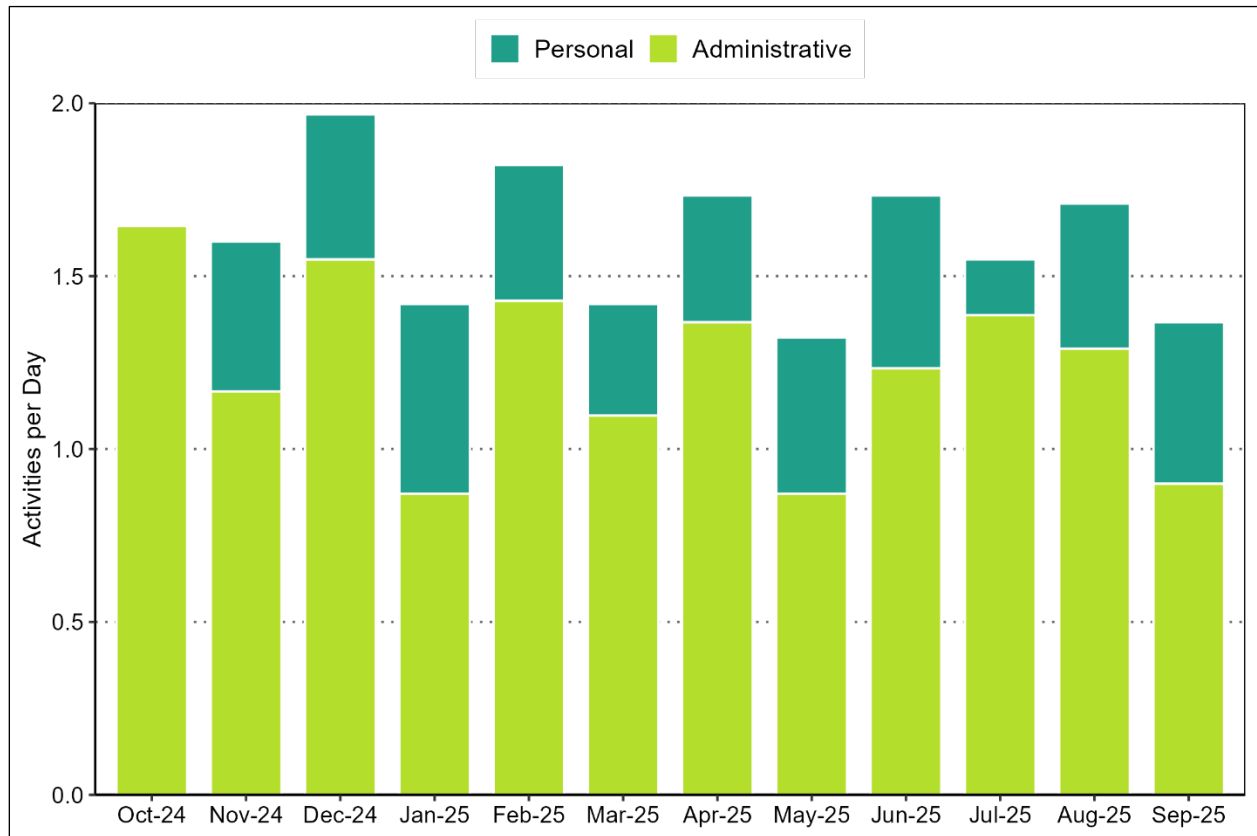


TABLE 7-13: Activities per Day, by Month

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Administrative	1.6	1.2	1.5	0.9	1.4	1.1	1.4	0.9	1.2	1.4	1.3	0.9
Personal	0.4	0.4	0.4	0.5	0.4	0.3	0.4	0.5	0.5	0.2	0.4	0.5
Total	2.0	1.6	2.0	1.4	1.8	1.4	1.7	1.3	1.7	1.5	1.7	1.4

Observations:

- The number of activities per day was the lowest in May.
- The number of activities per day was highest in December.

FIGURE 7-13: Activities per Day, by Day of Week

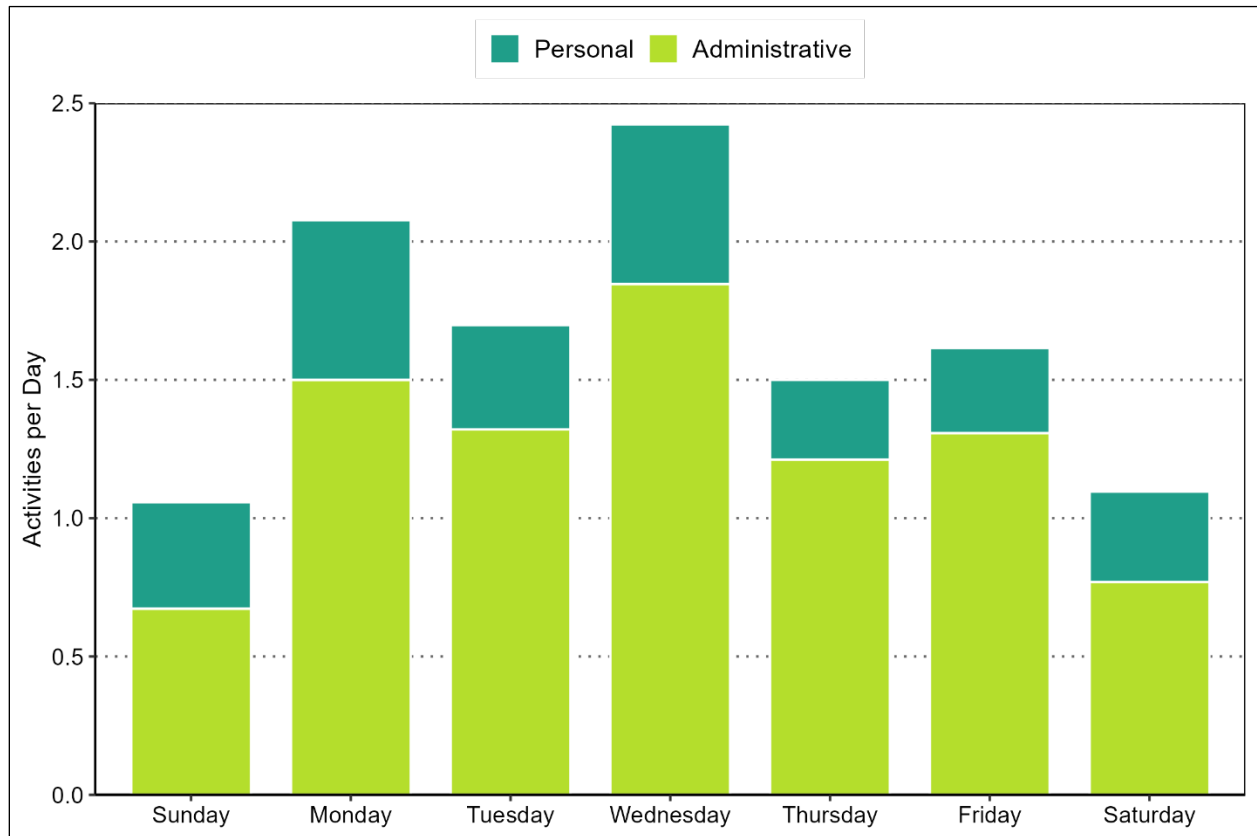


TABLE 7-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Total
Sunday	0.7	0.4	1.1
Monday	1.5	0.6	2.1
Tuesday	1.3	0.4	1.7
Wednesday	1.8	0.6	2.4
Thursday	1.2	0.3	1.5
Friday	1.3	0.3	1.6
Saturday	0.8	0.3	1.1
Weekly Average	1.2	0.4	1.6

Observations:

- The number of out-of-service activities per day was lowest on weekends.
- The number of out-of-service activities per day was highest on Wednesdays.

FIGURE 7-14: Activities per Day, by Hour of Day

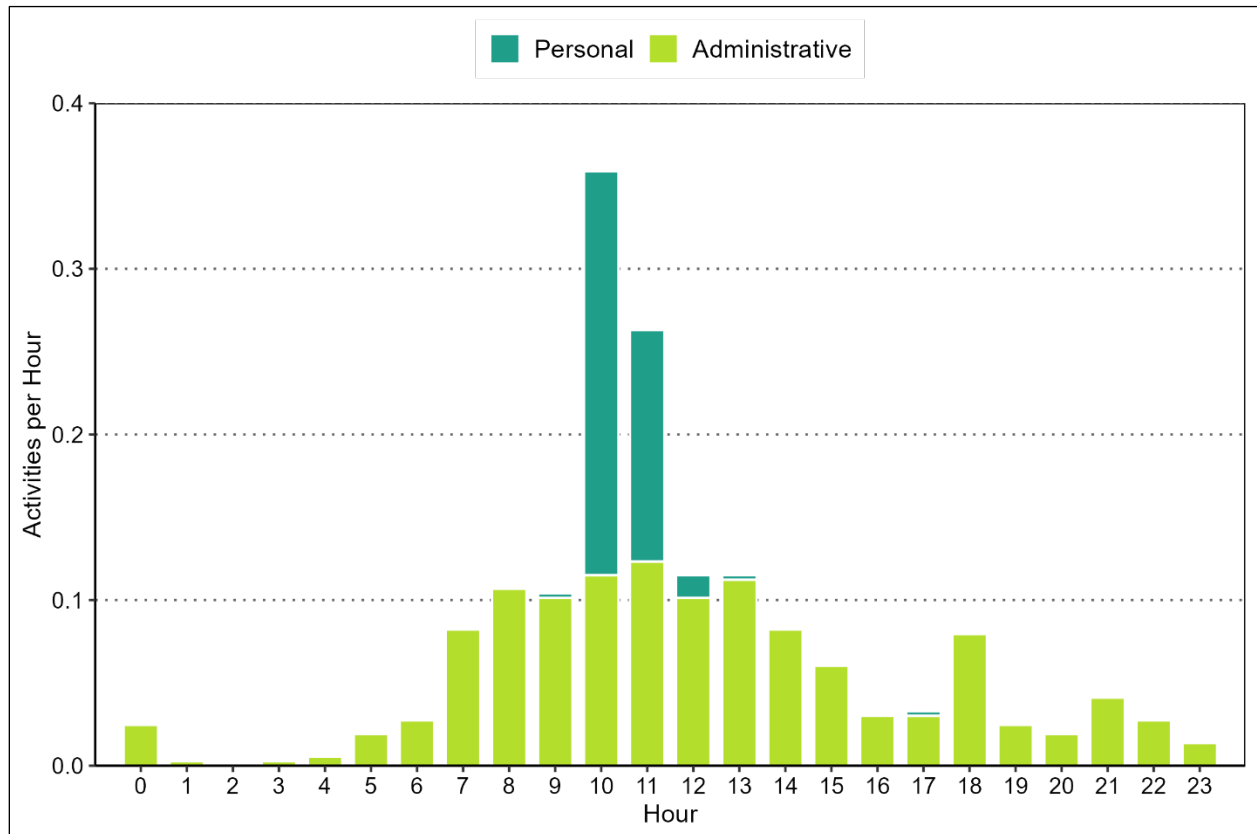


TABLE 7-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.00	0.02	0.02
1	0.00	0.00	0.00
2	0.00	0.00	0.00
3	0.00	0.01	0.01
4	0.00	0.02	0.02
5	0.00	0.03	0.03
6	0.00	0.08	0.08
7	0.00	0.11	0.11
8	0.00	0.10	0.10
9	0.24	0.12	0.36
10	0.14	0.12	0.26
11	0.01	0.10	0.12
12	0.00	0.11	0.12
13	0.00	0.08	0.08
14	0.00	0.06	0.06
15	0.00	0.03	0.03
16	0.00	0.03	0.03
17	0.00	0.08	0.08
18	0.00	0.02	0.02
19	0.00	0.02	0.02
20	0.00	0.04	0.04
21	0.00	0.03	0.03
22	0.00	0.01	0.01
23	0.02	0.05	0.07
Hourly Average	0.00	0.02	0.02

Observations:

- The number of activities per hour was lowest between 1:00 a.m. and 3:00 a.m.
- The number of activities per hour was highest between 10:00 a.m. and 11:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2025) and eight weeks in summer (July 7 through August 28, 2025). The department's main patrol force consists of patrol officers and patrol sergeants, operating on 10-hour shifts starting at 6:00 a.m., 3:00 p.m., and 9:00 p.m. The police department's main patrol force deployed an average of 3.2 units per hour during the 24-hour day in winter and 2.9 units per hour in summer. When the DARE unit and K-9 units are included, the department averaged 3.6 units per hour during the 24-hour day in winter and 3.2 units per hour during the 24-hour day in summer.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for the winter and summer.

