POLICE DEPARTMENT WORKLOAD AND STAFFING ANALYSIS

JANUARY 13, 2026

SAN MARCOS, TEXAS

MATRIX
CONSULTING GROUP

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1. INTRODUCTION

The San Marcos Police Department retained Matrix Consulting Group to conduct a comprehensive review of its police services and staffing. This document provides the analysis and findings of that effort.

Matrix Consulting Group was founded over 23 years ago and has extensive experience conducting similar assessments for more than 400 police departments across Illinois, the United States, and Canada. Our firm has assisted numerous police departments in improving workload balance, management, and operations, while also helping them attain 21st Century Policing goals.

SCOPE OF WORK

The scope of this study included assessing current operations, response capabilities, staffing, and other resources necessary for delivering services to the City of San Marcos. This study focused on the delivery of the emergency services system, which included:

- Proactivity.
- Current staffing.
- Management of resources.
- Alternative service delivery.
- Responsiveness to the public.

APPROACHES UTILIZED IN THE STUDY

Data utilized in this study was developed based on the work conducted by the project team, including:

- Interviews were conducted with City of San Marcos staff, police department employees and community stakeholders.
- Collection and analysis of workload and service data.
- A review of operational documents and reports, budget data, organizational structure, and key practices.
- Five community input meetings.

Throughout the process, interim findings and conclusions were reviewed with the Police Department and the City.

COMMUNITY INPUT

Three in-person community meetings and two virtual session were offered to gather community input on safety, service quality, and police responsiveness in San Marcos. Participants raised issues related to

traffic, limited police visibility, particularly downtown, and overall staffing levels. Feedback on community engagement, transparency, and neighborhood safety varied: some residents were dissatisfied, while others said current efforts meet their expectations. Additional themes included interest in expanded mental health resources and consideration of non-police entities for code-enforcement responsibilities.

Operational feedback identified several internal challenges for the department. Reliance on volunteers for administrative functions may create vulnerabilities if participation declines. Increasing technology-related demands, including the review and redaction of body-worn camera footage for public information requests, are placing additional pressure on administrative staff.

Participants also raised questions about the frequency of periods when no officers are available for priority calls or when supervisors must respond due to staffing constraints, which may fall below established best-practice benchmarks. Additional staffing considerations were noted in areas such as victim services, where grant funding may not fully support needs, and training, where a single dedicated sergeant may be insufficient for an agency of this size.

Ten-year staffing projections will be presented in a separate report.

KEY FINDINGS AND RECOMMENDATIONS

The demands and expectations placed on policing today are greater than ever. The need for transparency and accountability around resources has long existed, but it has now become a core expectation from both the community and the profession. This assessment of police services was designed to create a justified, data-driven plan for policing in the City of San Marcos. Relying on data is vital for establishing an empirical basis for both current and future staffing requirements.

Note that this assessment is based on 2024 data, the most recent full year available at the start of the project. Reported crime increased by approximately 14% in 2025, indicating that the recommendations in this report should be considered the baseline for 2024, given the double-digit increase in reported crime in 2025.

The key conclusion of this assessment is that core patrol and investigations are close to having the staff to meet expected service levels. Operational and administrative support functions, on the other hand, have not kept up with growth in workloads and departmental complexity.

The following table highlights all recommendations in this report. The report should be reviewed to understand the factual basis for each recommendation and the analysis supporting it.

SUMMARY OF RECOMMENDATIONS

Area/Section	Recommendation
Office of the Chief	No Recommendations

Area/Section	Recommendation
Operations	Increase the number of Sergeants assigned to patrol units by 1 FTE for a total of 7 FTE patrol sergeants. Deploy this additional Sergeant to lead an Enhanced Downtown Business Patrol Unit to proactively address safety and quality-of-life issues surrounding the university campus in San Marcos. Maintain the current number of authorized Corporals and Officers assigned to patrol units. Increase the staffing of the Mental Health Unit by 2 FTE Officers for a total of 1 FTE Corporal and 4 FTE Officers. Increase the staffing of Police Services Specialists within patrol by 1 FTE for a total of 5 FTE Police Services Specialists. Add an additional secretary to investigations for a total of two to support the unit. Increase the staffing of the property crimes by two investigators for a total eight assigned. Assign some of the property crimes cases to the vehicle crimes investigator to reduce the property crimes caseload. Add 1 digital forensics investigator, for a total of 3 assigned. Increase the staffing of the special investigations by two investigators for a total of five assigned. Add two analyst for a total of four assigned with one supervisor (Five total personnel). Track callout times for the department's ancillary units to better inform future workload-based staffing analysis.
Administration	Increase Administration staffing by 1 professional staff accreditation coordinator position. Increase authorized staffing in the Administrative Division by 1 full-time internal affairs investigator (sergeant) and by 1 full-time pre-employment background investigator. Create a professional staff position for a fleet operations coordinator to enable the community services sergeant to concentrate on first-line supervisory functions, utilizing police training as the primary skill set, with a focus on law enforcement duties. Establish a structured internal tracking system to monitor qualitative performance measures and workload completion times assigned to the Crime Prevention Unit.

Area/Section	Recommendation
	Increase staffing in the Traffic Unit by two officers and one investigator.
	Increase the Training Unit by two officers and one administrative assistant, for a total of one sergeant, three officers, and one administrative assistant.
	Implement a structured post-in-service training field observation program in which supervisors utilize a standardized evaluation checklist to document whether officers consistently apply their learned skills during actual calls.
	Increase the number of records specialists in the Records Unit by 2.5 FTE.
	Increase the number of records supervisors in the Records Unit by 1, for 2 FTE.
	Increase 911 Operations staffing by 11 telecommunication operators, bringing the total to 36.

2. OFFICE OF THE CHIEF

The Office of the Chief consists of the Chief of Police, two assistant chiefs, commander and the administrative coordinator. One assistant chief is over operations and one is over administration. The Office of the Chief is staffed by both sworn and non-sworn personnel.

Provide a brief overview of the department and functions to be included in this analysis. If there are multiple divisions/functions consider bullet pointing the divisions included.

Chief of Police provides overall leadership, management, and administration of the Police Department. The chief is supported by two assistant chiefs and an administrative coordinator. The span of control is one to three, which is reasonable given the roles and responsibilities of the executive leadership position.

The assistant chiefs assist in overall leadership, management, and administration of the Police Department. One assistant chief is over operations and the other is over administration and support services. The assistant chiefs each oversee divisions and are detailed in their respective positions.

The administrative coordinator is responsible for coordinating activities and correspondence for the chief of police. The administrative coordinator performs several administrative functions in support of the department including onboarding and offboarding, financials, council committee liaison, payroll, employee files and TCOLE reporting. There are no reported backlogs for this position. The chief's office is adequately staffed for the roles and responsibilities in the office and span of control.

3. OPERATIONS

The Operations Bureau within the San Marcos Police Department is led by an Assistant Chief who manages all aspects of the Bureau. The bureau includes both patrol field operations and investigative functions for SMPD, as well as some support units.

1. PATROL

The following sections provide the analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD ANALYSIS METHODOLOGY

Our project team has calculated the community-generated workload of the police department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of calendar year 2024.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions must be met:

- The incident must be unique.
- The incident must be created in calendar year 2024.
- The incident must involve at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The call must originate from a community-generated source unless the incident type corresponds to a community member flagging down an officer or similar interaction.
- The incident type must sufficiently correspond to a community-generated event. Incident types that are identified with a high level of certainty as being self-initiated (e.g., traffic stops) or administrative in nature (e.g., meal breaks) are not counted as community-generated calls for service.
- The data recorded for the incident cannot contain major irregularities that would prevent sufficient analysis, such as no unit code or no time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by SMPD patrol units.

(1) CALLS FOR SERVICE BY HOUR AND WEEKDAY

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

CALLS FOR SERVICE BY HOUR AND WEEKDAY

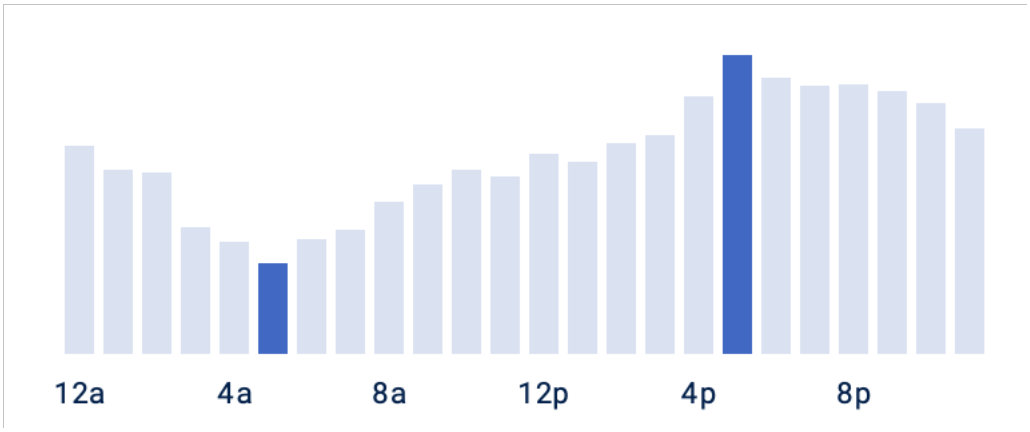
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	217	148	134	139	123	178	210	1,149
1 AM	229	104	98	106	117	146	204	1,004
2 AM	230	121	96	98	108	136	201	990
3 AM	156	62	55	69	71	111	166	690
4 AM	125	66	68	69	54	103	123	608
5 AM	97	52	70	71	47	71	84	492
6 AM	84	78	86	82	82	127	84	623
7 AM	85	99	92	96	102	103	113	690
8 AM	136	126	108	105	99	122	145	841
9 AM	144	124	137	117	118	120	171	931
10 AM	153	134	134	128	125	136	206	1,016
11 AM	154	153	119	135	112	137	177	987
12 PM	172	168	122	128	126	172	226	1,114
1 PM	166	144	159	128	104	148	210	1,059
2 PM	190	156	124	142	161	175	213	1,161
3 PM	195	173	141	153	159	184	206	1,211
4 PM	181	223	179	190	198	220	215	1,406
5 PM	200	253	233	206	229	255	261	1,637
6 PM	210	225	219	221	205	230	215	1,525
7 PM	189	220	216	194	205	253	199	1,476
8 PM	201	207	193	203	252	211	220	1,487
9 PM	176	189	188	184	225	240	241	1,443
10 PM	168	140	192	159	208	249	262	1,378
11 PM	152	152	156	151	155	227	246	1,239
Total	4,010	3,517	3,319	3,274	3,385	4,054	4,598	26,157

The heatmap illustrates the distribution of calls for service (CFS) by hour of day and day of week for the San Marcos Police Department in 2024, revealing clear temporal patterns in demand. Call volumes are lowest during the early morning hours, with activity gradually increasing through the morning and peaking during the late afternoon and evening. The busiest hours occur consistently between 3:00 PM and 8:00 PM, with daily call volumes during these periods often exceeding 200 incidents. Friday and Saturday evenings stand out as the highest-demand periods, particularly between 6:00 PM and 10:00 PM, reflecting increased activity heading into the weekend. In contrast, call activity is lowest between 3:00 AM and 7:00 AM across all days, with the fewest incidents typically occurring around 5:00 AM.

Overall, weekends show the highest total call volumes, with Saturday alone accounting for 4,598 calls, followed by Friday at 4,054 calls. Sunday also maintains elevated overnight and early morning activity compared to weekdays. This temporal pattern indicates that staffing strategies should emphasize

increased field presence during late afternoons, evenings, and weekends, particularly on Friday and Saturday nights, to effectively meet peak service demand.

CALL FOR SERVICE ACTIVITY BY HOUR



When aggregated by hour of day, calls for service follow a clear and predictable daily rhythm. Activity remains relatively steady in the early overnight hours before dropping to its lowest point between 4:00 AM and 5:00 AM, reflecting minimal community activity during that time. Call volume then steadily increases through the morning and early afternoon, as daily activity in the community rises. The peak period occurs in the late afternoon, around 5:00 PM, which represents the single busiest hour of the day for police response. Elevated call volumes continue into the evening hours, remaining high through approximately 9:00 PM before tapering off into the late night.

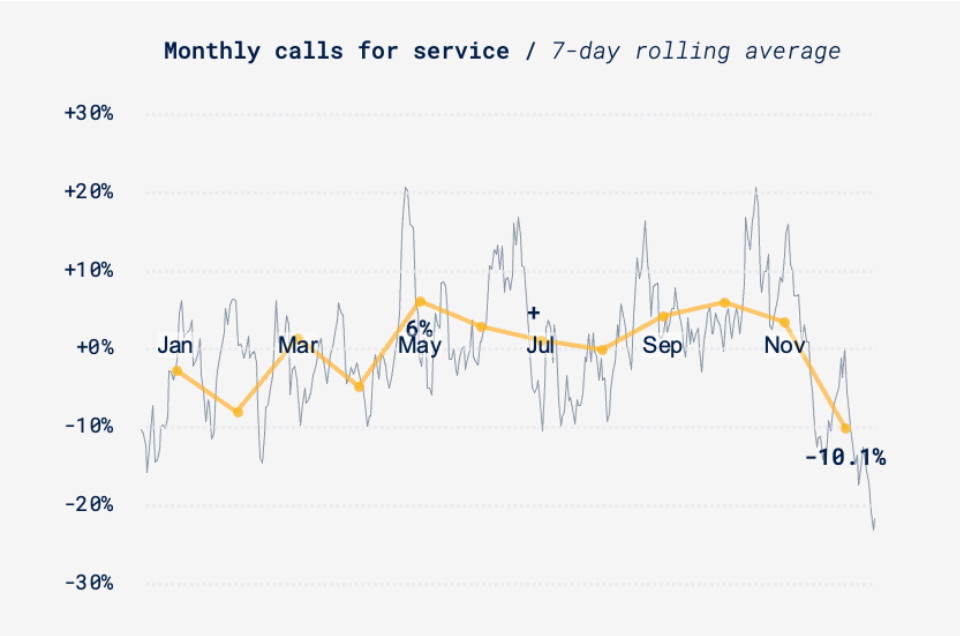
This pattern aligns closely with typical community activity cycles, indicating the importance of aligning patrol staffing levels with afternoon and evening peak demand. Strategic scheduling that increases field unit availability during these high-demand blocks can help reduce response times and ensure adequate coverage without excessive overtime during lower-demand early morning periods.

(3) CALLS FOR SERVICE BY MONTH

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

CALLS FOR SERVICE BY MONTH

Month	# of CFS	Seasonal +/-%
Jan	2,115	
Feb	2,001	-3.5%
Mar	2,194	
Apr	2,073	
May	2,316	+1.3%
Jun	2,238	
Jul	2,206	
Aug	2,184	+2.0%
Sep	2,279	
Oct	2,308	
Nov	2,259	+0.2%
Dec	1,984	
Total	26,157	



Monthly calls for service remained relatively stable throughout 2024, with modest seasonal fluctuations. While there are some fluctuations in overall percentage, no months see less than 1,984 calls for service and no more than 2,316 calls for service. The 7-day rolling average of calls for service highlights modest but distinct seasonal fluctuations throughout 2024. Activity began the year below average in January, dipped further in February, and then gradually rose through the spring. A notable peak occurred in late May, with call volumes reaching approximately 6% above the annual baseline, coinciding with the end of the academic year and increased community activity entering summer. Following this, call volumes stabilized near the baseline through the summer months, with small fluctuations but no pronounced surges. A mild increase was observed in early fall, maintaining a steady trend through September and October. Toward the end of the year, call volumes declined sharply, finishing about 10.1% below the baseline by December.

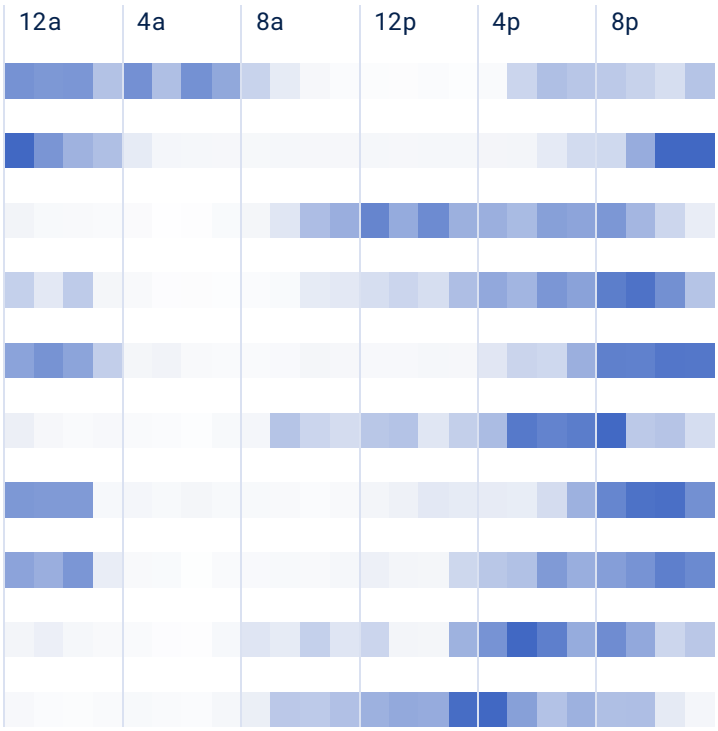
Overall, this pattern indicates a moderate seasonal cycle, with higher demand during late spring and early summer and reduced activity during winter months, particularly at the year's end. This predictable seasonal variation can inform resource planning, allowing the department to align staffing and operational strategies with periods of increased community activity.

(4) MOST COMMON TYPES OF CALLS FOR SERVICE

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time[1] (HT) for each:

MOST COMMON CALL FOR SERVICE CATEGORIES

Incident Type	# CFS	HT
Alarm Business	1,922	12.5
Noise Complaint	1,070	15.2
Criminal Trespass	1,049	31.0
Disturbance - Verbal	964	32.8
Susp. Circumstances	878	23.8
Public Assist	844	27.2
Suspicious Person	838	24.4
Disturbance - Physical	834	50.3
Motorist Assist	832	18.3
Supplement	798	33.5
All Other Types	16,128	36.1
Total	**26,157**	**31.9**



The table highlights the leading incident types driving calls for service. Alarm Business calls dominate workload (1,922 incidents) and occur mainly overnight with short handling times. Other frequent calls include Noise Complaints and Criminal Trespass, the latter requiring more time and occurring across the day. Disturbance calls (both verbal and physical) have longer handling times and peak in afternoon and evening hours, placing a heavier burden on patrol resources. While the top categories are significant, over 60% of calls fall into "All Other Types," reflecting a diverse service demand profile overall.

A diverse service demand profile means SMPD handles a broad range of incident types rather than a single dominant category. This requires flexible resource allocation, as calls vary in frequency, urgency,

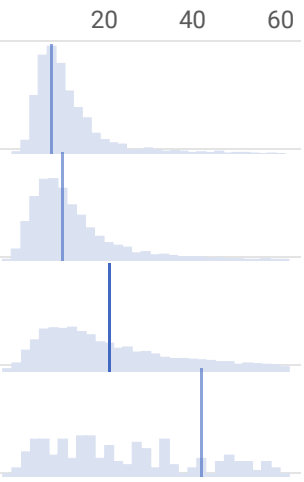
[1] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

and handling time. It also demands broad-based training and strategic staffing to ensure officers can respond effectively to both emergencies and community service needs. This complexity underscores the need for balanced deployment models that can adapt to varied operational demands throughout the day and year.

(5) CALL FOR SERVICE RESPONSE TIME BY PRIORITY LEVEL

The following table displays call for service statistics priority level, showing the distribution of calls by response time for each category, with the median (middle value) response time indicated by a semitransparent blue line:

CALL FOR SERVICE RESPONSE TIME BY PRIORITY LEVEL

Priority Level	# CFS	% of CFS	Median RT	RT Distribution
1	4,081	16%	8.3	
2	10,799	42%	11.0	
3	10,375	40%	21.7	
4	521	2%	41.1	

An analysis of calls for service by priority level reveals clear patterns in both call volume and response performance for the San Marcos Police Department. As shown in the table, Priority 2 and Priority 3 calls comprise the majority of workload, accounting for approximately 42 percent and 40 percent of all incidents, respectively. Priority 1 calls, which typically involve the most urgent situations, represent 16 percent of total call volume, while Priority 4 calls make up only 2 percent. Median response times increase logically with decreasing call priority, ranging from 8.3 minutes for Priority 1 to 41.1 minutes for Priority 4.

The response time distribution charts further illustrate these trends: Priority 1 calls display a sharp peak at lower response times, indicating that most high-priority incidents receive a rapid response, though a small number of calls experience longer delays. Priority 2 calls show a broader distribution centered around 10 to 15 minutes, while Priority 3 calls have a noticeably flatter and wider distribution, reflecting their lower urgency and the influence of unit availability during peak demand periods. Priority 4 calls, which are low in volume and urgency, exhibit the longest and most dispersed response times.

Overall, the distribution of response times across priorities suggests that the Department's dispatch and triage protocols are functioning as intended; however, the long tail of delayed responses for Priority 1 incidents and the extended times for Priority 3 calls may indicate opportunities to refine deployment strategies or consider alternative response models to improve overall service delivery.

These findings reflect a strategic field response that prioritizes rapid deployment to high-priority incidents to ensure timely intervention, while deliberately allocating resources more flexibly to lower-priority calls. This approach balances the need for quick response to critical situations with the practical realities of staffing and call volume, allowing the department to manage workload efficiently across varying levels of urgency.

2. ANALYSIS OF PATROL RESOURCE NEEDS

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the San Marcos Police Department based on current workloads, staff availability, and service level objectives.

(1) OVERVIEW OF THE RESOURCE NEEDS ANALYSIS

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

i. The number of community-generated workload hours handled by patrol.

ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).

iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, patrol proactivity, or the percentage of patrol officers' time in which they are available and on-duty that is not spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \%\ \text{Proactive Time}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should not be applied to every agency. The actual needs of an individual police department vary based on several factors, including:
  - Other resources that the police department has for proactive engagement with the community and addressing public safety issues, such as dedicated proactive units.
  - Community expectations and the ability to support a certain level of service.
  - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, with these considerations in mind, SMPD should generally target an overall proactive time level of at least 50% as an effective benchmark of patrol coverage. Any community engagement, proactive policing, and downtime in between calls would take place within the target range of proactive time. Should proactive time be less than those levels, however, it would come at the expense of each of these activities.

(2) PATROL UNIT STAFFING AND NET AVAILABILITY

The San Marcos Police Department follows a 12-hour shift configuration that assigns personnel to six teams on a fixed basis with fixed workdays. The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies):

PATROL SHIFT CONFIGURATION (CURRENT STAFFING LEVELS)

Shift	Team	Start Time	End Time	# Ofcs.
Day Shift	A	0600	1700/1800	8
	B	0600	1700/1800	8
Evening Shift	A	1600	0300/0400	8
	B	1600	0300/0400	8
Night Shift	A	1900/2000	0700	8
	B	1900/2000	0700	8

The San Marcos Police Department patrol operates on a three-shift system consisting of Day, Evening, and Night shifts, each with two teams (A and B). Day Shift runs from 0600 to 1700 or 1800 hours and is staffed with eight officers per team. Evening Shift operates from 1400 to 0300 or 0400 hours, also with eight officers per team. Night Shift begins at either 1900 or 2200 hours and ends at 0700, with eight officers assigned to each team. This structure provides overlapping coverage between shifts, allowing the department to align personnel with periods of higher service demand.

Given that the table provides the scheduled staffing levels, it does not reflect the numbers that are on duty and available to work at a given time. Out of the 2,080 hours per year that each officer is scheduled to work annually, a large percentage is not actually spent on duty.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from SMPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total net available hours of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field:

The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Available Hours

Annual Work Hours

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

- **Leave and Injury Time**

  Includes all types of time spent on leave, including military time, FMLA, injuries, etc. – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

  Calculated from SMPD data: **362 hours of leave[2] per year**

- **Court Time** (On Regular Work Hours)

  The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

  Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

  Estimated: **20 hours of on-duty court time per year**

- **Training Time** (On Regular Work Hours)

  The total number of hours spent per year in training that are completed while on-duty and not on overtime.

  Training logs provided by SMPD did not allow project staff to accurately distinguish on-duty training from overtime training practices. As a result, project staff are utilizing a standard training value from their experience with similar, Texas-based police agencies.

  Estimated: **80 hours of on-duty training time per year**

[2] The value of 362 hours includes an average leave/injury time of 334 hours for patrol officers, with an additional 28 hours of wellness leave, as captured by CAD data.

– Administrative Time

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying **90 minutes per shift** times the number of shifts worked by officers in a year after factoring out the shifts that are not worked because of leave being taken.

Estimated: **226 hours of administrative time per year**

= Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total net available hours for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting each factor from SMPD base work hours: **1,392 net available hours per officer**

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

CALCULATION OF PATROL UNIT NET AVAILABILITY

Base Annual Work Hours		2,080
Total Leave Hours	-	362
On-Duty Training Hours	-	80
On-Duty Court Time Hours	-	20
Administrative Hours	-	226
Net Available Hours Per Officer	=	1,392
Number of Officer Positions	×	*48*
Total Net Available Hours	=	**66,816**

Overall, the total of 48 currently assigned officer positions combine for a total of 66,816 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) OVERVIEW OF CALL FOR SERVICE WORKLOAD FACTORS

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the police department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Patrol Net Available Hours

	Number of Community-Generated Calls for Service
	Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers. The calculation process used to develop this number has been summarized in previous sections. Calculated from SMPD data: **26,157 community-generated calls for service**
×	**Primary Unit Handling Time**
	The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp. In the experience of the project team, the average handling time is typically between 30 and 42 minutes. With an average handling time of 31.9 minutes per patrol call for service handled, this value falls within the expected values as outlined above. Calculated from SMPD data: **31.9 minutes of handling time per call for service**

Number of Backup Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the rate of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

Calculated from SMPD data: **1.07 backup units per call for service**

×

Backup Unit Handling Time

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

The average amount of time that backup units spend on calls for service is typically shorter than that of primary units because backup officers generally arrive after the primary unit has already initiated the response and often leave once the immediate need for additional support has passed. Primary units are responsible for the full duration of the call, including initial response, scene stabilization, investigation, reporting, and any follow-up actions. In contrast, backup units usually provide temporary support (i.e., such as scene safety, crowd control, or assisting in high-risk situations) before clearing once their assistance is no longer required.

Calculated from SMPD data: **22.0 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.
In this case, the number has been calculated from SMPD data.

Calculated from SMPD data: **0.18 reports written per call for service**

×

Report Writing Time

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45.0 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45.0 minutes per report**

= Total Patrol Workload Hours

The total time involved in handling a community-generated call for service, adding together:

- Primary unit handling time
- Backup unit rate and handling time
- Time spent writing reports

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 26,518 total hours in 2024.

Calculated from previously listed factors: **63.6 total minutes of workload per call for service**

Each of the factors summarized in this section contributes to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

SUMMARY OF CFS WORKLOAD FACTORS

Total Calls for Service	**26,157**	50%
Avg. Primary Unit Handling Time	31.9 min.	
Backup Units Per CFS	**1.07**	37%
Avg. Backup Unit Handling Time	22.0 min.	
Reports Written Per CFS	**0.18**	13%
Time Per Report	45.0 min.	
Avg. Workload Per Call	63.6 min.	
Total Workload	**27,723 hrs.**	

Overall, each call represents an average workload of 63.6 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

(4) CALCULATION OF OVERALL PATROL PROACTIVITY

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function

as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

CALCULATION OF OVERALL PATROL PROACTIVITY

Total Patrol Net Available Hours		66,816
Total Patrol Workload Hours	–	27,723
Resulting # of Uncommitted Hours	=	39,093
Divided by Total Net Available Hours	÷	69,856
Overall Proactive Time Level	=	**58.5%**

This table shows the calculation of overall proactive time for patrol. Of the total 66,816 net available patrol hours, 27,723 hours were spent handling calls for service, leaving 39,093 uncommitted hours. When uncommitted time is divided by total available time, the result is a proactive time level of 58.5%.

This figure exceeds the commonly recommended benchmark of 50% proactive time, which is considered necessary to maintain adequate service levels, provide timely response to calls, and allow for community engagement, problem-solving, and self-initiated activity. A proactive time level above 50% suggests that SMPD currently has sufficient staffing to handle call demand while maintaining flexibility to conduct proactive policing and address emerging issues. However, consistently high levels may also indicate opportunities to strategically deploy additional resources toward targeted enforcement, community policing initiatives, or specialized assignments.

The following chart shows this analysis at a more detailed level, providing proactivity levels In four-hour blocks throughout the week:

PROACTIVITY BY HOUR AND WEEKDAY

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	53%	73%	73%	71%	76%	72%	52%	**67%**
6am–10am	65%	57%	63%	65%	62%	70%	64%	**67%**
10am–2pm	38%	44%	42%	47%	62%	49%	28%	**44%**
2pm–6pm	35%	37%	41%	50%	53%	50%	43%	**48%**
6pm–10pm	48%	39%	44%	57%	40%	34%	35%	**48%**
10pm–2am	61%	69%	66%	66%	68%	54%	47%	**61%**
Overall	55%	56%	58%	61%	60%	57%	49%	**59%**

This table illustrates the proactive time levels for SMPD patrol across different time blocks and days of the week. Proactive time represents the proportion of total patrol time not spent on calls for service—essentially the capacity available for self-initiated activity, community engagement, and response flexibility.

Across all days, overall proactive time averages 59%, which is above the recommended 50% benchmark. Proactive capacity is highest during early morning hours (2 AM–10 AM), at 67% on average, when call demand is relatively low. Levels decline during the late morning and afternoon (10 AM–6 PM), averaging between 44% and 48%, as service demand increases. Evening hours (6 PM–10 PM) maintain moderate proactive levels around 48%, while late-night periods (10 PM–2 AM) show a rebound to 61%.

By day of the week, Wednesday through Friday consistently show higher proactive time, while Sunday and Saturday are lower, reflecting heavier weekend call loads. These patterns indicate that SMPD has the greatest flexibility for proactive policing during early mornings and midweek periods, while afternoons and weekends are more operationally constrained by call demand.

(5) PATROL STAFFING LEVELS REQUIRED TO MEET SERVICE LEVEL OBJECTIVES

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring due to retirements, terminations, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that most vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

The table below summarizes the calculation of the turnover rate for SMPD sworn personnel

SAN MARCOS POLICE DEPARTMENT TURNOVER RATE CALCULATION

Year	#
2020	7
2021	10
2022	9
2023	7
2024	4
2025	4
Average Sep.	6.8
Auth. Sworn	125
Turnover Rate	**5.5%**

Given these considerations, **an additional 5.5% authorized (budgeted) positions should be added on top of the actual number of currently filled (actual) positions to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed without turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

CALCULATION OF PATROL UNIT STAFFING NEEDS

Total Workload Hours		27,723
Proactivity Target		50%
Staffed Hours Needed	=	*55,446*
Net Available Hours Per Officer	÷	1,392
Turnover Factor	+	6%
Patrol Officer FTEs Needed	**=**	**43**

Based on workload, availability, and proactive time targets – and after accounting for the impact of turnover on staffing needs, SMPD should allocate at least 43 officer positions to regular patrol roles.

(6) PATROL FIRST-LINE SUPERVISION

Ensuring that patrol has adequate supervision is critical to the effectiveness of patrol operations in the field.

Staffing needs for patrol sergeants can be measured by span of control ratios, or the average number of officers assigned to sergeants. Many of the key drivers of sergeant workloads include report review, use of force and pursuit review, and performance evaluations, which scale directly with the number of officers that are assigned to a sergeant. Consequently, the more officers that are assigned per sergeant, the less time that sergeants are able to be out in the field directly supervising them. In general, no sergeant should supervise more than nine officers.

These targets should be adjusted based on the administrative duties that sergeants are required to handle. If sergeants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target should be lower than normal, ensuring that sergeants supervise fewer officers.

In the case of SMPD patrol, current deployment practices outline a sufficient number of sergeants to supervise patrol officers. This level of supervision is further solidified by the corporals who are deployed on each shift. For final recommendations on patrol supervisors, see the enhanced downtown business patrol unit section below.

3. SELF-INITIATED ACTIVITY

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine how utilized uncommitted time is for proactive policing.

(1) SELF-INITIATED ACTIVITY BY HOUR AND WEEKDAY

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

SELF-INITIATED ACTIVITY BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	177	124	190	164	178	153	192	1,178
1 AM	177	134	174	146	174	190	179	1,174
2 AM	189	94	106	100	142	185	148	964
3 AM	106	71	68	65	119	98	95	622
4 AM	41	65	72	57	49	45	56	385
5 AM	24	40	57	43	52	32	27	275
6 AM	28	50	30	38	27	42	28	243
7 AM	55	105	124	85	114	93	69	645
8 AM	73	85	112	88	125	89	74	646
9 AM	84	94	93	83	94	98	71	617
10 AM	91	78	79	77	95	91	85	596
11 AM	81	71	93	65	89	81	69	549
12 PM	78	75	83	77	63	74	62	512
1 PM	76	81	87	86	98	78	66	572
2 PM	63	67	77	65	71	81	64	488
3 PM	61	72	93	68	78	71	60	503
4 PM	37	72	81	58	83	75	71	477
5 PM	71	70	76	87	81	98	114	597
6 PM	73	75	103	68	113	89	92	613
7 PM	84	77	69	55	83	117	120	605
8 PM	82	89	93	88	128	131	128	739
9 PM	115	138	120	124	170	180	187	1,034
10 PM	136	132	147	140	146	191	202	1,094
11 PM	139	175	158	148	183	193	190	1,186
Total	2,141	2,134	2,385	2,075	2,555	2,575	2,449	16,314

Self-initiated activity by SMPD patrol officers occurs consistently throughout the week, with clear concentration during afternoon, evening, and late-night hours. Activity begins to rise steadily after 7:00 AM, increases through the late morning, and remains relatively stable through the early afternoon. The most pronounced growth occurs from approximately 4:00 PM through midnight, reflecting peak proactive patrol activity during traditional swing and night shift hours.

The highest levels of self-initiated activity occur during the late evening and overnight hours, particularly between 9:00 PM and 3:00 AM. This pattern is consistent across all days of the week and is especially

pronounced on Thursdays through Saturdays, which collectively account for the highest daily totals. Weekend days show elevated late-night activity compared to weekdays, indicating a strong proactive patrol presence during periods associated with increased nightlife, traffic enforcement opportunities, and crime-prevention initiatives.

Early morning hours between 2:00 AM and 6:00 AM show a notable decline in self-initiated activity, which aligns with reduced staffing levels and lower overall activity opportunities during these periods. Daytime hours, while lower than evening peaks, still demonstrate steady self-initiated engagement, particularly during mid-morning and early afternoon, indicating that patrol officers maintain proactive enforcement and community-oriented activity even outside peak demand periods.

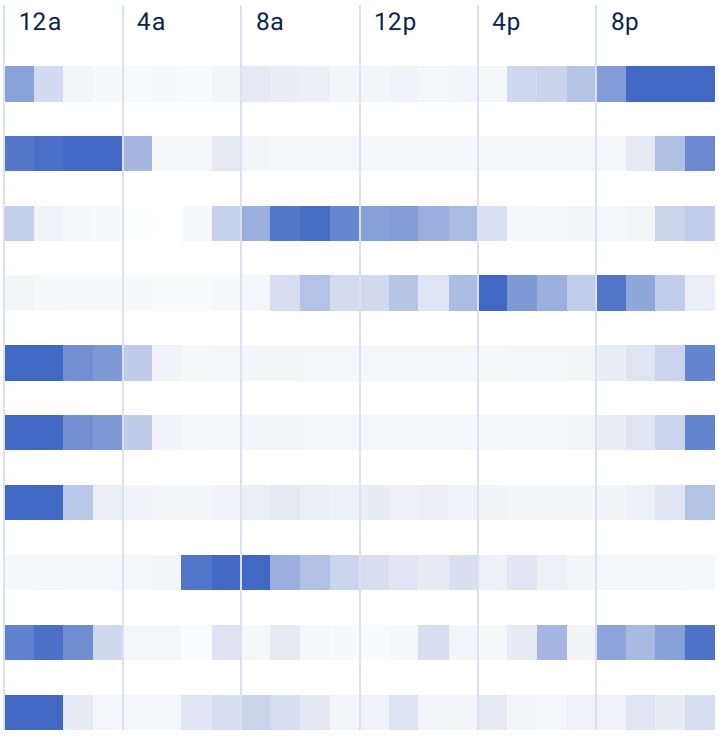
Overall, these trends demonstrate that SMPD patrol officers are most proactive during periods of heightened activity and risk, particularly during evening and late-night hours, and that self-initiated activity aligns well with expected temporal patterns of enforcement, deterrence, and visibility objectives.

(2) SELF-INITIATED ACTIVITY BY CATEGORY

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

MOST COMMON CATEGORIES OF SELF-INITIATED ACTIVITY

Incident Type	# CFS	HT
Traffic Stop	8,348	10.8
Close Patrol	2,273	10.1
Investigation	1,310	36.9
Follow Up Inv.	497	25.6
Suspicious Vehicle	408	13.9
Foot Patrol	327	52.9
Community Contact	321	39.5
Assist Outside Ag.	194	25.8
Pedestrian Stop	191	8.5
Public Assist	178	15.8
All Other Types	2,267	34.9
Total	**16,314**	**18.3**



The self-initiated activities of SMPD patrol officers are largely focused on proactive enforcement, visible patrol, and preventative policing. Traffic stops represent a primary activity, reflecting an emphasis on roadway safety, deterrence, and officer visibility. Close patrol and foot patrol further reinforce this proactive presence in neighborhoods and activity areas.

Patrol officers also regularly engage in investigative follow-up activities, demonstrating an active role in advancing cases beyond initial call response. Suspicious vehicle checks, pedestrian stops, and directed enforcement illustrate a preventative approach aimed at identifying potential issues before they escalate.

Community contacts highlight ongoing engagement with residents and businesses in non-enforcement settings, supporting community policing goals, while assistance to outside agencies reflects SMPD's collaborative role within the regional public safety network.

(3) TOTAL UTILIZATION

The usage of proactive time can be examined through total utilization – the percentage of officers' net available time that is spent handling both community-generated calls for service and self-initiated activity.

Below 70% or so utilization, there is ample time that is not spent either responding to calls or being proactive. The goal is not necessarily to reach 100%. During the nighttime, there are not as many opportunities to use proactive time. Furthermore, a utilization percentage of 90% at a certain time, for instance, would still indicate officers routinely going from call to call without having substantive time to use for proactive policing.

The following chart shows the results of this analysis:

% OF AVAILABLE TIME UTILIZED ON EITHER CALLS FOR SERVICE OR SELF-INITIATED ACTIVITY

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	57%	33%	34%	36%	36%	37%	57%	**42%**
6am–10am	46%	59%	54%	51%	58%	42%	43%	**45%**
10am–2pm	75%	73%	75%	73%	60%	65%	86%	**73%**
2pm–6pm	72%	77%	74%	67%	58%	61%	66%	**62%**
6pm–10pm	58%	69%	68%	50%	75%	76%	77%	**62%**
10pm–2am	48%	37%	57%	44%	49%	69%	83%	**58%**
Overall	59%	55%	55%	51%	54%	57%	65%	**54%**

Overall patrol officer utilization at SMPD remains moderate across all days and time periods, with an overall average utilization of approximately 54 percent. Utilization levels vary by time of day, with the highest utilization consistently occurring during the late morning and early afternoon hours (10:00 AM to 2:00 PM), where utilization frequently exceeds 60 or 70 percent and peaks on weekends. The afternoon period from 2:00 PM to 6:00 PM also shows relatively elevated utilization, though it generally remains below the late-morning peak.

Evening and overnight periods demonstrate lower and more variable utilization. While utilization increases slightly during weekend evenings and late-night hours, particularly on Fridays and Saturdays, it remains well below full capacity. Early morning hours between 2:00 AM and 6:00 AM show the lowest utilization levels throughout the week, reflecting reduced overall demand during these periods.

OPERATIONAL SUMMARY

Because overall patrol utilization remains below 70 percent across all shifts, SMPD patrol officers have sufficient available capacity to effectively respond to calls for service while also maintaining a strong level of proactive activity. This level of utilization supports balanced patrol operations, allowing officers to address reactive demand without compromising visibility, self-initiated enforcement, or community engagement efforts.

4. ENHANCED DOWNTOWN BUSINESS PATROL UNIT

The San Marcos Police Department operates within a unique public safety environment that includes a large and active university campus. A college campus presents distinct operational challenges that differ from traditional residential or commercial areas. These challenges include a high concentration of young adults, significant fluctuations in population throughout the academic year, dense housing and pedestrian activity, frequent large-scale events, and elevated risks associated with alcohol and drug use. Additionally, campus environments often experience higher volumes of quality-of-life incidents, property crimes, and calls related to disorderly conduct, mental health crises, and victimization of first-time or inexperienced residents. These conditions create a complex, dynamic setting that requires a deliberate, specialized public safety approach.

The presence of a university also expands the jurisdiction's responsibility beyond the campus boundary itself. Students, faculty, staff, and visitors routinely move between campus facilities and surrounding neighborhoods, retail corridors, and entertainment districts. As a result, campus-related activity has a direct impact on community safety, traffic patterns, demand for police services, and overall quality of life for permanent residents. Without a directed public safety effort, issues originating on or near campus can quickly spill into surrounding areas, increasing calls for service and placing additional strain on patrol resources.

Targeted public safety measures are critical to effectively managing these risks and ensuring the safety of both the campus population and the broader community. A directed approach allows the Department to proactively address predictable patterns of activity, such as peak class times, special events, athletic contests, and late-night social gatherings. Focused deployment strategies, enhanced visibility, and

problem-oriented policing efforts in and around campus areas improve deterrence, reduce victimization, and foster a sense of safety among students and residents alike. These strategies also support early intervention in situations involving substance abuse, mental health concerns, or escalating disorder, helping prevent minor incidents from developing into more serious public safety issues.

A structured campus-focused public safety effort also strengthens collaboration between the Police Department, university officials, student organizations, and community stakeholders. Clear coordination and shared expectations promote consistent messaging, effective enforcement of laws and ordinances, and a balanced approach that emphasizes education, compliance, and accountability. By dedicating attention and resources to the unique demands of a university environment, the San Marcos Police Department can more effectively safeguard a highly mobile and vulnerable population while maintaining overall service levels throughout the city. Ultimately, a directed campus public safety strategy supports the Department's broader mission of protecting life, preserving order, and enhancing the quality of life for all residents of the jurisdiction, as summarized in the recommended staffing table below:

RECOMMENDED SMPD PATROL STAFFING (*AUTHORIZED*)

Shift	Team	Start Time	End Time	# Sgts.	# Cpls.	# Ofcs.
Day Shift	A	0600	1700/1800	1	1	8
	B	0600	1700/1800	1	1	8
Evening Shift	A	1600	0300/0400	1	1	8
	B	1600	0300/0400	1	1	8
Night Shift	A	1900/2000	0700	1	1	10
	B	1900/2000	0700	***2***	1	10
			Total Staffing:	**7**	**6**	**52**

This deployment strategy facilitates the ability of SMPD patrol units to provide a high level of service throughout all hours of the day, as well as the ability to provide any measure of targeted enforcement as a result of being situated near a university campus.

To effectively address the unique public safety demands associated with the university environment and surrounding business districts, the San Marcos Police Department should add one (1) full-time equivalent Patrol Sergeant assigned to the night shift to lead a dedicated Enhanced Downtown Business Patrol Unit. This position will provide focused supervisory oversight and strategic direction for community policing and crime prevention efforts in and around the university campus, where call volume, pedestrian activity, and quality-of-life concerns are most prevalent during evening and overnight hours.

