

Eldridge Police Department



2022 to
2027

Strategic Plan

Serving Our Community with C.A.R.E.
Compassion | Accountability | Respect | Empathy

Joseph Sisler, Chief of Police
305 N 3rd Street | Eldridge, IA (563) 285-3916

Message from the Chief

As Chief of Police, I am pleased to present to you the Eldridge Police Department's 2022 to 2027 Strategic Plan. The plan is a single guiding document that identifies the organizational priorities and represents our vision for the future. This plan was derived from the department's strengths, weaknesses, opportunities, and threats (SWOT), employee contributions, community feedback, and includes elements that coincide with the City of Eldridge's areas of Emphasis.

The plan contains our new mission and vision statements and demonstrates our commitment to address community concerns through an insightful examination of emerging issues. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of the 21st Century Policing.

The objectives and strategies highlighted in this plan are designed to support our five principal goals:

- 1) **Prevent Crime:** Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat and fear of crime on the front end and enhances the sense of security and leads to the high quality of life within the community.
- 2) **Provide Effective Police Services:** We are committed to ensuring Eldridge remains a safe community by employing the best practices in law enforcement to meet the challenges of 21st Century Policing.
- 3) **Develop, Strengthen and Sustain Partnerships:** We recognize that trust is a paramount component for us to be successful. We must have the confidence, support, and respect of our neighbors. We are committed to developing and maintaining partnerships with our neighbors, with our internal City partners, and with our regional, state, and national public safety partners.
- 4) **Develop Personnel:** We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.
- 5) **Enhance Infrastructure:** We will focus on implementing the latest technology and improving our citizen to police network to remain a high-performing, professional police department.

This document was written in such a way that it is adaptable to the rapid growth of the Eldridge community. A review and prioritization process will occur annually, and a new plan will be constructed in 2027.

I invite you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance the safety and the quality of life in the City of Eldridge.

Joseph Sisler
Chief of Police

MISSION

VISION

VALUES

LEADERSHIP

PROBLEM SOLVING

TRUST

ACCOUNTABILITY

ETHICAL BEHAVIOR

Mission Statement

The Eldridge Police Department's mission is to provide professional, impartial, and ethical law enforcement services through Compassion, Accountability, Respect, and Empathy (CARE).

Vision Statement

The Eldridge Police Department strives to provide the highest level of public safety through professionalism and community partnerships, ensuring a safe place to live, work, and visit.

Core Values

We will serve our community as GUARDIANS by adhering to these fundamental components

INTEGRITY
UNBIASED
TRANSPARENT
RESPECT
LEADERSHIP
SERVICE
APPROACHABLE
HONESTY
COMPASSION

Leadership

The Eldridge Police Department strives for personal and organizational excellence.

Problem Solving

We recognize the value of problem-solving and the impacts it has on crime, fear of crime, and other social problems impacting police service and the community.

Trust

We build and maintain trust within the Department, and with the community, we serve, through positive interactions and open communication; we work closely to develop relationships that result in teamwork, mutual respect, and shared responsibility.

Accountability

We take personal responsibility for our actions and attitude. We actively complete our assignments and meet our commitments, while demonstrating a high degree of ownership to the people we affect. Each individual is responsible for the harmony and effectiveness of the team.

Ethical Behavior

We provide high-quality professional and ethical services to the community and the members of our police department. We enforce the laws and uphold the Constitution fairly, with integrity and the highest degree of professionalism. We always treat everyone we contact with the same degree of empathy, respect, and dignity with which we would expect a member of our immediate family to be treated by law enforcement personnel.



ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN

The Eldridge Police Department Divisions

The police department consists of three divisions. While there is some overlap of duties, each has specific areas of responsibility within the department. The Eldridge Police Department command staff is comprised of the chief, deputy chief, sergeant, and corporal.

Administration

The administrative division consists of the police chief and deputy chief. This division oversees the department in general and is responsible for developing and administering the department budget, purchasing, hiring, expenditure tracking, timesheets/payroll, and accreditation. The administrative assistant assists the chief and deputy chief in completing these tasks.

Support

The support division is overseen by the police chief, deputy chief, and sergeant. The chief of police, along with the administrative assistant, attends to the records for the department. The records team is responsible for processing all police reports and citations and ensuring that each reaches its appropriate destination. The records team processes records requests and records retention along with all personnel files.

The deputy chief oversees all training/field training, recording/records of training, and investigations/internal affairs. The deputy chief oversees the field training (FTO) program and all state and federal mandatory training. The deputy chief follows up ensuring all investigations are being conducted along with assigning cases to be investigated.

The sergeant, along with the administrative assistant, oversees the evidence/property room and crime scene investigations (CSI). The sergeant is responsible for safeguarding and tracking all property that comes into the possession of the police department, whether it is for safekeeping or evidence of a crime.