#

FIGURE 7-15: Deployed Units, Weekdays, Winter

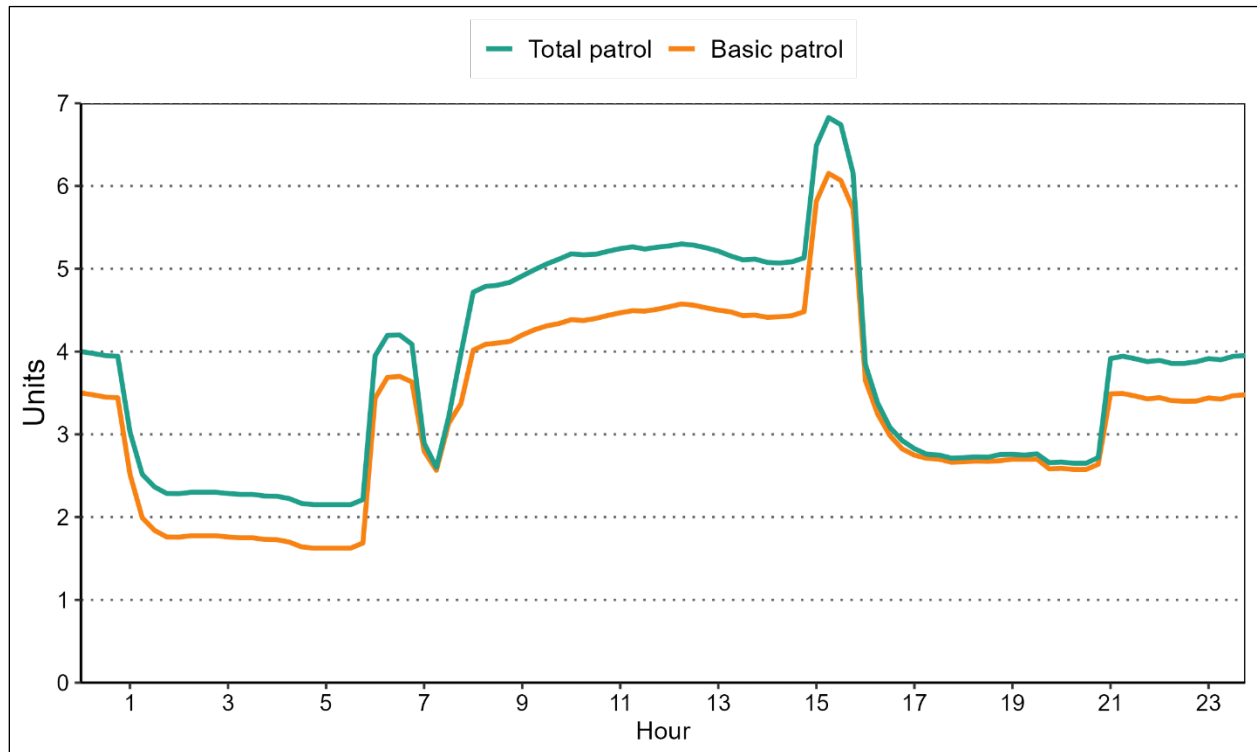


FIGURE 7-16: Deployed Units, Weekends, Winter

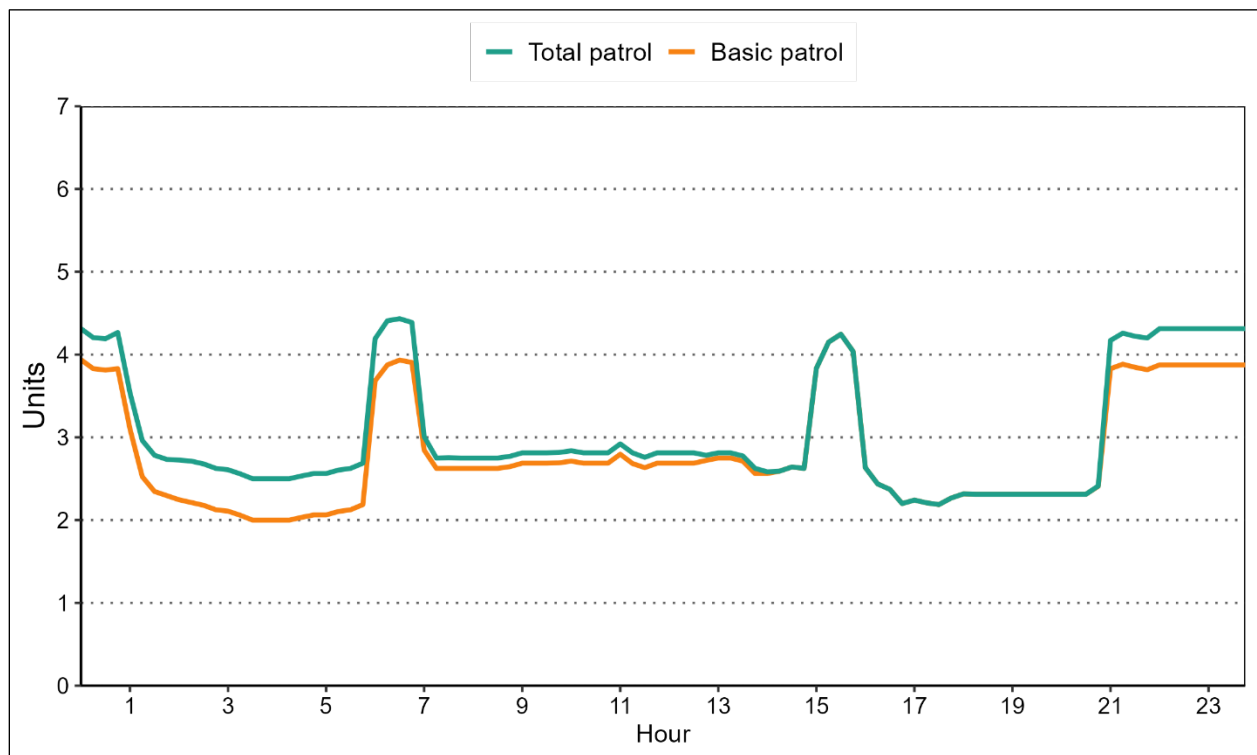


FIGURE 7-17: Deployed Units, Weekdays, Summer

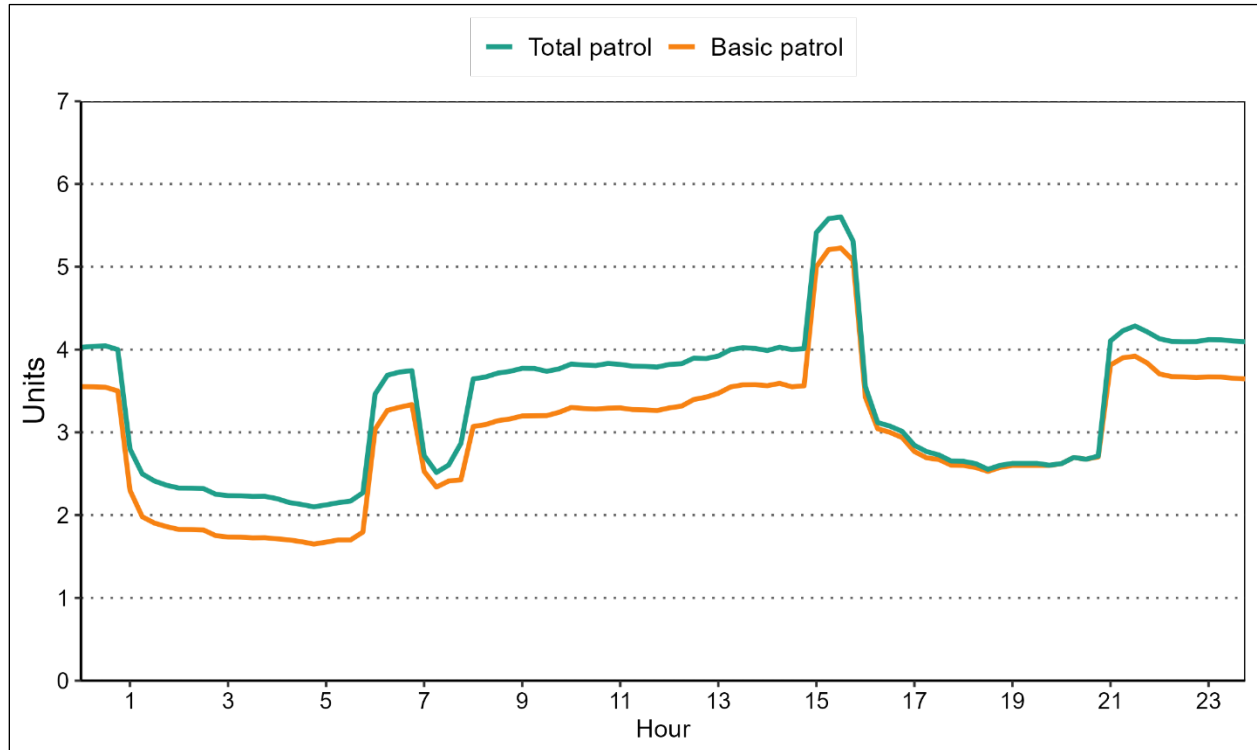
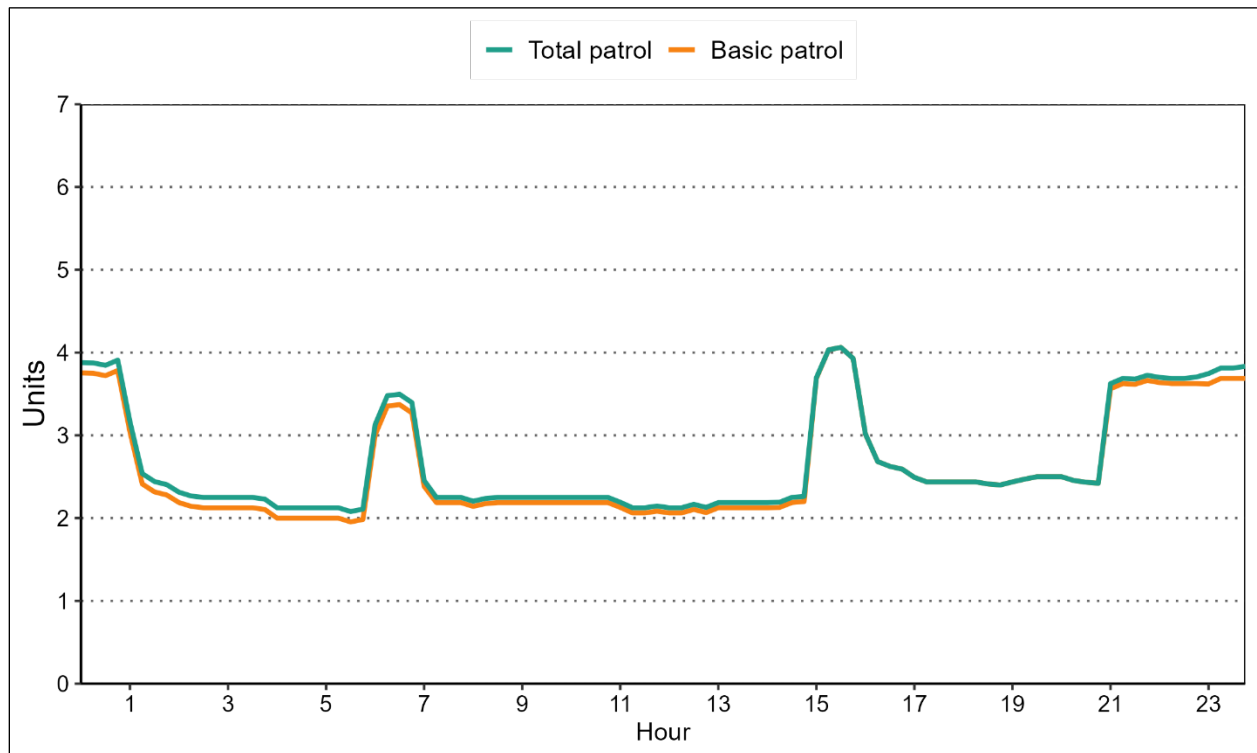


FIGURE 7-18: Deployed Units, Weekends, Summer



Observations:

- For Winter (January 4 through February 28, 2025):
 - The average deployment was 3.8 units per hour during the week and 3.0 units per hour on the weekend.
 - Average deployment varied from 2.1 to 6.8 units per hour on weekdays and 2.2 to 4.4 units per hour on weekends.
- For Summer (July 7 through August 28, 2025):
 - The average deployment was 3.4 units per hour during the week and 2.7 units per hour on the weekend.
 - Average deployment varied from 2.1 to 5.6 units per hour on weekdays and 2.1 to 4.1 units per hour on weekends.