The recommended Sergeant will be responsible for coordinating proactive patrol strategies tailored to nightlife, entertainment venues, and high-density student housing areas that experience elevated activity during night shift hours. These areas routinely generate recurring issues such as disorderly conduct, alcohol-related offenses, noise complaints, property crimes, and disturbances that benefit from a consistent, problem-oriented policing approach. With a dedicated supervisor overseeing this function, the Department ensures continuity, accountability, and an intentional focus on addressing the root causes of recurring incidents rather than relying solely on reactive responses.

Both night shift patrol teams (Team A and Team B) will maintain sufficient staffing levels to support the deployment of officers to the Business District Enforcement Team on any given day of the week. This structure allows the assigned Sergeant to draw from the on-duty patrol complement without diminishing the Department's ability to respond to calls for service across the remainder of the city. Officers assigned to the enforcement team will rotate as needed between Team A and Team B, ensuring consistent coverage, equitable workload distribution, and uninterrupted operations regardless of the patrol team scheduled to work.

This deployment model provides operational flexibility and sustainability. It allows the Enhanced Downtown Business Patrol Unit to function continuously throughout the week, including weekends and special event periods, while preserving adequate baseline patrol coverage. The Sergeant will be responsible for adjusting staffing and deployment in response to real-time conditions, anticipated activity levels, and emerging trends, ensuring resources are aligned with periods of greatest risk and demand.

Under this model, the Enhanced Downtown Business Patrol Unit will emphasize visible patrol, community engagement, and targeted enforcement in partnership with local businesses, university officials, and neighborhood stakeholders. By leveraging sufficient staffing on both night shift teams and providing dedicated supervisory leadership, the San Marcos Police Department strengthens its ability to proactively manage campus-related public safety issues, improve officer effectiveness and safety, and enhance overall quality of life for students, residents, and visitors.

RECOMMENDATION:

Increase the number of Sergeants assigned to patrol units by 1 FTE for a total of 7 FTE patrol sergeants. Deploy this additional Sergeant to lead an Enhanced Downtown Business Patrol Unit to proactively address safety and quality-of-life issues surrounding the university campus in San Marcos.

Maintain the current number of authorized Corporals and Officers assigned to patrol units.

5. OPERATIONAL SUPPORT FUNCTIONS

The following sections provide workload analyses and staffing recommendations for the four main support functions within the Operations Bureau: School Resources, Mental Health, Homelessness, Canine Units, and Police Services Specialists. While each of these units is part of SMPD's overall field operations strategy, they each have unique functions that are evaluated separately.

(1) SCHOOL RESOURCES UNIT

The San Marcos Police Department maintains a dedicated School Resource Officer (SRO) Unit composed of five officers and one supervising sergeant. The SROs serve the San Marcos Consolidated Independent School District (SMCISD), the only district within city limits, which has approximately 9,000 students across all grade levels. Two SROs are permanently assigned to the district's single high school, which serves about 2,600–2,700 students, while one SRO is assigned to each of the two middle schools, each with roughly 1,100 students. One SRO is also assigned to the Disciplinary Alternative Program (DAP) campus, which serves between 50 and 135 students at any given time. The district's eight elementary schools and one Pre-K campus do not have dedicated officers but receive coverage from SROs assigned to nearby campuses based on geographic proximity. The following table summarizes these student population numbers:

SMPD SRO STAFFING AND STUDENT POPULATION

School Type	# of Camp.	Est. St./Camp.	Total # St.	SROs	Notes
High School	1	2,600–2,700	2,650	2	Dedicated SROs full-time on campus
Middle School	2	1,100	2,200	2 (1/sch)	One SRO per middle school campus
Disc. Alternative Program (DAP)	1	50–135	90	1	SRO covers alternative education programs
Elementary School	8	350–400	~3,000	Shared	Covered geographically by assigned SROs
Pre-Kindergarten Center	1	150	150	Shared	Covered geographically by assigned SROs
Total (District-wide)	**13**	**—**	**9,000**	**5 + 1 Sgt.**	**City and district cost-share (60% SMCISD / 40% City)**

The SRO program operates under a cost-sharing agreement in which SMCISD funds 60 percent of program costs, with the City of San Marcos contributing the remaining 40 percent.

The National Association of School Resources Officers recommends one FTE SRO per 1,000 students at both high schools and middle schools. Currently, SMPD's School Resources Unit falls slightly below these recommendations, as the high school SRO to student ratio is approximately 1 per 1,325 students and the middle school ratio is approximately 1 per 1,100 students. This ratio does not also include the subsequent workload of SROs to respond to calls for service at the elementary and other early education centers within San Marcos, as needed. This lack of proper staffing of the School Resources Unit has led to the inadvertent deployment of the supervising sergeant to staff individual schools on 65 separate occasions in the past year – a rate that exceeds the norm in the experience of project staff.

To alleviate this strain on the School Resources Unit, there is a need to expand upon the current staffing of the unit. In order to accomplish a more thorough staffing of mandated schools within SMCISD, project

staff are recommending the addition of 1 FTE Officer to the SRO unit. This increase in line-level staffing will provide an adequate ratio of staffing levels to the current SMCISD student population.

RECOMMENDATION:

Increase the staffing of the School Resources Unit by 1 FTE Officer for a total of 1 FTE Sergeant and 6 FTE Officers.

(2) MENTAL HEALTH AND HOMELESS OUTREACH

The Mental Health Unit (MHU) and Homeless Outreach Team (HOT) are supervised by 1 FTE Sergeant who is assisted by 1 FTE Corporal tasked with the direct oversight of the Mental Health Unit. The line-level staffing of these units sees two FTE Officers deployed, per unit. The following analyses seeks to provide information relating to the 2024 calls for service responded to by these units, as well as include a coverage-based analysis to determine the staffing and scheduling needs of these units in order to provide as comprehensive of a service for the community members of San Marcos.

MENTAL HEALTH WORKLOAD ANALYSIS

The workload analysis for the Mental Health Unit mirrors the patrol analysis above in that the project team has calculated the community-generated workload of the police department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of calendar year 2024.

For incidents to be identified as mental-health related calls for service and included in our analysis of patrol, each of the following conditions must be met:

- The incident must be unique.
- The incident must be created in calendar year 2024.
- The incident must involve at least one officer assigned to the MHU, as identified by the individual unit codes of each response to the call.
- The call must originate from a community-generated source unless the incident type corresponds to a community member flagging down an officer or similar interaction.
- The incident type must sufficiently correspond to a community-generated event. Incident types that are identified with a high level of certainty as being self-initiated (e.g., traffic stops) or administrative in nature (e.g., meal breaks) are not counted as community-generated calls for service.
- The data recorded for the incident cannot contain major irregularities that would prevent sufficient analysis, such as no unit code or no time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the calls for service handled by MHU units.

SMPD MENTAL HEALTH UNIT CALLS FOR SERVICE – *2024*

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	0	0	0	0	1	1
1 AM	0	0	0	0	0	0	1	1
2 AM	0	0	0	0	0	1	0	1
3 AM	0	0	0	0	0	0	0	0
4 AM	0	0	0	0	0	0	1	1
5 AM	0	0	0	0	0	0	0	0
6 AM	0	0	0	1	4	0	0	5
7 AM	0	2	6	3	16	10	0	37
8 AM	0	7	41	24	45	34	1	152
9 AM	0	5	47	48	39	45	0	184
10 AM	0	12	135	74	85	88	0	394
11 AM	3	22	48	62	86	79	0	300
12 PM	0	41	41	56	84	71	0	293
1 PM	0	40	71	69	79	64	2	325
2 PM	0	53	72	64	78	42	0	309
3 PM	0	25	73	51	88	55	0	292
4 PM	1	22	45	45	48	27	0	188
5 PM	0	17	29	24	43	14	1	128
6 PM	0	8	13	14	12	14	0	61
7 PM	0	8	3	1	3	0	0	15
8 PM	0	1	0	0	0	2	0	3
9 PM	0	1	0	0	0	0	0	1
10 PM	0	0	0	0	0	0	0	0
11 PM	0	0	0	0	0	0	1	1
Total	4	264	624	536	710	546	8	2,692

Calls for service (CFS) for the San Marcos Police Department's Mental Health Unit (MHU) total 2,692 incidents, showing a strong weekday and daytime concentration. The unit's activity is heavily clustered between 7 AM and 6 PM, with calls beginning to rise around 7 AM and peaking between 11 AM and 3 PM. The busiest single hour is 10 AM, which alone accounts for almost 400 calls, followed closely by the midday and early afternoon hours. Thursdays and Fridays represent the most active days of the week, followed by moderate volumes on Tuesday and Wednesday. Sunday activity is nearly nonexistent, indicating limited or no weekend response. The single highest point of activity occurs on Tuesday at 10 AM with 135 calls, reflecting a pronounced midweek surge.

Overall, the MHU's call profile reflects a structured, daytime operational model focused on proactive weekday engagement rather than reactive 24/7 coverage.

MENTAL HEALTH STAFFING ANALYSIS

The section above outlines the total number of calls for service for the SMPD MHU in 2024. This call total (n=2,692), combined with the average call handling time for MHU units of 48.9 minutes allows project staff to calculate MHU staffing needs in a fashion that mirrors the patrol analysis above. Like the patrol analysis, a target proactive capability of 50% is implemented. The staffing calculations are shown in the table below:

SMPD MENTAL HEALTH UNIT STAFFING CALCULATIONS

Total Workload Hours		2,193
Proactivity Target		50%
Staffed Hours Needed	=	*4,386*
Net Available Hours Per Officer	÷	1,455
MHU Officer FTEs Needed	=	**4**

The 4,386 staffed hours needed demands a staffing contingent of 4 FTE MHU Officers to handle this workload. As a result, the MHU needs an additional staffing of 2 FTE Officers to accomplish this staffing level.

RECOMMENDATION:

Increase the staffing of the Mental Health Unit by 2 FTE Officers for a total of 1 FTE Corporal and 4 FTE Officers.

HOMELESS OUTREACH WORKLOAD ANALYSIS

The San Marcos Police Department's Homelessness Outreach Team (HOT) has only been operational since October 2024, meaning that the data available for this staffing analysis represents just a few months of activity, far too limited to establish reliable trends or workload baselines. With such a short period of operational history, there is insufficient data to accurately assess call volumes, service demand patterns, or time commitments associated with proactive outreach versus reactive response. Additionally, the analytical tools and data systems used for broader staffing evaluations have not yet accumulated enough consistent inputs to produce meaningful projections or workload-based ratios for the HOT.

Given these limitations, any attempt to evaluate HOT data and make any significant staffing recommendations would be premature and potentially disruptive to a unit still in its foundational phase of development. Therefore, maintaining the current staffing level of two full-time officers (2 FTEs) is necessary to allow the program to stabilize, establish operational benchmarks, and collect sufficient data to inform future staffing adjustments. This continuity ensures that the HOT can continue building relationships with community partners and individuals experiencing homelessness, refine its response protocols, and begin generating measurable performance data for subsequent analyses.

HOMELESS OUTREACH DATA PROCESS RECOMMENDATIONS

To ensure the Homelessness Outreach Team (HOT) in San Marcos can deliver comprehensive and data-informed services to community members, the unit should capture a combination of quantitative and qualitative data that extends beyond standard CAD (Computer-Aided Dispatch) metrics. While CAD data provides valuable information about call frequency, locations, and response times, a more complete understanding of the HOT's impact and community needs requires tracking outreach activity, outcomes, and partnerships. The following categories outline key data elements that should be collected and maintained:

OUTREACH ACTIVITY METRICS

The HOT should track the number of individuals engaged per shift, distinguishing between repeat and first-time contacts. Each interaction should be categorized by type, such as proactive outreach, welfare checks, service referrals, or crisis interventions. Location data should also be collected to identify geographic trends in encampments and service gaps, and the time spent per contact should be documented to better estimate workload intensity.

CLIENT DEMOGRAPHICS AND CIRCUMSTANCES

The team should gather voluntary demographic information, including age, gender, veteran status, and estimated duration of homelessness. Key needs should be identified for each contact—such as mental health, substance use, housing, employment, or medical concerns—along with barriers to assistance like lack of identification or transportation. It is also useful to note whether the individual is already connected with a case manager, probation officer, or social-service provider.

SERVICE LINKAGE AND OUTCOMES

Tracking the number and type of referrals made to shelters, behavioral health providers, treatment programs, and outreach partners provides insight into the HOT's effectiveness. Acceptance rates for these referrals, as well as the frequency and results of follow-up contacts, should be documented to evaluate ongoing engagement. When possible, outcomes such as shelter placements, transitional housing moves, or permanent housing successes should also be recorded.

INTERAGENCY COORDINATION

The HOT should maintain data on partner agency collaborations, such as joint operations and case reviews with local nonprofits, county behavioral health, and social-service agencies. Documentation of coordinated efforts, shared case management, or data exchange helps demonstrate the level of system integration. In addition, recurring service gaps—such as shortages in detox beds or shelter capacity—should be noted to inform policy discussions and resource allocation.

QUALITATIVE AND COMMUNITY IMPACT DATA

Narrative case notes can provide context to the quantitative metrics, highlighting complex cases, successful interventions, and persistent barriers. Collecting feedback from community members, service

providers, and businesses regarding HOT's visibility and effectiveness can also help assess public perception and identify areas for improvement. Officers should note seasonal or geographic shifts in homelessness patterns, as well as recurring problem areas that may require focused attention.

PROGRAM PERFORMANCE AND EVALUATION

Over time, the HOT should measure workload indicators such as the ratio of proactive to reactive contacts, average number of individuals served per full-time equivalent (FTE) officer, and reductions in repeat calls for service or crisis interventions. Efficiency and impact metrics—such as fewer jail bookings, emergency room visits, or repeat CAD calls associated with homelessness—can be used to demonstrate the team's long-term value. Estimating cost avoidance and documenting tangible community outcomes will further support future staffing or funding requests.

By collecting and analyzing this broader dataset, the Homelessness Outreach Team can evolve from a response-based model to a data-driven, problem-solving approach that measures both service delivery and community impact. This framework will allow the unit to demonstrate outcomes, justify current staffing levels, and strengthen partnerships with local health, housing, and human-service providers.

(3) CANINE UNITS

The K-9 Unit of the San Marcos Police Department operates as a specialized function within the Patrol Division and serves in direct support of patrol operations and public safety initiatives. The unit is staffed by sworn patrol officers who are dual-assigned as K-9 handlers, ensuring seamless integration with routine patrol activities while providing enhanced operational capabilities during high-demand periods.

K-9 teams are assigned to the evening shift, operating from 1600 to 0400 hours, a deployment window that aligns with peak call-for-service volumes and elevated crime activity. During this period, K-9 teams support patrol operations through suspect tracking and apprehension, building and area searches, officer safety deployments, evidence detection, and proactive patrol activities. Their presence enhances patrol effectiveness, reduces response times for high-risk incidents, and provides critical support during dynamic or resource-intensive calls.

In addition to operational deployments, K-9 handlers are responsible for ongoing training, certification maintenance, and the care and conditioning of their assigned police service dogs. The K-9 Unit also contributes to community engagement efforts through demonstrations and public education when staffing and operational demands allow. Overall, the K-9 Unit plays a vital role in strengthening patrol capabilities, improving officer and public safety, and supporting the Department's broader crime-reduction and community-policing objectives.

CANINE WORKLOAD

This section presents an analysis of the workload handled by the San Marcos Police Department's K-9 Unit to evaluate the alignment between K-9 deployments and operational demand. The analysis first documents the types and volume of activities performed by K-9 teams, including patrol support

functions, searches, apprehensions, and other mission-critical responses, to establish a clear understanding of how K-9 resources are currently utilized.

Building on this workload overview, the analysis then examines the timing of K-9 activity in relation to the hours when the Department experiences the highest frequency of calls for service that are most appropriate for K-9 deployment. By comparing K-9 workload patterns with call-for-service demand by time of day, this assessment evaluates whether current K-9 staffing and deployment hours are aligned with peak operational need and identifies opportunities to optimize the effectiveness and availability of K-9 resources in support of patrol operations and officer safety.

The following table summarizes the days and times in which K-9 units responded to calls for service in 2024:

SMPD K-9 UNIT CALLS FOR SERVICE – *2024*

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	7	0	0	0	2	5	8	22
1 AM	5	0	0	1	1	10	2	19
2 AM	6	1	0	0	1	6	1	15
3 AM	0	0	1	1	0	0	0	2
4 AM	1	0	0	0	0	0	0	1
5 AM	0	0	0	1	1	0	0	2
6 AM	0	0	0	0	0	0	0	0
7 AM	0	0	0	0	0	0	0	0
8 AM	0	0	0	0	2	0	0	2
9 AM	0	0	1	0	0	2	0	3
10 AM	0	2	2	2	1	0	0	7
11 AM	0	2	3	0	3	1	0	9
12 PM	2	3	2	3	1	3	0	14
1 PM	0	1	7	3	1	1	0	13
2 PM	0	4	3	4	3	1	1	16
3 PM	0	1	4	4	2	3	0	14
4 PM	2	2	3	4	3	5	2	21
5 PM	0	6	1	2	12	7	7	35
6 PM	1	10	3	0	10	6	12	42
7 PM	2	3	5	3	10	8	6	37
8 PM	0	3	3	0	16	6	12	40
9 PM	1	6	1	1	12	22	11	54
10 PM	0	3	0	2	7	9	7	28
11 PM	0	0	1	2	8	12	3	26
Total	27	47	40	33	96	107	72	422

K-9 unit responses to calls for service in 2024 were heavily concentrated during evening and nighttime hours, with minimal activity occurring during the early morning and daytime periods. This corresponds with the deployment of K-9 units during the evening shift. Overall demand increased steadily after mid-afternoon, peaked in the evening, and declined after midnight. The highest volume of K-9 responses occurred between approximately 1800 and 2200 hours, with sustained activity extending into the late night hours before tapering off after 2300 hours.

From a day-of-week perspective, Thursday and Friday experienced the highest K-9 call volumes, followed by Saturday. These days collectively account for a disproportionate share of total K-9 activity, reflecting increased enforcement needs, higher call-for-service volumes, and greater incident complexity during these periods. Sunday through Wednesday showed comparatively lower demand, though evening hours still represented the primary window for K-9 deployment on those days.

As mentioned previously, this workload is then compared to the times in which the top calls for service occur in which K-9 units should be responding, providing an attempt to deploy K-9 units in the most optimal fashion possible.

OPTIMAL K-9 CALLS FOR SERVICE – SAN MARCOS PD

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	48	53	49	61	46	44	55	356
1 AM	47	59	44	41	53	44	55	343
2 AM	61	42	58	56	32	42	61	352
3 AM	36	35	25	21	40	46	22	225
4 AM	36	22	54	37	27	68	43	287
5 AM	41	9	44	37	20	26	35	212
6 AM	28	28	50	37	27	78	50	298
7 AM	24	24	23	17	37	31	31	187
8 AM	28	16	41	29	22	36	23	195
9 AM	25	22	31	21	34	23	41	197
10 AM	39	25	13	27	23	10	31	168
11 AM	29	26	22	33	15	23	13	161
12 PM	38	20	16	21	23	44	17	179
1 PM	21	17	18	10	25	15	33	139
2 PM	20	24	18	23	19	23	22	149
3 PM	33	33	25	17	20	30	26	184
4 PM	21	22	11	25	28	18	20	145
5 PM	26	42	29	40	42	26	35	240
6 PM	21	35	29	32	35	35	29	216
7 PM	26	32	34	39	41	44	33	249
8 PM	38	36	32	35	58	43	22	264
9 PM	34	41	37	23	56	65	41	297
10 PM	24	42	40	26	40	22	33	227
11 PM	21	49	52	39	15	63	31	270
Total	765	754	795	747	778	899	802	5,540

The call-for-service data indicate that incidents most appropriate for K-9 deployment are concentrated during the late afternoon, evening, and nighttime hours, with demand increasing steadily after approximately 1500 hours and remaining elevated through 2300 hours. Peak activity consistently occurs between 1800 and 2200 hours, reflecting the time period when K-9 capabilities such as suspect tracking, area searches, and officer safety support are most likely to be needed.

By day of week, Thursday through Saturday show the highest overall call volumes, with Friday and Saturday representing the strongest demand periods. In contrast, early morning hours (generally 0400 to 0900) show comparatively lower call volumes across all days. Overall, the data support deploying K-9 units during evening and late-night patrol hours, particularly toward the end of the week, to align K-9 availability with peak operational demand.

OPTIMAL K-9 UNIT DEPLOYMENT

The current deployment practices of the San Marcos Police Department's K-9 Unit are generally effective and well aligned with periods of elevated operational demand. The assignment of K-9 teams to the evening shift ensures availability during the hours when calls for service most frequently require K-9 capabilities, particularly during late afternoon, evening, and nighttime periods. This deployment approach appropriately supports patrol operations, officer safety, and incident response during historically high-activity hours and reflects a data-driven allocation of specialized resources.

However, the workload analysis also indicates a consistent volume of calls for service occurring during daytime hours in which K-9 support is operationally appropriate, but currently unavailable due to the absence of a dedicated day-shift K-9 unit. These calls include incidents that could benefit from timely K-9 deployment, such as suspect tracking, searches, and perimeter support, and are presently handled without immediate access to K-9 resources or require delayed response from off-shift personnel.

As a result, while the existing evening-shift deployment should be maintained, the analysis supports the addition of one K-9 unit assigned to the day shift. This enhancement would extend K-9 coverage into daytime hours, improve responsiveness to K-9-appropriate calls for service, reduce reliance on overtime or call-outs, and further align K-9 availability with demonstrated demand across the full operational day.

RECOMMENDATION:

Increase the staffing of K-9 units to patrol by 1 K-9 FTE (team). Deploy this team during the day shift.

(4) POLICE SERVICES SPECIALISTS

The Police Services Specialists of the San Marcos Police Department are professional staff within the Patrol Division and provide direct operational support to patrol officers and field operations. These personnel are non-sworn, and integrated into patrol workflows, allowing sworn personnel to remain focused on enforcement, response, and investigative responsibilities while ensuring timely and effective service delivery to the community.