Completed Short-term Actions

2021

- Addition of 2 more Officers putting the department at 11 Officers
- Addition of Deputy Chief in the rank structure
- New department patch has been created and implemented
- New department badge has been created and implemented
- Expansion of the Evidence/Property room
- Implemented Coffee with a COP/Skate with a COP & adding Honorary Officer Hudson McKearney to the PD (community policing programs)
- Ordered two 2022 Dodge Chargers adding to the fleet
- Secured key coded door locks for the department
- Painting of the department (interior)
- Ceilings in the department fixed
- Assist the community S.A.F.E. (Safety Awareness for Eldridge) group
-



ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN

Operations

The operations division is overseen by the sergeant and corporal who are responsible for providing the department's field services and represents the backbone of the department. The operations division is comprised of all the uniformed personnel. The sergeant and corporal report directly to the deputy chief.

The operations division is responsible for patrol, responding to all emergency and non-emergency calls, community service, school resource officer, and all traffic details. Currently, the police department consists of 1 school resource officer and 6 police officers.



ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN

Overview of the EPD Strategic Planning Process

The Eldridge Police Department's strategic plan will serve as a guidebook for the coming years. When the current administration took over in 2021, the department was functioning, but facing numerous challenges in personnel shortages, equipment, training, records, policies, and most importantly moral. While changes have been made moving the Eldridge Police Department in positive direction, we need to look at a much larger scale for the future of the department. The need for such changes will always be present but it is also important to have an overall strategy and make such plans fit in with other long-range goals and the general direction the department is hoping to develop.

To that end, it was important that the departments command staff, along with the members of the Eldridge Police Department, came together and conducted multiple meetings to discuss where the department is and where it should be headed. This involved a series of department meetings, command staff meetings, and talking one on one with members of the police department which assisted in producing the information contained in this report. There was research conducted along with these meetings and conversations to identify issues that the department would likely face in the future and to identify strengths, weaknesses, opportunities, and needs for the department. This work informed the objective-setting that followed.

While the police command staff benefitted greatly from the input of everyone involved, the final decisions on the department directions must remain with the chief of police. In this light, the information derived from the meetings is considered input, as opposed to direction. That is, while the vast majority of the suggestions that came from the members of the department are indeed listed in the objectives section following, some are not, mainly because they were deemed outside of the scope of the police department's work.

Police departments in the 21st century are motivated to engage the community more holistically in ways hardly considered in the past. Law enforcement and indeed society in general, is being compelled to examine issues such as race relations, substance abuse, and mental health just to name a few recently "intensified" areas. In addition to these issues, the police department is faced with violent criminal element coming into the area, the increase of violent crimes within our neighboring cities and throughout our Nation. Davenport is one of Iowa's largest cities and has seen an increase in violent crimes while facing a large shortage of officers. Throughout our Nation we have been met with an increase of violent crimes against law enforcement as we (law enforcement officers) struggle with a lack of staffing. Our officers are fighting burnout, fatigue, and overworked while making every attempt to fight the criminal elements daily to keep our cities, counties, and states safe along with maintaining our own

personal wellness. The Eldridge Police Department is committed in working hard in keeping the City of Eldridge one of the safest cities in the State of Iowa.

For years the Eldridge Police Department has strived to bring the most professional police services possible to the community. As we continue this important work, it is incumbent upon professional police officers to constantly look for new ways to engage the community more fully in the best manner possible and to find better ways to reach out to those who have historically felt disenfranchised and cut off from police services. The Eldridge Police Department will continue to strive as the most professional police services and community oriented with strong community relations for our city and citizens.

You will see in the following pages, the Eldridge Police Department's Strengths, Weaknesses, Opportunities, and Threats (SWOT) along with the department's goals.

ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN

S.W.O.T.

Department's Strengths, Weaknesses, Opportunities, & Threats

1. Department Strengths:

- *Command and Leadership, resiliency and cohesiveness of the department personnel, communications and listening to all department personnel, uniform flexibility and looking professional, community outreach, updated policies and procedures, and department structure.*

2. Department Weaknesses:

- *Lack of Manpower, fatigue and officer burn out, lack of budget/financial restraints, lack of proficiency/training, complacency, police department building, equipment, timesheets, scheduling, evidence room, records storage, and resources.*

3. Department Opportunities:

- *K9, enhanced firearms training, investigations, SRO program, crisis intervention (CIT), community outreach programs, tactical casualty care, driving skills and training, rescue task force training, accident investigations, department in-service training, and DRE*

4. Department Threats:

With the department threats, it's important to understand this is an extremely volatile time for law enforcement today. Although we (City of Eldridge) enjoys a relatively low crime and generally supportive community, crime and evil know no zip code and can happen in a split second. As the City of Eldridge continues to grow, we are attached to the Northern borders of one of the largest cities in the State of Iowa (Davenport). I believe that every opportunity and tool should be exploited in terms of equipping our officers with both tangible and intangible assets in keeping our officers safe along with providing the best services in protecting our citizens. This is highly important in SWOT.