FIGURE 7-19: Deployment and All Workload, Weekdays, Winter

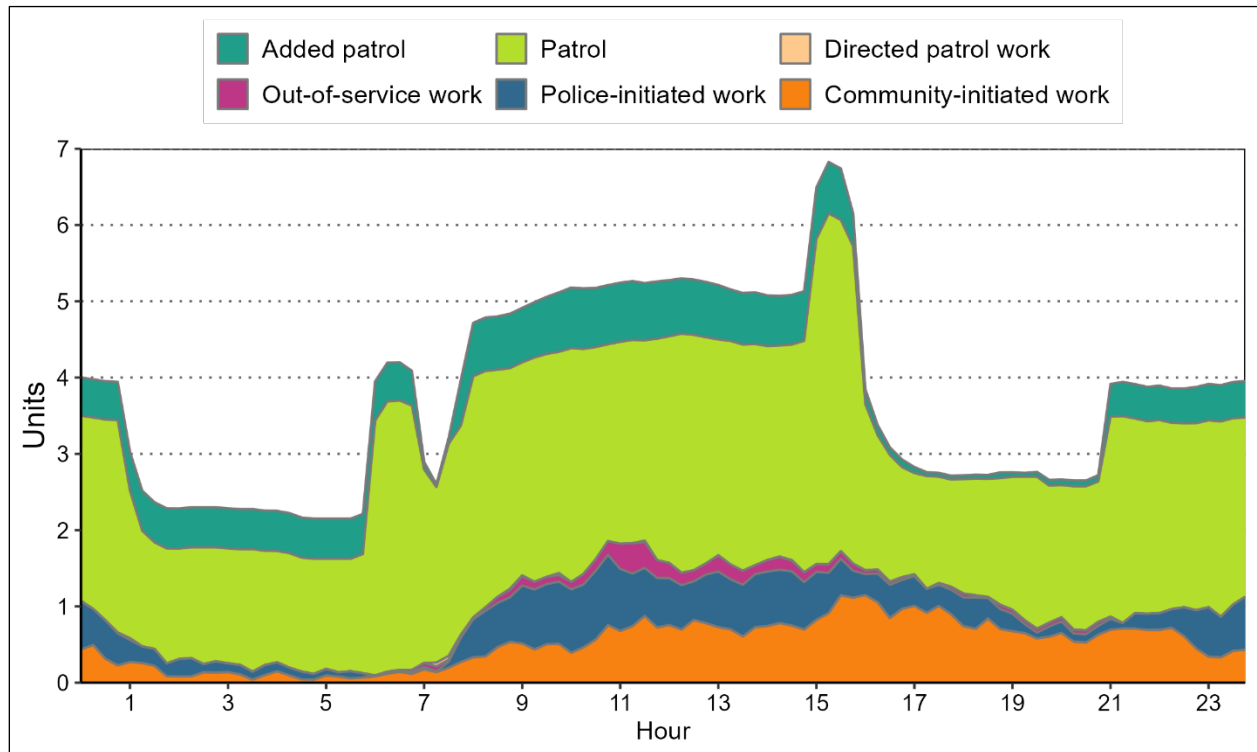


FIGURE 7-20: Deployment and All Workload, Weekends, Winter

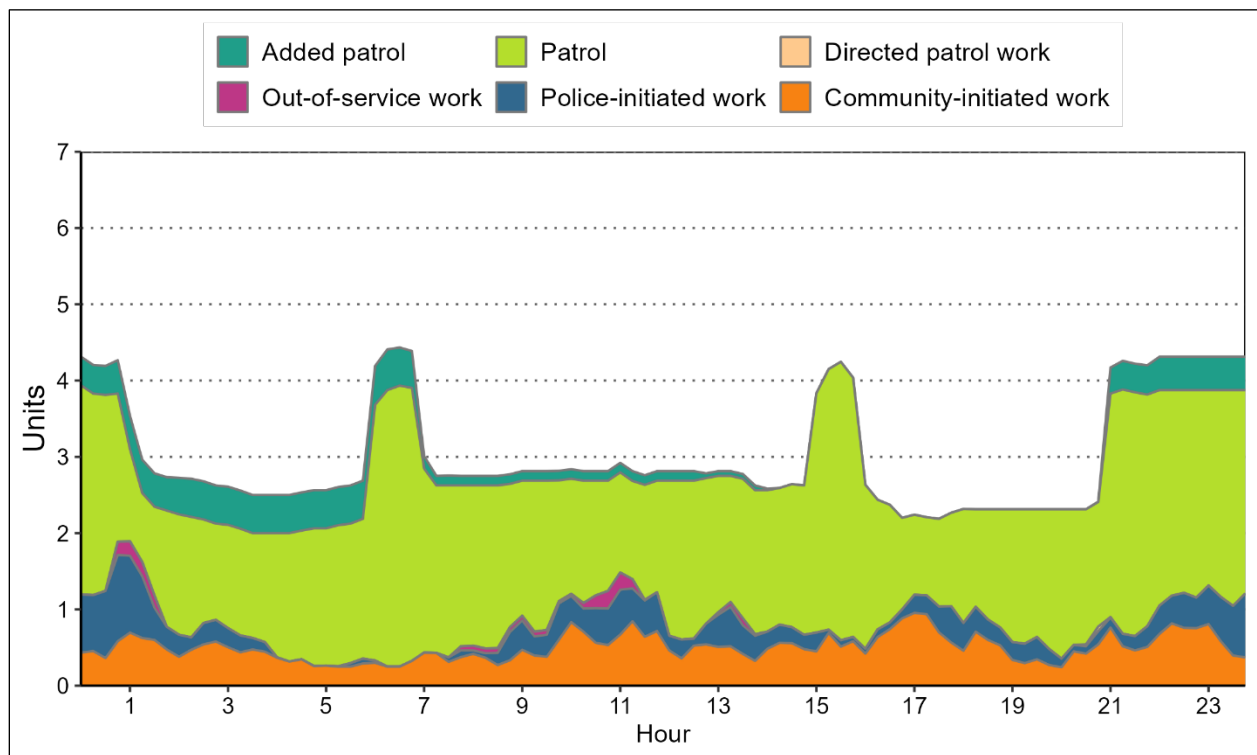


FIGURE 7-21: Deployment and All Workload, Weekdays, Summer

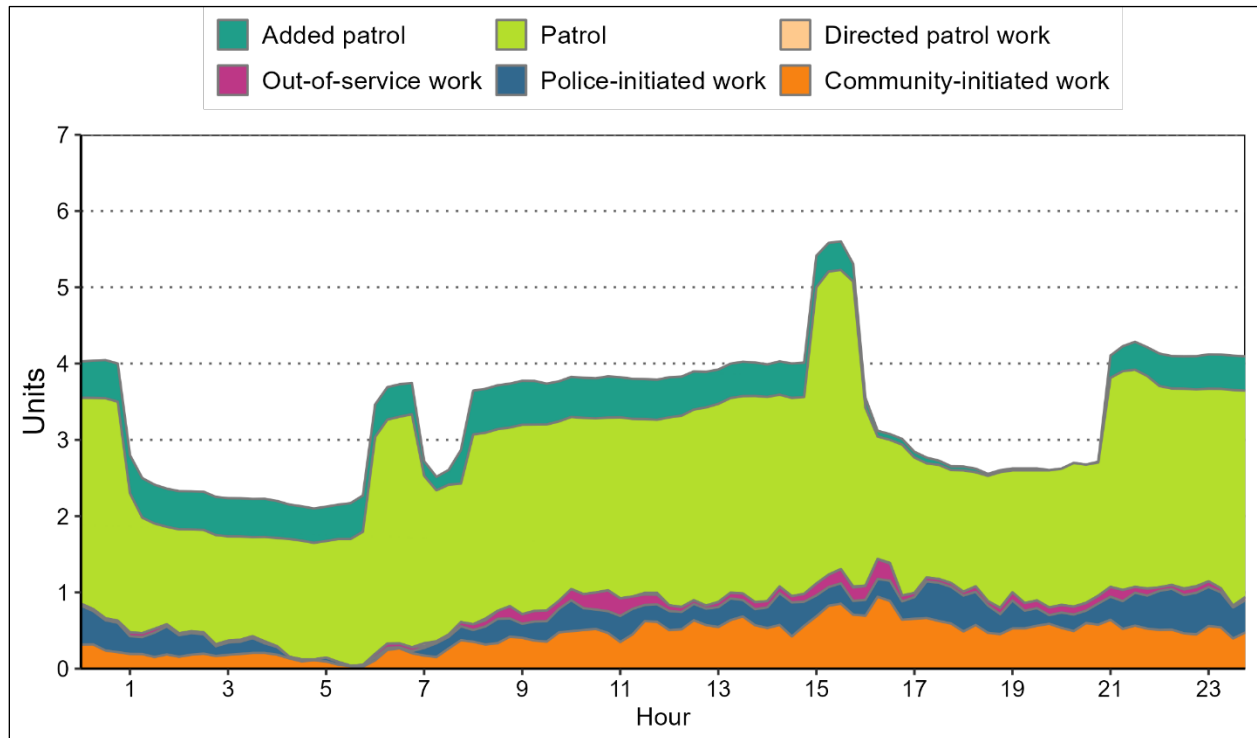
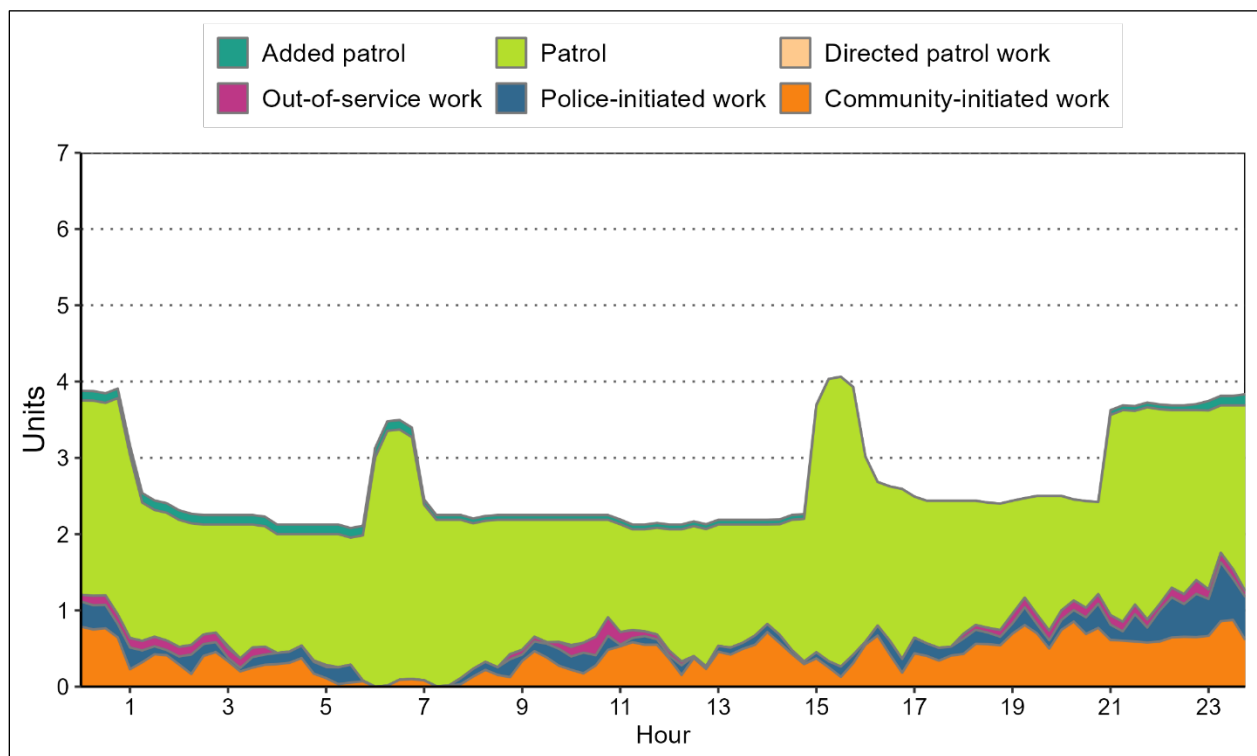


FIGURE 7-22: Deployment and All Workload, Weekends, Summer



Note: Figures 7-19 to 7-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 0.5 units per hour during the week and 0.5 units per hour on weekends.
 - This was approximately 14 percent of hourly deployment during the week and 17 percent of hourly deployment on weekends.
- All work:
 - Average workload was 1.0 units per hour during the week and 0.8 units per hour on weekends.
 - This was approximately 25 percent of hourly deployment during the week and 27 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 0.4 units per hour during the week and 0.4 units per hour on weekends.
 - This was approximately 13 percent of hourly deployment during the week and 15 percent of hourly deployment on weekends.
- All work:
 - Average workload was 0.8 units per hour during the week and 0.6 units per hour on weekends.
 - This was approximately 23 percent of hourly deployment during the week and 24 percent of hourly deployment on weekends.