Police Services Specialists are assigned to the day shift, operating from 0600 to 1800 hours, when a significant portion of routine calls for service and administrative field activity occurs. During these hours, Specialists respond to and manage a variety of non-emergency and lower-risk incidents, complete reports, collect information, conduct follow-up activities, and assist at scenes that do not require a sworn response. Their deployment improves patrol efficiency by reducing the time sworn officers spend on tasks that can be appropriately handled by professional staff.

In addition to field support, Police Services Specialists contribute to customer service and community engagement by serving as a consistent point of contact for residents, businesses, and visitors during daytime hours. Overall, the unit plays an important role in supporting patrol operations, enhancing service responsiveness, and optimizing the use of sworn resources while maintaining public safety and service quality.

POLICE SERVICE SPECIALISTS WORKLOAD

As with the K-9 unit analysis above, this workload analysis seeks to first outline the workload that was handled by these professional staff members in 2024, and compare that to the potential workload that they could handle. Further, this methodology allows project staff to compare the dates and times in which these staff are deployed to optimize their deployment, if necessary.

The following table summarizes the workload handled by SMPD Police Services Specialists in 2024:

SMPD POLICE SERVICE SPECIALISTS CALLS FOR SERVICE – *2024*

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	0	0	0	0	0	0
1 AM	0	0	0	0	0	0	0	0
2 AM	0	0	0	0	0	0	0	0
3 AM	0	0	0	0	0	0	0	0
4 AM	0	0	0	0	0	0	0	0
5 AM	0	0	0	0	0	0	0	0
6 AM	0	3	0	2	3	1	0	9
7 AM	0	6	17	16	12	13	0	64
8 AM	0	33	34	29	41	26	0	163
9 AM	7	31	44	46	50	43	0	221
10 AM	10	64	61	59	46	47	0	287
11 AM	16	77	60	51	57	46	0	307
12 PM	14	68	61	61	49	44	0	297
1 PM	19	62	59	44	46	50	0	280
2 PM	18	61	57	52	56	42	0	286
3 PM	26	48	60	47	40	43	0	264
4 PM	17	37	51	42	36	24	0	207
5 PM	14	26	28	27	12	6	1	114
6 PM	10	11	11	9	0	2	0	43
7 PM	0	3	5	0	0	0	0	8
8 PM	0	0	0	0	0	0	0	0
9 PM	0	0	0	0	0	0	0	0
10 PM	0	0	0	0	0	0	0	0
11 PM	0	0	0	0	0	0	0	0
Total	151	530	548	485	448	387	1	2,550

Calls for service handled by the San Marcos Police Department's Police Services Specialists in 2024 were overwhelmingly concentrated during daytime hours, closely aligning with the unit's assigned deployment window of 0600 to 1800 hours. Activity increased rapidly after 0700 hours, rose steadily

through the morning, and remained elevated throughout the late morning and early afternoon before tapering off in the late afternoon.

The highest call volumes occurred between approximately 0900 and 1500 hours, with peak activity observed during the late morning and early afternoon period. This pattern reflects the nature of calls typically handled by Police Services Specialists, including non-emergency incidents, report-taking, follow-up activities, and service-oriented requests that occur most frequently during normal business hours.

From a day-of-week perspective, Monday through Friday accounted for the vast majority of Police Services Specialist workload, with notably higher volumes on Tuesday, Wednesday, and Thursday. Weekend demand was minimal by comparison, particularly on Saturdays. Overall, the data demonstrate that Police Services Specialist deployment is well aligned with call-for-service demand, supporting the effectiveness of assigning professional staff to patrol functions during daytime hours when service-oriented calls are most prevalent.

As previously mentioned, this workload is compared to the times when the top calls for service occur, helping police services specialists respond more effectively. This approach aims to deploy police services specialists in the most optimal way possible.

OPTIMAL POLICE SERVICES SPECIALISTS CALLS FOR SERVICE – SAN MARCOS PD

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	25	15	6	14	6	13	19	98
1 AM	22	14	7	7	9	29	24	112
2 AM	12	13	4	8	5	12	7	61
3 AM	12	2	4	2	6	8	10	44
4 AM	6	6	3	4	2	11	6	38
5 AM	4	6	6	4	5	0	6	31
6 AM	4	9	12	16	23	17	1	82
7 AM	4	22	26	24	43	35	6	160
8 AM	13	36	45	37	51	38	25	245
9 AM	12	32	37	30	52	33	21	217
10 AM	17	48	50	42	47	42	26	272
11 AM	16	31	40	33	45	41	19	225
12 PM	20	28	28	40	41	34	23	214
1 PM	11	24	42	49	53	22	29	230
2 PM	19	41	19	15	31	40	19	184
3 PM	27	27	40	23	38	39	21	215
4 PM	18	38	62	38	55	37	25	273
5 PM	21	30	43	33	43	34	27	231
6 PM	23	23	29	32	28	26	19	180
7 PM	22	14	11	9	18	20	15	109
8 PM	19	24	14	24	17	36	31	165
9 PM	26	29	27	14	12	32	17	157
10 PM	17	8	13	10	16	11	23	98
11 PM	15	12	13	17	14	8	25	104
Total	385	532	581	525	660	618	444	3,745

The call-for-service trends indicate that incidents appropriate for Police Services Specialist response are predominantly concentrated during daytime hours, with demand increasing steadily after 0700 hours, peaking between 0900 and 1600 hours, and gradually declining into the early evening. The highest call volumes occur during the late morning and mid-afternoon, reflecting periods when service-oriented, non-emergency, and follow-up activities are most common. Call activity is comparatively low during overnight and late evening hours across all days of the week.

From a day-of-week perspective, demand is strongest on weekdays, particularly from Tuesday through Friday, with lower volumes on weekends. While some early evening activity is present, the overall pattern demonstrates that the majority of Police Services Specialist–appropriate calls occur during standard business and daytime operational hours.

ALIGNMENT WITH CURRENT DEPLOYMENT PRACTICES

These call trends closely align with the San Marcos Police Department's current deployment of Police Services Specialists from 0600 to 1800 hours. The existing schedule ensures coverage during the periods when demand for Police Services Specialist response is highest, particularly during the late morning and afternoon peak hours. Because the workload is minimal outside of this deployment window and the current schedule effectively captures the vast majority of service-oriented calls, there is no operational justification to modify existing deployment practices. Maintaining the current day-shift assignment appropriately balances workload, resource utilization, and service delivery while allowing sworn patrol personnel to remain focused on higher-risk and enforcement-driven activities.

POLICE SERVICES SPECIALIST STAFFING CALCULATION

While the section above summarizes that these personnel are deployed in the proper fashion, it does not capture whether or not there is a need to expand the number of personnel. As a result, the staffing calculation above is conducted to calculate the number of PSS FTEs needed. The calculation below utilizes the handling time of the 3,745 calls for service outlined in the section above as the targeted calls in which PSS FTE should be deployed.

POLICE SERVICES SPECIALISTS STAFFING CALCULATION

Average Workload per Call (min.)	58.8
Targeted CFS	3,745
Base Workload (hrs.)	3,869.8
Proactivity Target	*50%*
Targeted Workload (hrs.)	7,739.7
NAWH per PSS	1,780
PSS FTE Needed	**5**

Based on the volume, distribution, and timing of targeted calls for service appropriate for Police Services Specialist response, as well as the documented workload associated with handling those calls, the analysis indicates that a staffing level of five (5) FTE Police Services Specialists is necessary to effectively meet operational demand. This staffing level ensures adequate coverage during peak daytime hours, supports timely response and service delivery, and maintains consistency with current deployment practices, while allowing the Patrol Division to efficiently allocate sworn personnel to higher-priority and enforcement-focused responsibilities.

RECOMMENDATION:

Increase the staffing of Police Services Specialists within patrol by 1 FTE for a total of 5 FTE Police Services Specialists.

6. INVESTIGATIONS

Investigations is responsible for investigating criminal cases. Investigations consists of property crimes, person crimes, special investigations, victim services, evidence/ CSI, and Analysts.

(1) ADMINISTRATION

Administration consists of the lieutenant. The lieutenant is responsible for the overall leadership of investigations, supervising the sergeants, and performing administrative tasks supporting the division. The span of control is 1 to 6, which is manageable with assigned administrative tasks.

The investigations secretary is responsible for complying with Senate Bill 111 (87th Legislature, effective September 1, 2021) certifications which requires the secretary to review the entire case file and to insure all documents/items/information in the agency's possession that are transferred to the prosector. This requires substantial reading and reviewing records. A task time analysis was not conducted for this position because the range of time it takes to comply with each case varies. There is a current backlog and there are strict timelines for completing the tasks. Adding an additional unit secretary would reduce the workload of this task and there are additional tasks that could be performed to support investigators.

RECOMMENDATION:

Add an additional secretary to investigations for a total of two to support the unit.

(2) INVESTIGATIVE WORKLOAD ANALYSIS

To conduct the workload analysis, net available work hours for investigators, caseloads, and average hours per investigation type are utilized.

(2.1) CASELOAD DATA

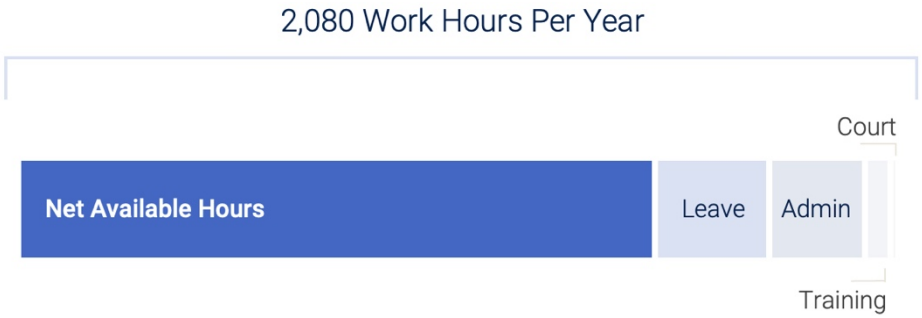
SMPD provided the project team with spreadsheets from their records management system (RMS) database to track investigative caseloads for 2024. The caseloads were not broken out by investigative unit, so a hand sort was conducted to place case types where they would most likely be assigned by unit. This may result in cases being misplaced by unit, since there are some overlap between units.

(2.2) CALCULATION OF INVESTIGATOR NET AVAILABILITY

Before determining availability and staffing needs, it is important to review the number of net hours investigators are available to conduct investigations. To conduct this analysis, it is critical to understand the time investigators are on leave, including vacation, sick leave, injury, military leave, or any other type of leave—the hours dedicated to on-duty court or training, and the time spent on administrative tasks.

The impact of these factors is determined by combining calculations from GPD data with estimates based on the project team's experience. These estimates are then subtracted from the annual base number of work hours per position. The result indicates the total net available hours for investigators and other positions when they are on duty and can fulfill workloads and other activities in the field.

Net availability for investigators differs from that of patrol officers due to court and administrative responsibilities. Workloads such as case plans, executing search warrants, and other tasks that do not fit directly into case investigative hours are included in an estimated administrative time figure. The table below details this process, specifying how each contributing factor is calculated:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Available Hours

Annual Work Hours

The total number of scheduled work hours for patrol investigators, without factoring in leave, training, or anything else that takes investigators away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: 2,080 scheduled work hours per year

- **Leave, Injury and Wellness Time**

  Includes all types of time spent on leave, including military time, FMLA, injuries, etc. – anything that would cause investigators that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

  This also includes estimated wellness time (on duty physical fitness) of 154 hours annually based approximated number of actual work days.

  Estimated: 448 hours of leave per year

- **Court Time (On Regular Work Hours)**

The total number of hours that each investigator spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for investigators, the number of hours is estimated based on the experience of the project team.

Estimated: 120 hours of on-duty court time per year

– **Training Time (On Regular Work Hours)**

The total number of hours spent per year in training that are completed while on-duty and not on overtime. SMPD data provided mandated training hours completed on duty versus overtime. This undercounts training. As a result, a leave figure was used at the higher end of the normal range to compensate. This figure will be updated if more data is made available.

Estimated: 80 hours of on-duty training per year

– **Administrative Time**

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes per shift times the number of shifts worked by investigators in a year after factoring out the shifts that are not worked because of leave being taken.

Estimated: 278 hours of administrative time per year.

= **Total Net Available Hours**

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total net available hours for investigators – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting each factor from 2,080 base work hours: 1,154 net available hours per investigator

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of investigators:

CALCULATION OF PATROL UNIT NET AVAILABILITY

Base Annual Work Hours		2,080
Total Leave / Wellness Hours	–	448
On-Duty Training Hours	–	80
On-Duty Court Time Hours	–	120
Administrative Hours	–	278
Net Available Hours Per Investigator	=	1,154

Overall, investigators have approximately 1,154 hours per year to focus on investigations. The following sections will analyze investigator caseloads using these hours.

(2.3) CASELOAD HOURS

Not all investigative cases require the same investigative hours; for example, a homicide investigation requires more investigative time (and resources) than a burglary. Matrix Consulting Group developed several case-type investigative caseload work hours to account for this. The average case hours were developed through dozens of studies and interviews with investigators working on each case type. The following case-type caseload workload hours were used to calculate staff resource needs:

HOMICIDE

Homicide cases are among the most complex and time-consuming investigations conducted. These cases are scrutinized; therefore, nearly all investigative techniques are employed. Additionally, due to their complexity, a group of investigators typically handles them, and extra resources are often utilized. The following table displays a breakdown of approximate caseload hours for a homicide case or officer-involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Crime Scene Processing	Observe / Direct and Assist with Crime Scene Processing	8 hours	100%
Warrants / Subpoenas	Write Warrants / Subpoenas and Review of Evidence Obtained.	120 hours	100%
Video	Review of video recovered from scene and BWC.	60 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Surveillance / Locating Suspect(s) / Witnesses	Surveillance, including locating suspects / witnesses and writing reports.	12 hours	100%
Postmortem Exam	Autopsy performed by ME (Investigators observe and consult).	6 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls and write reports.	20 Hours	100%
Consult with DA	Conduct follow-up and write additional reports.	10 hours	100%
Total	If all tasks are completed.	288 hours-	
	On Average.	282 hours	

This list is not exhaustive and does not encompass all elements. Not every homicide will have the same amount of evidence or interviews conducted. These hours assume that investigators will perform RMS searches, conduct social media investigations, check association files, receive informant information, and utilize other investigative techniques (trackers, cell tower data, etc.), if available. It also assumes that investigators work as a team and that not all investigative hours will be handled by a single investigator (these are hours for the lead investigator only). Many cases will not require the number of hours listed, but some may need significantly more.

Estimating the case time along with the percentage of completion for each subtask results in about 282 hours allocated per case for the primary investigator. Additionally, on average, most departments assign a team of other investigators to assist during the early stages of a homicide investigation, representing approximately 40 hours per investigator assigned, as detailed under homicide investigation assist.

HOMICIDE INVESTIGATION ASSIST

When a homicide occurs, it typically necessitates the response of multiple investigators to aid in the investigation, including support with warrants, interviews, crime scene canvassing, and the identification of additional witnesses. The team approach may involve overtime and regular shifts, with the first 72 hours demanding substantial resources. To accommodate a team-based strategy, it is assumed that at least four investigators will participate in the investigation, contributing 40 hours per work week (excluding overtime). The calculation is 40 hours multiplied by number of investigators responding.

PERSON CRIMES / ROBBERY

Crimes against individuals are treated more seriously by the judicial system and typically have more witnesses and evidence, necessitating more time for interviews and recovering and processing evidence than property crimes.

Approximate case hours were compiled through extensive interviews with investigators and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Crime Scene Processing	Assist, Monitor or Direct Crime Scene Processing.	4 hours	20%
Warrants / Subpoenas	Write Warrants / Subpoenas and Review of Evidence Obtained	24 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Surveillance / Locating Witnesses	Surveillance, including locating suspects / Witnesses and report writing.	4 hours	10%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	100%
Consult with DA	Conduct follow-up and write additional reports.	1 hour	100%
Total	If all tasks are completed:	49.0 hours	
	On average:	24.2 hours	

This list is not exhaustive and does not encompass all the elements of an investigation. Not every case will have the same amount of evidence or interviews conducted. These hours include the assumption that investigators will utilize RMS searches, check association files, receive informant information, and employ other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not necessitate the number of hours listed, but some may require significantly more.

Based on the completion percentage for each subtask, each solvable case averages approximately **24.2 hours**.

SEX ASSAULT / ABUSE

Sexual assault and sex abuse are particularly complex cases that the judicial system treats more seriously. These cases typically have fewer witnesses, requiring more time for interviews and the recovery and processing of evidence compared to other person crimes. The following chart outlines approximate investigative times for sex crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Victim Interview	Interview(s), including report writing.	2 hours	100%
Sex Assault Exam Kit to Evidence	Sex Assault Exam Kit to Evidence, including report writing.	3 Hours	70%
Witness Interviews	Interview(s), including report writing.	2 hours	60%
Crime Scene Processing	Assist, Monitor or Direct Crime Scene Processing.	4 hours	20%
Warrants/Subpoenas	Write Warrants / Subpoenas and Review of Evidence Obtained	24 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Surveillance / Locating Suspect(s) / Witnesses	Surveillance, including locating suspects / Witnesses and report writing.	4 hours	10%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	100%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	100%
Total	If all tasks are completed:	54.0 hours	
	On average:	27.5 hours	

This list is not exhaustive and does not encompass every investigation element. Not every case will involve the same amount of evidence or interviews conducted. The stated hours assume that investigators will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not require the specified number of hours, while some may necessitate significantly more.

Using the above work hour estimates and the percentage of each subtask's completion time, approximately **27.5 hours per solvable case** are available.

CHILD SEX ASSAULT / ABUSE

Child sexual assault and sex abuse cases are particularly complex. These cases typically have fewer witnesses, requiring more time for interviews and the recovery and processing of evidence compared to other person crimes. The following chart outlines approximate investigative times for sex crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Reporting Party Interview	Interview(s), including report writing.	4 hours	95%
Forensic Interview / Sex Assault Exam Kit to Evidence	Forensic Interview / Sex Assault Exam Kit to Evidence, including report writing.	6 Hours	70%
Debrief- Forensic Interviewer	Including report writing as necessary.	1 Hours	100%
Multi-Session interviews	Including report writing as necessary.	3 Hours	50%
Medical Review	Including report writing as necessary.	2 Hours	50%
Chronic Exams	Including report writing as necessary.	1 Hours	85%
Witness Interviews	Interview(s), including report writing.	2 hours	60%
Crime Scene Processing	Assist, Monitor or Direct Crime Scene Processing.	4 hours	20%
Warrants/Subpoenas	Write Warrants / Subpoenas and Review of Evidence Obtained	24 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Surveillance / Locating Suspect(s) / Witnesses	Surveillance, including locating suspects / Witnesses and report writing.	4 hours	10%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	100%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	100%
Total	If all tasks are completed:	66 hours	
	On average:	35.75 hours	

This list is not exhaustive and does not encompass every investigation element. Not every case will involve the same amount of evidence or interviews conducted. The stated hours assume that investigators will perform RMS searches, check association files, obtain informant information, and

utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not require the specified number of hours, while some may necessitate significantly more.

Using the above work hour estimates and the percentage of each subtask's completion time, approximately **35.75 hours per solvable case** are available.

INTERNET CRIMES AGAINST CHILDREN (ICAC)

Internet Crimes Against Children are complex investigative cases that rely heavily on digital forensic evidence and require unique processes. The judicial system treats these cases more seriously; they tend to have fewer witnesses, thus requiring more time for interviews, writing search warrants, and recovering and processing evidence than other crimes. The chart below shows the approximate investigative time for ICAC investigations:

Task	Processes Involved	Approximate Time	% of Time Completed
Victim / Witness / Reporting Party Interviews	Interview(s), including report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, and files, and write reports.	30 Hours	100%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	4 hours	10%
Consult with DA	Review cases and perform follow-up, including report writing.	4 hours	10%
Total	If all tasks are completed:	86.0 hours	
	On average:	44.4 hours	

This list is not exhaustive and does not include all elements. Not every case will have the same amount of evidence or interviews conducted. The hours listed assume that investigators will conduct RMS searches, check association files, receive informant information, and use other investigative techniques (such as trackers and cell tower data), if available. Many cases may not require the listed hours, while some may need significantly more.

Using the work hour estimates above and the percentage of completion time for each subtask, approximately **44.4 hours are required per solvable case**.

BURGLARY / FELONY PROPERTY CRIMES

Burglary and other property crimes are generally less complex investigative cases than personal crimes, requiring less investigative time and resources. The judicial system treats these cases with less seriousness, and they tend to have fewer witnesses. The following chart outlines the approximate investigative times for burglary and property crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hour	50%
Suspect Interview	Interview(s), including report writing.	1 hour	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	10%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	10%

Task	Processes Involved	Approximate Time	% of Time Completed
Total	If all tasks are completed:	51.0 hours	
	On average:	16.9 hours	

This list is not exhaustive and does not include every element from all investigations. Not every case will involve the same amount of evidence or interviews conducted. The hours mentioned assume that investigators will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not need the specified hours, while some may require significantly more.

Using the estimated work hours above and the percentage of each subtask as completion time, this amounts to approximately **16.9 hours per solvable case**.

FINANCIAL CRIMES / FRAUD

Financial crimes are exceedingly challenging to pursue and typically take longer to investigate because much of the evidence must be subpoenaed or obtained with a search warrant. In addition, a significant amount of the evidence belongs to financial institutions. Investigators must wait for these institutions to comply with legal requests for information before proceeding, which can take weeks to months, depending on the type and amount of data requested. Moreover, financial crimes tend to have much lower solvability rates (approximately 50% less solvable than personal crimes). These cases typically do not require an investigator to respond to a scene and are often handled as follow-ups, a day or more after the incidents. The following chart details the processes and times associated with financial crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, and files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	If all tasks are completed:	56.0 hours	
	On average:	29.7 hours	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. These hours include the assumption that investigators will conduct RMS searches, check association files, receive informant information, and use other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some may require significantly more.

Using the above work hour estimates and the percentage of each subtask as completion time, approximately **29.7 hours per solvable case** are used.