- *Assaults and ambushes on police officers, increase in crime (2021 had a 23% higher call volume from 2020), judicial system issues, implicit bias, lack of manpower, fatigue, lack of training, lack of equipment, complacency, public misperception, and distrust of police due to biased media, community culture of entitlement, social media, and officer wellbeing.*

This information has been gathered and put together through research and from speaking with the officers of the department.

GOAL 1: PREVENT CRIME

Objective #1: Enhance Crime Reduction Strategies

- 1.1.1 Increase visibility of police throughout our community
- 1.1.2 Establish “crime deterrent objectives/direction” through outreach, constituent issues, and neighbor contact
- 1.1.3 Develop/enhance crime prevention programs (S.A.F.E. groups)
- 1.1.4 Explore and implement technology that will assist with crime prevention efforts (i.e. street cameras, license plate reading systems)
- 1.1.5 Develop crime prevention or community programs and strategies that are culturally diverse and/or culturally specific
- 1.1.6 Provide advanced crime prevention training to all officers
- 1.1.7 Empower patrol officers to identify and develop solutions to neighborhood-specific issues
- 1.1.8 Enhance intelligence capabilities
- 1.1.9 Implement directed enforcement initiatives
- 1.1.10 Increase the presence of neighborhood and business crime watches (S.A.F.E.)
- 1.1.11 Engage in offender-based initiatives
- 1.1.12 Develop a Crime Prevention Officer position and identify his/her role and function

Objective #2: Reduce Victimization

- 1.2.1 Enhance partnership with city departments to address concerns associated with aging neighborhoods
- 1.2.2 Identify current and emerging crime trends within the business community and develop proactive strategies to prevent them
- 1.2.3 Reinvigorate relationships with established retailers and establish relationships with new retailers/businesses (box stores, strip centers)
- 1.2.4 Continue to partner with North Scott School District to identify and address crime prevention needs
- 1.2.5 Continue the use of technology (social media) to provide tips to reduce the likelihood of being a victim
- 1.2.6 Explore grant funding opportunities to establish a Crime Victim Advocacy program

Objective #3: Enhance Traffic Safety

- 1.3.1 Promote traffic safety and employ accident reduction strategies using a data-driven approach
- 1.3.2 Apply for and use grant funds provided by GTSB to enhance OWI and SAFETY BELT enforcement measures
- 1.3.3 Conduct cost/benefit analysis of implementing a traffic enforcement unit
- 1.3.4 Enhance traffic enforcement in known traffic locations

GOAL 2: PROVIDE EFFECTIVE POLICE SERVICES

Objective #1: Evaluate Staffing Needs

- 2.1.1 Conduct a workload allocation and deployment study using a data-driven approach
- 2.1.2 Deploy personnel to maximize effectiveness
- 2.1.3 Review staffing ratios
- 2.1.4 Evaluate effectiveness and feasibility of a civilian public safety officer (PSO) program
- 2.1.5 Explore grant opportunities

Objective #2: Enhance Investigative Services

- 2.2.1 Strengthen the partnership between the Detective and Patrol
- 2.2.2 Evaluate services provided by Detective
- 2.2.3 Enhance partnership with Scott County Sheriff's Office SOU (Special Operations Unit)
- 2.2.4 Establish a relationship with area Special Operations Units (i.e. MEG, NETS)
- 2.2.5 Develop Crime Analyst position to help with data-driven decisions
- 2.2.6 Explore options to create a crime scene investigation unit that will enhance our abilities to solve more crimes
- 2.2.7 Add 1 – 2 detective positions to increase our ability to solve more crimes

Objective #3: Enhance Field Operations Services

- 2.3.1 Train and certify additional officers to expand bicycle patrol
- 2.3.2 Enhance video surveillance technology capabilities
- 2.3.3 Expand online reporting capabilities
- 2.3.4 Evaluate the impact of the city's growth and added businesses
- 2.3.5 Create a K-9 program (dual-purpose dog)
- 2.3.6 Review equipment needs (Taser, Body and Squad Cameras, Mobile Data Computers)

Objective #4: Enhance Forensic Capabilities

- 2.4.1 Explore methods to enhance service efficiencies and capabilities
- 2.4.2 Maximize staff capabilities through advanced training and education
- 2.4.3 Acquire technology to enhance digital forensic evidence

Objective #5: Program Evaluation Processes and Effectiveness

- 2.5.1 Develop and implement program evaluations – continuous assessments of the effectiveness
- 2.5.2 Develop and distribute a community survey to identify program effectiveness

Objective #6: Enhance Administrative Services

- 2.7.1 Determine span of control needs (additional corporals, sergeants, commanders)
- 2.7.2 Create Professional Standard Section to investigate complaints and conduct background checks