FIGURE 7-23: Percentage of Workload, Weekdays, Winter

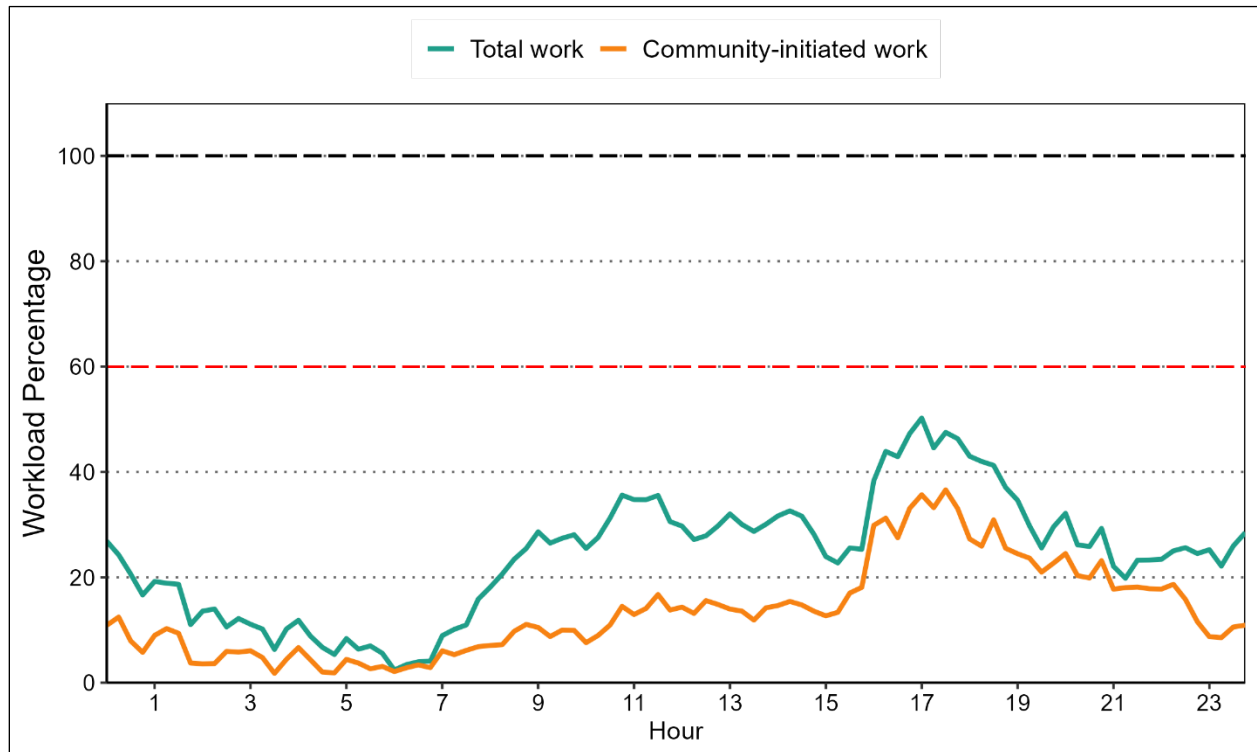


FIGURE 7-24: Percentage of Workload, Weekends, Winter

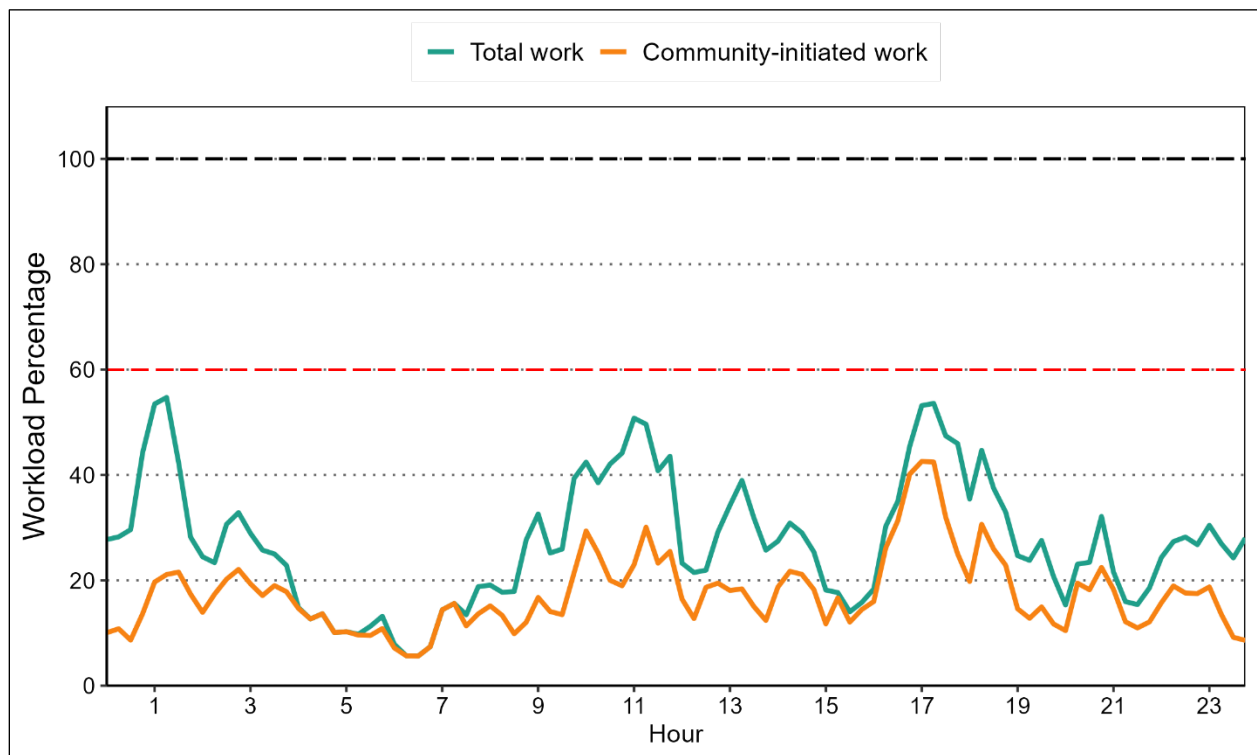


FIGURE 7-25: Percentage of Workload, Weekdays, Summer

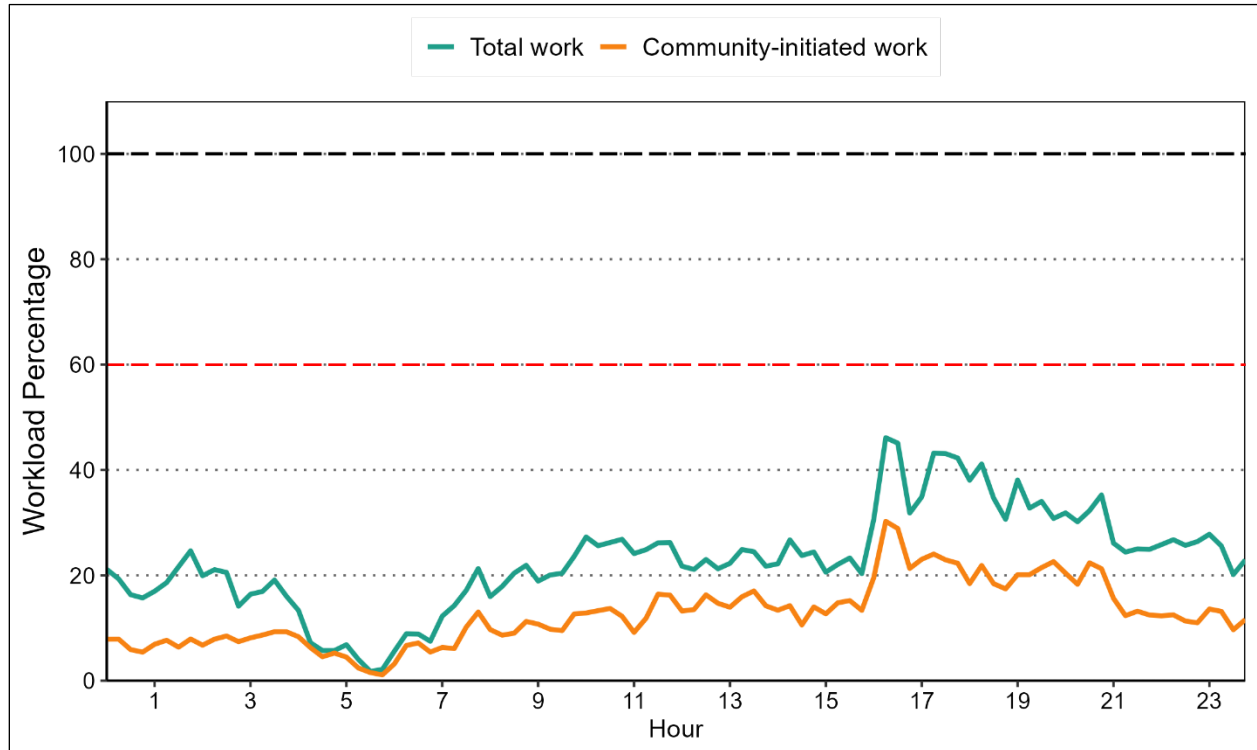
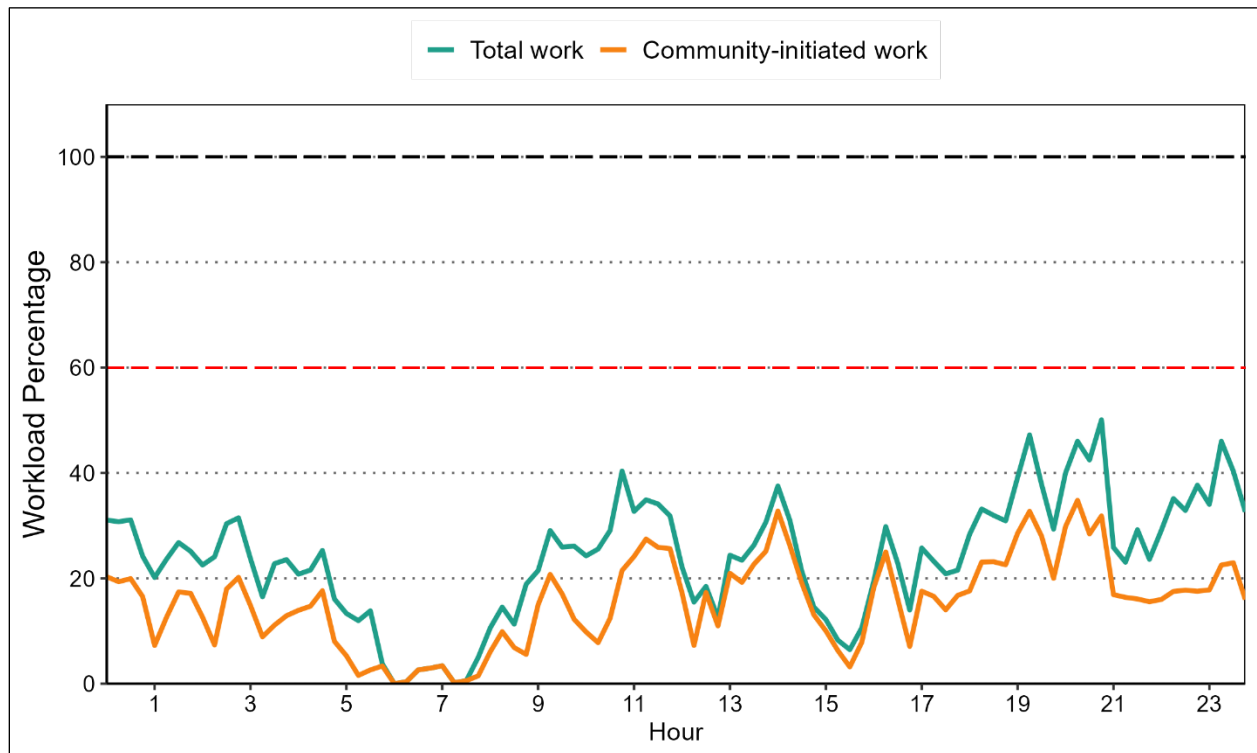


FIGURE 7-26: Percentage of Workload, Weekends, Summer



Observations:

Winter:

- Community-initiated work:
 - During the week, the workload reached a maximum of 37 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, the workload reached a maximum of 43 percent of deployment between 5:00 p.m. and 5:30 p.m.
- All work:
 - During the week, the workload reached a maximum of 50 percent of deployment between 5:00 p.m. and 5:15 p.m.
 - On weekends, the workload reached a maximum of 55 percent of deployment between 1:15 a.m. and 1:30 a.m.

Summer:

- Community-initiated work:
 - During the week, the workload reached a maximum of 30 percent of deployment between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 35 percent of deployment between 8:15 p.m. and 8:30 p.m.
- All work:
 - During the week, the workload reached a maximum of 46 percent of deployment between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 50 percent of deployment between 8:45 p.m. and 9:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch delay and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing time and travel time. Dispatch processing time is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

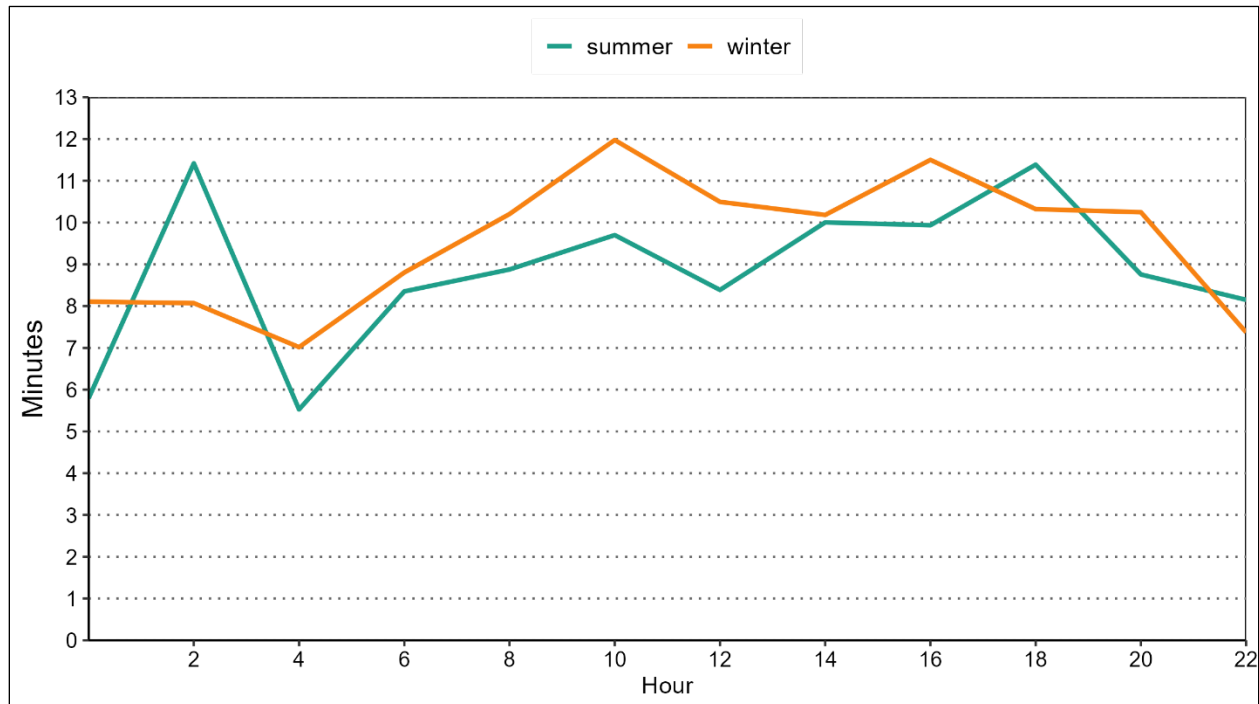
We begin the discussion with statistics that include all calls combined. We started with 1,829 calls for winter and 1,987 calls for summer. We limited our analysis to community-initiated calls, which amounted to 794 calls for winter and 938 calls for summer. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside Indianola. We were left with 376 calls in winter and 439 calls in summer for our analysis. For the entire year, we began with 12,119 calls and limited our analysis to 5,560 community-initiated calls. With similar exclusions, we were left with 2,673 calls (approximately 52 percent of 5,560 community-initiated calls lacked a recorded arrival time).

Our analysis examines the difference in response to all calls by time of day (in two-hour increments) and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls.

All Calls

This section looks at all calls in winter and summer. In addition to examining the differences in response times by both time of day and season, we show differences in response times by category.

FIGURE 7-27: Average Response Time by Time of Day, Winter and Summer



Note: The average response time is calculated every two hours based on a limited number of calls.

Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 1:00 p.m. and 2:00 p.m., with an average of 13.4 minutes.
- In winter, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 5.4 minutes.
- In summer, the longest response times were between 2:00 a.m. and 3:00 a.m., with an average of 12.2 minutes.
- In summer, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 4.2 minutes.