DOMESTIC ASSAULT

Domestic assault cases generally require less investigative time since the victim and suspect are typically known; however, some investigation is necessary for successful prosecution. The following chart outlines the approximate investigative times for these cases:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	2 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%

Task	Processes Involved	Approximate Time	% of Time Completed
Jail Call Monitoring	Listen to calls and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	If all tasks are completed:	21.0 hours	
	On average:	8.7 hours	

This list is not exhaustive and does not include every element from all investigations. Not every case will involve the same amount of evidence or interviews conducted. The hours mentioned assume that investigators will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not need the specified hours, while some may require significantly more.

Using the estimated work hours and the percentage of each subtask as completion time amounts to about **8.7 hours for each solvable case**.

IDENTITY THEFT

Identity theft cases involve interviewing victim, reviewing or recovery of documents and identifying suspect(s). Depending on complexity of the cases and available evidence, the cases can be solved or leads exhausted in 4 to 12 hours with an average of **8 hours**.

MISSING / RUNAWAY

Missing or runaway cases typically involve interviewing the reporting party, the last person to have seen the individual, checking the last known locations, talking to close friends and relatives, and entering information into a teletype. Depending on the leads and investigation required by law or agency policy, these cases can take anywhere from 2 to 4 hours, with an average of about **3 hours**.

GENERAL CRIMES / OFFICER ASSIST / MISDEMEANORS

General crimes and officer assistance can vary significantly based on the type of crime or the assistance required. These cases typically involve lower-level offenses that require some follow-up or instances where an officer needs help with a case they are investigating. This assistance may include cell phone downloads, social media inquiries, open-source searches, warrant preparation, or other investigative techniques. Depending on the crime type and investigative requirements, these cases generally take between 2 and 6 hours, with an average duration of **4 hours.**

DRUG CRIMES

Drug crimes and officer assistance can vary significantly depending on the specific type of support required. These cases are generally considered lower-level offenses that may necessitate some follow-

up, or an officer might need help with an ongoing investigation. This can involve support with tasks such as cell phone downloads, social media analysis, open-source research, warrant preparation, or other investigative methods. The duration of these cases typically ranges from 4 to 8 hours, with an average of around **6 hours**.

INACTIVE /SUSPENDED CASE / INFORMATION OR REFERRAL

Investigators are assigned cases that become inactive or suspended due to a lack of additional leads, victim cooperation, or evidence. Although a case may not result in prosecution, it still requires the investigator to review it and attempt to contact the victim(s) or witnesses. Some cases are for information only or may result in a referral to another agency. Depending on the type of crime and investigative needs, these cases take between 1 and 3 hours, with an average duration of **2 hours**.

(3) CASELOAD WORKLOAD HOURS ANALYSIS

The caseload workload analysis is conducted by unit using the caseload dataset provided. As noted earlier there may be some variance in caseloads due to caseload data not provided by unit.

(4) PROPERTY CRIMES WORKLOAD HOURS ANALYSIS

Property crimes consists of one sergeant and six investigators (corporals and officers). To determine the caseload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned to the person crimes in 2024 are as follows:

2024 INVESTIGATOR CASELOAD

Case Type	Number	Hours Per	**Total Hours**
ARSON	2	24.2	**48.4**
BURGLARY	73	16.9	**1,233.7**
COMPUTER SECURITY BREACH	1	29.7	**29.7**
CREDIT CARD OR DEBIT CARD ABUSE	36	29.7	**1,069.2**
CRIMINAL MISCHIEF	84	4	**336**
CRIMINAL TRESPASS	7	4	**28**
CRUELTY NON-LIVESTK ANIM	2	24.2	**48.4**
FAIL TO IDENTIFY GIVING FALSE/FICTITIOUS INFO	3	4	**12**
FORGERY / FRAUD	59	29.7	**1,752.3**
GRAFFITI	3	4	**12**
MAN/PRODUCE FORGED/COUNTERFEIT INST	1	29.7	**29.7**
MISAPP FIDUC/FINAN PROP	2	29.7	**59.4**

Case Type	Number	Hours Per	**Total Hours**
ONLINE IMPERSONATION-NAME/PERSONA CREATE PAGE	1	29.7	**29.7**
ORGANIZED RETAIL THEFT	1	16.9	**16.9**
THEFT	161	4	**644**
THEFT - FELONY	216	16.9	**3,650.4**
THEFT OF FIREARM	18	16.9	**304.2**
Total	670		**9,304**

As the table above indicates, the assigned caseload represents approximately 9,304 hours. As mentioned, property crimes has six authorized investigator positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of investigators needed to investigate this caseload:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		9,304
Divided by total net available hours for 1 investigator (1,154)	÷	1,154
Number of Investigators Needed	=	8.06

As the table indicates, slightly over seven investigators are recommended to handle the assigned workload hours, and six investigator positions are currently authorized. The caseload exceeds the current number of investigators assigned to work the caseload. Two additional investigator should be added for a total of seven. Some of the caseload can be re-assigned to the vehicle crimes investigator who has capacity as noted in the section below.

RECOMMENDATIONS:

Increase the staffing of the property crimes by two investigators for a total eight assigned.

Assign some cases to the vehicle crimes investigator to reduce the property crimes caseload.

(6) DIGITAL FORENSICS

Digital forensics is responsible for processing digital devices for evidence. The unit consists of two investigators (corporal and officer). The reported processing 104 devices in 2024 is and had backlog of 39 devices to not tracked, but there is a current reported backlog of 39 devices. To download one cell phone takes approximately four to six hours each.

CALCULATION OF CELL PHONE DOWNLOAD WORK HOURS

Total Devices		39
Hours per Device	X	6
Number of Hours Needed	=	234

As the table indicates the current backlog of devices to process represents approximately 234 hours. The backlog is difficult to address with more digital forensics requests coming in from investigators. The unit reported the following performance measures for 2025 (Through November):

2024 ACTIVITIES

Activity	Number
Phones / Computers downloaded	**123**
External Media devices	**15**
GoPro/Cameras/Meta glasses downloaded	**3**
Warrant Returns	**30**
DA Requests	**30**
TOTAL	**201**

More investigative cases are requiring cell phone data extraction for successful prosecution. Adding an additional digital forensics investigator should be added to address the current backlog and the likely increase of more digital evidence being recovered.

RECOMMENDATION:

Add 1 digital forensics investigator, for a total of 3 assigned.

(7) AUTO CRIMES UNIT

The auto crimes unit investigates motor vehicle related offenses. The unit consists of one officer. To determine the caseload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned in 2024 are as follows:

2024 INVESTIGATOR CASELOAD

Case Type	Number	Hours Per	Total Hours
UNAUTHORIZED USE OF VEHICLE	26	16.9	**439.4**
TAMPER W/ IDENTIFICATION NUMBERS	1	4	**4**
DISPLAY FICTITIOUS MOTOR VEHICLE REGISTRATION	1	4	**4**
BURGLARY OF A VEHICLE W/2+ CONV IAT	1	4	**4**

Case Type	Number	Hours Per	**Total Hours**
BURGLARY OF VEHICLES	49	4	**196**
Total	78		**647.4**

As the table above indicates, the assigned caseload represents approximately 647 hours. As mentioned, vehicle crimes has one authorized investigator position. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of investigators needed to investigate this caseload:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		647
Divided by total net available hours for 1 investigator (1,154)	÷	1,154
Number of Investigators Needed	=	.56

As the table indicates, approximately .5 investigators are recommended to handle the assigned workload hours and there is one position authorized. The caseload represents less than one investigative position. Since there is capacity, additional cases should be moved from property crimes. One investigator can handle the current assigned caseload.

(8) PERSON CRIMES WORKLOAD HOURS ANALYSIS

The person crimes unit investigates all person crimes cases except robberies and homicides without a known suspect. This includes assaults, elder abuse, and threats. The person crimes unit consists of one sergeant and four investigators (officers). To determine the caseload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned in 2024 are as follows:

2024 INVESTIGATOR CASELOAD

Case Type	Number	Hours Per	**Total Hours**
ACCIDENT INVOLVING DEATH	1	24.2	**24.2**
ASSAULT	263	4	**1052**
ASSAULT FAMILY MEMBER	270	4	**1080**
BRIBERY	1	24.2	**24.2**
COERCION OF PUBLIC SERVANT/VOTER	4	24.2	**96.8**
CONTINUOUS VIOLENCE AGAINST THE FAMILY	59	8.7	**513.3**
DISORDERLY CONDUCT	2	4	**8**
FAIL TO IDENTIFY FUGITIVE INTENT GIVE FALSE INFO	7	4	**28**
HARASSMENT	63	4	**252**

Case Type	Number	Hours Per	**Total Hours**
HOMICIDE CASE ASSIST	3	160	**480**
IMPERSONATE PUBLIC SERVANT	3	4	**12**
INTOXICATION MANSLAUGHTER W/VEHICLE	1	24.2	**24.2**
KIDNAPPING	1	24.2	**24.2**
OBSTRUCTION OR RETALIATION	5	4	**20**
ROBBERY	1	24.2	**24.2**
STALKING	29	4	**116**
TAMPER/FABRICATE PHYS EVID W/INTENT TO IMPAIR	1	24.2	**24.2**
TERRORISTIC THREAT	62	4	**248**
UNL INTER/USE/DISC WIRE/ORAL ELEC COMMUNICATE	1	4	**4**
UNLAWFUL RESTRAINT	43	24.2	**1040.6**
TOTAL	820		**5,095**

As the table above indicates, the assigned caseload represents approximately 5,095 hours. As mentioned, the person crimes unit has four authorized investigator positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of investigators needed to investigate this caseload:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		5,095
Divided by total net available hours for 1 investigator (1,154)	÷	1,154
Number of Investigators Needed	=	4.4

As the table indicates, approximately 4.4 investigators are recommended to handle the assigned workload hours and there are four investigators assigned. The caseload slightly exceeds the number of investigators assigned.

(9) SPECIAL VICTIMS UNIT

The special victims unit investigates cases involving juvenile suspects and victims and sexual assault cases and elder crimes. The unit consists of one sergeant and three investigators (officers). To determine the caseload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned in 2024 are as follows:

2024 INVESTIGATOR CASELOAD

Case Type	Number	Hours Per	**Total Hours**
UNLAW PROD/DISTR DEEP FAKE SEX EXPLICIT VIDEO	1	44.4	**44.4**
PUBLISH/THREAT TO PUBLISH INTIMATE VISUAL MATR	4	44.4	**177.6**
POSS OF CHILD PORNOGRAPHY	9	44.4	**399.6**
SEX ASSAULT / ABUSE	118	35.75	**4,218.5**
INJURY CHILD/ELDERLY/DISABLE W/INT BODILY INJ	35	24.2	**847**
CHILD GROOMING	1	24.2	**24.2**
INVASIVE VISUAL RECORDING	4	24.2	**96.8**
EXPLOITATION OF CHILD/ELDERLY/DISABLED	3	24.2	**72.6**
BURGLARY HABITATION INTEND SEX OFFENSE	2	24.2	**48.4**
AGG KIDNAPPING SEXUAL ABUSE	1	24.2	**24.2**
TOTAL	178		**5,953.3**

As the table above indicates, the assigned caseload represents approximately 5,953 hours. As mentioned, the unit has three authorized investigator positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of investigators needed to investigate this caseload:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		5,953
Divided by total net available hours for 1 investigator (1,154)	÷	1,154
Number of Investigators Needed	=	5.15

As the table indicates, approximately five investigators are recommended to handle the assigned workload hours and there are five authorized positions with two current vacancies. The caseload matches the number of investigators assigned. Current authorized staffing of five investigators is adequate.

(10) SPECIAL INVESTIGATIONS UNIT

The special investigations unit proactively targets violent offenders. The unit investigates aggravated offenses involving firearms. The unit also assists other units with surveillance and apprehension. The unit consists of one sergeant and three investigators (two corporals, one officer) and one police service specialist. To determine the caseload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned in 2024 are as follows:

2024 INVESTIGATOR CASELOAD

Case Type	Number	Hours Per	**Total Hours**
AGG ASSAULT	108	24.2	**2,613.6**
AGG KIDNAPPING	3	24.2	**72.6**
AGG ROBBERY	6	24.2	**145.2**
ASSIST HOMICIDE INVESTIGATION*	3	160	**480**
HOMICIDE / MURDER	3	282	**846**
DEADLY CONDUCT	8	24.2	**193.6**
DISORDERLY CONDUCT DISCHARGE/DISPLAY FIREARM	1	24.2	**24.2**
PROHIBITED WEAPON	1	24.2	**24.2**
PROSTITUTION	2	24.2	**48.4**
RESIST ARREST SEARCH OR TRANSPORT DEADLY WEAPON	5	24.2	**121**
TRAFFICKING OF PERSON	1	24.2	**24.2**
UNL CARRYING WEAPON	36	24.2	**871.2**
UNL POSS FIREARM BY FELON	10	24.2	**242**
TOTAL	184		**5,706.2**

*Not included case total

As the table above indicates, the assigned caseload represents approximately 5,706 hours. As mentioned, the unit has three authorized investigator positions (two corporals, one officer). By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of investigators needed to investigate this caseload:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		5,706
Divided by total net available hours for 1 investigator (1,154)	÷	1,154
Number of Investigators Needed	=	4.94

As the table indicates, approximately five investigators are recommended to handle the assigned workload hours and there are three authorized positions. The caseload exceeds the number of investigators assigned. The caseload does not include the assistance the unit provides to other investigative units. The unit assisted with 128 other cases as well. There are no performance measures specific to the police service specialist and no reported backlogs. Two additional investigator positions should be added for a total of five assigned.

RECOMMENDATION:

Increase the staffing of the special investigations by two investigators for a total of five assigned.

(11) VICTIM SERVICES

The victim services unit contacts victims of person crimes and assists with coordinating services and referrals. The unit consist of a victim services coordinator and a victim services specialist. The unit handled 2,207 cases in 2024. This equates approximately six cases per day. In 2025, January through July 9th they contacted 1,009 victims, with 55 continuing service. There are no reported backlogs, though victims of less serious cases may not be contacted immediately. The six victims a day with other tasks and responsibilities assigned represents a high level of response. The unit is currently near capacity with current staffing, though staffing adequate at the current rate.

(12) EVIDENCE / CRIME SCENE INVESTIGATORS (CSI)

The evidence and crime scene investigation unit is responsible for responding to and processing crime scenes and the management of property and evidence. The unit consists of a supervisor, three technicians and one part time technician.

The unit reported the following performance measures for 2024:

2024 ACTIVITIES

Activity	Number
Crime Scene Call Outs	**45**
Crime Scene Consults	**15**
Property Intake	**3,744**
Property Disposal	**3,255**
Lab and NBIN Submissions	**855**
TOTAL	**7,914**

As the table indicates the unit reported 7,914 activities in 2024.

Usng the data above a workload analysis can be conducted. The table below shows the workload associated with the activities:

2024 ACTIVITY

Activity	Number	Minutes Per	Total Hours
Crime Scene Call Outs	45	150	**112.5**
Crime Scene Consults	15	15	**3.75**
Property Intake	3,744	15	**936**
Property Disposal	3,255	20	**1,085**
Lab and NBIN Submissions	855	20	**2285**
TOTAL	7,914		**4,422.25**

As the table above indicates, the assigned workload represents approximately 4,422.25. This does not include time for lab runs and other tasks such as audits, processing digital evidence and report writing. There are 3.5 positions assigned to do this work. Based on an estimated 1600 hours of scheduled work (after vacation, training and other leave) for civilian positions an approximate number of staff needed can be calculated:

CALCULATION OF STAFFING NEEDS

Total Workload Hours		4,422
Divided by total net available hours for 1 position (1,600)	÷	1,600
Number of Investigators Needed	=	2.76

As the table indicates, approximately three positions are recommended to handle the assigned workload hours and there are 3.5 authorized positions. The analysis does not include the need to staff the office to handle welkins or phone calls. Current staffing is adequate to handle the workload.

(13) ANALYSTS

The analysts conduct analysis of statistical and investigative data. The unit consists of a supervisor and two analysts. The supervisor provides overall leadership of the unit, conducts training, maintains the flock database and district boards and is part of regional threat assessment group. One analyst conducts strategic/ operations analysis assisting with investigations by performing suspect workups, cell phone dumps and link and location analysis. The other analyst serves as an administrative analyst preparing statistical reports, quarterly and annual reports.

The unit provides both statistical and investigative data. The table below shows some of the analysis the unit performs:

2024 ACTIVITIES

Activity
Public Transparency (C and R and other Dashboards)
End of Year Reports
Chief's Presentations
General-specific Data Requests
Work ups (Subject and Address)
Association Analysis
Call Detail Records
Financial and Field Specific Analysis
Threat Assessments
Crime Review
Parole Notifications
Event Threat Assessments
Internal Crime Dashboards
Documentation and Evaluation Strategies

As the table indicates the analysis unit provides a wide range of services to the department.

The analysis unit tracks specific performance measures for each activity and broken into three main categories: Request for information, Request for analysis and projects. The table below indicates the numbers of requests per year by type with the percent increase from 2024 to 2025:

ANALYTIC REQUEST 2024 - 2025

	2024	2025	+/-%
Request for Analysis	75	114	+27%
Request for Information	109	180	+65%
Project	16	12	-25%
Total	**200**	**306**	**+53%**

As the table indicates total analytic requests increase by 53% in 2025. The analysis unit provided an estimated range of time for each task to be performed. A request for information is 30 minutes to three hours with estimated average of one hour 45 minutes, a request for analysis is four hours to 36 hours with an estimated average of 20 hours and a project is 160 hours to 320 hours with an estimated average of 240 hours. Using this information a workload in hours can be estimated. The table below shows the estimated workload hours for tasks performed:

ANALYTIC REQUEST 2025 WORKLOAD

	2025	Avg Time per Task (Hrs.)	Total Time (Hrs.)
Request for Analysis	114	20	2,280
Request for Information	180	1.75	315
Project	12	240	2,880
Total	**200**		**5,475**

As the table indicate the total workload hours is estimated at 5,475 hours. With this information the number of analyst needed can be determined. The net available work hours for an analyst is estimated at 1,318 hours after deducting vacation, holidays and breaks.

CALCULATION OF ANALYST STAFFING NEEDS

Total Caseload Hours		5,475
Divided by total net available hours for 1 analyst (1,318)	÷	1,318
Number of Analysts Needed	=	4.15

As the table indicates, approximately four analyst are recommended to handle the assigned workload hours and there are three authorized positions. The workload exceeds the number of analysts assigned. The workload does not include the assistance the unit provides for threat analysis and to other units. Additionally there is a current backlog of projects and analysis to complete. Adding two analysts would allow the unit to further assist investigative units and to work through the current back log.

RECOMMENDATIONS:

Add two analyst for a total of four assigned with one supervisor (Five total personnel).

(14) NARCOTICS

The Narcotics unit conducts investigations of drug trafficking individuals and organizations. They also investigate vice cases and overdose deaths. The unit consists of one sergeant, one corporal and four officers. The following cases reflect the workload:

2024 ACTIVITIES

Case Type	Number
Manufacture / Deliver Controlled Substance	57
Possess Controlled Substance	244
Other Cases	15
TOTAL	**316**

As the table indicates the unit worked 316 cases in 2024. This is very high level of activity for a unit of five investigators. The performance metrics further indicate the unit can be successful at investigating narcotics activity in the area. Current staffing allows for proactive investigations and the unit adequately staffed to conduct more complex narcotics cases.

(15) ANCILIARY (PART-TIME) UNITS

Police departments often use auxiliary or part-time units to increase staffing flexibility and manage resources efficiently on assignments with fluctuating workloads, seasonal demand, or work volumes that may not justify full-time positions. These units enable agencies to address low-frequency events without permanently expanding sworn staffing. The following sections assess the department's auxiliary units to determine whether existing workloads pose potential workload and staffing concerns for members' full-time assignments.

1. DRONE UNIT

In 2024, the Drone Unit was staffed by ten part-time members. The following table illustrates the total number of callouts and training hours in 2024:

DRONE UNIT 2024

	2024	Monthly Avg.
Callouts	23	1.9
Training Hours	48	4

The Drone Unit completed approximately 2 callouts and 4 hours of training each month in 2024.

WORKLOAD ANALYSIS

While total callout time is unknown, for illustrative purposes, the following tables present 2024 annual workload totals under 4- and 6-hour callout assumptions:

4-HOUR CALLOUT ASSUMPTION

Callouts		23
Multiplied by 2 Hour Assumption	*x*	*4*
Total Callout Hours	=	92
Training Hours	*+*	*48*
Total Workload Hours		140

6-HOUR CALLOUT ASSUMPTION

Callouts		23
Multiplied by 2 Hour Assumption	*x*	*6*
Total Callout Hours	=	138
Training Hours	*+*	*48*
Total Workload Hours		186

Assuming each callout was 4 hours long, a member who participated in all callouts completed 140 hours of Drone Unit-related workload in 2024. If each callout were 6 hours long, the same member would have completed 186 hours of Drone Unit-related workload. The table below presents various workload averages:

DRONE UNIT WORKLOAD AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
4-Hour Callout Assumption	140	12	3
6-Hour Callout Assumption	186	16	4

Assuming a member of the Drone Unit participated in all callouts, a 4-hour callout assumption amounts to approximately 12 hours per month (about 3 per week), and a 6-hour callout assumption amounts to 16 hours per month (about 4 per week). Using part-time members remains an appropriate staffing approach for the Drone Unit.

2. SWAT

In 2024, SWAT was staffed by ten part-time members. The following table illustrates the total number of callouts and training hours in 2024:

SWAT 2024

	2024	Monthly Avg.
Callouts	33	3
Training Hours	336	28

SWAT completed approximately 3 callouts and 28 hours of training each month in 2024.