GOAL 3: DEVELOP, STRENGTHEN, AND SUSTAIN PARTNERSHIPS

Objective #1: Continue/Strengthen Interagency Cooperation

- 3.1.1 Assess and identify relationships with regional law enforcement agencies
- 3.1.2 Identify regional, state, and national initiatives to prevent crime
- 3.1.3 Establish shared initiatives with the Fire Department, Department of Public Works, and Parks & Recreation
- 3.1.4 Assess regional task force participation

Objective #2: Increase Neighbor Input and Outreach

- 3.2.1 Develop a community liaison program (mental health, high-density housing)
- 3.2.2 Continue participation in the development review process
- 3.2.3 Create a Law Enforcement Explorer or Reserve program
- 3.2.4 Establish Chief Advisory Committee
- 3.2.5 Increase interaction with community faith-based organizations
- 3.2.6 Explore possibility of creating Citizen's Police Academy
- 3.2.7 Continue Coffee with a Cop/Skate with a Cop programs
- 3.2.8 Develop best practices for community outreach by patrol corporal/sergeant

Objective #3: Enhance Neighborhood Service

- 3.3.1 Evaluate methodologies for improving response times
- 3.3.2 Support Citywide neighborhood service plan
- 3.3.3 Continued School Resource Officer development
- 3.3.4 Strengthen internal relationships
- 3.3.5 Explore opportunities to enhance internal communications through PIO
- 3.3.6 Explore the use of volunteers, reserves, and interns

Objective #4: Increase Proactive Media Presence

- 3.4.1 Create Public Information Officer position (PIO)
- 3.4.2 Develop and implement a social media strategy for both internal and external use
- 3.4.3 Continue to develop and improve information/content sharing with the PIO
- 3.4.4 Continue to develop candid media releases for critical incidents
- 3.4.5 Update and enhancements to the website

GOAL 4: DEVELOP PERSONNEL

Objective #1: Establish Professional Development Opportunities

- 4.1.1 Develop and implement succession planning for all employees
- 4.1.2 Develop a mentoring program for leadership and specialties
- 4.1.3 Develop a mentoring program for recruits and new hires

Objective #2: Enhance Employee Training Programs

- 4.2.1 Identify Division-specific training needs
- 4.2.2 Expand training topics and opportunities for personnel
- 4.2.3 Enhance diversity, special needs, and cultural awareness training programs for all employees
- 4.2.4 Train all police employees on proactive policing and intelligence-led policing strategies
- 4.2.5 Create and implement a structured "Officer-In-Charge" (OIC) program
- 4.2.6 Develop a joint training program with Fire for incident management programs
- 4.2.7 Train all officers in patrol rifle tactics other tactical firearm programs
- 4.2.8 Explore options for tactical training
- 4.2.9 Educate personnel about available mental health resources
- 4.2.10 Develop and implement leadership FTO program

Objective #3: Develop Recruitment and Retention Plan

- 4.3.1 Build a strong recruitment program
- 4.3.2 Explore the possibility of developing a recruiting video
- 4.3.3 Develop retention plan
- 4.3.4 Plan for future vacancies
- 4.3.5 Identify methods for recruiting diversity

Objective #4: Facilitate Employee Participation

- 4.4.1 Continue to develop and capitalize on creating a learning organization
- 4.4.2 Encourage employee participation through the development of various committees (awards, research, and development, policy)

GOAL 5: ENHANCE INFRASTRUCTURE

Objective #1: Formalize and Prioritize Police Technology Strategy

- 5.1.1 Develop Technology Committee to scale projects
- 5.1.2 Consolidate and update legacy systems and databases
- 5.1.3 Enhance relationship with our technology partners
- 5.1.4 Identify and implement new technologies to improve/enhance policing functions
- 5.1.5 Establish a process for continuous identification and prioritization of technology needs
- 5.1.6 Identify vulnerabilities within our network and develop strategies and processes to mitigate threats to our IT security

Objective #2: Develop Facilities Master Plan

- 5.2.1 Work with the City Administrator to determine future facility needs (range, training center, property room, etc.)
- 5.2.2 Upgrade existing emergency operations center

ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN
LONG TERM GOALS
BUDGET

The department budget needs a larger increase in order to provide our officers with the most current and up to date equipment along with increasing the department needs of more officers. As our city continues to grow, the police department needs to grow in order to provide the safety our citizens rely and depend on. Having one of the largest cities in the State of Iowa (Davenport) to our South, Interstate 80, Highway 61, Chicago to our East, and several other larger cities near and around the City of Eldridge has shown us our need to increase the department in numbers. The Quad Cities has seen an increase in violent crimes; Interstate 80 is a major drug corridor from West to East and then heading North onto Highway 61; Increase of criminal elements coming into our area. Our officers have been faced with the car thieves, known shooters, and gang members coming into our city on multiple occasions throughout the last couple of years. The department has been struck numerous times with staffing issues due to COVID and other unforeseen issues within the past year. We should never have less than two officers per shift for officer safety along with covering over 9 square miles to keep our city as safe as possible.