FIGURE 7-28: Average Response Time by Category, Winter

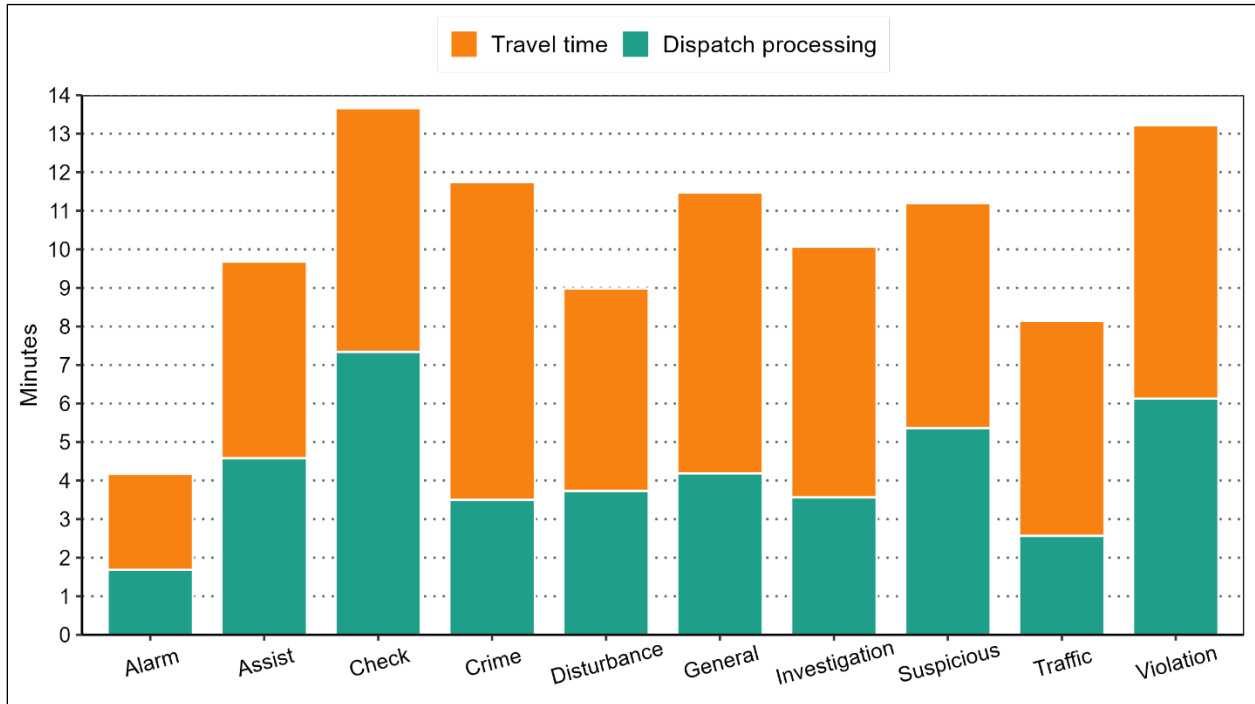


FIGURE 7-29: Average Response Time by Category, Summer

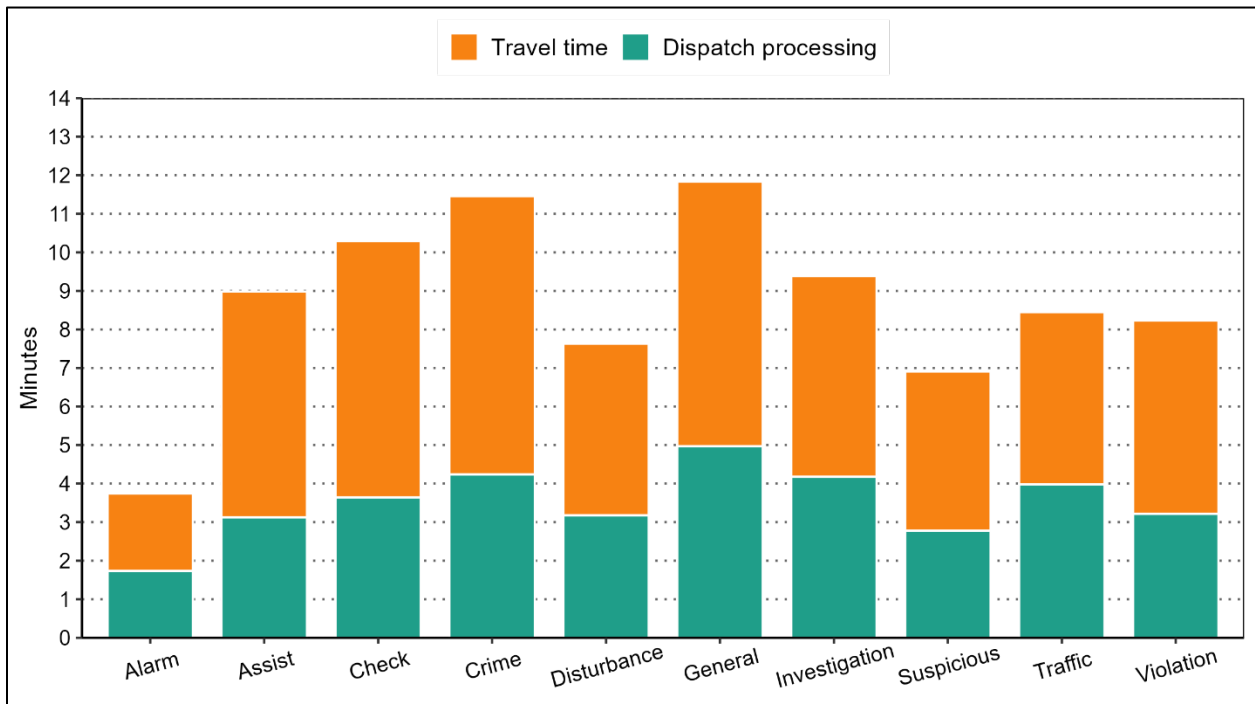


TABLE 7-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	2.5	4.4	6.9	31	3.3	4.4	7.7	52
Alarm	1.7	2.5	4.2	26	1.7	2.0	3.7	40
Animal call	4.2	6.7	10.8	7	6.3	8.8	15.1	11
Assist – medical & fire	1.8	4.7	6.5	43	1.3	4.8	6.1	40
Assist – other	7.6	5.5	13.1	40	5.0	6.9	12.0	38
Check	7.3	6.3	13.7	26	3.6	6.6	10.3	35
Civil problem	3.1	11.4	14.6	7	5.6	6.3	11.8	11
Crime against persons	2.8	8.1	10.9	26	5.6	6.9	12.5	26
Crime against property	3.4	8.5	11.9	38	3.5	7.2	10.7	49
Crime against society	5.0	7.9	12.8	13	4.1	8.4	12.4	10
Disturbance	3.7	5.3	9.0	30	3.2	4.5	7.6	18
Investigation	3.6	6.5	10.1	17	4.2	5.2	9.4	21
Juvenile call	4.4	5.3	9.7	7	2.4	5.8	8.1	4
Mental health	5.0	7.3	12.3	15	3.7	6.3	10.1	26
Miscellaneous	2.3	3.8	6.0	3	9.4	7.5	16.9	5
Suspicious incident	5.4	5.8	11.2	13	2.8	4.1	6.9	21
Traffic enforcement	2.6	6.9	9.5	27	5.6	4.7	10.2	24
Violation	6.1	7.1	13.2	7	3.2	5.0	8.2	7
Total Average	3.9	6.1	10.0	376	3.7	5.5	9.2	439

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time was as short as 4 minutes (for alarm calls) and as long as 14 minutes (for check calls).
- In summer, the average response time was as short as 4 minutes (for alarm calls) and as long as 12 minutes (for general noncriminal calls).
- The average response time for crimes was 12 minutes in winter and 11 minutes in summer.

TABLE 7-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	3.7	6.5	13.0	4.7	7.0	10.8
Alarm	2.2	4.2	5.8	2.6	3.3	5.2
Animal call	7.2	12.6	16.2	17.1	15.7	32.8
Assist – medical & fire	3.5	7.6	9.4	2.2	7.3	8.8
Assist – other	25.0	11.6	29.1	11.5	10.7	25.3
Check	22.6	9.6	33.8	5.6	11.4	16.6
Civil problem	4.2	18.6	21.1	12.3	15.6	22.3
Crime against persons	4.2	15.0	18.0	12.4	17.4	33.0
Crime against property	5.1	35.3	41.1	5.5	13.2	18.4
Crime against society	7.1	19.4	28.2	5.9	17.1	21.6
Disturbance	5.4	8.8	23.7	4.8	5.1	9.0
Investigation	4.1	10.7	19.5	11.4	7.8	16.1
Juvenile call	6.2	10.9	15.1	3.5	8.5	12.0
Mental health	9.5	13.7	22.2	5.6	12.6	16.3
Miscellaneous	2.6	4.7	6.9	25.3	13.7	33.4
Suspicious incident	12.4	14.1	24.9	3.9	7.9	10.9
Traffic enforcement	4.0	15.9	19.0	14.3	9.8	20.0
Violation	0.0	0.0	0.0	2.1	2.6	4.7
Total Average	14.1	13.8	27.3	5.4	6.7	10.3

Note: A 90th percentile value of 20.9 minutes means that 90 percent of all calls are responded to in fewer than 20.9 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 6 minutes (for alarms) and as long as 34 minutes (for checks).
- In summer, the 90th percentile value for response time was as short as 5 minutes (for alarms) and as long as 23 minutes (for general noncriminal calls).

FIGURE 7-30: Average Response Time Components, by Zone

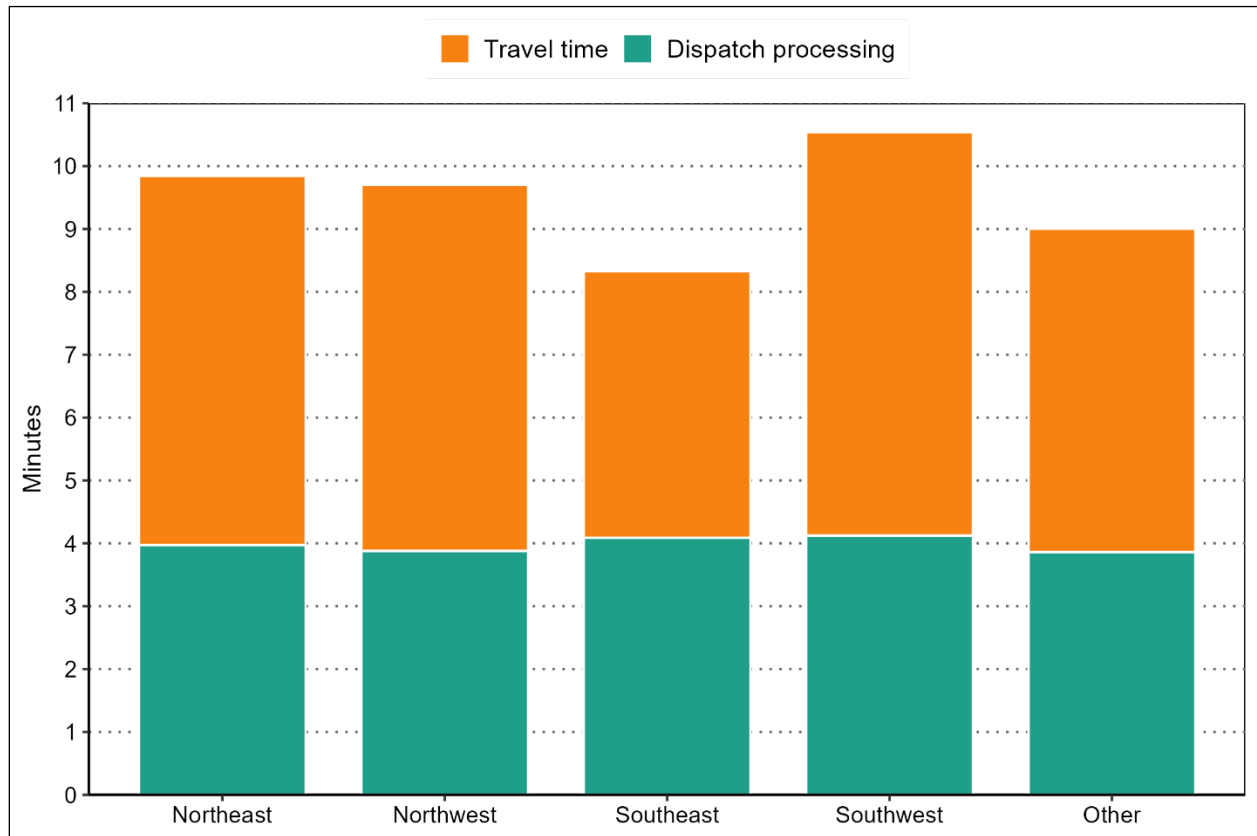


TABLE 7-18: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls
Northeast	4.0	5.9	9.8	787
Northwest	3.9	5.8	9.7	904
Southeast	4.1	4.2	8.3	157
Southwest	4.1	6.4	10.5	689
Indianola	7.4	6.1	13.5	30
Unknown	2.9	4.9	7.7	106
Total	4.0	5.9	9.8	2,673

Observations:

- Northwest had the shortest average dispatch time of 3.9 minutes.
- Southeast had the shortest average response time of 8.3 minutes.
- Southwest had the longest average response time of 10.5 minutes.