WORKLOAD ANALYSIS

While total callout time is unknown, for illustrative purposes, the following tables present 2024 annual workload totals under 4- and 6-hour callout assumptions:

4-HOUR CALLOUT ASSUMPTION

Callouts		33
Multiplied by 2 Hour Assumption	*x*	*4*
Total Callout Hours	=	132
Training Hours	*+*	*336*
Total Workload Hours		468

6-HOUR CALLOUT ASSUMPTION

Callouts		33
Multiplied by 2 Hour Assumption	*x*	*6*
Total Callout Hours	=	198
Training Hours	*+*	*336*
Total Workload Hours		534

Assuming each callout was 4 hours long, a member who participated in all callouts completed 468 hours of SWAT-related workload in 2024. If each callout were 6 hours long, the same member would have completed 534 hours of SWAT-related workload. The table below presents various workload averages:

SWAT WORKLOAD AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
4-Hour Callout Assumption	468	39	9
6-Hour Callout Assumption	534	45	10

Assuming a member of SWAT participated in all callouts, a 4-hour callout assumption amounts to approximately 39 hours per month (about 9 per week), and a 6-hour callout assumption amounts to 45 hours per month (about 10 per week). Using part-time members remains an appropriate staffing approach for SWAT.

3. ROBOTS UNIT

In 2024, the Robots Unit was staffed by three members. The following table illustrates the total number of callouts and training hours in 2024:

ROBOTS UNIT 2024

	2024	Monthly Avg.
Callouts	17	1
Training Hours	336	28

The Robots Unit completed approximately 1callout and 28 hours of training each month in 2024.

WORKLOAD ANALYSIS

While total callout time is unknown, for illustrative purposes, the following tables present 2024 annual workload totals under 4- and 6-hour callout assumptions:

4-HOUR CALLOUT ASSUMPTION

Callouts		17
Multiplied by 2 Hour Assumption	*x*	*4*
Total Callout Hours	=	68
Training Hours	*+*	*336*
Total Workload Hours		404

6-HOUR CALLOUT ASSUMPTION

Callouts		17
Multiplied by 2 Hour Assumption	*x*	*6*
Total Callout Hours	=	102
Training Hours	*+*	*336*
Total Workload Hours		438

Assuming each callout was 4 hours long, a member who participated in all callouts completed 404 hours of Robots Unit-related workload in 2024. If each callout were 6 hours long, the same member would have completed 438 hours of Robots Unit-related workload. The table below presents various workload averages:

ROBOTS UNIT WORKLOAD AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
4-Hour Callout Assumption	404	34	8
6-Hour Callout Assumption	438	37	8

Assuming a Robots Unit member participated in all callouts, a 4-hour callout assumption amounts to approximately 34 hours per month (about 8 per week), and a 6-hour callout assumption amounts to 37 hours per month (about 8 per week). Using part-time members remains an appropriate staffing approach for the Robots Unit.

RECOMMENDATION:

Track callout times for the department's ancillary units to better inform future workload-based staffing analysis.

4. ADMINSTRATION

An assistant chief leads Administration, which includes the Administration Division and the Support Services Division. The assistant chief works Monday through Friday, 8 a.m. to 5 p.m., and responsibilities include managing the accreditation project, budget, and facilities projects.

1. ACCREDITATION COORDINATOR POSITION

The San Marcos Police Department is certified through the Texas Commission on Law Enforcement (TCOLE). While the Assistant Chief is responsible for TCOLE certification management, many departments throughout Texas separate accreditation duties from executive management. Many departments create a professional staff position for an accreditation coordinator to handle the ongoing administrative work, documentation, audits, training verification, and deadline tracking that require sustained attention and technical focus.

Creating a professional staff TCOLE coordinator position allows the Assistant Chief to focus on executive leadership, translating the department's vision, priorities, and city goals into clear strategic and operational direction, and enabling sustained oversight of departmental objectives, cross-unit and city department coordination, and budgeting, staffing, and resource management.

2. PART-TIME POLICE OFFICER POSITIONS

The department is authorized three part-time (retired) police officer positions, with a maximum monthly work-hour requirement of 92 hours per position. These part-time officers typically work 15–21 hours every two weeks. One part-time officer assists with various community events in the Crime Prevention Unit, one part-time officer assists in the Sex Offender Compliance Unit, and one part-time officer provides security at City Council meetings.

RECOMMENDATION:

Increase Administration staffing by 1 professional staff accreditation coordinator position.

1. ADMINISTRATION DIVISION

A commander leads the Administration Division, which includes Community Services, the Crime Prevention Unit, the Traffic Unit, the Training Unit, and volunteer programs. The commander works Monday through Friday, from 8 a.m. to 5 p.m., and is responsible for the following roles and management:

- Community Services
- Traffic
- Training

- Office of Professional Conduct
- Building Maintenance
- Recruiting
- Sworn hiring process
- IA Pro management
- TCOLE Secure Share
- Payroll Liaison
- Department-issued cell phones and air cards

(1) OFFICE OF PROFESSIONAL CONDUCT

The Administration Division commander manages the Office of Professional Conduct. The commander and three sergeants are responsible for completing internal affairs investigations. The sergeants complete investigations as an ancillary assignment and are assigned to units throughout the department on a full-time basis.

A workload-based approach determines the right staffing levels for professional standards and internal affairs units. To perform this analysis, the project team uses workload data, including time spent on each task and the overall volume of functions and activities. The firm's strategy was developed through numerous studies involving investigators handling similar cases across the United States. Based on interviews, the average hours needed for various tasks were identified, and their frequency was also evaluated. The following sections give detailed case time estimates for internal affairs cases.

1. ADMINISTRATIVE IA INVESTIGATIVE WORKLOAD

An average investigative case hour is used to evaluate Internal Affairs investigative units. This process includes interviewing unit personnel, developing task-hour metrics, and drawing on past project team experience with similar agencies. It's important to understand that each case is unique; some are complex and require significantly more hours for investigation, while others are relatively simple and can be investigated and documented in just a few hours. Average hours serve as a performance measure to estimate the typical work hours required for an internal affairs case.

CASE TIME ESTIMATES FOR ADMINISTRATIVE IA INVESTIGATIONS

Common Tasks	Processes Involved	Approximate Time	% of Time Completed
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	4 hours	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	1 hour	100%
Write Interview Questions	Write interview questions.	1 hour	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	6 hours	100%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	4 hours	100%
Write Investigative Finding	Includes report writing.	16 hours	100%
Total	**On Average**	**49 Hours**	

This list is not exhaustive and does not include all possible steps. Some cases may involve several witnesses.

2. SUMMARY OF WORKLOAD HOURS

In 2024, the department completed eight class-1 internal investigations. Of these investigations, the commander completed three, and the sergeants completed five. By using the estimated time for these cases, the total hours for the caseload can be calculated. The following table outlines the associated work hours:

2024 INTERNAL AFFAIRS WORKLOAD HOURS

	# Investigations	Hours	Total Hours
Commander Investigations	3	49	147
Sergeant Investigations	5	49	245
Total	**8**		**392**

As shown above, the total workload hours for 2024 total 392. The standard number of work hours in a year for an employee is 2,080. After accounting for vacation, sick leave, training, and other absences, a more realistic figure is 1,720 hours. Based on this 1,720-hour estimate, 1 part-time investigative position is required. The table below illustrates this calculation process:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		392
Divided by Total Workload Hours	÷	1,720
Total Number of Investigators Needed	=	.23

When considering the total workload hours (392), the investigative caseload accounts for approximately 28% of the available work hours for the four investigators.

Although the workload is minimal, a full-time position ensures consistent oversight, timely investigations, and better accountability throughout the department. A dedicated internal affairs investigator (sergeant) builds public trust, enforces policy compliance, and minimizes legal and organizational risks by upholding professional investigative standards and catching issues early. It also supports training, policy shaping, and early intervention efforts that boost overall performance. Maintaining a full-time role enables operational supervisors to focus on daily service delivery while ensuring the department is prepared to handle major incidents or high-profile cases as needed.

(2) PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS

The Administration Division commander oversees the pre-employment background investigation process and is responsible for ensuring the applicant's personal history statement is complete and for conducting an initial screening. The department has sixteen certified pre-employment background investigators. Investigators conduct investigations as an ancillary assignment and are assigned to units throughout the department on a full-time basis.

A workload-based approach determines the right investigative staffing levels for pre-employment background checks. To perform this analysis, the project team uses workload data, including the time spent on each task and activity, as well as the total volume of functions and actions. The firm's strategy was developed through multiple studies conducted by investigators handling these types of cases across the United States. Based on interviews, the average hours needed for various tasks were identified, and the frequency of these tasks was also evaluated. The following sections provide detailed case-time estimates for pre-employment background investigations.

1. PRE-EMPLOYMENT BACKGROUND INVESTIGATIVE CASELOAD

Conducting thorough pre-employment background investigations for police department employees is essential to ensure that those entrusted with law enforcement authority and sensitive information are trustworthy, ethical, and capable of serving the public with integrity. Background checks help establish trust by confirming that public safety workers are law-abiding and uphold high moral standards. They also safeguard fellow employees by identifying candidates who might not perform reliably or ethically in their roles. From a legal standpoint, comprehensive investigations lower a department's risk of liability and lawsuits related to negligent hiring. Pre-employment background checks also help police organizations comply with state and federal hiring standards while promoting a professional and disciplined workforce.

The following table illustrates the pre-employment background investigations completed in 2024:

PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS 2024

	2024
Pre-Employment Investigations	90

As shown above, pre-employment background investigators completed 90 investigations in 2024. It is also important to understand the percentage of hires relative to the number of completed investigations. The table below shows the percentage of those hired in 2024.

PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS: % HIRED 2024

	# Investigations	# Hired	% Hired
Pre-Employment Investigations	90	13	14%

As shown above, among the individuals who completed pre-employment background investigations in 2024, 14% were subsequently hired.

Not all pre-employment background investigations require the same number of investigative hours. For example, an applicant with numerous past employers will need more investigative time than one with fewer. Similarly, an applicant who has resided in multiple locations and states will require more investigative time than someone who has lived in only one. The Matrix Consulting Group developed average case hours based on dozens of studies and interviews with pre-employment background investigators. The following estimates are used to calculate staff resource needs.

PRE-EMPLOYMENT BACKGROUND INVESTIGATIVE CASE TIME ESTIMATES

Task	Processes Involved	Approximate Time
Initial Screening	Verify employment application is complete and minimum qualifications are met. Initial criminal warrants check.	1 Hour

Task	Processes Involved	Approximate Time
File Keeping	Create digital and paper file for each applicant.	1 Hour
Personal History Statement (PHS) and Criminal History Check	Initial review of PHS and waivers. Criminal history checks of local records, state and federal databases, arrests and convictions.	1 Hour
Employment Verification	Past employers contacted, dates of employment confirmed, performance discussed with past supervisors, and reasons for separation confirmed.	4 Hours
Education Verification	High school diploma or GED verification. If applicable, college hours or degree verified.	1 Hour
Driving Record Check	DMV report obtained and violations, suspensions checked.	1 Hour
Military Records	Request military records.	1 Hour
Financial History/Credit Check	Credit report obtained and bankruptcies, defaults, and collections reviewed.	1 Hour
References Interviews	Interview applicant's personal and professional references.	4 Hours
Social Media/Online Presence Review	Social media accounts, posts or affiliations of concern reviews.	1 Hour
Home Visit/Neighborhood Check	Verify address, interview household members, canvass neighbors, landlords.	2 Hours
Applicant Interview	Interview of applicant and review of PHS.	2 Hours
Civil Service Meeting	Present to Civil Service Board.	1 Hour
Final Report	Complete final report and create recommendations (if applicable).	4 Hours
Total		**25 Hours**

This list is not exhaustive, and some police organizations may not perform all listed tasks. Similarly, not all tasks might be part of the pre-employment investigative process for non-sworn employees. It is also essential to understand that the average-case time estimate considers only the investigator's workload and excludes other pre-employment background checks, such as polygraph exams or voice stress analysis (VSA), when relevant, as well as medical and psychological assessments.

The table below illustrates the pre-employment background investigative caseload and workload hours for 2024:

INVESTIGATIVE WORKLOAD ANALYSIS: 2024

	# Cases		Investigative time	Workload Hours
Pre-Employment Investigations	90	x	25	2,250

As shown above, the 90 pre-employment background investigations required a total of 2,250 hours of work.

2. PRE-EMPLOYMENT INVESTIGATION STAFFING NEEDS

As shown above, the total hours allocated to pre-employment background investigations and background checks were 2,250. The standard number of work hours in an employee's year is 2,080. After accounting for vacation, sick leave, training, and other absences, a more typical figure is 1,720 hours. Using this 1,720-hour estimate, two investigators are required to handle the current workload. The following table illustrates this calculation process:

CALCULATION OF BACKGROUND INVESTIGATOR STAFFING NEEDS

Total Workload Hours		2,250
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Investigators Needed	=	1.3

As shown above, current workload demands require two investigators. While pre-employment background investigations are only completed during department hiring cycles, the department would benefit from a full-time investigative position. A full-time pre-employment investigator would reduce the workload on auxiliary investigators, allowing them to focus more on their primary duties. The full-time investigator can also take on administrative responsibilities currently managed by the Administrative Division Commander.

RECOMMENDATION:

Increase authorized staffing in the Administrative Division by 1 full-time internal affairs investigator (sergeant) and by 1 full-time pre-employment background investigator.

(3) COMMUNITY SERVICES

The Community Services sergeant manages fleet operations and supervises the Crime Prevention Program and Traffic Unit. The sergeant's work schedule is Monday through Friday, from 8 a.m. to 5 p.m.

1. FLEET OPERATIONS

The community services sergeant is responsible for managing the department's fleet operations. The department has approximately 190 different vehicles.

Fleet management tasks encompass the acquisition, maintenance, and management of the police department's vehicle fleet to ensure operational readiness, cost efficiency, and safety. This position oversees all logistical, administrative, and technical aspects of fleet operations, working closely with fleet maintenance staff and outside vendors.

The following table displays the total number of repairs and maintenance coordinated by the community service sergeant from 2023 through July 9, 2025.

FLEET OPERATIONS 2023 – 7/9/25

	2023	2024	2025
Fleet Management	158	128	39

While 2025 (through July 9th) saw a significant decrease in fleet management tasks, a considerable amount of workload time is still spent on them.

2. OPPORTUNITY FOR CIVILIANIZATION OF FLEET MANAGEMENT TASKS

Professional staff employees often have specialized skills in fleet management roles within police organizations. This makes them better suited for positions that require this expertise rather than direct law enforcement experience. Professional staff are not typically subject to rotational assignments, which helps promote greater continuity and stability. The advantages of staffing administrative roles with professional staff include the following:

- Allocate time for sworn police officers to focus on crime prevention and reduction tasks, including community policing.
- Non-sworn employees are better suited to immediate tasks.
- The expense associated with non-sworn personnel is lower than that of sworn personnel.
- Promote better community relations and support police legitimacy.

While much public discussion focuses on practical strategies to increase the supply of police officers to meet demand for police services, it is also essential to consider alternative ways to manage that demand. Many, if not most, police organizations struggle to recruit qualified candidates for sworn officer vacancies. As sworn vacancies increase, numerous organizations continue to expand the roles of professional staff employees.

While some fleet management liaison duties, such as coordinating with city fleet operations, are expected to be handled by the police department, most of the tasks currently performed by the community services sergeant could be delegated to a professional staff member. Assigning these responsibilities to someone familiar with fleet operations management will enable the community services sergeant to concentrate on supervisory functions related to the role.

If the City of San Marcos lacks the capacity to fulfill fleet management responsibilities, a professional staff position for a fleet operations coordinator should be created. This will enable the community

services sergeant to concentrate on first-line supervisory functions, utilizing police training as the primary skill set, with a focus on law enforcement duties.

RECOMMENDATION:

Create a professional staff position for a fleet operations coordinator to enable the community services sergeant to concentrate on first-line supervisory functions, utilizing police training as the primary skill set, with a focus on law enforcement duties.

(4) CRIME PREVENTION UNIT

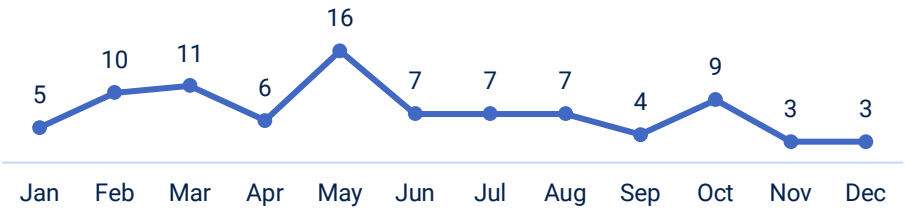
The Crime Prevention Unit is staffed with one corporal and one police officer. The unit operates Monday through Friday, from 8 a.m. to 5 p.m., and organizes community events and crime prevention initiatives. The corporal also serves as the department's polygraph examiner, while the officer assists with fleet management.

The Crime Prevention Unit is responsible for strengthening the department's community policing initiatives by building public trust and reducing crime. The unit works with community organizations to reduce crime through partnerships, problem-solving, and non-enforcement strategies.

1. CRIME PREVENTION UNIT COMMUNITY EVENTS AND CONTACTS

The Crime Prevention Unit manages various departmental programs, organizes numerous community events, and maintains contact with the community each year. In 2024, the unit conducted 88 community events. The following chart visually shows the total number of community events and contacts for each month in 2024:

MONTHLY COMMUNITY EVENTS 2024



The Crime Prevention Unit coordinated and participated in 88 events and contacts during 2024. The most significant number occurred in May, followed by March and February. The following table shows various averages for 2024.

COMMUNITY ENGAGEMENT EVENT AND CONTACT AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Community Events and Contacts	88	7.3	1.7

On average, the Crime Prevention Unit organized and participated in approximately 7 events and contacts each month (roughly 2 per week) in 2024.

2. CRIME PREVENTION UNIT WORKLOAD ANALYSIS

Workload in patrol-related roles depends on historical call data, including incident counts, time spent on each incident, travel times, and report writing. This workload analysis is primarily reactive and can be assessed using CAD data, peak-demand times, and beat or sector analysis. A Crime Prevention Unit's workload is often not driven by 911 calls; it is proactive, less measurable, focusing on relationship-building, trust, outreach, prevention, and problem-solving. The workload tends to be more qualitative, involving the number of community events attended, the number of crime victims helped, and other assigned tasks.

3. TRACKING UNIT PERFORMANCE-RELATED MEASURES

As shown above, the Crime Prevention Unit coordinated and participated in about 7 events and contacts each month in 2024. This alone is impressive and requires significant effort to organize and manage.

Monitoring workload-related performance measures at the unit level, such as the Crime Prevention Unit, requires a nuanced approach and is essential for workload-based staffing analysis. While tracking workload through the department's Computer-Aided Dispatch (CAD) system is useful, establishing a structured internal monitoring and reporting system offers even greater benefits. Internal tracking methods might include standardized activity templates or project/case tracking databases that enable personnel to log activities such as community contacts, problem-solving efforts, meetings, workload completion times, and other relevant details. This also helps track task completion times to manage and organize the unit's assigned events and programs.

Tracking qualitative performance measures ensures that the full scope of the unit's work is accurately documented. Tasks such as relationship-building, problem-solving, and community outreach often require significant time but do not generate traditional workload metrics. A structured internal tracking system that includes qualitative tasks will provide a comprehensive view of how time and resources are allocated, helping assess the number of personnel needed to support or grow the unit's mission. It will also emphasize the unit's broader value beyond typical enforcement activities.

RECOMMENDATION:

Establish a structured internal tracking system to monitor qualitative performance measures and workload completion times assigned to the Crime Prevention Unit.

(5) TRAFFIC UNIT

The Traffic Unit is staffed with one corporal and three police officers (authorized five). The unit works a 4/10 schedule, Monday through Friday (common day is Thursday), with one rotating day off during the week.

Police traffic units should be sufficiently staffed to manage multiple responsibilities, including safeguarding public safety, enforcing traffic laws, and addressing community concerns. Staffing levels are typically influenced by factors such as traffic volume, road conditions, crash rates, other traffic-related incidents, community complaints, departmental strategies, event-driven needs, and budget constraints.

The following sections analyze collision data and the Traffic Unit's current workload to determine staffing needs.

1. TRAFFIC COLLISION DATA

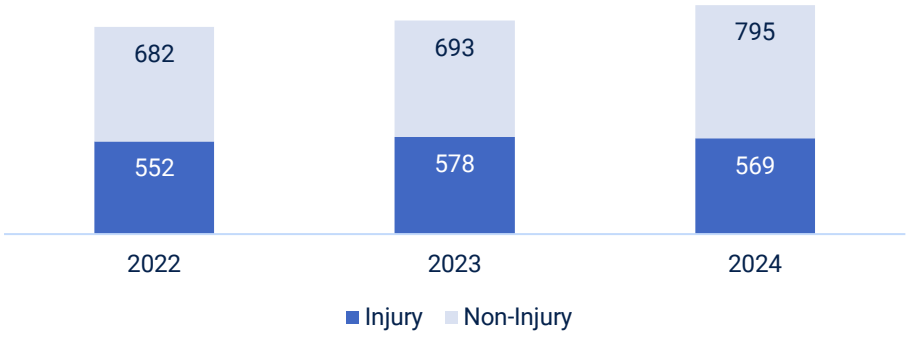
The table below displays the total number of collisions in San Marcos from 2022 to 2024:

TRAFFIC COLLISIONS 2022 - 2024

	2022	2023	2024	+/-%
Injury Collision	552	578	569	+3%
Non-Injury Collision	682	693	795	+17%
Total	**1,234**	**1,271**	**1,364**	**+11%**

Injury collisions increased by 3%, and non-injury collisions rose by 17% from 2022 to 2024. Together, traffic collisions grew by 11% during this same period. The following chart visually shows the total number of traffic collisions from 2022 through 2024:

TRAFFIC COLLISIONS 2022 - 2024



In 2024, the City of San Marcos experienced 569 injury collisions and 795 non-injury collisions. The table below shows the average number of collisions for 2024:

TRAFFIC COLLISION AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
Injury Collision	569	47	11	2
Non-Injury Collision	795	66	15	2
Total	**1,364**	**114**	**26**	**4**

In 2024, on average, 11 injury collisions (2 per day) and 15 non-injury collisions (2 per day) occurred weekly in the City of San Marcos.

2. ALCOHOL INVOLVED COLLISION DATA

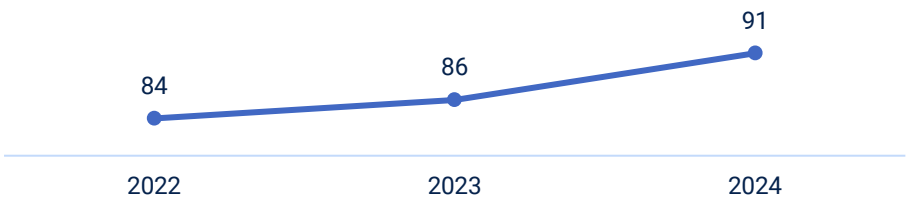
The table below shows the total number of alcohol-related vehicle collisions from 2022 to 2024:

ALCOHOL INVOLVED COLLISIONS 2022 - 2024

	2022	2023	2024	+/-%
Alcohol Involved	84	86	91	+8%

Alcohol involved collisions increased by 8% from 2022 to 2024. The following chart visually shows the total number of alcohol involved collisions from 2022 through 2024:

ALCOHOL INVOLVED COLLISIONS 2022 - 2024



In 2024, 91 alcohol involved collisions occurred in San Marcos. The table below shows the average number of alcohol involved collisions for 2024:

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
Alcohol Involved Collision	91	8	2	.25

In 2024, there was an average of 8 alcohol-related collisions each month in the City of San Marcos, roughly 2 per week.

The department lacks dedicated full-time officers for impaired driving enforcement. This duty is assigned to patrol officers as their availability allows. Having full-time officers would help better analyze the local impaired driving issue, improve the department's ability to identify impaired drivers, collect crucial evidence, and take necessary action. Full-time officers will also help enhance the perception that impaired drivers will be stopped and investigated, and strengthen community outreach and education.

Impaired driving investigations are complex and time-consuming, which can keep patrol officers off duty for extended periods. Full-time officers can assist with investigations and arrests, allowing patrol officers to remain available for priority calls, community outreach, and problem-solving.

3. TRAFFIC UNIT COMPUTER-AIDED DISPATCH ANALYSIS

The following table displays the total number of incidents handled by the Traffic Unit, broken down by hour and day of the week for 2024:

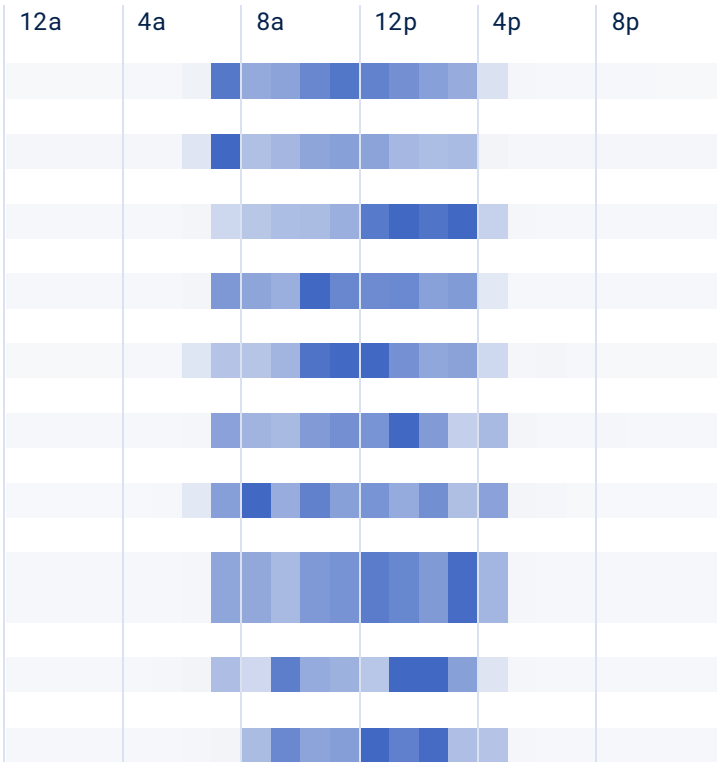
TRAFFIC UNIT INCIDENTS BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	1	0	0	0	0	1
1 AM	0	0	0	0	0	2	0	2
2 AM	0	0	0	0	0	1	0	1
3 AM	0	0	1	0	0	0	0	1
4 AM	0	0	0	1	0	0	0	1
5 AM	0	0	2	1	1	2	0	6
6 AM	0	17	22	15	14	10	3	81
7 AM	0	155	195	149	264	140	4	907
8 AM	0	105	112	88	101	68	3	477
9 AM	0	106	131	91	108	95	2	533
10 AM	0	142	158	124	157	130	4	715
11 AM	0	111	198	134	173	148	1	765
12 PM	0	127	179	125	191	136	3	761
1 PM	0	110	167	144	192	107	4	724
2 PM	0	117	169	116	130	111	4	647
3 PM	0	126	152	97	166	96	2	639
4 PM	0	68	56	55	58	26	0	263
5 PM	0	12	7	2	6	6	0	33
6 PM	0	6	8	1	4	3	0	22
7 PM	0	0	3	0	1	2	0	6
8 PM	0	0	2	0	2	0	0	4
9 PM	0	1	6	0	4	0	0	11
10 PM	0	0	0	0	0	0	0	0
11 PM	0	1	1	0	0	1	0	3
Total	0	1,204	1,570	1,143	1,572	1,084	30	6,603

In 2024, the Traffic Unit responded to 6,603 calls for service and recorded self-initiated activity in the Computer-Aided Dispatch (CAD) system. Activity peaks from 6:00 a.m. to 4:00 p.m., Monday through Friday. The following chart shows common incident types:

TRAFFIC UNIT MOST COMMON INCIDENT TYPES

Incident Type	# CFS	HT
Traffic Stop	3,703	7.3
Directed Enforcement	745	39.5
Accident - Minor	483	23.1
Road Hazard	148	14.6
Motorist Assist	136	17.2
Accident - UNK 131 C Injury	119	43.7
Traffic/Trans Accident 29 C-E	108	44.4
Accident - Major 131 D-E Injury	80	43.0
Accident - Hit And Run 131 B	71	29.7
Traffic/Trans Accident 29 O-B	68	33.4
All Other Types	942	30.0
Total	**6,603**	**17.9**



As shown above, the most common incident type is a traffic stop, with an average handling time of 7.3 minutes per incident, followed by directed enforcement, with an average handling time of 39.5 minutes per incident. Traffic stop and directed enforcement activity peak from 7 a.m. to 4 p.m.

4. TRAFFIC UNIT PERFORMANCE-RELATED DATA

While CAD data helps evaluate the Traffic Unit's workload, other performance metrics should also be considered. The following chart displays various performance measures tracked by the unit in 2024:

TRAFFIC UNIT PERFORMANCE MEASURES 2024

	2024
SH 123Traffic Enforcement	6 weeks
IH35 Enforcement	4 weeks (3 times)
School Zone Enforcement	Weekly
School Bus Passing Violation Enforcement	2 weeks (2 times)
Loop 110 Commercial Vehicle Enforcement	Multiple
Directed Enforcement	50

In 2024, the Traffic Unit conducted six weeks of SH 123 traffic enforcement, twelve weeks of IH 35 traffic enforcement, weekly school zone enforcement, four weeks of school bus passing violation enforcement, numerous Loop 110 commercial vehicle enforcement activities, and about fifty direct enforcement operations in response to community complaints.

5. FATAL INJURY INVESTIGATIVE CASE LOAD

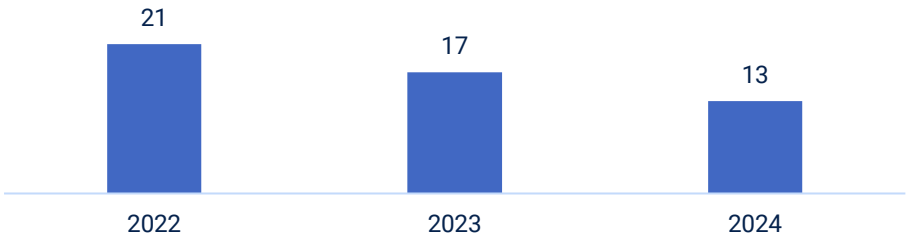
The Collision Investigations Team examines fatal injury crashes. It is a part-time assignment for team members and currently includes 11 members. Each member is primarily assigned to other roles within the department. The following table shows the number of investigations from 2022 through 2024:

COLLISION INVESTIGATION TEAM CASELOAD 2022 - 2024

	2022	2023	2024	3 Year Avg.
Investigation	21	17	13	17

On average, the Collision Investigation Team completed about 17 investigations annually from 2022 to 2024. The chart below visually displays the total number of investigations conducted during that period:

COLLISION INVESTIGATION TEAM CASELOAD 2022 - 2024



Investigations into fatal and serious injury traffic crashes are among the most complex and time-consuming cases. These investigations often require multiple techniques and a detailed analysis of evidence. Because of their complexity, a team of investigators typically handles these cases, and additional resources are allocated. The following table shows estimated caseload hours for investigating fatal or serious injury collisions.

FATAL/SERIOUS INJURY INVESTIGATIVE CASE TIME ESTIMATES

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take evidence to property room.	2 hours	100%
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total	**If all tasks are completed:**	**84 hours**	
	On average:	**79 hours**	

This list is not exhaustive and does not cover all elements. Not every fatal or serious injury collision will have the same amount of evidence or need the same number of interviews. These hours assume investigators will conduct RMS and social media searches, review association files, receive informant information, and use other investigative techniques (such as trackers and cell tower data) if available.

It also assumes that investigators work as a team and that not all investigative hours will be performed by a single detective (these hours are for a lead investigator only). Many cases will not require the listed number of hours, but some may require significantly more.

Based on the estimated case duration and the percentage of time spent on each subtask, this amounts to approximately **79 hours** per case. Additionally, most departments typically assign a team of investigators to assist during the initial stages of a fatal crash investigation, which averages approximately **20** hours per investigator.

INVESTIGATIVE CASE LOAD ANALYSIS

The project team based their estimate of work hours for caseload management on the expected caseload, as determined by previous studies. They calculated the total caseloads per work unit using caseload hours by case type. The table below shows the related work hours for 2024:

FATAL COLLISION CASELOAD 2024

	#	Investigative Hours Per	Total Hours
Investigation	13	79	1,027

As shown above, 1,027 investigative hours were needed to complete investigations into fatal collisions in 2024. The standard number of work hours in a year for an employee is 2,080. After accounting for vacation, sick leave, training, and other absences, a more typical total is 1,720 hours. Using this 1,720-hour figure, one investigator is sufficient to handle the current workload. The following table illustrates this calculation process:

CALCULATION OF FATAL COLLISION INVESTIGATOR NEEDS

Total Workload Hours		1,027
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Investigators Needed	=	.59

As mentioned, the Collision Investigations Team is a collateral assignment for its members. While more than one member typically completes investigative tasks simultaneously, the team's workload is approximately one full-time employee. While workload is minimal, assigning a full-time investigator to the Traffic Unit will help address workload issues across the team's full-time assignments. A full-time investigator can also complete hit-and-run collision investigations.

9. TRAFFIC UNIT STAFFING

When combined with public education campaigns and roadway improvements, traffic enforcement is an effective way to improve road safety by reducing risky behaviors such as speeding, impaired driving, and distracted driving. Visible and consistent enforcement deters dangerous conduct, influences driver habits over time, and is directly linked to fewer crashes, injuries, and fatalities. Research by the National

Highway Traffic Safety Administration (NHTSA) shows that well-structured enforcement programs significantly improve safety outcomes.

Over the past three years, the City of San Marcos has experienced an 11% increase in traffic collisions, with four collisions occurring daily in 2024. These trends underscore a growing need for proactive traffic enforcement and education beyond the traffic unit's current capacity. Hiring more staff will enable a stronger focus on impaired driving enforcement and targeted crash-reduction initiatives, ultimately improving roadway safety and reducing the risk of serious injuries and fatalities. To enhance traffic enforcement and education, the unit's staffing should be increased by adding two more officers dedicated to alcohol and drug enforcement and education. Additionally, to enhance investigative capabilities, the unit should add one full-time investigator to handle cases involving fatal or serious-injury traffic collisions and hit-and-run incidents.

10. SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is crucial for effective operations. Staffing needs for middle management and supervisors can be evaluated using the span of control ratio or the number of employees assigned. This ratio significantly affects the performance of middle managers and first-line supervisors, as well as their efficiency in completing tasks. Factors such as job responsibilities, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended span of control is typically no more than four direct reports. In units like the Traffic Unit, a first-line supervisor's span of control should generally not exceed seven employees. The table below displays the current supervisory span of control based on the current authorized staffing and recommended staffing:

SUPERVISORY SPAN OF CONTROL

	Ratio
Current	5:1
Recommended	8:1

Traffic Unit staffing should not exceed the recommended 8 employees without first increasing first-line supervision.

RECOMMENDATION:

Increase staffing in the Traffic Unit by two officers and one investigator.

(6) VOLUNTEER PROGRAM AND INTERN PROGRAM

A volunteer coordinator manages the department's volunteer program and intern program, and works Monday through Friday, from 8 a.m. to 5 p.m.

Using volunteers in police departments offers notable operational, financial, and community advantages. Volunteers expand departmental capacity by handling administrative and support tasks, enabling sworn officers to concentrate on core enforcement and emergency responsibilities. Besides boosting efficiency, volunteer programs foster community trust by encouraging transparency and shared responsibility for public safety. Within the department, these initiatives can improve morale by showcasing public support, create a recruitment pipeline for future personnel, and bring in new ideas to strengthen teamwork and problem-solving.

VOLUNTEER PROGRAM PERFORMANCE MEASURES

The following table presents key performance metrics for the Volunteer Program for 2024:

VOLUNTEER PROGRAM PERFORMANCE MEASURES 2024

	2024
Number of Volunteers	89
Hours of Service	6,239
Hourly Value	$34.79
Estimated Value to City	$217,055
New Volunteers in 2024	17
Number of Events Assisted	702

As shown above, the program had 89 volunteers in 2024, including 17 new volunteers. They completed 6,239 hours of service for the department. The department values its contribution to the City of San Marcos at $217,055 for the year. Volunteers assisted at 702 events throughout the year. In 2024, volunteers also worked at the station every week, helping at the records counter, supporting interns, scanning documents, performing maintenance, and sorting brass at the range.

The standard number of work hours in a year for an employee is 2,080. After accounting for vacation, sick leave, training, and other absences, a more typical total is 1,720 hours. Using this 1,720-hour figure, volunteers represent the workload of 4 full-time employees. The following table shows this calculation process:

VOLUNTEER WORKLOAD 2024

Total Workload Hours		6,239
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Employees Needed	=	3.6

(7) TRAINING UNIT

The Training Unit is supervised by a sergeant and staffed with one police officer. The sergeant is also the department's range master and works Monday through Friday from 10 a.m. to 6 p.m. The officer works Monday through Friday from 7 a.m. to 3 p.m. To support training efforts, approximately 47 part-time

trainers are employed. These trainers hold full-time roles across the department and typically teach multiple courses.

Effective training is crucial to preparing officers to address the complex, evolving challenges of modern policing, ensuring they possess the knowledge, skills, and judgment needed to perform their duties ethically, safely, and in accordance with community expectations.

1. TRAINING UNIT WORKLOAD

To determine staffing needs, it is essential to thoroughly understand the unit's workload. This workload encompasses various administrative tasks, including management, training course development, instructional hours, and other administrative responsibilities.

INSTRUCTIONAL HOURS

The following table shows the number of courses taught and total instructional hours for the Training Unit in 2024:

TRAINING UNIT COURSES 2024

	# Courses	# Hours
Sergeant	24	89
Officer	76	472
Total	**100**	**561**

As shown above, the sergeant instructed 24 courses for 89 hours, and the officer instructed 76 courses for 472 hours. The following table shows the number of courses taught and total instructional hours by part-time trainers in 2024.

PART-TIME TRAINER COURSES 2024

	# Courses	# Hours
Primary Part-Time Trainers	145	964

As shown above, primary part-time trainers instructed 145 courses, totaling 964 hours.

In 2024, full-time trainers instructed 100 courses for 561 instructional hours. Primary part-time trainers instructed 145 courses for 964 instructional hours.

CURRICULUM DEVELOPMENT HOURS

The time required to develop each course depends on factors such as the complexity of the topic, the course length, and the instructor's experience. According to instructional design research, law enforcement training courses typically require 40 to 49 hours to create one hour of instructor-led training. The following table shows the number of courses that required curriculum development and the number of course hours in 2024.

CURRICULUM DEVELOPMENT 2024

	# Courses	# Hours
Sergeant	2	16
Officer	9	30
Part-time Trainers	12	64
Total	**23**	**110**

As shown above, the sergeant created a curriculum for 2 courses, lasting 16 hours. The officer created a curriculum for 9 courses, each lasting 30 hours, and the part-time trainers developed a curriculum for 12 courses, totaling 110 hours.

In 2024, 4,400 hours were spent on curriculum development. The following table illustrates this calculation process.

CURRICULUM DEVELOPMENT HOURS 2024

Training Sergeant Curriculum Course Hours		16
Multiplied by development time per each hour	*x*	*40*
Total Curriculum Development Hours	=	640
Training Officer Curriculum Course Hours		30
Multiplied by development time per each hour	*x*	*40*
Total Curriculum Development Hours	=	1,200
Part-Time Trainers Curriculum Course Hours		*64*
Multiplied by development time per each hour	*x*	*40*
Total Curriculum Development Hours	=	2,560
Total Curriculum Development Hours	=	4,400

As shown above, the sergeant dedicated 640 hours to curriculum development, the officer spent 1,200 hours on it, and part-time trainers contributed 2,560 hours.

2. TRAINING UNIT WORKLOAD ANALYSIS

In 2024, 5,925 hours were spent on curriculum development and course instruction. The following table illustrates this calculation process.

CURRICULUM DEVELOPMENT AND COURSE INSTRUCTIONAL HOURS 2024

Training Sergeant Curriculum Development Hours		640
Training Sergeant Instructional Hours	+	89
Total Workload	=	729
Training Officer Curriculum Development Hours		472

Training Sergeant Curriculum Development Hours		640
Training Officer Instructional Hours	+	1,200
Total Workload	=	1,672
Part-Time Trainers Curriculum Development Hours		2,560
Part-Time Trainers Instructional Hours	+	964
Total Curriculum Development Hours	=	3,524
Total Workload Hours	=	5,925

As shown above, the sergeant spent 729 workload hours on curriculum development and course instruction; the officer dedicated 1,672 hours to the same tasks; and the part-time trainers accumulated 3,524 hours in these areas. This does not include other administrative duties typically associated with instructing courses, such as setup time before the course begins and breakdown after it ends.

3. TRAINING UNIT STAFFING NEEDS

As shown above, the total workload hours allocated to curriculum development and course instruction were 5,925. The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences, a more realistic figure is typically 1,720 hours. Based on this 1,720-hour figure, the department needs four full-time trainers. The table below illustrates this calculation process:

CALCULATION OF TRAINING UNIT STAFFING NEEDS

Total Workload Hours		5,925
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Full-Time Trainers Needed	=	3.4

As mentioned earlier, the Training Unit is staffed with a sergeant and an officer. Part-time trainers contribute a substantial portion of curriculum development and instructional hours. Police departments often employ a hybrid staffing model for training units, utilizing both full-time and part-time trainers. This method strikes a balance between stability and flexibility, maximizing resources while maintaining high-quality instruction.

While this is the case, overusing part-time trainers can create workload and staffing issues in their full-time assignments. In 2024, part-time trainers accounted for 3,524 hours of training-unit workload time, equivalent to approximately 2 FTE. The table below demonstrates this calculation process:

Total Workload Hours		3,524
Subtracted by Total Net Available Hours for 1 Employee	÷	*1,720*
Full-Time Staff Equivalent	=	2.04

While continuing the use of part-time trainers is advisable, adding two more full-time trainers to the unit will help reduce workload and staffing issues in full-time roles. Assigning one of the new full-time

positions as the department's range master will enable the sergeant to focus on researching advanced training technologies and techniques essential to equipping officers with the right combination of knowledge and skills, thereby improving the department's safety and effectiveness and benefiting the San Marcos community.

While the above staffing analysis focuses on curriculum development and instructional hours, it does not account for untracked time spent on other administrative tasks required to manage the department's training program. Although some of these tasks are better suited for a sergeant or police officer, many, such as scheduling, data entry, employee registration for external training, and records management, are more effectively handled by a professional staff member (non-sworn). The addition of a non-sworn administrative assistant position will enable training unit staff to focus on developing and delivering courses while maintaining best practices in police training.

4. TRAINING OVERVIEW

Across the United States, requirements for in-service training for police officers vary widely, with no unified national standard. Many law enforcement training experts and professional organizations, such as the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the training philosophies promoted by the International Association of Directors of Law Enforcement Standards and Training (IADLEST), consider the 40-hour threshold a best-practice benchmark. Requiring 40 hours of in-service training helps address emerging priorities, such as de-escalation, mental health response, community engagement, and technology updates.

While the Texas Commission on Law Enforcement (TCOLE) mandates a minimum of 40 hours of in-service training every two years, the San Marco Police Department aims to complete 40 hours annually. Increasing the Training Unit's staffing will help achieve this goal.

OPPORTUNITIES FOR IMPROVEMENT

Although the department includes an evaluation component, it primarily assesses whether the training was completed rather than whether it was retained and applied on the job. There is an opportunity to implement more comprehensive evaluation methods, including follow-up assessments, field observations, and performance metrics, to determine whether in-service training affects daily policing activities.

Evaluating officers in the field after training is an essential step in determining whether classroom learning and supervised practice translate into effective, real-world performance. While in-class assessments confirm that officers understand the material and can demonstrate skills in controlled settings, the true measure of training success is whether those skills are consistently applied during actual calls for service. This process begins with field supervisors and training staff conducting structured observations of officers in the course of their daily duties. In addition to direct observation, performance data should be tracked for trends related to training goals. For example, after crisis intervention training, a decline in use-of-force incidents involving individuals in mental health crises can

indicate practical skill application. Similarly, improved report quality and fewer citizen complaints may reflect successful reinforcement of policy and legal standards.

Evaluations should be documented consistently, emphasizing both strengths and areas for improvement. If an officer has difficulty applying training in the field, refresher sessions or coaching should be offered. This not only reinforces learning but also helps prevent liability from ongoing performance issues. By extending evaluation beyond the classroom into daily policing, the department ensures that training investments yield tangible improvements in service quality, officer safety, and community trust.

RECOMMENDATIONS:

Increase the Training Unit staffing by two officers and one administrative assistant, for a total of one sergeant, three officers, and one administrative assistant.

Implement a structured post-in-service training field observation program in which supervisors utilize a standardized evaluation checklist to document whether officers consistently apply their learned skills during actual calls for service.

2. SUPPORT SERVICES DIVISION

The Support Services Division is led by a manager who works Monday through Friday, from 8 a.m. to 5 p.m. The manager also oversees the dispatch hiring process and supervises a Systems Support Specialist. The Systems Support Specialist works Monday through Friday, from 7 a.m. to 4 p.m., researching new software, managing access to departmental programs, and troubleshooting software issues.

(1) PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS

The Support Services Division manager oversees the division's pre-employment background investigation process. The division currently has four employees who complete investigations as an ancillary assignment. A workload-based approach determines the appropriate investigative staffing levels for pre-employment background checks. To perform this analysis, the project team uses workload data, including time spent on each task and activity, as well as the total volume of functions and actions. The firm’s strategy was developed through multiple studies conducted by investigators handling these types of cases across the United States. Based on interviews, the average hours needed for various tasks were identified, and the frequency of these tasks was also evaluated. The following sections provide detailed case-time estimates for pre-employment background investigations.

1. PRE-EMPLOYMENT BACKGROUND INVESTIGATIVE CASELOAD

Conducting thorough pre-employment background investigations for police department employees is essential to ensure that those entrusted with law enforcement authority and sensitive information are trustworthy, ethical, and capable of serving the public with integrity. Background checks help establish trust by confirming that public safety workers are law-abiding and uphold high moral standards. They

also safeguard fellow employees by identifying candidates who may not perform reliably or ethically in their roles. From a legal standpoint, comprehensive investigations lower a department's risk of liability and lawsuits related to negligent hiring. Pre-employment background checks also help police organizations comply with state and federal hiring standards while promoting a professional and disciplined workforce.

The following table illustrates the pre-employment background investigations completed in 2024:

PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS 2024

	2024
Pre-Employment Investigations	13

As shown above, pre-employment background investigators completed 13 investigations in 2024. Not all pre-employment background investigations require the same number of investigative hours. For example, an applicant with numerous past employers will need more investigative time than one with fewer. Similarly, an applicant who has resided in multiple locations and states will require more investigative time than someone who has lived in only one. The Matrix Consulting Group developed average case hours based on dozens of studies and interviews with pre-employment background investigators. The following estimates are used to calculate staff resource needs.

PRE-EMPLOYMENT BACKGROUND INVESTIGATIVE CASE TIME ESTIMATES

Task	Processes Involved	Approximate Time
Initial Screening	Verify employment application is complete and minimum qualifications are met. Initial criminal warrants check.	1 Hour
File Keeping	Create digital and paper file for each applicant.	1 Hour
Personal History Statement (PHS) and Criminal History Check	Initial review of PHS and waivers. Criminal history checks of local records, state and federal databases, arrests and convictions.	1 Hour
Employment Verification	Past employers contacted, dates of employment confirmed, performance discussed with past supervisors, and reasons for separation confirmed.	4 Hours
Education Verification	High school diploma or GED verification. If applicable, college hours or degree verified.	1 Hour
Driving Record Check	DMV report obtained and violations, suspensions checked.	1 Hour
Military Records	Request military records.	1 Hour
Financial History/Credit Check	Credit report obtained and bankruptcies, defaults, and collections reviewed.	1 Hour

Task	Processes Involved	Approximate Time
References Interviews	Interview applicant's personal and professional references.	4 Hours
Social Media/Online Presence Review	Social media accounts, posts or affiliations of concern reviews.	1 Hour
Home Visit/Neighborhood Check	Verify address, interview household members, canvass neighbors, landlords.	2 Hours
Applicant Interview	Interview of applicant and review of PHS.	2 Hours
Civil Service Meeting	Present to Civil Service Board.	1 Hour
Final Report	Complete final report and create recommendations (if applicable).	4 Hours
Total		**25 Hours**

This list is not exhaustive, and some police organizations may not perform all listed tasks. Similarly, not all tasks may be part of the pre-employment investigative process for non-sworn employees. It is also essential to understand that the average-case time estimate considers only the investigator's workload and excludes other pre-employment background checks, such as polygraph exams or voice stress analysis (VSA), when relevant, as well as medical and psychological assessments.

The table below illustrates the pre-employment background investigative caseload and workload hours for 2024:

INVESTIGATIVE WORKLOAD ANALYSIS: 2024

	# Cases		Investigative time	Workload Hours
Pre-Employment Investigations	13	x	25	325

As shown above, the 13 pre-employment background investigations required a total of 325 hours of work.

2. PRE-EMPLOYMENT INVESTIGATION STAFFING NEEDS

As shown above, the total hours allocated to pre-employment background investigations and background checks were 325. The standard number of work hours in an employee's year is 2,080. After accounting for vacation, sick leave, training, and other absences, a more typical figure is 1,720 hours. Using this 1,720-hour estimate,

two investigators are required to handle the current workload. The following table illustrates this calculation process:

CALCULATION OF BACKGROUND INVESTIGATOR STAFFING NEEDS

Total Workload Hours		325
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Investigators Needed	=	.19

As shown above, current workload demands are minimal. Given these demands, using ancillary investigators is a suitable approach.

(2) RECORDS UNIT

The Records Unit is supervised by a records supervisor and staffed with four records specialists, two compliance coordinators, and one part-time records specialist. The unit works Monday through Friday, from 8 a.m. to 5 p.m. The table below shows primary tasks assigned to each position:

RECORDS SECTION PRIMARY ASSIGNED TASKS

Position	Tasks
Records Specialist (F/T)	Review/approve reports in RMS, verification of digital evidence, IBR edits, open records requests, and video redaction.
Compliance Coordinator	Process IBR builds and complete certification compliance.
Records Specialist (P/T)	Customer service at front counter and process vehicle collision reports.

1. RECORDS UNIT WORKLOAD

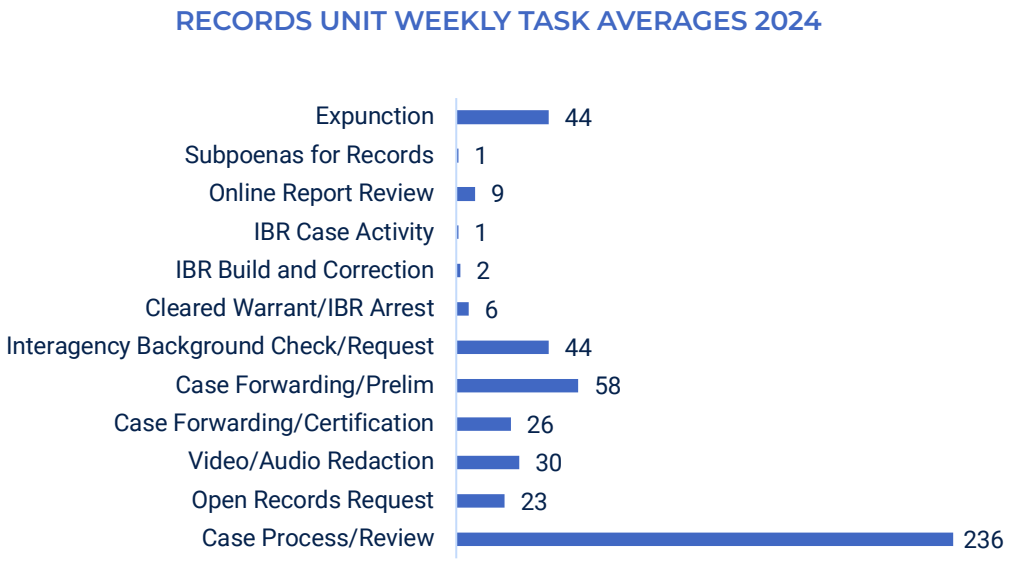
As shown above, the unit manages a wide variety of tasks, including reviewing and approving reports in RMS; verifying and processing digital evidence; editing and certifying IBRs for compliance; fulfilling open records requests; conducting video redactions; providing front-counter customer service; and processing vehicle collision reports. Although not all tasks are tracked, the table below shows different totals for 2024, along with various averages:

RECORDS UNIT TASKS 2024

Task	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
Case Process/Review	12,276	1,023	236	34
Open Records Request	1,173	98	23	3
Video/Audio Redaction	1,560	130	30	4
Case Forwarding/Certification	1,354	113	26	4
Case Forwarding/Prelim	3,000	250	58	8
Interagency Background Check/Request	2,304	192	44	6

Task	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
Cleared Warrant/IBR Arrest	302	25	6	1
IBR Build and Correction	104	9	2	.3
IBR Case Activity	52	4	1	.1
Online Report Review	492	41	9	1
Subpoenas for Records	75	6	1	.2
Expunction	2,292	191	44	6

The chart below shows the average number of tasks completed each week in 2024:



As shown, on average, the Records Unit completed 44 expunctions, processed 1 subpoena for records, reviewed 9 online reports, 1 IBR activity, 2 IBR build and corrections, cleared 6 warrants or IBR arrests, processed 44 interagency background checks, handled 58 case forwarding for preliminary trials, managed 26 case forwarding and certifications, completed 30 video or audio redactions, responded to 23 open records requests, and reviewed and processed 236 cases each week during 2024.

2. RECORDS UNIT WORKLOAD ANALYSIS

Completion times for workloads in roles, such as those in the Records Unit, are often not documented, which makes it harder to conduct workload-based staffing analysis. Performance metrics, including completed work products, timely task completion, and work backlogs, generally influence staffing levels. The time required to complete tasks varies with complexity.

To evaluate the current workload, the Records Unit estimated completion times for each task. The following table shows the estimated times for each task and the total annual workload completion times for 2024:

RECORDS WORKLOAD HOURS 2024

Task	Total	Completion Time Per	Annual Workload (hours)
Case Process/Review	12,276	25 min.	5,115
Open Records Request	1,173	8 hrs./day	2,080
Video/Audio Redaction	1,040	4 hrs.	4,160
Case Forwarding/Certification	1,354	30 min.	677
Case Forwarding/Prelim	3,000	5 min.	250
Interagency Background Check/Request	2,304	5 min.	192
Cleared Warrant/IBR Arrest	302	5 min.	25
IBR Build and Correction	104	1 hr.	104
IBR Case Activity		4 hrs./week	208
Online Report Review	492	10 min.	82
Subpoenas for Records	75	3 hrs.	225
Expunction	2,292	1hr.	2,292
Total Workload Hours			**15,410**

In 2024, approximately 15,410 workload hours were required to complete the assigned tasks.

3. RECORDS UNIT STAFFING ANALYSIS

The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences, a more realistic figure is typically 1,720 hours. Based on this 1,720-hour figure, the department requires nine employees. The table below illustrates this calculation process:

CALCULATION OF RECORDS UNIT STAFFING NEEDS

Total Workload Hours		15,410
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of Employees Needed	=	8.9

As mentioned earlier, the Records Unit is staffed with four records specialists, two compliance coordinators, and one part-time records specialist (6.5 FTE). To handle current workloads, an additional 2.5 FTEs are required. Case processing and review, along with video/audio redaction, account for the top two workload hours. Each of these tasks is assigned to records specialists.

4. SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is crucial for effective operations. Staffing needs for middle management and supervisors can be evaluated using the span of control ratio or the number of employees assigned. This ratio significantly affects the performance of middle managers and first-line

supervisors, as well as their efficiency in completing tasks. Factors such as job responsibilities, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended span of control is typically no more than four direct reports. In units like the Records Unit, a first-line supervisor's span of control should generally not exceed seven employees. The table below displays the current supervisory span of control based on the current authorized staffing and recommended staffing:

SUPERVISORY SPAN OF CONTROL

	Ratio
Current	7:1
Recommended	9:1

RECOMMENDATIONS:

Increase the number of records specialists in the Records Unit by 2.5 FTE.

Increase the number of records supervisors in the Records Unit by 1, for 2 FTE.

(3) 911 OPERATIONS

911 Operations is overseen by an Operations Manager who works Monday through Friday, 9 a.m. to 5 p.m. The team includes four supervisors, one quality assurance coordinator, six lead telecommunication operators (lead TCO), and eighteen (authorized for 19) 911 telecommunication operators (TCO).

The supervisors, lead TCOs, and TCOs work a Pittman 36/44 schedule, which is a compressed 12-hour shift rotation that provides continuous 24-hour, 7-day-a-week coverage while maintaining a standard 80-hour biweekly pay period. Personnel work alternating two-week cycles, with three 12-hour shifts (36 hours) in one week and four 12-hour shifts (44 hours) in the following week.

911 Operations serves as the City of San Marcos's primary Public Safety Answering Point (PSAP) and manages all emergency and non-emergency calls. It answers both emergency (911) and non-emergency lines, logs calls for service, maintains radio communication with on-duty police officers and firefighters, and coordinates with San Marcos/Hayes County EMS. Employees.

911 OPERATIONS WORKLOAD AND STAFFING ANALYSIS

The project team has applied emergency communications workload and staffing methodologies in its work with dispatch centers nationwide; these methodologies are also supported by the Public Safety Dispatch Professional Association (APCO). Based on emergency communications workloads for handling public service requests and assisting officers in the field via radio, the number of FTEs required per hour to meet this volume can be calculated. This analytical process involves multiplying the number of calls for service per hour by the average time needed to handle each call via phone and radio.

1. CALLS FOR SERVICE AND EMERGENCY COMMUNICATIONS

In 2024, 911 Operations handled 75,945 calls for service and other emergency communications. The following table displays the total weekly number of calls for service by day and hour (both dispatched and officer self-initiated):

WEEKLY CALLS PER HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
12am	492	337	376	335	379	403	500	2,822
1am	481	304	325	337	361	428	470	2,706
2am	517	269	252	254	306	400	452	2,450
3am	331	176	163	168	220	269	336	1,663
4am	239	165	175	174	150	196	244	1,343
5am	191	147	172	172	181	153	155	1,171
6am	176	237	197	216	223	268	177	1,494
7am	219	463	531	484	620	436	256	3,009
8am	312	611	685	592	654	502	310	3,666
9am	342	579	711	634	619	542	344	3,771
10am	373	691	766	683	738	629	446	4,326
11am	407	639	741	668	704	654	401	4,214
12pm	410	685	674	674	678	591	438	4,150
1pm	417	637	798	704	701	618	431	4,306
2pm	448	645	730	697	667	618	457	4,262
3pm	437	690	712	606	687	567	453	4,152
4pm	395	609	652	616	601	570	439	3,882
5pm	444	562	548	512	485	537	557	3,645
6pm	425	464	504	432	485	523	490	3,323
7pm	387	426	419	355	439	532	451	3,009
8pm	395	414	404	404	528	462	449	3,056
9pm	386	441	436	393	539	564	557	3,316
10pm	395	367	437	401	457	551	573	3,181
11pm	357	410	399	379	419	521	543	3,028
	8,976	10,968	11,807	10,890	11,841	11,534	9,929	75,945

As shown, calls for service peaked between 7 a.m. and 5 p.m., Monday through Friday. To determine staffing needs and optimal shift scheduling, the average number of calls for service per hour and per weekday is calculated. These averages are displayed in the table below:

AVERAGE WEEKLY CALLS PER HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12am	9	6	7	6	7	8	10
1am	9	6	6	6	7	8	9
2am	10	5	5	5	6	8	9
3am	6	3	3	3	4	5	6
4am	5	3	3	3	3	4	5
5am	4	3	3	3	3	3	3
6am	3	5	4	4	4	5	3
7am	4	9	10	9	12	8	5
8am	6	12	13	11	13	10	6
9am	7	11	14	12	12	10	7
10am	7	13	15	13	14	12	9
11am	8	12	14	13	14	13	8
12pm	8	13	13	13	13	11	8
1pm	8	12	15	14	13	12	8
2pm	9	12	14	13	13	12	9
3pm	8	13	14	12	13	11	9
4pm	8	12	13	12	12	11	8
5pm	9	11	11	10	9	10	11
6pm	8	9	10	8	9	10	9
7pm	7	8	8	7	8	10	9
8pm	8	8	8	8	10	9	9
9pm	7	8	8	8	10	11	11
10pm	8	7	8	8	9	11	11
11pm	7	8	8	7	8	10	10

As shown, the average number of calls per hour and per day in 2024 varied widely, ranging from 3 to 15 during peak hours. In 2024, the average handling time for each call was 10 minutes and 37 seconds.

2. 911 OPERATIONS WORKLOAD ANALYSIS

As noted above, in 2024, the average handling time per call was 10 minutes and 37 seconds. Using this figure, the weekly workload can be determined. These averages are displayed in the table below:

WEEKLY AVERAGE WORKLOAD 2024

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12am	100	69	77	68	77	82	102
1am	98	62	66	69	74	87	96
2am	106	55	51	52	62	82	92
3am	68	36	33	34	45	55	69
4am	49	34	36	36	31	40	50
5am	39	30	35	35	37	31	32
6am	36	48	40	44	46	55	36
7am	45	95	108	99	127	89	52
8am	64	125	140	121	134	103	63
9am	70	118	145	129	126	111	70
10am	76	141	156	139	151	128	91
11am	83	131	151	136	144	134	82
12pm	84	140	138	138	138	121	89
1pm	85	130	163	144	143	126	88
2pm	91	132	149	142	136	126	93
3pm	89	141	145	124	140	116	93
4pm	81	124	133	126	123	116	90
5pm	91	115	112	105	99	110	114
6pm	87	95	103	88	99	107	100
7pm	79	87	86	73	90	109	92
8pm	81	85	83	83	108	94	92
9pm	79	90	89	80	110	115	114
10pm	81	75	89	82	93	113	117
11pm	73	84	81	77	86	106	111

As shown above, blocks of time by hour and weekday with a high average number of calls result in a higher average workload (occupied minutes). The average occupied minutes per hour and weekday will be used to determine the staffing requirements for each hour and weekday needed to manage this workload, while accounting for worker fatigue and other business practices that must be completed.

Because it's not ideal for dispatchers to be on the phone or radio constantly, the total minutes are divided by a target utilization rate of 60% of their total time. This means that, on average, staff would spend 35 minutes per hour on call-taking and dispatch duties, with the remaining 25 minutes available as buffer time for decompression, outbound calls, and non-dispatch-related work. Using a 60% utilization rate, the following table shows the calculations and the number of full-time employees required for each hour of the week:

FTE / HOUR NEEDED AT 60% OCCUPANCY

12am	4	3	3	3	3	3	4
1am	4	2	3	3	3	3	4
2am	4	2	2	2	2	3	4
3am	3	1	1	1	2	2	3
4am	2	1	1	1	1	2	2
5am	2	1	1	1	1	1	1
6am	1	2	2	2	2	2	1
7am	2	4	4	4	5	4	2
8am	3	5	6	5	5	4	3
9am	3	5	6	5	5	4	3
10am	3	6	6	6	6	5	4
11am	3	5	6	5	6	5	3
12pm	3	6	6	6	6	5	4
1pm	3	5	7	6	6	5	4
2pm	4	5	6	6	5	5	4
3pm	4	6	6	5	6	5	4
4pm	3	5	5	5	5	5	4
5pm	4	5	4	4	4	4	5
6pm	3	4	4	4	4	4	4
7pm	3	3	3	3	4	4	4
8pm	3	3	3	3	4	4	4
9pm	3	4	4	3	4	5	5
10pm	3	3	4	3	4	5	5
11pm	3	3	3	3	3	4	4

As shown above, during any given period, at least one and up to seven telecommunication operator positions are required to handle the current workload. The following table shows the number of telecommunication operators needed by each hour:

TELECOMMUNICATION OPERATOR NEEDS EVERY HOUR

Hour	AM #	PM #
12	4	6
1	4	7
2	5	6
3	3	6
4	2	5
5	2	5
6	2	4
7	5	4
8	6	4
9	6	5
10	6	5
11	6	4

3. 911 OPERATIONS STAFFING ANALYSIS

To meet the maximum requirement for 7 telecommunication operator positions, employees must log 61,362 hours in one year. The standard number of work hours in a year for an employee is 2,080. After accounting for vacation, sick leave, training, and other absences, a more realistic figure is 1,720 hours. Based on this 1,720-hour estimate, 36 telecommunicator operator positions are required. The table below shows how this calculation is made:

CALCULATION OF TELECOMMUNICATION OPERATOR STAFFING NEEDS

Total Hours in 1 Year Period		8,766
Multiplied by Dispatch Positions Needed	*x*	*7*
	=	61,362
Divided by Total Net Available Hours for 1 Employee	÷	*1,720*
Total Number of TCO Positions Needed	=	35.68

As mentioned, 911 Operations is authorized 1 manager, 4 supervisors, 1 quality assurance coordinator, 6 lead telecommunication operators, and 18 telecommunication operators (authorized 19). An additional 11 telecommunication operator positions are required to address current workload capacity issues.

4. SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is crucial for effective operations. Staffing needs for middle management and supervisors can be evaluated using the span of control ratio or the number of employees assigned. This ratio significantly affects the performance of middle managers and first-line

supervisors, as well as their efficiency in completing tasks. Factors such as job responsibilities, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended span of control is typically no more than four direct reports. In units like 911 Operations, a first-line supervisor's span of control should generally not exceed seven employees. The table below displays the current supervisory span of control based on the current authorized staffing and recommended staffing:

SUPERVISORY SPAN OF CONTROL

	Ratio
Current	4.75:1
Recommended	9:1

At the recommended staffing level, the supervisory span of control slightly exceeds the recommended level. This ratio excludes the six lead TCOs serving as first-line supervisors. Including the TCO leads, the supervisory span of control falls within the recommended level.

RECOMMENDATION:

Increase 911 Operations staffing by 11 telecommunication operators, bringing the total to 36.