The department needs to continue with education and training to keep our officers proficient and up on the required skills needed to perform their duties. Training not only keeps our officers skills on track, but it protects the department and city from liabilities that could arise from the lack of training. Mandated state and federal training for all law enforcement officers along with Mental Health/Crisis Intervention.

The department is faced with a shortage of equipment along with outdated equipment. With going to a leasing program, the city would save money along with wear and tear on the squads. Our department is using outdated computers that are no longer being made. Stop Sticks, Less than Lethal, Weapons, Radios, Cameras (squad and body), Ballistic Vests, Helmets, Shields are a list of equipment that is used to protect the officer along with the community.

As we look at the budget, I look at our officers safety, the safety of our citizens, and the lessening of liability for the department and city.

ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN
LONG TERM GOAL

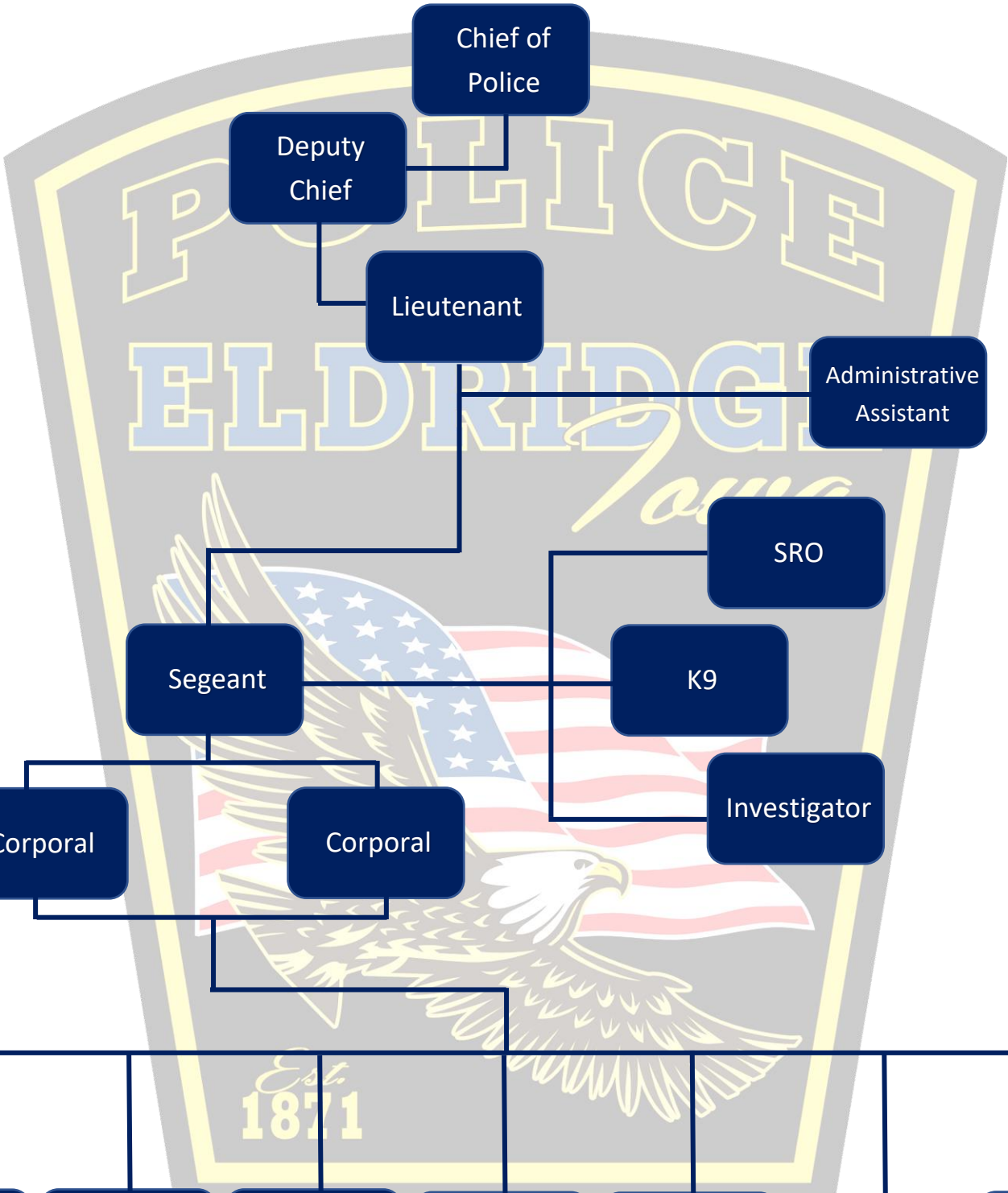
2022 / 2027

1. *Add five more officers to the department putting us at 16 officers.*
2. *Change the structure of the department.*
 - *Chief of Police*
 - *Deputy Chief*
 - *Lieutenant*
 - *Sergeant*
 - *Corporal – Corporal*
 - *Detective*
 - *K9 Officer*
 - *School Resource Officer*
 - *Traffic Officer – Traffic Officer*
 - *Patrol Ofc – Patrol Ofc – Patrol Ofc – Patrol Ofc – Patrol Ofc*
3. *New Police Department*
4. *K9 Officer Program*
5. *Squads for every officer*
6. *Citizens Academy*
7. *Community Relations Officer Program/Community Engagement Events*
8. *Reserve Program*
9. *Youth Outreach/DARE*
10. *Self Defense Training*
11. *Crisis Intervention Team*
12. *Emergency Response Team*
13. *Inservice Training/Active Shooter Training/Joint Agency Training Programs*
14. *Update all records/computerized timesheets/scheduling ap program that automatically goes out to all officers in the department*
15. *A better/more reasonable budget allowing the department to fully function*
16. *Crime reporting program similar to Crime Stoppers for our city*
17. *Add a Community Survey on Public Safety on the department city page*

ELDRIDGE POLICE DEPARTMENT 2022 – 2027 STRATEGIC PLAN
LONG TERM GOAL
DEPARTMENT STRUCTURE

<i>Chief of Police</i>	<i>Oversees the Eldridge Police Department and Administrative Duties</i>
<i>Deputy Chief</i>	<i>Operates under the Chief of Police and department training</i>
<i>Lieutenant</i>	<i>Oversees the Field Operations for the department / Internal Affairs</i>
<i>Sergeant</i>	<i>Oversees the SRO, K9, and Investigations plus evidence/property room</i>
<i>Corporals</i>	<i>Oversees Patrol and Traffic Operations / GTSB / Patrol Duties</i>
<i>Traffic</i>	<i>AI, DRE, OWI, and Traffic Operations / GTSB along with Patrol Duties</i>
<i>Patrol</i>	<i>Day to Day Patrol Duties</i>
<i>SRO</i>	<i>School Resource Officer / Patrol Duties when school is out</i>
<i>K9</i>	<i>K9 Officer will conduct Patrol Duties / Call Outs (narcotics, warrants, tracking, SRO requests)</i>
<i>Investigator</i>	<i>Conduct all Criminal Investigations which will be assigned by Sergeant</i>

Eldridge Police Department Organizational Chart



**ELDRIDGE POLICE DEPARTMENT
SCHOOLING AND CERTIFICATIONS**

2022 GOALS

- | | |
|--|---------------------------------|
| 1. Crisis Intervention (C.I.T.) | ALL OFFICERS |
| 2. Public Information Officer (P.I.O.) | SGT GALE & OFC ? |
| 3. Crime Scene Investigation (C.S.I.) | OFC SCHWERTMAN & OFC ? |
| 4. ASP & OC INSTRUCTOR | OFC PATE & OFC ? |
| 5. D.R.E. | OFC ? (AT LEAST 1) |
| 6. A.I. | OFC ? (AT LEAST 1) |
| 7. EVIDENCE/PROPERTY ROOM | SGT GALE, BRENDA, & OFC ? |
| 8. RECORDS | DEPUTY CHIEF & BRENDA |
| 9. RANGE OFFICER | OFC HAXTON, OFC COSTAS, & OFC ? |
| 10. DEFENSIVE TACTICS | SGT GALE & OFC ? |
| 11. GRANTS OFFICER | CHIEF, CPL CAVANAUGH, & OFC ? |
| 12. K9 OFFICER | OFC ? |
| 13. INVESTIGATIONS/DETECTIVE | OFC SCHWERTMAN & OFC ? |
- DEPUTY CHIEF LELLIG IN CHARGE OF TRAINING & K9
 - SGT GALE SUPERVISOR OF EVIDENCE/PROPERTY ROOM, INVESTIGATIONS, & C.S.I.
 - CPL CAVANAUGH SUPERVISOR OF TRAFFIC & GTSB

Eldridge Police Department

COMMUNITY SURVEY

ON PUBLIC SAFETY

AND LAW ENFORCEMENT



Eldridge Police Department invites you to take this “Community Survey on Public Safety and Law Enforcement.” It will take approximately five minutes of your time and is completely confidential. Your participation will help your agency to improve its services, processes, and reputation.

The survey is designed for a law enforcement agency to gather opinions and experiences from members of its community. The survey assesses five key components that involve your local law enforcement agency:

- Community involvement
- Safety
- Procedural justice
- Performance
- Contact and satisfaction

You may come into contact with multiple law enforcement agencies, but please answer the questions thinking only about the law enforcement agency that invited you to participate in this survey. Whether you are policed by a sheriff’s office, a municipal or regional police department, or another type of agency, the term “law enforcement agency” is used throughout the survey to refer to the local agency that invited you to participate.

Please indicate your response to each item by selecting the appropriate answer based on your feelings, opinions, and experiences. You may skip any survey items you do not feel comfortable responding to or know how to answer, but we encourage you to respond to as many items as possible. This is not a test, and there are no right or wrong answers. Please answer each question honestly.