High-Priority Calls

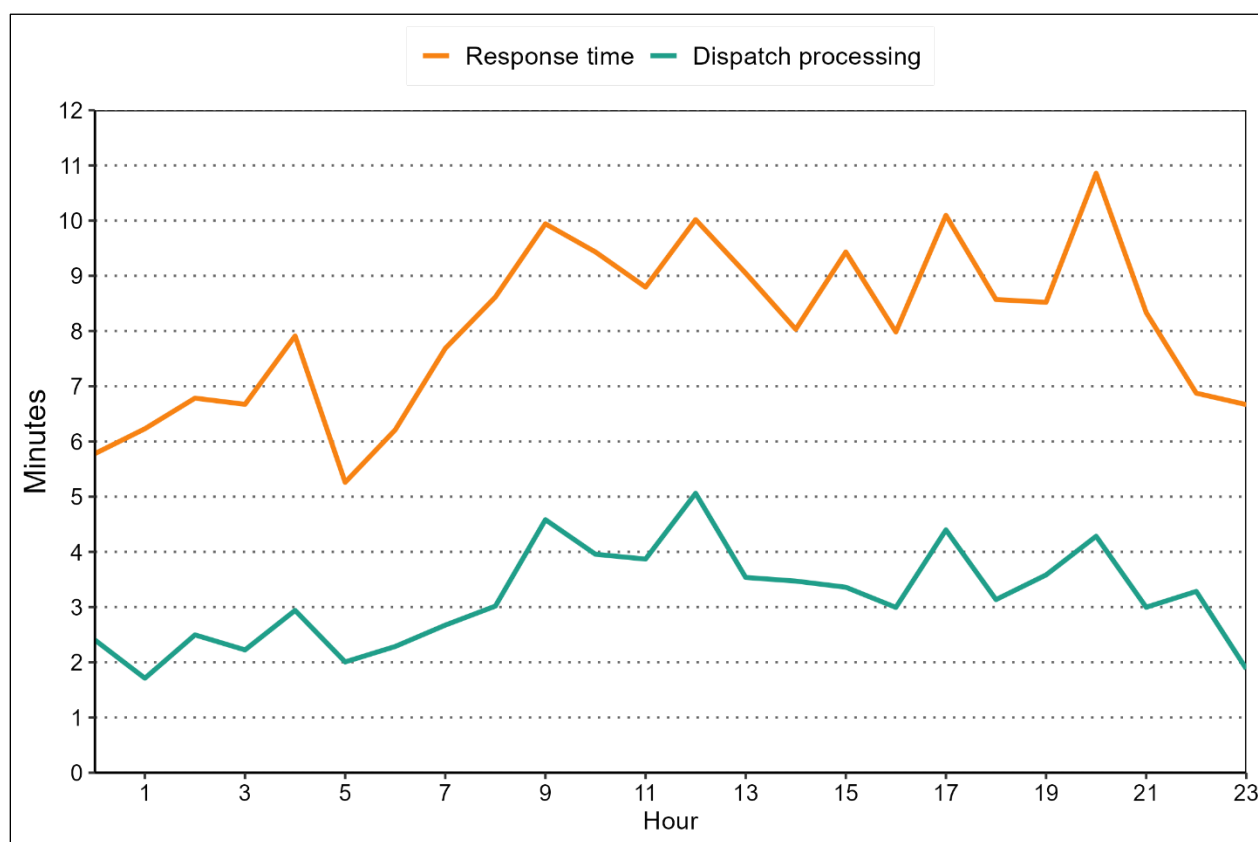
The department assigned priorities to calls, with priority 1 as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call description “accident personal injury” to see if these provided an alternate measure for emergency calls.

TABLE 7-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	3.4	5.1	8.4	1,320	15.4
2	4.4	6.3	10.7	769	20.8
3	4.8	7.1	11.9	584	25.9
Total	4.0	5.9	9.8	2,673	19.6
Injury Accident	1.8	3.4	5.1	29	8.5

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 7-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 8.4 minutes, lower than the overall average of 9.8 minutes for all calls.
- Average dispatch processing was 3.4 minutes for high-priority calls, compared to 4.0 minutes overall.
- For high-priority calls, the longest response times were between 8:00 p.m. and 9:00 p.m., with an average of 10.9 minutes.
- For high-priority calls, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 5.3 minutes.
- The overall average response time for injury accidents was 5.1 minutes, compared to 9.8 minutes average for all calls.
- The average dispatch time for injury accidents (1.8 minutes) was shorter than for all calls (4.0 minutes).

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from October 1, 2024, to September 30, 2025, were classified into the following categories.

TABLE 7-20: Call Descriptions by Category

Description	Table Category	Figure Category
ALARM BURGLARY	Alarm	Alarm
ALARM CO		
ALARM FIRE		
ABDOMINAL PROBLEMS	Assist – medical & fire	Assist
ALLERGIC REACTION		
BREATHING PROBLEMS		
CHANGE IN MENTAL STATUS		
CHEST PAIN		
CHOKING		
CPR IN PROGRESS		
DIABETIC		
ELECTRICAL ARCING		
FAINTING		
FALL		
FIRE OTHER		
FIRE STRUCTURE		
FIRE VEHICLE		
FIRE WILD LAND		
GAS LEAK NATURAL / PROPANE		
GASOLINE / HAZARDOUS MATERIAL/ CHEMICAL		
GUNSHOT WOUND		
HEART PROBLEMS		
HEAT EXPOSURE		
HEMORRHAGE		
LACERATION		
LIFT ASSIST		
OVERDOSE		
PENDANT PUSH		
POISONING		
PREGNANCY PROBLEMS		
SEIZURES		
SICK PERSON		
SMOKE INVESTIGATION / SMOKE REPORT		
STROKE		
TRAUMATIC INJURY		
UNCONSCIOUS PATIENT		
ASSISTANCE OF ANY KIND	Assist – other	

Description	Table Category	Figure Category
DEATH NOTIFICATION		
ESCORT		
VOUCHER		
BAR CHECK	Check	Check
BUILDING / PARK CHECK		
SCHOOL SECURITY CHECKS		
VACATION CHECK		
WELFARE CHK		
ABUSE ADULT	Crime against persons	
ABUSE ADULT/CHILD		
ABUSE CHILD		
ARMED (GUN, KNIFE, ETC)		
ASSAULT		
CHILD ENDANGERMENT		
EXTORTION		
HARASSMENT		
IDENTITY THEFT		
KIDNAPPING / FALSE IMPRISONMENT		
SEXUAL ABUSE		
THREATS IN PERSON		
BICYCLE RECOVERED OR STOLEN	Crime against property	Crime
BURGLARY		
BURN BAN VIOLATION/ILLEGAL BURN		
CRIMINAL MISCHIEF		
FRAUDULENT ACTIVITY		
INTERNET CRIMES		
THEFT REPORT		
WANTED PERSON / STOLEN		
DRUG	Crime against society	
FIGHT IN PROGRESS		
INDECENT EXPOSURE		
PORNOGRAPHY		
SEX REGISTRY VIOLATION		
VIOLATION NO CONTACT ORDER		
EXTRA PATROL	Directed patrol	Directed patrol
DISORDERLY CONDUCT	Disturbance	Disturbance
DISPUTE		
DISTURBING THE PEACE AND QUIET		
DOMESTIC DISTURBANCE		
FIREWORKS		
INTOXICATED PERSON		
LOITERING		

Description	Table Category	Figure Category
SOLICITING		
ANIMAL ALL BUT DOG	Animal call	General noncriminal
ANIMAL BITE		
ANIMAL DOG		
CIVIL ISSUE	Civil problem	
CIVIL PAPER SERVICE		
COURT ORDERED PROPERTY		
COURT ORDERED PROPERTY RETRIEVAL		
LANDLORD / TENANT		
PARKERS		
STANDBY	Juvenile call	
JUVENILE		
RUNAWAY		
MENTAL SUBJECT	Mental health	
SUICIDAL SUBJECT		
AT JAIL	Miscellaneous	
COMMUNITY TRAINING / OUTREACH		
EQUIPMENT		
INFORMATION		
K9 TRAINING		
MESSAGE FOR DELIVERY		
MISCELLANEOUS		
VEHICLE INSPECTION		
ABANDONED VEHICLE	Investigation	Investigation
ATTEMPT TO LOCATE		
CHILD IN NEED OF ASSISTANCE		
DECEASED PERSON		
FLOCK AGENCY ASSIST		
FLOCK ALERT		
FOLLOW UP		
FOUND PROPERTY		
INCOMPLETE 911		
K9 SEARCH (DRUGS, TRACKING, ETC)		
LITTERING / DUMPING		
LOST PROPERTY		
MISSING ADULT		
MISSING ADULT/CHILD		
MISSING CHILD		
PC SEARCH		
RECOVERED PROPERTY OR VEHICLE		
SEARCH WARRANT		
SUSPICIOUS CHEMICAL ODOR		

Description	Table Category	Figure Category
TOBACCO COMPLIANCE		
UAS MISSION-DRONE		
UNKNOWN PROBLEM		
CHEMICAL ODOR / SUSPICIOUS	Suspicious incident	Suspicious incident
EXPLOSION		
OPEN DOOR		
PROWLER		
SAFE & SOUND TIP		
SHOTS FIRED		
SUSPICIOUS		
ACCIDENT DEER	Accident	Traffic
ACCIDENT HIT AND RUN		
ACCIDENT PERSONAL INJURY		
ACCIDENT PROPERTY DAMAGE		
ACCIDENT UNKNOWN INJURIES		
BROKEN DOWN VEHICLE	Traffic enforcement	
CAR SEAT INSPECTION		
CHASE OF ANY KIND		
DRE		
IMPOUND		
INTOXICATED DRIVER		
LINES DOWN		
PARKING VIOLATION		
ROAD RAGE		
SCHOOL BUS VIOLATION		
SNOW ORDINANCE VIOLATIONS		
SPEED DISPLAY		
TRAFFIC		
TRAFFIC CONTROL		
FLOCK TRAFFIC STOP	Traffic stop	
TRAFFIC STOP		
CITY ORDINANCE VIOLATION	Violation	Violation
TOBACCO VIOLATION		
TRESPASSING		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national, state, and municipality levels. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. *Note: Crime rates are expressed as incidents per 100,000 population.*

TABLE 7-21: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Marshalltown	IA	27,366	464	1,981	2,445	27,576	297	1,773	2,071
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Norwalk	IA	14,852	47	417	465	15,588	109	180	289
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Pella	IA	10,887	83	845	928	10,940	110	951	1,060
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025. Municipality crime data are from Crime in the United States Annual Reports, Table 8.