Community Involvement

Question	Not at all	A little	Somewhat	A lot	To a great extent
1. To what extent does your law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?					
2. To what extent does your law enforcement agency regularly communicate with community members (e.g., websites, e-mails, or public meetings)?					
3. To what extent does your law enforcement agency make it easy for community members to provide input (e.g., comments, suggestions, and concerns)?					
4. To what extent does your law enforcement agency work together with community members to solve local problems?					
5. Community policing involves officers in your law enforcement agency working with the community to address the causes of crime in an effort to reduce the problems themselves through a wide range of activities. Based on this definition, to what extent do you think your law enforcement agency practices community policing?					

Safety

6. Please select the three (3) issues you think are the greatest problems within your community.

- | | | |
|---|--|--|
| <input type="radio"/> Burglaries/thefts (auto) | <input type="radio"/> Drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs) | <input type="radio"/> Mugging |
| <input type="radio"/> Burglaries/thefts (residential) | <input type="radio"/> Fraud / identity theft | <input type="radio"/> Physical assault |
| <input type="radio"/> Child abuse | <input type="radio"/> Gang activity | <input type="radio"/> Prostitution |
| <input type="radio"/> Child sexual predators / Internet safety | <input type="radio"/> Gun violence | <input type="radio"/> School safety (e.g., bullying, fighting, or weapons) |
| <input type="radio"/> Disorderly conduct / public intoxication / noise violations | <input type="radio"/> Hate crimes | <input type="radio"/> Sexual assault / rape (adult) |
| <input type="radio"/> Disorderly youth (e.g., cruising or gathering) | <input type="radio"/> Homeland security problems | <input type="radio"/> Traffic issues / residential speeding |
| <input type="radio"/> Domestic violence (adult) | <input type="radio"/> Homeless- or transient-related problems (panhandling) | <input type="radio"/> Underage drinking |
| <input type="radio"/> Driving under the influence (i.e., alcohol or drugs) | <input type="radio"/> Homicide | <input type="radio"/> Vandalism/graffiti |

Question	Not at all	A little	Somewhat	A lot	To a great extent
7. To what extent do you feel safe in your community when you are outside alone during the <i>day</i> ?					
8. To what extent do you feel safe in your community when you are outside alone at <i>night</i> ?					

Question	Decreased a lot	Decreased some	Stayed the same	Increased some	Increased a lot
9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?					

Procedural Justice


Question	Not at all	A little	Somewhat	A lot	To a great extent
10. To what extent do officers in your law enforcement agency treat people fairly?					
11. To what extent do officers in your law enforcement agency show concern for community members?					
12. To what extent are officers in your law enforcement agency respectful?					
13. To what extent is your law enforcement agency responsive to the concerns of community members?					
14. To what extent do you trust your law enforcement agency?					

Question	Not at all	A little	Somewhat	A lot	To a great extent	N/A
15. If you had contact with an officer in your law enforcement agency during the past 12 months, to what extent did the officer sufficiently explain his or her actions and procedures?						


Performance

Question	Not at all	A little	Somewhat	A lot	To a great extent
16. To what extent is your law enforcement agency effective at proactively preventing crime?					
17. To what extent is your law enforcement agency addressing the problems that really concern you?					
18. To what extent are you satisfied with the overall performance of your law enforcement agency?					

Contact and Satisfaction

Question	0 times	1–2 times	3–4 times	5–6 times	7 or more times
19a. How many times in the past 12 months have you had contact with your law enforcement agency for <i>traffic issues</i> (e.g., citation, warning, or vehicle crash)?					
	 Go to question 20a				

Question	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
19b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for <i>traffic issues</i> ?					

Question	0 times	1–2 times	3–4 times	5–6 times	7 or more times
20a. How many times in the past 12 months have you had contact with your law enforcement agency for <i>911 emergency calls</i> ?					
	 Go to question 21a				

Question	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
20b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for <i>911 emergency calls</i> ?					

Question	0 times	1–2 times	3–4 times	5–6 times	7 or more times
----------	---------	-----------	-----------	-----------	-----------------

21a. How many times in the past 12 months have you had contact with your law enforcement agency for *non-emergency calls* (e.g., to report a crime or suspicious activity)?

↓
Go to
question
22a

Question	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
----------	-------------------	--------------	------------------------------------	-----------	----------------

21b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for *non-emergency calls*?

Question	0 times	1–2 times	3–4 times	5–6 times	7 or more times
----------	---------	-----------	-----------	-----------	-----------------

22a. How many times in the past 12 months have you had contact with your law enforcement agency for *other contacts or interactions* (e.g., attend a community meeting or talk to an officer on patrol)?

↓
Go to
question
23

Question	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
----------	-------------------	--------------	------------------------------------	-----------	----------------

22b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for *other contacts or interactions*?

Demographics

23. How many years have you lived in Eldridge? _____ years Prefer not to answer

24. What is your gender?

- Male
- Female
- Prefer not to answer

25. Are you Hispanic or Latino?

- Yes
- No
- Prefer not to answer

26. What is your race?

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander
- White
- Prefer not to answer

27. What is your age group?

- 17 years or younger
- 18–29 years
- 30–39 years
- 40–49 years
- 50–59 years
- 60–69 years
- 70 years or older
- Prefer not to answer

Any Additional Comments or Concerns

What improvements would you like to see with the Eldridge Police Department?

2021 Budgets

Cities Comparable to The City of Eldridge, Iowa

City	Population	Number of Officers	Estimated tax levy rate per \$1000 valuation of regular property	Estimated tax levy rate per \$1000 valuation on Agricultural land	2021 Budget
DeWitt	5,514	10	14.26209	3.00375	\$1,928,888
Oelwein	5,920	10	17.71858	3.00375	\$1,788,350
Independence	6,064	11	16.60123	3.00375	\$1,909,789
Maquoketa	6,128	11	13.72317	3.00375	\$2,020,317
Adel	6,153	8	14.30237	3.00375	\$1,384,102
Orange City	6,267	7	14.46344	3.00375	\$1,038,786
Eldridge	6,726	11	6.7361	2.99055	\$1,036,994
Atlantic	6,792	12	16.56000	3.00375	\$2,472,088
Nevada	6,925	9	14.61800	3.00375	\$1,818,312
Hiawatha	7,183	14	14.75976	3.00375	\$3,721,514
Washington	7,352	10	15.22393	3.00306	\$1,810,958
Charles City	7,396	14	16.02115	3.00375	\$3,162,369

2016 Budgets

Cities Comparable to The City of Eldridge, Iowa

City	Population	Number of Officers	Estimated tax levy rate per \$1000 valuation of regular property	Estimated tax levy rate per \$1000 valuation on Agricultural land	2021 Budget
DeWitt	5,233	Unknown	14.07209	3.00375	\$1,847,614
Oelwein	6,056	Unknown	18.12416	3.00375	\$1,906,264
Independence	6,018	Unknown	15.39769	3.00375	\$1,781,406
Maquoketa	5,977	Unknown	12.12132	3.00375	\$1,645,439
Adel	4,293	Unknown	14.55899	3.00375	\$983,213
Orange City	6,179	Unknown	13.98515	3.00375	\$882,579
Eldridge	6,297	9	6.82817	2.99194	\$1,124,015
Atlantic	6,659	Unknown	16.79568	3.00375	\$2,148,890
Nevada	6,805	Unknown	14.61800	3.00375	\$1,814,867
Hiawatha	7,212	Unknown	15.40867	3.00375	\$2,993,301
Washington	7,424	Unknown	15.82079	3.00375	\$1,795,488
Charles City	7,457	Unknown	15.82909	3.00375	\$2,690,621

2021 & 2016 Budgets

Cities Comparable to The City of Eldridge, Iowa

When you look at the two spread sheets you will see the positives and negatives with each city.

1. DeWitt

- Population Increase +281
- Estimated Tax Levy Property Increase +.19
- Budget Increase +\$81,274

2. Oelwein

- Population Decrease -136
- Estimated Tax Levy Property Decrease -.40558
- Budget Decrease -\$117,914

3. Independence

- Population Increase +46
- Estimated Tax Levy Property Increase +1.20354
- Budget Increase +\$128,383

4. Maquoketa

- Population Increase +151
- Estimated Tax Levy Property Increase +1.60185
- Budget Increase +\$374,878

5. Adel

- Population Increase +1,860
- Estimated Tax Levy Property Decrease -.25662
- Budget Increase +\$400,889

6. Orange City

- Population Increase +88
- Estimated Tax Levy Property Increase +.47829
- Budget Increase +\$156,207

7. Eldridge

- Population Increase +429
- Department Increase +2
- Estimated Tax Levy Property Decrease -.09207
- Estimated Tax Levy Agricultural Decrease -.00139
- Budget Decrease -\$87,021

8. Atlantic

- *Population Increase* +133
- *Estimated Tax Levy Property Decrease* -.23568
- *Budget Increase* +\$323,198

9. Nevada

- *Population Increase* +120
- *Estimated Tax Levy Property No Change*
- *Budget Increase* +\$3,445

10. Hiawatha

- *Population Decrease* -29
- *Estimated Tax Levy Property Decrease* -.64891
- *Budget Increase* +\$728,213

11. Washington

- *Population Decrease* -72
- *Estimated Tax Levy Property Decrease* -.59686
- *Budget Increase* +\$15,470

12. Charles City

- *Population Decrease* -61
- *Estimated Tax Levy Property Increase* +.19206
- *Budget Increase* +\$471,748

As far as department size for all agencies listed, you will only see the current number on the 2021 spreadsheet. All numbers obtained were from the Iowa Department of Management.