FIGURE 7-32: Reported Indianola Violent and Property Crime Rates, by Year

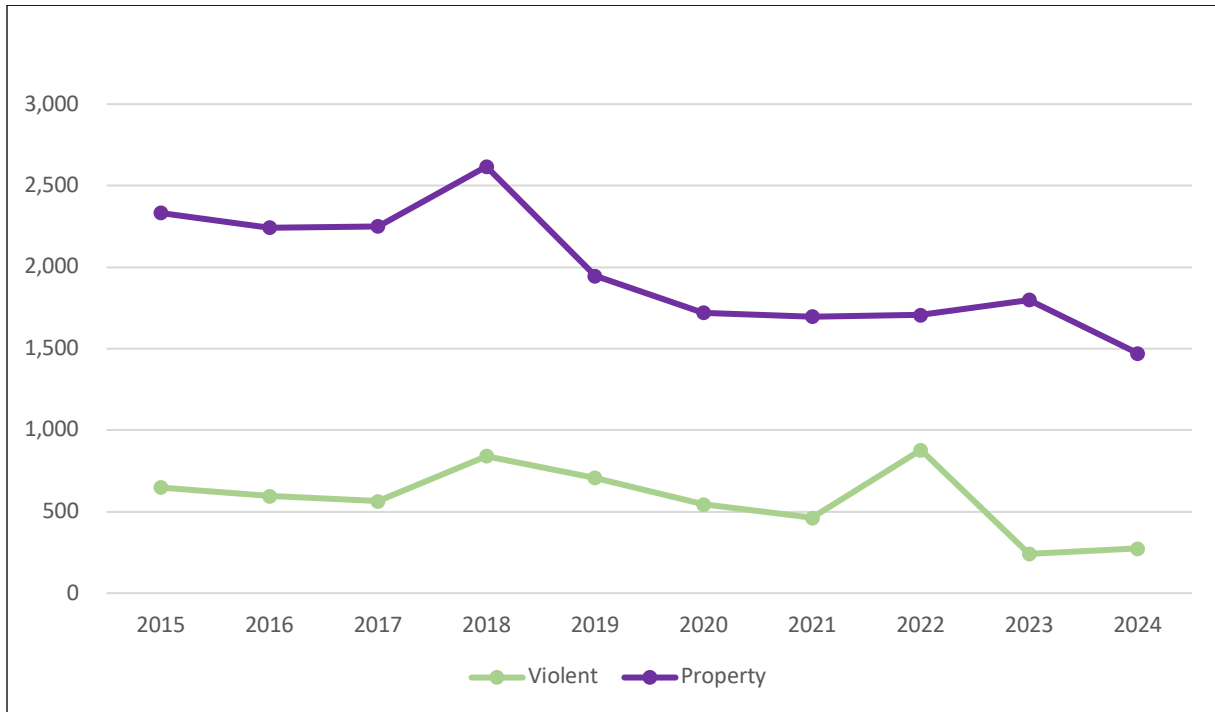


FIGURE 7-33: Reported Indianola and State Crime Rates, by Year

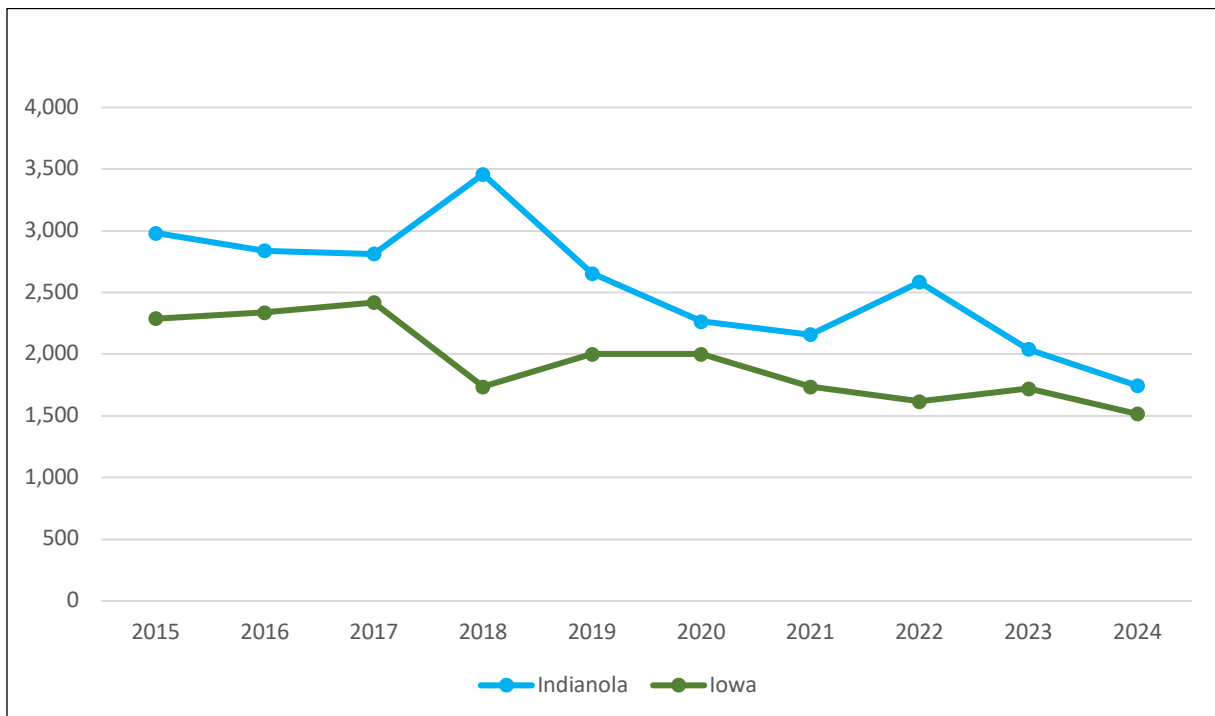


TABLE 7-22: Reported Indianola, Iowa, and National Crime Rates, by Year

Year	Indianola				Iowa				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	15,431	648	2,333	2,981	3,153,349	269	2,020	2,289	321,418,820	372	2,481	2,854
2016	15,601	596	2,243	2,840	3,165,023	285	2,054	2,339	323,127,513	387	2,459	2,846
2017	15,953	564	2,250	2,814	3,145,711	293	2,125	2,419	325,719,178	377	2,361	2,738
2018	16,163	841	2,617	3,459	3,148,618	223	1,513	1,736	327,167,434	371	2,245	2,616
2019	16,235	708	1,946	2,654	3,155,070	267	1,734	2,000	328,239,355	364	2,132	2,497
2020	16,154	545	1,721	2,266	3,163,561	303	1,698	2,002	329,484,123	386	1,967	2,353
2021	16,203	463	1,697	2,160	3,197,689	282	1,453	1,736	332,031,554	387	1,832	2,219
2022	15,817	879	1,707	2,586	3,200,517	287	1,331	1,618	333,287,557	389	1,974	2,362
2023	16,175	241	1,799	2,040	3,207,004	280	1,441	1,721	336,806,231	380	1,934	2,314
2024	16,104	273	1,472	1,745	3,241,488	238	1,277	1,515	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

TABLE 7-23: Reported Indianola, Iowa, and National Crime Clearance Rates, 2023

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	77	73	95%	19,677	11,227	57%
Rape	21	5	24%	1,332	361	27%	131,033	35,147	27%
Robbery	1	0	0%	709	219	31%	220,158	61,660	28%
Aggravated Assault	18	10	56%	6,414	3,621	56%	873,773	405,532	46%
Burglary	27	7	26%	6,809	1,138	17%	819,784	119,125	15%
Larceny	249	77	31%	33,052	7,588	23%	4,394,394	661,446	15%
Vehicle Theft	17	5	29%	5,183	889	17%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

TABLE 7-24: Reported Indianola, Iowa, and National Crime Clearance Rates, 2024

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	73	64	88%	16,924	10,061	59%
Rape	10	4	40%	1,175	396	34%	125,354	33,690	27%
Robbery	0	0	NA	600	215	36%	201,294	61,373	30%
Aggravated Assault	27	14	52%	5,874	3,440	59%	842,290	413,538	49%
Burglary	33	8	24%	6,347	1,166	18%	759,043	115,617	15%
Larceny	191	60	31%	30,764	8,047	26%	4,146,760	713,595	17%
Vehicle Theft	13	4	31%	4,290	861	20%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

END



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: May 11, 2026
Subject: Memorandum

Introduction: Staff developed a 10-year capital improvement plan (CIP) for primary departments during the budget process. The list consists of the highest capital needs for vehicles, equipment, improvements and projects. Council is asked to review the list ahead of a public hearing and formal approval at an upcoming Council meeting.

Background: A capital improvement plan serves as a strategic planning tool to identify capital equipment needs and long-term projects, along with potential funding sources to support prioritized investments.

Discussion:
Public Safety

The Police Department replaces two cars each year, with each vehicle lasting approximately four years. They are also replacing their in-car cameras and radios.

The Fire Department replaces an ambulance every three years, with each one lasting approximately six years. Fire pumper engines and water tenders are replaced about every twenty years. In addition to the vehicles, the Fire Department has identified equipment needs over the next ten years. This includes the replacement of performance load cot systems, chest compression devices, monitors and radios. The parking lot to the east of the Fire Station also needs repairs.

Borrowing is planned for items in FY27–FY29; the parking lot project is budgeted from the capital projects fund in FY27.

Culture and Recreation

The Indianola Wellness Campus has several capital items, like the HVAC system and pool repairs, that can be replaced through urban renewal borrowing. Tax increment funds will be used to pay back the bond for these items. Beyond these repairs, fitness equipment will be placed on a replacement rotation schedule, with items being replaced approximately every five years. The capital fee that members pay each month will be used for these replacements.

The Veterans Memorial Aquatics Center (VMAC) has facility improvements over the next few years that can be completed through borrowing in Fiscal Year 27 and using general property tax revenue. Pumps generally need to be replaced every six-to-seven years. Staff also identified the need for new lights in the parking lot. The Capital Projects Fund (301) can be used for the replacement of the lights.

Mowers and vehicle replacements are included in the Park and Recreation CIP, along with several

projects. The plan identifies the playground updates, trail extension projects, and other miscellaneous projects. The plan lists projects that will need to be considered further down the road too. Grants are available for trail projects, but they are highly competitive. Other funding sources, such as property tax revenue, will be needed to complete these projects. Some of the trail projects will address areas that do not have any sidewalk or trail system; this will address the council's strategic priority of connecting our community through a construction program.

Street Department

The Pavement Management Plan identified approximately \$2,750,000 worth of street reconstruction projects that should be completed each year. Staff is determining the order and timing of each project. Borrowing will need to occur to complete the Pavement Management Plan. The department will also work on storm sewer projects on West Iowa and North 14th Street. The Council set the implementation of the Pavement Management Plan as one of its strategic priorities over the next few years.

Street staff included a replacement schedule for their vehicles and equipment. About \$208,000 of equipment will be purchased from the Road Use Tax Fund in FY27. Over the next three years, purchases of vehicles and equipment will be paid through a bond, should the City borrow for this purpose. The RUTF can be used to repay a portion of the bond if deemed appropriate for that fiscal year.

Water Resource Recovery Department

The Sewer Department will complete work on West Iowa in parallel with the storm sewer project. Transformer and pump replacements at the lift stations, manhole repairs, and sewer main linings are the top projects over the next few years. They also have trucks on a replacement schedule every 10 years. The user fees should provide revenue to pay for the vehicles, equipment and projects.

Other Departments

Community Development and Internal Services have vehicles that will need replaced within the next 10 years. The WRRD is planning on replacing a pickup in FY27 and giving their old truck to Internal Services for use primarily by the facility manager. Community Development vehicles will need to be replaced through property tax revenue. The IT Department has a replacement schedule for hardware and computers. The replacement costs are covered through property tax revenue.

Facility Planning

Facilities are large investments that last for generations. The Facilities Subcommittee will help develop a plan for new buildings. For facilities under our operations, a facility condition assessment will need to be conducted so that we can plan for capital investments in future years for things like HVAC, tuck pointing, and parking lot resurfacing.

Budget Impact: There are various funding sources for capital projects, vehicles and equipment. The debt levy can be used for street or general fund infrastructure projects, vehicles and equipment. In limited cases, TIF may be used for the Wellness Campus or road projects. LOST funds can be used for street or sewer infrastructure projects, and public safety, public works, or sewer facilities. User fees can fund the IWC and sewer CIP. The RUTF can pay for street projects.

Staff apply for grant funding to supplement purchases when available and appropriate. We budget conservatively; grant funds are not included in the budgeting as the grant is competitive, and we should be prepared to pay for the full price of the capital item.

As a planning document, the CIP does not authorize spending on its own. Rather, implementation

occurs through the annual budget process, the issuance of debt and/or the adoption of urban renewal plans and projects.

Recommendation: Discussion and direction on the 10-year Capital Improvement Plan.

Attachments:

1. 10-Year CIP Overview
2. 10-Year CIP Police
3. 10-Year CIP Fire
4. 10-Year CIP Culture and Recreation
5. 10-Year CIP Street and Stormwater
6. 10-Year CIP Sewer
7. 10-Year CIP Internal Services
8. 10-Year CIP Comm Dev

10-Year Capital Improvement Plan

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Public Safety										
Police Equipment	\$ 60,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Vehicles	\$ 147,600.00	\$ 157,600.00	\$ 163,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -
Police Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Equipment	\$ 81,699.00	\$ 62,899.00	\$ 23,622.00	\$ -	\$ 432,685.00	\$ 262,488.00	\$ 310,290.00	\$ 287,212.00	\$ 431,168.00	\$ -
Fire Vehicles	\$ 1,274,900.00	\$ 918,225.00	\$ 190,900.00	\$ -	\$ -	\$ 635,098.00	\$ -	\$ 473,279.00	\$ -	\$ -
Fire Facility	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Public Safety	\$ 1,604,199.00	\$ 1,238,724.00	\$ 477,522.00	\$ 253,050.00	\$ 607,285.00	\$ 897,586.00	\$ 310,290.00	\$ 760,491.00	\$ 431,168.00	\$ -
Culture and Recreation										
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,000.00	\$ -	\$ -	\$ 79,000.00	\$ 81,000.00
Vehicles	\$ 60,000.00	\$ -	\$ -	\$ 65,000.00	\$ 58,000.00	\$ 40,000.00	\$ 42,000.00	\$ 50,000.00	\$ 42,000.00	\$ 52,000.00
Parks and Recreation	\$ -	\$ -	\$ -	\$ 465,000.00	\$ 722,000.00	\$ 845,000.00	\$ 171,000.00	\$ 305,000.00	\$ 205,000.00	\$ 160,000.00
IWC	\$ 671,800.00	\$ 57,000.00	\$ 59,000.00	\$ 61,000.00	\$ -	\$ 66,000.00	\$ 68,000.00	\$ 70,000.00	\$ 72,000.00	\$ -
VMAC	\$ 123,400.00	\$ 95,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ 19,000.00	\$ 19,700.00	\$ -	\$ 66,000.00
Total Culture and Recreation	\$ 855,200.00	\$ 152,000.00	\$ 59,000.00	\$ 911,000.00	\$ 780,000.00	\$ 982,000.00	\$ 300,000.00	\$ 444,700.00	\$ 398,000.00	\$ 359,000.00
Street Department										
Equipment	\$ 208,621.00	\$ 201,000.00	\$ 435,000.00	\$ 200,000.00	\$ 175,000.00	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
Vehicles	\$ 285,000.00	\$ 360,000.00	\$ 420,000.00	\$ 350,000.00	\$ 75,000.00	\$ 376,000.00	\$ -	\$ 547,000.00	\$ -	\$ 320,000.00
Street Projects	\$ -	\$ 3,450,000.00	\$ 3,180,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Total Street	\$ 493,621.00	\$ 4,011,000.00	\$ 4,035,000.00	\$ 3,300,000.00	\$ 3,000,000.00	\$ 3,126,000.00	\$ 2,750,000.00	\$ 3,797,000.00	\$ 2,750,000.00	\$ 3,070,000.00
Sewer										
Equipment	\$ 35,000.00	\$ 40,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Sewer Projects	\$ 435,000.00	\$ 185,000.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sewer	\$ 570,000.00	\$ 275,000.00	\$ 205,000.00	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Internal Services										
Equipment	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Total Internal Services	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Community Development										
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total Com Dev	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,576,420.00	\$ 5,748,724.00	\$ 4,831,522.00	\$ 4,526,550.00	\$ 4,448,785.00	\$ 5,104,586.00	\$ 4,037,790.00	\$ 5,058,691.00	\$ 3,630,168.00	\$ 3,526,000.00

POLICE

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Axon in-car dash cameras	\$ 60,000.00									
Motorola Radio Replacement		\$ 100,000.00	\$ 100,000.00							
Equipment Subtotal	\$ 60,000.00	\$ 100,000.00	\$ 100,000.00							
Vehicles										
SUV 261	\$ 73,800.00									
SUV 262	\$ 73,800.00									
SUV 271		\$ 78,800.00								
SUV 272		\$ 78,800.00								
SUV 281			\$ 81,500.00							
SUV 282			\$ 81,500.00							
SUV 291				\$ 84,350.00						
SUV 292				\$ 84,350.00						
SUV 293				\$ 84,350.00						
SUV 301					\$ 87,300.00					
SUV 302					\$ 87,300.00					
Vehicles Subtotal	\$ 147,600.00	\$ 157,600.00	\$ 163,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Improvements										
Facility Improvements Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Total	\$ 207,600.00	\$ 257,600.00	\$ 263,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -

FIRE										
Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
PPE Gear Washer Extractor	\$ 18,800.00									
Performance Load Cot System	\$ 62,899.00	\$ 62,899.00						\$ 79,588.00		
2017 Lucas Chest Compressor			\$ 23,622.00					\$ 57,480.00		
Lucas Chest Compression System				\$ 51,099.00						
Ambulance Extrication Tools									\$ 77,393.00	
Engine Extrication Tools								\$ 70,764.00		
Cardiac Monitors				\$ 282,373.00						
SCBA Systems					\$ 262,488.00	\$ 278,737.00				
Mobile Radios				\$ 99,213.00						
Portable Radios									\$ 353,775.00	
Fire Extinguisher Prop						\$ 31,553.00				
Cardiac Monitor							\$ 79,380.00			
Equipment Subtotal	\$ 81,699.00	\$ 62,899.00	\$ 23,622.00	\$ -	\$ 432,685.00	\$ 262,488.00	\$ 310,290.00	\$ 287,212.00	\$ 431,168.00	\$ -
Vehicles										
Fire Safety House			\$ 190,900.00							
Command Vehicle	\$ 82,000.00									
Ambulance 245	\$ 360,400.00									
331 Pumper Engine	\$ 832,500.00									
335 Water Tender		\$ 540,225.00								
Brush Truck					\$ 274,401.00					
Ambulance 248		\$ 378,000.00		\$ -						
Ambulance 246					\$ 360,697.00					
Ambulance 247							\$ 473,279.00			
Vehicles Subtotal	\$ 1,274,900.00	\$ 918,225.00	\$ 190,900.00	\$ -	\$ -	\$ 635,098.00	\$ -	\$ 473,279.00	\$ -	\$ -
Facility Improvements										
East Fire Parking Lot Repair and Resurface	\$ 40,000.00									
Facility Improvements Subtotal	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Total	\$ 1,396,599.00	\$ 981,124.00	\$ 214,522.00	\$ -	\$ 432,685.00	\$ 897,586.00	\$ 310,290.00	\$ 760,491.00	\$ 431,168.00	\$ -

CULTURE AND RECREATION

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
2019 John Deere 5090M Tractor & Loader										\$ 61,000.00
Ventrac 4500V Power Unit					\$ 31,000.00					
Morbark M12RX Drum Brush Chipper										
2022 Toro Sand Pro 3040									\$ 32,000.00	
2020 Farnall 45C Tractor & Loader									\$ 47,000.00	
Equipment Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,000.00	\$ -	\$ -	\$ 79,000.00	\$ 81,000.00
Vehicles										
Van	\$ 60,000.00				\$ 58,000.00					
2014 Ford 4x4 with Blade										
2018 Ford F150					\$ 40,000.00					
2019 Ford F350 with Dump			\$ 65,000.00							
2019 Chevrolet Express 2500 Van						\$ 42,000.00				
2022 Dodge Ram 2500							\$ 50,000.00			
2023 Dodge Ram 1500 2WD								\$ 42,000.00		
2024 Dodge Ram 2500 2WD										\$ 52,000.00
Vehicles Subtotal	\$ 60,000.00	\$ -	\$ -	\$ 65,000.00	\$ 58,000.00	\$ 40,000.00	\$ 42,000.00	\$ 50,000.00	\$ 42,000.00	\$ 52,000.00
Parks and Recreation										
McVay Trail Extension to Balloon Field - Engineering			\$ 220,000.00							
McVay Trail Extension to Balloon Field - Construction				\$ 402,000.00	\$ 680,000.00					
South Park Playground			\$ 159,000.00							
Memorial Park Playground				\$ 320,000.00						
Barker Park Playground					\$ 165,000.00					
Dayton Park Playground						\$ 171,000.00				
Moats Park Playground							\$ 305,000.00			
Easton Park Playground								\$ 205,000.00		
Pickard Park Playground - Main										\$ 160,000.00
Indianola Activity Center Painting/Caulking			\$ 51,000.00							
Buxton Park Light Poles			\$ 35,000.00							
McCord Park Parking Lot Expansion										
McCord Park Playground										
Jerry Kelley Trail - Iowa Avenue										
Southeast Trail Loop - Downey Park to Middle School										
South Central Trail Connection - South Park to 17th										
Highway Trail Segment - Plainview to E 12th										
Highway Trail Segment - E 12th to E 14th										
Northwest Trail Connection - Country Club to Jefferson										
Buxton Park Hukill Memorial Fountain										
McCord Park Shelter/Restroom										
McVay Trailhead Restroom										
Memorial Park Amphitheater										
Memorial Park Shelter										
Moats Park Restroom										
Park Shop										
Pickard Park Concession/Storage										
Pickard Park Greenhouse										
Pickard Park Lights/Poles, Irrigation Equip/Controls										
Pickard Park Restroom - Shelter/7th Fields										
Pickard Park Restroom - Adult Fields										
Pickard Park S8 Fields Fencing										
Pickard Park Storage Facility										
Pickard Park Youth Concession/Storage										
Parks and Recreation Subtotal	\$ -	\$ -	\$ -	\$ 465,000.00	\$ 722,000.00	\$ 845,000.00	\$ 171,000.00	\$ 305,000.00	\$ 205,000.00	\$ 160,000.00
Indianola Wellness Campus (IWC)										
IWC HVAC Automation Communications Migration	\$ 407,600.00									
IWC Competition Pool Rebuild	\$ 152,300.00									
IWC HP2, HP8, RTU2 Repair	\$ 6,600.00									
RTU11, RTU 6 Repair	\$ 6,300.00									
Innovent 1 Controller	\$ 8,100.00									
Pool Vestibule Mini Split	\$ 2,300.00									
WHP	\$ 6,600.00									
Innovent 2 Compressor	\$ 27,000.00									
Fitness Equipment	\$ 55,000.00					\$ 66,000.00				
Fitness Equipment		\$ 57,000.00					\$ 68,000.00			
Fitness Equipment			\$ 59,000.00					\$ 70,000.00		
Fitness Equipment				\$ 61,000.00					\$ 72,000.00	
IWC Subtotal	\$ 671,800.00	\$ 57,000.00	\$ 59,000.00	\$ 61,000.00	\$ -	\$ 66,000.00	\$ 68,000.00	\$ 70,000.00	\$ 72,000.00	\$ -
Veterans Memorial Aquatics Center (VMAC)										
Yellow Slide Pump	\$ 16,800.00							\$ 19,700.00		
Shallow Water Features Restoration	\$ 32,600.00									
Gutter Replacement	\$ 59,000.00									
Blue Slide Pump 1		\$ 17,000.00								
Main Circulation Pump 2						\$ 19,000.00				
Feature Pump 3				\$ 17,500.00						\$ 20,500.00
Feature Pump 4				\$ 17,500.00						\$ 20,500.00
Replace Sand Filters				\$ 285,000.00						
Pool Parking Lot Lights		\$ 78,000.00								
Slide Refurbishment	\$ 15,000.00									\$ 25,000.00
VMAC Subtotal	\$ 123,400.00	\$ 95,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ 19,000.00	\$ 19,700.00	\$ -	\$ 66,000.00
Culture and Recreation Total	\$ 855,200.00	\$ 152,000.00	\$ 59,000.00	\$ 911,000.00	\$ 780,000.00	\$ 951,000.00	\$ 300,000.00	\$ 444,700.00	\$ 319,000.00	\$ 278,000.00

STREET AND STORMWATER										
Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Retrofit dump trucks with wing plows	\$ 40,621.00	\$ 25,000.00	\$ 35,000.00							
2031 Caterpillar 908M				\$ 175,000.00						
2029 & 2034 Elgin Whirlwind			\$ 400,000.00				\$ 500,000.00			
2030 Larue Snow Blower				\$ 200,000.00						
John Deere 333P trackloader		\$ 140,000.00								
John Deere 50P mini excavator	\$ 100,000.00									
Cat Hyd. Snow Blower	\$ 18,000.00									
Concrete Saw Trailer		\$ 18,000.00								
12' Single Axle Utility Trailer		\$ 5,000.00								
Hotsy Pressure Washer		\$ 13,000.00								
Brine System	\$ 50,000.00									
Equipment Subtotal	\$ 208,621.00	\$ 201,000.00	\$ 435,000.00	\$ 200,000.00	\$ 175,000.00	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
Vehicles										
2025 Dodge Ram 3500 4x4		\$ 70,000.00								
2026 International HV-507 single	\$ 285,000.00									
2026 Dodge Ram 3500 4x4			\$ 75,000.00							
2027 International HV-507 single		\$ 290,000.00								
2029 International HV-507 tandem			\$ 345,000.00							
2030 International HV-507 tandem				\$ 350,000.00						
2031 Dodge Ram 3500 4x4				\$ 75,000.00						
2032 Dodge Ram 3500 4x4					\$ 76,000.00					
2032 International HV-507 single					\$ 300,000.00					
2034 Dodge Ram 3500 4x4							\$ 77,000.00			
2034 Dodge Ram 3500 4x4							\$ 80,000.00			
2034 Dodge Ram 3500 4x4							\$ 80,000.00			
2034 International HV-507 single							\$ 310,000.00			
2036 International HV-507 single									\$ 320,000.00	
Vehicles Subtotal	\$ 285,000.00	\$ 360,000.00	\$ 420,000.00	\$ 350,000.00	\$ 75,000.00	\$ 376,000.00	\$ -	\$ 547,000.00	\$ -	\$ 320,000.00
Facility Improvements										
Facility Improvements Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Improvements										
W. Iowa Storm Improvements		\$ 700,000.00								
N. 14th St Storm Sewer Improvements (E Hillcrest			\$ 430,000.00							
Street Improvements	\$ -	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Street Improvements Subtotal	\$ -	\$ 3,450,000.00	\$ 3,180,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Street Total	\$ 493,621.00	\$ 4,011,000.00	\$ 4,035,000.00	\$ 3,300,000.00	\$ 3,000,000.00	\$ 3,126,000.00	\$ 2,750,000.00	\$ 3,797,000.00	\$ 2,750,000.00	\$ 3,070,000.00

SEWER

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Dump Trailer		\$ 10,000.00								
South Plant Replacement Pump	\$ 35,000.00									
Quail Meadows Replacement Pump		\$ 30,000.00								
65/69 Replacement Pump			\$ 30,000.00							
Equipment Subtotal	\$ 35,000.00	\$ 40,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles										
15 F250 Pickup	\$ 50,000.00									
New Dodge Dump Truck	\$ 50,000.00									
18 F250 Pickup		\$ 50,000.00								
23 Jet/Vac Truck							\$ 600,000.00			
Vehicles Subtotal	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Sewer Projects										
W Iowa Ave Sewer Replacement Design Phase Engineering	\$ 175,000.00									
W Clinton Sewer addition between MH 25 to NW 204		\$ 135,000.00								
Pipe between MH 15 to NW-9			\$ 125,000.00							
Morlock Transformer Replacement	\$ 50,000.00									
McCord Transformer Replacement		\$ 50,000.00								
Plainview Transformer Replacement			\$ 50,000.00							
Manhole Repair	\$ 70,000.00									
Lining Repair Sewer Mains	\$ 140,000.00									
Sewer Projects Subtotal	\$ 435,000.00	\$ 185,000.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Total	\$ 570,000.00	\$ 275,000.00	\$ 205,000.00	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -

INTERNAL SERVICES

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Security Hardware	\$ 20,000.00			\$ 20,000.00			\$ 20,000.00			\$ 20,000.00
Firewall		\$ 5,000.00			\$ 5,000.00			\$ 5,000.00		
Switches Wireless Networking			\$ 5,000.00			\$ 5,000.00			\$ 7,500.00	
PD Mobile Terminals 9/year for 3 years	\$ 25,000.00	\$ 25,000.00			\$ 25,000.00	\$ 25,000.00	\$ 25,000.00			\$ 30,000.00
HyperV Servers (1)		\$ 10,000.00				\$ 10,000.00				
Computer Replacement PD (non-MDT) (5)			\$ 7,000.00					\$ 7,500.00		\$ 15,000.00
Computer Replacement Fire (11)				\$ 13,500.00					\$ 14,000.00	
Computer Replacement Library (13)					\$ 15,000.00					\$ 15,000.00
Computer Replacement Library - Public (6)					\$ 8,000.00					\$ 8,000.00
Computer Replacement Parks (3)		\$ 4,500.00					\$ 5,000.00			
Computer Replacement Activity Center (6)			\$ 8,000.00					\$ 8,500.00		
Computer Replacement IWC (9)				\$ 11,000.00					\$ 11,000.00	
Computer Replacement Pool/Pickard (7)	\$ 8,400.00					\$ 9,000.00				
Computer Replacement Streets (5)		\$ 7,500.00					\$ 7,500.00			
Computer Replacement WRRF (6)			\$ 8,000.00					\$ 8,500.00		
Computer Replacement Com Dev (6)				\$ 8,000.00					\$ 8,500.00	
Computer Replacement Administration (6)					\$ 8,500.00					\$ 9,000.00
Computer Replacement IT/Comm/Fac (5)			\$ 15,000.00					\$ 15,000.00		
Communication Equipment Replacement			\$ 12,000.00					\$ 12,000.00		
Hardware Replacements				\$ 10,000.00					\$ 10,000.00	
Council AV Equipment		\$ 20,000.00					\$ 20,000.00			
Office Phone System and Phones										
Equipment Subtotal	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Vehicles										
Vehicles Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projects										
Projects Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Services Total	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00

COMMUNITY DEVELOPMENT

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Ford Explorer 278 Replacement						\$ 25,000.00				
Ford Explorer 300 Replacement						\$ 25,000.00				
Vehicles Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Projects										
Community Development Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -