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From: Reyes, Stephanie
Sent: Friday, August 12, 2022 6:24 PM
To: Miranda, Anna; Locke, Jon
Subject: Fwd: Police Department Staffing Report
Attachments: San Marcos Staffing Report2.docx

My best,
Stephanie

Stephanie L. Reyes, MPA
Interim City Manager
City of San Marcos, TX

Sent from my iPhone. Please forgive typos as well as the creative grammar and spelling of words.

From: Stapp, Chase <CStapp@sanmarcostx.gov>
Sent: Friday, July 1, 2022 1:14:41 PM
To: Council Members Mail Group <CouncilMembers@sanmarcostx.gov>
Cc: Standridge, Stan <SStandridge@sanmarcostx.gov>; CMO - Executive Team <CMOExecTeam@sanmarcostx.gov>
Subject: Police Department Staffing Report

Good afternoon Mayor and Council Members.

Within the past few months, we enlisted the services of Chief Marlin Price, a consultant to the Texas Police Chiefs Association, to conduct a comprehensive staffing analysis of our police department. Chief Price used various industry standard benchmarking tools to analyze staffing in our patrol division, criminal investigations division, special operations divisions and communications division against those metrics and then make recommendations for how we may adjust our staffing. I am attaching the full report which is very detailed.

Chief Standridge, Ms. Reyes and I realize that the recommendations in this report are cost prohibitive if viewed as a one-year plan in light of our revenue picture. For that reason, we view this document as a guiding instrument to which we can point during multiple upcoming budget cycles. You will soon see that we are attempting to take one bite of this "apple" in our FY23 budget requests rather than trying to consume the whole thing at once.

We are appreciative of Chief Standridge's vision and leadership and also of the work Chief Price put into this product.

As always, we are available to answer any questions you may have.



Chase Stapp

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Please take a moment to complete the City of San Marcos [Customer Satisfaction Survey](#).

Staffing Analysis for the San Marcos, Texas, Police Department

March, 2022



Conducted by:

Texas Police Chiefs Association

Consultants:

Chief Marlin Price, (Ret.)

Acknowledgment

Texas Police Chiefs Association wishes to acknowledge Chief Stan Standridge and the members of the San Marcos Police Department for their assistance in the completion of this review. Chief Standridge has taken the initiative to conduct this study to identify the proper resources necessary to accomplish their mission.

We are grateful for the department's cooperation and sincerely hope that our review will provide valuable information that can assist the San Marcos Police Department, the City Manager and the San Marcos City Council in making future decisions regarding the appropriate staffing levels for the department.

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Chapter 1

INTRODUCTION AND EXECUTIVE SUMMARY

This document is the final report of the Staffing Study for the San Marcos Police Department conducted by the Texas Police Chiefs Association during March, 2022. This chapter presents a summary of the findings.

Introduction

Texas Police Chiefs Association was retained by the City of San Marcos to conduct a staffing study of its Police Department. This study was to include:

- An analysis of Patrol, Criminal Investigations Division, Specialized functions, and Communications Center staffing to include:
 - Patrol Operations current workload and percentage of Community Engagement time, workload analysis, and staffing recommendations.
 - Criminal Investigations current workload and staffing recommendations.
 - Staffing of Specialized functions
 - Communications center current workload and staffing recommendations.

Methodology for completing this review will include:

- Review of departmental records, reports, files and documentation.
- Interviews with departmental personnel.
- Observation of operations through interviews and ride alongs.

Executive Summary

An independent review of departmental staffing and operations is desirable periodically to ensure both elected and appointed leaders – and members of the community – that the department is keeping up with state and national standards and that the funding provided the department is appropriate.

As discussed in more detail in Chapter 2, staffing a Police Department can be both complex and subjective. In this staffing analysis, we are able to apply detailed mathematical computations to determine the staffing level needed in Patrol, Criminal Investigations, and in Communications divisions in order to meet desired performance criteria. However, staffing the other department operations becomes more subjective depending on the needs and desires of a city. We will be presenting workload-based recommendations developed from actual departmental performance data for Patrol, Criminal Investigations, and Communications, and will present our historical experience with the more subjective areas of department operations.

All staffing studies must take into consideration the seasonal variations and therefore must analyze an entire year's data. The calendar year 2021 was used for calculations involving both patrol, criminal investigations, and dispatch. Use of a full year's average data comes with the understanding that it is an average and there will continue to be heavier work days during busy months and lighter work days during lower volume months. No city can afford to staff a police department with the number of officers needed for every possible eventuality. All cities rely on overtime, reassignment of personnel, and mutual aid; along with call prioritization and delayed responses to some calls to handle periods of high activity.

The San Marcos Police Department currently has a total of 111 authorized sworn officers but only 108 are currently filled. In addition, there are two sworn over-hire positions. These over-hire positions are recognition of the long training time for police officers and allows the Chief to hire additional officers when the department is at full staff but upcoming vacancies are anticipated. San Marcos is extremely lucky in this regard as most cities have not authorized positions for hiring in advance of openings. Unfortunately, these two positions are currently vacant due to continuing hiring difficulties. Departments all over the country are having a difficult time recruiting, hiring, and retaining police officers.

The department also has a total of 50 non-sworn positions, of which 36 are currently filled. As with sworn officers, police departments throughout Texas are finding it very difficult to hire and retain Telecommunicators as well.

The department appears well organized to effectively respond to the needs of the community. The sworn compliment consists of the Chief, two Assistant Chiefs, four Commanders, 13 Sergeants, 17 Corporals, and 74 Officers and Detectives. The 50 authorized non-sworn positions include dispatchers, records technicians, analysts, and administrative support staff.

Compared to other similar size Texas agencies, San Marcos has a slightly lower than average number of sworn officers per 1,000 citizens, however each city has its own demographics, service demand, and community priorities. For instance, one city may have 12 School Resource Officers while another city only 2. While they contribute to the safety of the city, they do not often contribute significantly to patrol workload or crime reduction.

2020 Staffing Comparison - Similar Size Cities			
City	Pop.	Sworn Officers	Officers per 1000 pop.
Kyle	51306	61	1.2
Victoria	67407	130	1.9
San Marcos	67432	111	1.6
Rowlett	68810	95	1.4
Baytown	77823	175	2.2
Temple	79878	163	2.0
Longview	81751	175	2.1
New Braunfels	94751	149	1.6

San Marcos' overall crime rate was lower than several similar size cities and lower than the State average in 2020. However, the city experienced a significant increase in 2021 especially in violent crime.

2020 Index Crime Comparison - Similar Size Cities			
City	Pop.	Index Crimes	Crimes per 1000 pop.
Kyle	51306	625	12.2
Victoria	67407	2127	31.6
San Marcos	67432	1699	25.2
Rowlett	68810	1152	16.7
Baytown	77823	3265	42.0
Temple	79878	2391	29.9
Longview	81751	2639	32.3
New Braunfels	94751	1445	15.3
State Average Crime Rate			26.7

The violent crime rate (Murder, Rape, Robbery, and Aggravated Assault), was in the mid-range of similar size cities in 2020, but was significantly higher than the average violent crime rate for Texas cities 50,000 to 100,000 population (San Marcos 415 per 100,000 population compared to the state average of 263 violent crimes per 100,000 population in Texas in 2020).

2020 Violent Crime Comparison - Similar Size Cities			
City	Pop.	Violent Crimes	V Crimes per 1000 pop.
Kyle	51306	81	1.6
Victoria	67407	307	4.6
San Marcos	67432	280	4.2
Rowlett	68810	100	1.5
Baytown	77823	339	4.4
Temple	79878	297	3.7
Longview	81751	278	3.4
New Braunfels	94751	218	2.3

Over the past five years, the violent crime rate has increased by 52 percent. The most significant increase in 2021 was in the Assault with Firearms category. This is a major concern for the police department, and while the Department of

Public Safety has not yet released their averages for cities 50,000 to 100,000 population for 2021, this 2021 increase is likely to keep San Marcos well over the average violent crime rate for cities of its size.

San Marcos Index Crime Report for Last Five Years by Category										
Year	Murder	Rape	Robbery	Agg. Asslt.	Violent Total	Burglary	Theft	Auto Theft	Property Total	Total
2021	3	88	42	229	362	204	1287	162	1653	2015
2020	2	96	32	150	280	260	1017	142	1419	1699
2019	8	78	26	129	241	228	1,177	126	1531	1772
2018	1	84	43	138	266	272	1,057	101	1430	1696
2017	5	50	47	120	222	278	1,064	169	1511	1733

We know from previous national studies that random patrol does little to impact crime. But concentrated police efforts in hot spots does reduce crime. Identifying the hot spots for violent criminal activity can be done utilizing Intelligence Led Policing initiatives. However, given the current staffing level of the department, patrol officers are answering so many calls for service, that they have little time to spend in directed crime reduction efforts.

While these statistics are always somewhat suspect because of different police reporting systems, they are used frequently in comparing cities and in the media, and are often used in marketing cities for new businesses.

The overall performance of the department both from statistical sources and observation appears to be very good. For 2021, the average response time to priority one calls was 6.03 minutes which is good but most agencies strive for a response time under five minutes for priority one calls. Analysis of actual response data shows some priority one calls must wait for officers to clear from another call before being dispatched. Since response time is a function of response speed and distance traveled, this response time is quite good with only six officers (6 sectors) typically on duty over a 39 square mile response area. Response times for lower

priority calls are higher, but many of these lower priority calls are held by dispatch until the area officer is available.

Police agencies typically follow military-like chain of command. One of the critical issues in today's policing is providing adequate supervision of personnel in how they do their jobs. Most authorities in contemporary policing suggest no more than eight direct reports with fewer as you progress higher in the organization. San Marcos currently has adequate supervision at the first line level (Sergeants) but there is significant disparity at the Commander level. The Current Night Commander is responsible for both the evenings and night shifts in addition to a multitude of specialized function working the evening hours. One additional Commander position is recommended to ensure appropriate level of supervision over these units. (Note: This additional position was requested by Chief Standridge prior to completion of this study and the position was approved by Council).

Staffing a police department is entirely discretionary based on what functions they are expected to perform, but staffing of patrol and criminal investigations is most critical because of citizen expectations. Currently, the most accepted method of determining the level of staffing in these functions is by the "Workload" or "Time-Required" model which is endorsed by both the International Association of Chiefs of Police (IACP) and the International City Manager's Association (ICMA). This method takes the number of citizen-generated calls in a city (the demand), determines the total time necessary to service those calls, and divides that by the number of hours officers have available in order to determine the number of officers needed. Officers also perform many functions other than simply answering calls. They patrol neighborhoods, engage the public, enforce traffic laws, and arrest law violators. These activities are conducted during time when officers are not responding to citizen's calls for service.

During 2021, San Marcos officers were dispatched on 37,240 citizen generated calls. Analysis of this data determined that the patrol function currently has only 27 percent of their available time to conduct community engagement

activities. Sergeants are considered supervisors and not “call answering personnel” although they frequently answer calls and provide backup when other officers are not available or are some distance from a call. Upper-level supervisors in the department also monitor field activities and are available for response during their workday if needed.

The 27 percent community engagement time is barely sufficient for minimal community engagement activities, even less if officers are expected to do preemptive crime deterrence patrols of high crime areas. Usually, most officer-initiated community engagement activities begin to decline when the available time drops below 30 percent. This 30 percent is usually broken into such small segments in between calls that officers seldom get back to their assigned area before being sent on another call. (See Appendix A)

The current 27 percent community engagement time is somewhat deceptive as the model assumes the assigned personnel are all present and working. Unfortunately, a number of San Marcos officers have been injured in recent months and require extended time off. As a result, the actual percentage of time available for community engagement is likely much lower. The regular time off, vacation, holidays, average sick time, etc., are accounted for in the model. But when officers are off on injury leave, the citizen generated workload does not drop. For every officer on extended leave, the percent of available time for community engagement drops by approximately 1.5 percent.

Data from the Communication Centers Computer Aided Dispatch system was exported and analyzed. Officers averaged 52 minutes on each of the 37,240 citizen calls. In 56 percent of calls, two officers were sent due to the dangerous nature of the call, and in 29 percent, three or more officers were sent. The total time spent on these calls was computed, and time required for report writing, booking prisoners, and other required activities were determined. The total time each officer has available was also computed from data provided by the city personnel department. Chief Standridge has requested that officers have a

minimum of 40 percent community engagement time allowing his officers to better engage the community and provide needed services. To attain that level of community engagement time on a regular basis will require 58 patrol officers. There are currently 42 officers and six Corporals assigned to patrol, requiring the addition of 10 officers. The addition of these 10 officers onto existing shifts will not require additional supervisors. (The model is provided in Appendix B).

To note, the department continues to take significant steps to reduce the need for additional officers. They have instituted on-line reporting for citizens to make police reports. They have established delayed dispatching to reduce the need for immediate dispatch to all calls. This allows dispatchers to hold calls until officers have time to answer lower priority issues. The Mental Health Response Unit handled over 2,600 calls during 2021, reducing the number of patrol responses and providing additional needed services to this specific community issue. However, these efforts will not continue to counter the increase in calls when the city is growing at the current pace.

The Criminal Investigations Division has operated several officers short over the past year to assist in keeping patrol fully staffed. About 15 percent of all investigations are currently assigned back to patrol for completion. While part of this is due to reduced staffing in CID, this is also beneficial when the original responding officer has the necessary information to file the case. While this is overall more efficient, it also reduces the patrol officer's community engagement time and reduces field activities designed to prevent crime. The unit currently has 13 authorized positions but is continuing to operate with 11 detectives and Corporals. The overall clearance rate (the percentage of crimes solved by arrest) dropped to just under 17 percent in 2020 from the mid-twenties in the years before but was still better than the state average for similar size cities (15 percent).

2020 Clearance Rate - Similar Size Cities			
City	Index Crimes	Index Cleared	Clearance Rate
Kyle	625	137	21.9
Victoria	2127	360	16.9
San Marcos	1699	285	16.8
Rowlett	1152	171	14.8
Baytown	3265	601	18.4
Temple	2391	262	11.0
Longview	2639	422	16.0
New Braunfels	1445	206	14.3
State Average for 50-100K Pop			15.0

Two different methodologies were used to compare results for staffing the Criminal Investigations Division. Using National Benchmarks and a more detailed workload method both identified the need for 11 working detectives, eight in Crimes Against Persons, and three in Property and Financial Crimes. There is also a clear need today for an additional detective conducting very detailed forensic analysis of electronic devices. This detective must be highly trained in both technology and the laws regarding search and seizure of information from these devices. Given the functional vacancies due to the long hiring process, no change in staffing is recommended here and at least one of the two vacancies should be filled as soon as possible.

The department currently has a single Crime Analyst that attempts to provide data analysis for the entire department. With all the administrative reports required of departments today, the analyst is less able to provide actionable crime analysis to patrol for purposes of preventive deployment. A second analyst is clearly needed. Chief Standridge is transitioning the department to the Intelligence Led Policing model which has been shown to be much more effective in crime reduction than previous policing methods. Intelligence Led Policing is dependent on effective crime analysis and efficient communication to field units. To properly

implement Intelligence Led Policing, a third analyst should be considered when the program is underway. (Note: Chief Standridge had requested the addition of a second Crime Analyst prior to completion of this study and Council approved the request).

Unlike Patrol and CID staffing, there are no national standards or benchmarks for specialized functions within the San Marcos Police Department such as the School Resource Officer program, the Mental Health Response program, and the Narcotics unit. In all departments, these programs develop and are funded locally after a Police Chief or City Council identifies a need and decides to fund the program. These programs in San Marcos are all established and Council action has funded these programs in the past. No one from outside the city should substitute their opinion for that of a local Council. We discuss these units in detail in Chapter Six, the only staffing recommendation made regarding the specialized functions is to increase staffing in the Crime Reduction Unit by three officers as soon as possible. These officers, because of the nature of their jobs and frequent non-uniform assignments, need to work in pairs for safety. Assigning the Corporal to work with one of the officers prevents the Corporal from properly supervising the other two-officer teams. These are the only officers that can currently be deployed to high violent crime locations without having to be pulled to answer calls for service. Adding three officers to this unit (experienced officers) will provide the department with an extremely productive crime prevention tool.

Note: Evaluation of the performance of this CRU unit should not be weighed on how many arrests they make. Their primary goal should be the prevention of violent offenses. While it is impossible to count the number of crimes prevented, the unit's effectiveness can be seen in examining the pre and post activity after an extended deployment in an assigned area.

One of the major portions of every police agency is their Emergency Communications Center. In most cities these are managed by the Police

Departments because most of their activity is police related. Like most other jurisdictions, San Marcos' Emergency Communication Center also dispatches for San Marcos Fire and EMS. The unit is under extreme duress at present with so many Telecommunicator vacancies that they have to use officers, firefighters, and other city staff on overtime to maintain adequate coverage. In addition to necessary management staff, the working part of the communications center has four supervisors, six Lead Communicators, and 19 Telecommunicators or TCOs. There are currently only nine TCOs, and three Leads. There are 13 vacancies.

Two different analyses are usually conducted to determine staffing for emergency communications centers. The first is an analysis of the total amount of work and the available work hours of the staff. San Marcos handled a total of 139,685 calls during 2021. These are incoming 911 emergency calls, incoming calls on administrative lines and outgoing calls. Clearly, with 139,685 calls and only 37,240 dispatched calls, it is obvious that Telecommunicators handle many of the calls without police dispatch. There is additional radio traffic, data research for officers, and TCIC/NCIC queries that takes additional time. The total time needed was computed and the amount of time available (dispatchers available work time) is determined to come up with an Occupancy Rate. This is the amount of time dispatchers are "occupied" with work. The Association of Public-Safety Communications Officials (APCO) has determined that agencies should strive for an Occupancy Rate of 40-60 percent. Anything over 80 percent begins delaying the answering of 911 calls. San Marcos is currently at 83 percent Occupancy Rate. We also see 911 call-answering times reaching 25 seconds in some evening hours. This also results in supervisors routinely having to work as dispatchers instead of supervising and training.

The second analysis is to determine the minimum number of dispatchers needed to answer calls at each hour of the day. The average number of calls received by hour of day is pulled from the Computer Aided Dispatch system and used in these calculations. Since emergency calls are received randomly, there are times when multiple calls are received at the same time. We use an Erlang

calculator (computer model designed to evaluate the receipt of random calls through an hour) to ensure we staff enough dispatchers to handle the calls with a goal of 90 percent of all calls answered within 15 seconds. The results of this analysis are provided in Chapter 7 but ranges from four Telecommunicators in the early morning hours to six in the evening hours. The analysis indicates that, if fully staffed, the Communications Center can staff the minimum number of dispatchers during the day as indicated, and have an Occupancy Rate of 42 percent, well within desired range. No additional dispatcher positions are needed at this time although staffing the vacant positions should remain a priority for the department.

The last section to be discussed is the Records Unit. At present, the Records Unit has a non-sworn supervisor, four Records Technicians, and a Compliance Coordinator. All five of these staff members are fully engaged in their assignments and all the department's expunctions and open records requests and expunctions are currently being handled by the Records Supervisor. The Supervisor is unable to properly supervise her staff due to these duties and must frequently work extra hours to complete all her jobs. An additional Records Technician to handle department open records requests and expunctions is recommended.

In summary, the department is currently staffed in a manner that allows only the most minimal community engagement activities and with the city growing steadily, more demands for service will follow. The below additional positions are needed today in order to move the department to 40 percent community engagement time.

	Recommended Now (Additional)	Future Consideration (Additional)
Patrol Commander	1*	
Patrol Officers	10	
Crime Response Unit Officer	3	
Crime Analyst	1*	1
Records Technician	1	
* Already Approved		

San Marcos currently has an outstanding Police Department with dedicated staff. The department already has many outstanding programs such as the Mental Health Response Unit that are only dreamed of in other cities. San Marcos is clearly one of the fastest growing cities in the State and part of the attraction is the low overall crime rate. The recent increase in violent crime however is concerning. Maintaining the ability for the Police to respond appropriately when called by citizens is a critical governmental function.

Without maintaining patrol resources, response times will grow as they have in other large cities, especially in more distant areas such as Fortuna and La Cima. Chief Standridge's plans for introducing Intelligence Led Policing are at the forefront of current police practices and is currently the best practice for preventing crime before it occurs.

The accuracy of this model is based entirely on the data provided by the department's Computer Aided Dispatch system which records activity as it was being done in 2021. Because of the heavy patrol workload, some officers may be taking chances they should not take in order to reduce the impact on patrol. For instance, one officer may voluntarily take a burglar alarm call when two officers should be dispatched due to the potential danger. (Heard on a patrol ride-out). As patrol staffing increases over time, and officers perform more in line with policy, the data used in these calculations will usually change and become

more accurate. A working version of the staffing model is provided with this report and can be completely updated by staff with recent officer availability data and CAD data as needed.

Given the current officer availability (the amount of time an officer has in a year to actually work on call and crime response – about 1500 hours per year per officer) and the desired performance criteria of 40 percent community engagement time, 58 total officers are needed to handle the 37,240 calls. If an entire recalculation is not needed, in January each year, the department should review the number of citizen-generated calls and request one additional patrol officer for every additional 650 citizen generated calls over the current 2021 number, in order to maintain the desired performance levels.

Future staffing for CID should be examined by analysis against the national benchmarks within this report and additional detectives requested when the caseload for each section (Persons and Property) exceed the national benchmarks.

Future staffing in Patrol, Criminal Investigations, and Communications is critical to responding to the basic needs of a city. Staffing the more specialized units are what set cities apart in their ability to win the trust and cooperation of their communities. These positions, and their future staffing, are dependent on the ability of a department to demonstrate their continued effectiveness and future needs.

Chapter 2 Background on Staffing Issues

While staffing decisions are entirely discretionary, they clearly have a great impact on an agency's ability to perform basic crime control and response functions. There is no State or Federal law that prescribes how many officers and employees a city must provide. We (the Texas Police Chiefs Association) believe these funding and staffing decisions should be made locally and based on the city's economic condition, the current citizen demands for service, and the city's desired level of proactive or community engagement services.

The recent development of Community Policing initiatives and Problem-Solving partnerships with community groups has clearly increased the safety and security of our communities. These partnerships have reduced crime while lowering citizen's fear of crime. The implementation and maintenance of these initiatives, however, do require time and effort. This can be accomplished through specialized units or by giving patrol officers the time necessary to conduct these initiatives during their workday. If the department's intent is to have patrol officers conduct these activities, national studies have indicated that field officers must have at least 40 percent uncommitted time (time not on call) in order to effectively carry out community engagement activities. When it is less than 40 percent, the "uncommitted" time (those periods between citizen's calls for service) is so short that there is seldom time for meaningful community engagement activities. Chief Standridge has requested we use 40 percent of officer's available time in order to ensure appropriate community engagement initiatives.

Police activity is either Citizen Generated, such as 911 calls requesting service, or Officer Generated, such as observing suspicious or criminal activity while on patrol, engaging with a business owner, or stopping traffic violators. As cities grow, the citizen demands for service and the time required to service those calls typically increase. If no additional personnel are added, the time to respond to citizen demands increases and the time remaining for officer-initiated contacts, such as community engagement activities, decreases. In this scenario, a police department becomes increasingly reactive to crime, instead of being able to

actively intercept or prevent criminal activity. Officers that are running from one call to the next will rarely have time to work on problem areas, stop suspicious vehicles, or visit with residents to solve problems. As more calls are received, the response time will also increase if additional staff is not provided.

Like many agencies today, San Marcos is experiencing a staffing shortage and in order to keep pace with citizen expectations has moved staff from other department functions to keep patrol fully staffed. While this keeps patrol full, the other department functions, which also have an impact on crime and citizen expectations, begin to suffer.

Every call for service from a citizen is recorded in the department's Computer Aided Dispatch system. The times when the call is received, dispatched, when officers arrive, and other activity associated with the call, such as how long they are at the scene, and prisoner booking, is recorded. This allows a detailed analysis of how much time it actually takes to handle all the calls from citizens. Given the number of officers available and how much time each officer has available to work, we can then determine the amount of time left for community engagement or problem-solving activity. Based on data from the Computer Aided dispatch system, officers responded to 37,240 citizen generated calls for service in 2021.

Based on the best data available from the department on the time required to service these calls, San Marcos patrol officers currently have only 27 percent of their time not handling calls for service. (Appendix A) This is not sufficient for officers to regularly engage in serious community engagement activities other than conducting an occasional traffic stop.

Likewise, citizens expect the police to try to solve their crimes when they do occur. The lack of appropriate staffing in the Criminal Investigations Division will not allow detectives to spend the time necessary on investigations and will result in lower number of cases solved (clearance rate). At present, the Criminal

Investigation Division is within the national benchmarks and no additional detectives are needed, but as the city grows, the number of cases assigned for investigation will increase, and caseload is directly related to clearance rate.

City administrators and citizens must also understand the impact of long-term injury leave for officers and the department. Clearly, the health and well-being of the officer is the department's and the city's primary concern, but the impact on department performance can be significant. Police officer injuries that lead to extended injury leave happen randomly and cannot be predicted with any accuracy. Few of these injuries last long enough for an "over-hire" officer to be hired and properly trained in order to make up for the injured officer's lost time at work. Agencies can go months and even years without a devastating injury and hiring above the number authorized positions is the only way to counter this negative effect. This would mean hiring staff that in normal times would give the agency more than a 40 percent community engagement time for most of the year, but dropping when officers are injured and off for extended periods. This option of hiring over an authorized number of officers is a decision that each city must make based on its community needs and budgetary constraints.

Because of the negative operational effect (in addition to the concern for the officer's well-being, police chiefs throughout Texas are implementing health and wellness programs to keep officers fit and healthy.

Chapter 3 ANALYSIS OF COMMAND AND SUPERVISION

The first issue examined was an analysis of the Command and Supervision functions. Police agencies typically follow military-like chain of command. One of the critical issues in today's policing is providing adequate supervision of personnel in how they do their jobs. Most authorities in contemporary policing suggest no more than eight direct reports with fewer as you progress higher in the organization.

San Marcos Police Department command structure is similar to most agencies of this size. It is divided into Operations and Administrative Services. The command and supervision levels are minimal and well organized. The number of personnel in command and supervision levels is smaller than usually found in similar sized agencies.

San Marcos currently has adequate supervision at the first line level (Sergeants) but there is significant disparity at the Commander level. The current night Commander is responsible for both the evenings and night shifts in addition to a multitude of specialized function working the evening hours. One additional Commander position is recommended to ensure appropriate level of supervision over these units. (This deficiency was recognized by the City Manager and Council acted to approve this position before completion of this study).

Chapter 4 ANALYSIS OF PATROL OPERATIONS AND STAFFING

Patrol Analysis

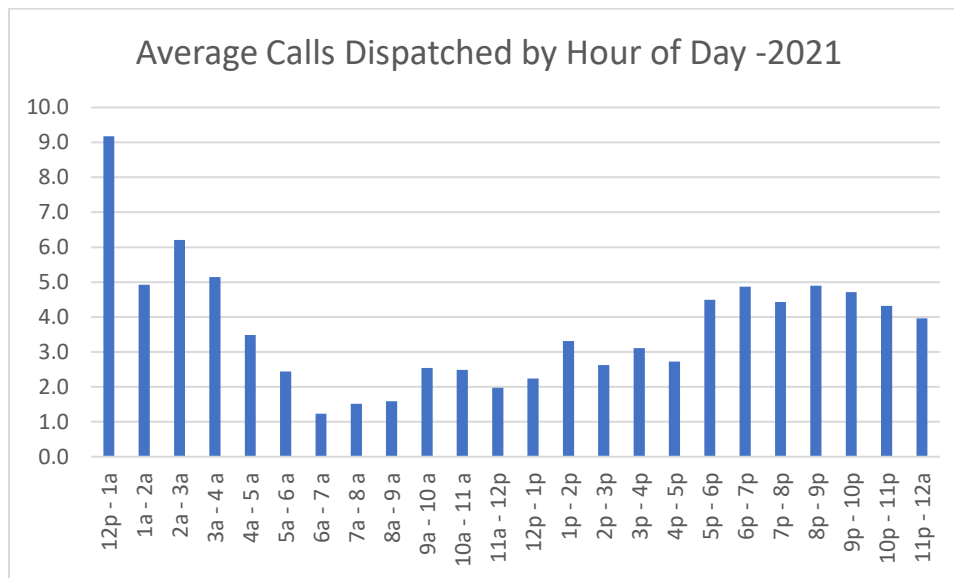
The Patrol function is currently authorized 42 full time police officer positions assigned for call answering duties plus six Corporals who also are assigned sectors for calls, for a total of 48 call answering personnel. Sergeants are not considered call answering personnel but do so frequently when other officers are busy or are a long way from the call. Patrol has six 12-hour shifts with a Sergeant, Corporal, and seven police officers on each shift. On the slower days of the week, officers work only 11 hour shifts in order to reduce the overtime required by FLSA when working seven 12 hour shifts over a two-week period.

Three of the shifts work each day with two shifts sharing the full 24 hours, and the third shift overlapping the high call-load period in the late afternoon to early morning hours. This is an effective system but departments are finding that 12-hour shifts produce much higher officer fatigue in the late hours of the shifts.

Analysis of Current Citizen Demands for Service

The most important function of a police agency is to be there when citizens call for help. When a citizen is in danger or has been the victim of a crime, they call 911 and expect to get a police response. Citizen generated calls for service is the most accurate measure of the citizen demand for service. Computer Aided Dispatch (CAD) systems are capable of collecting and displaying this data in a variety of formats. Since calls for service vary by season, day of week and hour of day, analysis is most appropriately conducted on averages over the course of a full year. The time of day and day of week is fairly predictable and is developed using the averages from the most recent twelve-month period. The San Marcos Police Department CAD system was able to produce data on citizen generated calls for service. The below graph indicates

the Citizens Calls for Service by Hour of Day. During the period of January 1, 2021 to December 31, 2021, the department dispatched a total of 37,240 calls for service.

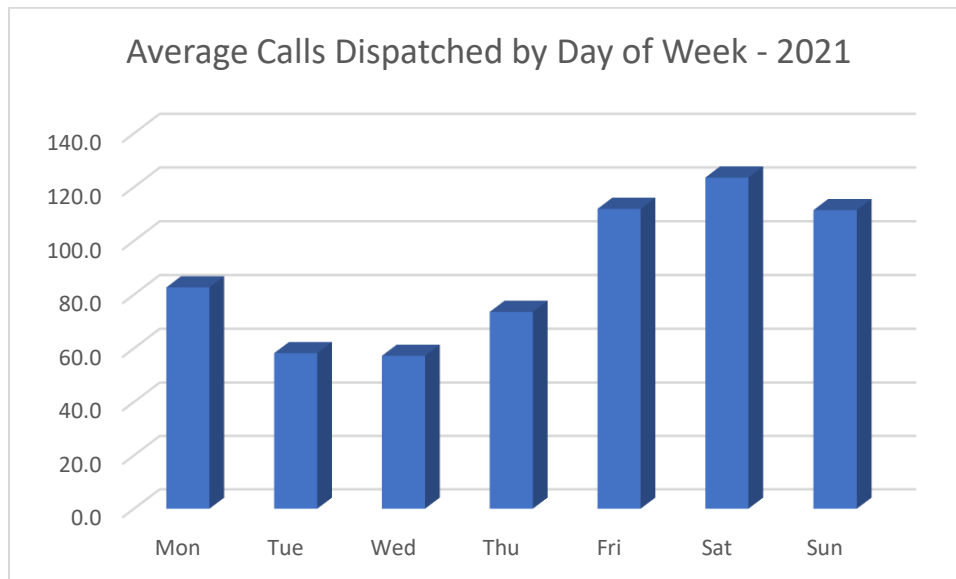


This distribution is different than most other cities. In most cities, the calls for service begin declining at about 9 pm and decrease steadily through about 4 am. Calls in San Marcos remain high through the late evening hours and have a higher number of calls in the first few hours after midnight. This is likely due to the university students and the large number of late-night clubs in the central city.

As previously stated, San Marcos's community engagement time is currently at 27 percent or below due to officers on extended injury leave. (Appendix A) Analysis of Citizen Generated Calls is necessary to ensure proper scheduling to cover those demands. It should also be remembered that at least two officers should be dispatched to about 56 percent of these calls for service due to the potentially hazardous nature of the calls.

A review of the calls for service by hour for each day of the week shows that the Friday, Saturday, and Sunday to be busier than the rest of the week.

This is again unlike most cities that usually see Saturday and Sunday lower than the weekdays. This distribution supports the current shift scheduling of only working officers for 11 hours each during the weekdays and the full 12 hours on the weekends.



In order to determine the staffing of a patrol response function, we obtained the total number of dispatches to citizen generated calls for service. We also calculated the average time on call for officers responding to these calls along with the average times for the second and other responding officers. The second officer typically does not stay on-scene as long as the original officer and the percentage of total time needed for assisting officers has been standardized through numerous national studies. Time on call for calls requiring 3 or more officers tends to be higher because they are usually more serious and complicated calls.

With this data, we are able to compute the total amount of time needed to handle citizen generated calls for service. The additional time required to provide the department with a 40 percent community engagement time is then added for a total workload. We then use data from the city's personnel database

to determine the average vacation, sick, holidays, and personal time taken by officers as well as any administrative leave. Like most agencies in Texas, San Marcos officers are each able to provide about 1,500 hours of productive work time a year. Using this data, we determined that patrol needs 58 call answering personnel to handle both citizen generated calls and provide a 40 percent community engagement time. This is 10 more officers than current staffing. (See Appendix B for computations).

The Law Enforcement community has been increasingly concerned about the issue of fatigue when using 12-hour shifts. San Marcos is currently on a 12-hour shift that increases the probability of sleep deprivation. San Marcos officers work a schedule that allows officers a three-day weekend every other week. This is a common schedule throughout Texas. Long weekends are great for officers and their families, but the three 12-hour workdays in a row can increase the possibility of sleep deprivation and result in poor decision making. A Power Point presentation on sleep deprivation and its impact on police officers is included with this report. Keeping officers informed of this issue can encourage officers to get the rest they need.

Chapter 5 ANALYSIS OF CRIMINAL INVESTIGATIONS

The Criminal Investigations Division is supervised by a Commander and has two Sergeants, five Corporals and eight Officers. Two of the Corporal positions assigned in Property Crimes are currently vacant. This current staffing level and the increase in cases assigned over the past few years appears to have impacted the unit's clearance rate in 2020.

Index Crimes Cleared			
Year	Index Crimes	Index Cleared	% Cleared
2020	1699	285	16.8
2019	1772	437	24.7
2018	1696	406	23.9
2017	1733	321	18.5
2016	2231	572	25.6

The current state average for clearances for cities between 50,000 to 100,000 populations is 15 percent. San Marcos was just under 17 percent overall clearances of index crimes in 2020.

The majority of the Criminal Investigation Division workload is reactive and they conduct follow-up investigations on all offenses with workable leads. At present, the Sergeants assign cases to the officers and corporals based on their expertise and current caseload. Officers frequently have over 25 open cases under investigation at any one time and the time available for follow-up is limited due to new incoming cases. They also have other duties, such conducting follow-up on Child Protective Services and Cyber Tip referrals. The vacant Corporal positions have remained unfilled for a number of years.

The staffing of an investigation's unit is much more difficult to justify empirically. It must be understood that some crimes simply cannot be solved, even with extended investigations. Cities simply cannot afford to conduct investigations of every crime reported. In response, police agencies have developed case screening systems to assist in determining which cases merit the expenditure of very scarce resources. So, what should be the goal of criminal investigations if you know that you can always do more investigation, but additional investigation may not lead to any productive outcome or clearance? Given sufficient time to work cases, a department's goal should be at least to clear the average number of cases if not better than average. The Department of Public Safety publishes agency clearance rates and averages for the various population groups. The overall average for cities in the 50,000 to 100,000 population range is 15 percent.

The best method used for determining the number of detectives needed in a department is to look at the historical caseload for the unit and apply national benchmarks created over time by a myriad of staffing consultants using well known published staffing studies. These benchmarks assume a department is utilizing an effective case screening process like that used in San Marcos. A more recent method of evaluation is similar to the patrol workload model where the number of cases assigned and the average time taken on investigations is computed to determine the number of detectives needed. Both methods were used in analysis.

Case Screening

The Criminal Investigations supervisor currently reviews all new cases sent to CID each day and assigns them to officers in the unit. In San Marcos, the CID Sergeants are allowed to assign some cases back to specific patrol officers for follow-up. In some cases, patrol officers have already conducted all the investigation needed and only have to prepare a warrant for the case to be filed.

Investigating offenses that have no workable leads and little chance of solution is beyond the means of most police agencies in this country. National training programs clearly recognize this dilemma. But citizens expect the police

to be concerned about their crime, try to find the suspect, and hold him accountable. To do so in every case would require resources beyond the reach of most cities. It is from this understanding that formal case screening processes have developed. San Marcos's current case management process is to assign all felony cases and assign misdemeanor cases only if a workable lead exists.

When an officer receives a case, they review each one and decide on how much work can be done on that case based on the workable leads available, the seriousness of the crime and their own experience. In the cases that have no workable leads, the investigator will often still make an attempt to contact the complainant and get additional information which might identify new avenues of investigation. If no additional information is obtained and no additional workable leads are found, the case is usually suspended. It can be reopened later if new leads develop. In more serious cases, such as murder, rape or aggravated robbery, the investigators will continue to work on the case as time permits even if there are no leads. Unfortunately, the cases never stop coming in and new cases may have a higher probability of solution.

The fact that cases never stop creates stress for officers assigned in these units. Agencies should ensure that Detectives do not keep more than twice the number of cases assigned each month open at any time. Rarely are any cases solved after more than 30 days. A desk audit of San Marcos cases showed the majority of San Marcos investigative officers with fewer than the maximum recommended remaining open.

Reactive Investigations Benchmarks

To evaluate Detective workload, we chose the 2021 calendar year due to the higher number of cases assigned. During case assignment, the unit supervisor is aware of the different officers' strengths and weaknesses and assigns cases accordingly. While the caseload varies due to the type of crimes assigned, the total monthly caseload for 2021 was 13.2 cases per officer per month (not including CPS and Cyber-tip referrals.). National benchmarks developed from previous

studies and used by a multitude of staffing consultants around the country are 8-12 Persons Crimes per month, 15-20 Property Crimes per month, and 10-20 Financial Crimes per month. One officer assigned is currently the department's only electronic forensic analyst and provides services to all the other detectives needing forensic analysis of electronic devices. To reach the midpoint of the national benchmarks in all categories, 11 Detectives are needed in addition to the forensic analyst.

All agencies are seeing higher numbers of financial and fraud cases and fewer of the traditional types of crimes as the internet and technology have spawned new types of profitable crimes with much less personal risk to the offender. These new crimes have also taxed the ability of law enforcement agencies as their investigation often times takes longer and requires more technological expertise than many agencies have available.

The Workload Analysis

The second evaluation method used was a newer "workload" model used in larger agencies. This process is similar to the patrol workload model where the number of cases times the average time necessary to work the cases produces a total number of hours needed for investigations is determined. The number of hours each detective has available to work cases is then determined and divided into the total needed to determine the number of detectives needed. This process has been used in Houston and Austin in recent years. The workload method also identified the need for 11 working detectives to conduct investigations in addition to the forensic analyst.

Given the significant growth of San Marcos and the growth of cases assigned to officers in CID, reassigning the current extra vacant position appears inappropriate. There has already been a higher caseload assigned in 2022 and the need for an additional officer to investigate cases will soon be needed. No recommendation is made to changes in staffing of sworn members of this unit.

The use of Corporals in this unit is somewhat different than found in most agencies. It would make sense to have one Corporal in each of the two units to fill in for the unit supervisor when he or she is out. The additional Corporal positions appear to be unneeded and their jobs could be done by officer level investigators. The department should study the need for the need for Corporals in the investigative unit.

Part of Criminal Investigations includes a Crime Analyst. There is a myriad of statistical and evaluative reports required of police agencies and this responsibility usually falls on the crime analyst. Crime analyst's primary duties are reviewing specific types of cases to determine similar modus operandi, similar suspect or vehicle descriptions and matching similar offenses to assist detectives in identifying offenders and solving cases. They also identify trends and provide intelligence to patrol regarding crime locations. We know from policing research that random patrol of all neighborhoods is not effective in crime control. We also know that most crimes occur regularly in the same locations over time. Police can and do have an impact in reducing crime when their activity is focused in and around these crimes "hot spots." Identifying these areas is critical to Intelligence Led Policing (ILP) initiatives.

At present, a second crime analyst is recommended. A third crime analyst is recommended if and when the department moves to the Intelligence Led Policing initiative currently in planning. With three crime analysts, one of the three should be a working supervisor and trainer.

Chapter 6 ANALYSIS OF SPECIALIZED OPERATIONS

There are a number of specialized functions within the department which have been established for specific purposes. As indicated earlier, there are no “national standards” or “benchmarks” for the staffing of these units as they are so specialized and are created on a basis of local needs and desires. No changes are therefore recommended for these units but comments are provided to inform management of the impact of these units on other operations within the department.

Community Services: The Community Services Unit consists of a Sergeant and one officer. The Sergeant also supervises the Traffic Unit described below. This officer and supervisor are responsible for organizing all of the department’s community events, coordinating the activities of the department’s volunteers, and conducting crime prevention programs. All departments perform these functions on a regular basis and many have much larger units. Staffing appears to be somewhat less than other departments of this size but appears to be adequate for the functions performed. Eliminating these positions would require the functions be absorbed by other members of the department and can have a negative effect by taking time away from these other functions.

Traffic Unit: While not directly part of the Patrol function, a separate Traffic Enforcement function is often used by cities to ensure traffic enforcement is not reduced during high call volume times. Traffic accidents cause almost twice the number of deaths and injuries in Texas as do criminal offenses.

	Homicides	Traffic Fatalities
2020 Texas Total	1927	3896
2020 San Marcos	2	12

With the highways and high-speed arteries within San Marcos along with a multitude of bars and clubs, a separate traffic enforcement unit is very

appropriate. The major cause of injury crashes is speeding and inattention, and every citizen survey done in most cities cites speeding in the neighborhoods as one of their most pressing concerns. Staffing the Traffic Unit with six traffic enforcement officers plus a Sergeant is believed sufficient to provide day and evening rush hour traffic enforcement to reduce injury accidents, and to respond and investigate the accidents that do occur. This allows patrol officers to continue to patrol and protect their neighborhoods. There are a multitude of studies which show traffic law enforcement reduces both injury and deaths due to traffic crashes. Traffic officers also conduct investigations of traffic accidents when on duty, thereby reducing the call load on patrol and reducing the numbers of calls answered by patrol and the resulting need for additional patrol officers.

San Marcos dispatched a total of 3,026 traffic accident calls in 2021, just over five percent of the total calls. With 10 fatalities in 2019, 12 in 2020, and 8 in 2021, the department's assignment of six officers to this function is clearly justified and will reduce patrol on call time. The Unit is supervised by the Community Services Sergeant giving a span of control of seven, well within the appropriate range for proper supervision.

Training Unit: The training staff consists of a Sergeant and one officer. While the State requires 40 hours every two years for officers to maintain their license, most agencies try to get 20-30 hours of training each year for all officers. San Marcos officers received an average of almost 96 hours training in 2021. Officer training is one of the most critical aspects of policing today given the national spotlight on policing failures around the country.

School Resource Unit: The School Resource Unit assigns five officers in San Marcos schools during the school day. Many agencies around the state provide this service at the request of their school district. Many school districts pay all or a portion of the officer's salary and benefits. Assigning officers in schools has shown to reduce calls dispatched to the schools, reduces crime in the schools and presents students with a positive image of police leading to

increased trust. During 2021, the School Resource Officers handled 1,329 calls for service at San Marcos schools, eliminating the need for patrol officers to respond.

Mental Health Unit: The Mental Health Unit is a new innovation in policing that is becoming more popular among larger cities. This type of unit, however, is seldom seen in cities even twice or three times the size of San Marcos. The city is lucky to have the number of officers trained as Mental Health Officers (requiring a specific 40 hour plus school). This program is being shown to be quite successful other cities. The department may want to examine the addition more highly trained non-sworn mental health workers to respond with police at some future point. These “combined” responses have shown to be successful in many jurisdictions. The Denver Police “combined” unit has been so successful that they are expanding it from one to five teams this year. During 2021, the San Marcos Mental Health unit responded to over 2600 calls providing a higher level of care to those in crisis.

Crime Reduction Unit: The Crime Reduction Unit is composed of a Sergeant, a Corporal to supervise the unit when the Sergeant is off, and three officers. This unit is currently the department’s only resource outside of patrol that can address a specific crime problem. They currently work evenings and address specific crime problems each day until they deployed to the downtown area in the evenings to assist with order maintenance.

Given the significant increase in violent crime over the past few years, this unit has the greatest opportunity to impact this violent crime rate. It will take several years to build the patrol staff up to the full strength needed for proper levels for appropriate community engagement and directed preventive activities. Adding three additional officers to this unit now would allow three teams of two officers to work expanded hours and allow the Corporal to properly supervise the teams when the Sergeant was off. These officers would work directed preventive

activities in identified hot spot areas without having to be called away to answer calls.

Canine Officers: The department has two canine officers with their assigned dogs. These dogs have been trained to locate drugs and track individuals, both suspects and missing persons. Canines are very helpful to patrol in a number of specific instances and most agencies this size have several. No change is recommended here.

Narcotics Unit: The Narcotics Unit has a Sergeant and three officers. There is no standard staffing for narcotics units as they are generally staffed with what the Chief and city officials believe is needed. Even major cities are seeing a reduction in staffing centralized drug enforcement efforts because it does not seem to be working. There is always a supply of willing users and more than enough lower-level dealers to move up if an upper-level dealer is sent to prison. However, in a city the size of San Marcos, with a large university, some level of narcotics investigation and enforcement is necessary. A more detailed analysis of current drug trends, as well as the results of the current drug unit and its impact on narcotics and crime activity may better indicate more appropriate staffing. Again, this is a local prerogative that is based on community needs and desires.

Outlet Mall Officers: The San Marcos Outlet Mall is one of the few outlet malls in the county that continues to thrive. Many have closed but San Marcos still attracts many name-brand stores and thousands of shoppers. The department has assigned two officers to the Outlet Mall and they have a remote office at that location. Because the Mall is at the far south end of the city, response time to calls there will usually take officers longer to arrive. The travel time alone would justify the assignment of officers at that location. Unfortunately, both positions have been vacant for some time due to the inability to hire staff.

Chapter 7 ANALYSIS OF EMERGENCY COMMUNICATIONS AND SUPPORT

San Marcos Police Department operates an Emergency Communications Center for the City of San Marcos, for their Police, EMS, and Fire services. The Center has a 911 Manager, a systems coordinator that maintains the 911 and Computer Aided Dispatch systems, A Quality Telecom Coordinator that ensures appropriate training as well as auditing, four supervisors, six Lead Telecommunicators, and 19 Telecommunicators. The Telecommunicator term replaced the term "Dispatcher" several years ago when the Texas Commission on Law Enforcement began requiring basic training and licensing for Telecommunicators. Today, Telecommunicators require a basic training course of 80 hours plus significant on-the job training with a Lead Telecommunicator. San Marcos requires significantly more training to ensure their staff are competent.

At present, the unit has a total of 13 vacancies. This is a critical situation for the department and the unit is using police officers, firefighters, and other city staff, as well as their own staff, on overtime to meet their current minimum staffing. Even with this minimum staffing, there are some hours during the day when 911 callers do not get an answer for up to 24 seconds. While in most situations this delay is not critical, it can be life-threatening if you are reporting someone breaking into a home, or trying to get medical care for a heart attack victim.

Proper staffing of Emergency Communication Centers is, like other government functions, discretionary and is usually based on how many personnel are needed to answer emergency 911 calls within a certain amount of time. According to the National Emergency Number Association, the current

standard for answering 911 calls is to answer 90 percent of all calls within 15 seconds. (NENA Standard 2.2.1 – 2020).

There are generally two analyses conducted on Communications Centers to determine the adequacy of staffing. The first is a look at the total amount of time staff is actually busy doing work and the other is the minimum number of staff needed to answer emergency calls with the goal of 90 percent answered within 15 seconds.

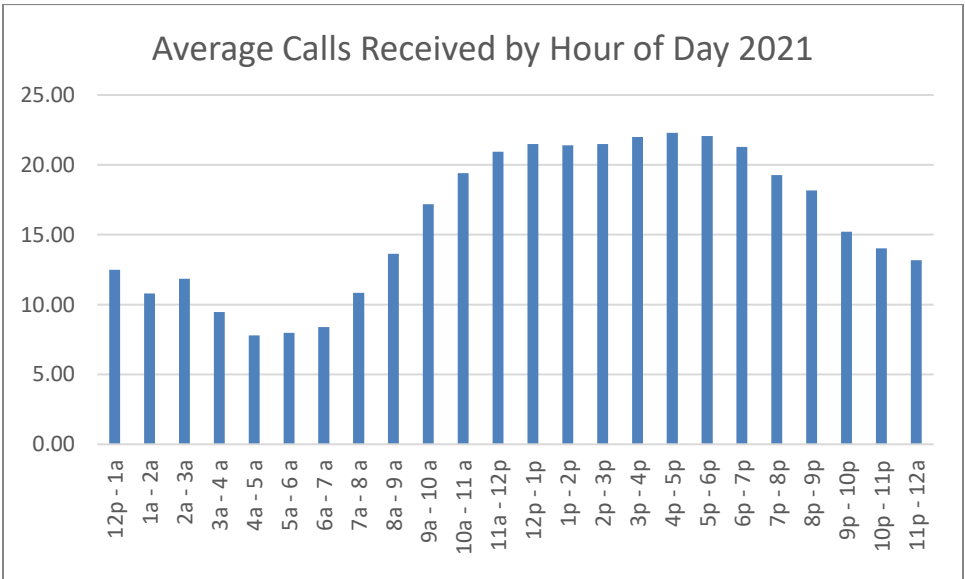
The first test was what the Association of Public Safety Communications Officials (APCO) terms the “Occupancy Test.” This not like what portion of a building is occupied, but rather what portion of a telecommunicators work day is actual work – what percentage of their day is fully occupied with work. APCO best practices indicate that communication centers are most effective when operating at 40-60 percent occupancy rate. As the occupancy rate approaches 80 percent, difficulties begin to appear. Call answering delay become more frequent, telecommunicators have difficulty taking needed breaks and usually must eat lunch at their consoles, supervisor begin losing the ability to properly supervise as they are pressed into service as primary telecommunicators.

After computing the number of calls, the average time on call, the follow-up times needed, additional radio traffic, and other required duties as well as the available time with the current staff, the occupancy rate at present for San Marcos was 83 percent. The current vacancies have created this situation and the department is working feverishly to try to hire and train new telecommunicators, but it is a difficult process. The hiring process is long and because of State and Federal network rules, all individuals having access to these systems must undergo a detailed background investigation. The department’s use of police officers, firefighters, and other city staff to fill positions temporarily is their only option to maintain the current level of performance.

Computing the rate for the unit if all vacant positions were filled would create an occupancy rate of 42 percent, well within the recommended range.

The second analysis conducted was to determine the minimum number of staff needed for answering and dispatching citizen generated 911 emergency calls by hour of day. In making this analysis, the average number of emergency calls per hour of day was pulled from the Computer Aided Dispatch system and then, using an Erlang calculator, the minimum number of staff is determined. Because 911 calls come in in a random fashion, the Erlang calculator can provide the best estimate of staffing required to prevent unnecessary holding of calls.

The analysis was done to determine the average highest calls for any day of the week by hour and the number of staff needed for those hours. The highest average ranged from eight calls per hour from 4am to 6am, up to 22 calls per hour from 3pm to 6pm.



Emergency Communications Center – Recommended Minimum Staffing
By Hour of Day for 911 Dispatch Operations

Hour	Average Calls Per Hour	Minimum TeleComm.	Average Delay in Seconds	Answered without Queuing	Percent Answered in 10 Sec.
12p - 1a	12.5	5	0	100	100
1a - 2a	10.8	4	1	99	99
2a - 3a	11.8	4	1	99	99
3a - 4 a	9.5	4	0	99	100
4a - 5 a	7.8	4	0	99	100
5a - 6 a	8.0	4	0	99	100
6a - 7 a	8.4	4	0	99	100
7a - 8 a	10.8	4	1	99	99
8a - 9 a	13.6	5	0	100	100
9a - 10 a	17.2	5	1	99	99
10a - 11 a	19.4	6	0	100	100
11a - 12p	21.0	6	0	100	100
12p - 1p	21.5	6	0	100	100
1p - 2p	21.4	6	0	100	100
2p - 3p	21.5	6	0	100	100
3p - 4p	22.0	6	0	100	100
4p - 5p	22.3	6	0	100	100
5p - 6p	22.1	6	0	100	100
6p - 7p	21.3	6	0	100	100
7p - 8p	19.3	6	0	100	100
8p - 9p	18.2	5	1	99	99
9p - 10p	15.2	5	0	100	99
10p - 11p	14.0	5	0	100	100
11p - 12a	13.2	5	0	100	100

If the Center is fully staffed with the four supervisors, six Leads, and 19 TCOs, they would be able to staff the recommended minimum staffing here.

Because both analyses indicated that sufficient personnel to meet standards would be present if fully staffed, no additional personnel is recommended at this time. Additional positions should be considered if the occupancy rate reaches 70-75 percent or the required minimum staffing increases due to large increases in calls handled or other duties imposed on the unit.

Chapter 8

SUMMARY AND CONCLUSIONS

The San Marcos Police Department has been a well-respected police agency in Central Texas for many years. The current organizational structure is traditional with Operations and Administration and Support.

Conclusions:

- The current staffing of Patrol with 42 officers, six Corporals and six Sergeants (six sectors) is insufficient for responding to emergency calls, and maintaining a 40 percent time for community engagement activities.
- An additional 10 authorized patrol officers are required to bring the department to a 40 percent community engagement time.
- The vacant Patrol positions should be filled as soon as possible.
- One of the vacant CID positions should be filled immediately, with the final vacancy added when annual case assignments exceed the national benchmarks provided in this study.
- Three additional officers should be added as soon as possible to the Crime Response Unit to combat the significant violent crime increases of the last few years.
- One additional Records Technician is needed to ensure proper completion of duties and proper supervision.
- Dispatch is well managed but is severely understaffed at present. The vacant positions should be filled as soon as possible to reduce the workload impact on current staff. Additional staff should be considered in the future if the percentage of calls answered within 15 seconds drops under 98 percent and all attempts at remediation have not resulted in an acceptable reduction.

Chapter 9 NOTES FOR FUTURE STAFFING ANALYSIS EFFORTS

One of the greatest difficulties in staffing analysis efforts is to ensure all appropriate time is captured properly. In this analysis, the actual time on call for patrol was 52 minutes, but officers and supervisors know that officers clear calls to go on to other calls and then do not check back out on the original call when they write the reports. The report writing times are therefore not properly captured. The cities in Texas that have captured their report writing times all average about one hour per call report writing time. In developing San Marcos's current community engagement time, we used the one hour in order to ensure the majority of report writing was captured. Texas cities also average about one hour per booking and arrest given that DWI processing usually takes much longer, but warrant arrests take relatively little. The Texas average was used for this analysis.

To allow more accurate data capture for future analysis, it is recommended that San Marcos create the following radio mark-outs so that the Computer Aided Dispatch system can track and collect the data properly and give it proper accounting.

- Report Writing (Call based)
- Report Writing (Self-Initiated)
- Prisoner (Call based)
- Prisoner (Self-Initiated)
- Community Engagement Initiative
- Directed Crime Prevention Activity

As part of this analysis, working spreadsheets have been provided to the department for their use in future analysis efforts.

Appendix A

Current Uncommitted Time Computation Analysis	
Light Green = Actual Historical Data Entry	
Bright Green - Computed Periodically From Department Data	
Yellow = Decision Entry	
Tan = Model Computations	
Rose = Final Model Outcome	
Department Total	
Shift Length	12
Total Number of officers (call answerers) working in Patrol for Year.	48
Gross Hours Scheduled (80 hours per 2 week pay period, 26 periods)	2080
Average Voluntary Hours Off Taken (Vacation + Holidays + Comp)	187.2
Average Sick Hours Taken Per Year	72.7
Average Admin Hours per Year	8
Training Hours per Year	95.8
Administrative Time per Shift (Est. Hours of officer activity per Shift)	1.5
Total Hours Shift Administrative Time Per Officer per Year	214.5
Total Hours Available per Officer	1501.8
Total Officer Hours Available for Period	72084.6
Actual Citizen Generated Calls for Service on Shift for Year	37240
Average Time On Call for First Unit (% of 1 Hour)	0.86
Percentage of Citizen CFS Requiring 2 Unit Dispatch (%)	0.56
Average Time On Call for 2nd Unit (% of 1 Hour)	0.50
Percentage of Citizen CFS Requiring 3 Unit Dispatch (%)	0.29
Average Time On Call for 3rd Unit (% of 1 Hour)	0.33
Total Time Required for all Citizen Generated Activity (Hours)	46017.5
Total Arrests On Shift in Year	1840
Jail Booking and Report Time (% of 1 Hr)	1
Total Time for Jail Book-in (hours)	1840
Total Offense Reports Written (.55 x total CFS)	7247
Report Writing Time (% of 1 Hr.)	0.5
Total Report Writing Time (Hours)	3623.5
Investigative Case Follow-up 280@3 hours each	840
Total Community Generated Workload (hours)	52321.0
Current Percent Uncommitted Time for Patrol	27.4

Appendix B

PATROL STAFFING MODEL	
Light Green = Actual Historical Data Entry	
Bright Green - Computed Periodically From Department Data	
Yellow = Decision Entry or Department Actual Data	
Tan = Model Computations	
Rose = Final Model Outcome	
Patrol (Call Response) Workload	
Field Workload	
Actual Citizen Generated Calls for Service for Previous Year	37240
Average Time On Call for First Unit (% of 1 Hour)	0.86
Percentage of Citizen CFS Requiring 2 Unit Dispatch (%)	0.56
Average Time On Call for 2nd Unit (% of 1 Hour)	0.46
Percentage of Citizen CFS Requiring 3 Unit Dispatch (%)	0.29
Average Time On Call for 3rd Unit (% of 1 Hour)	0.42
Total Time Required for all Citizen Generated Activity (Hours)	46155.3
Total Arrests On Shift in Year (or three year average)	1840
Jail Booking and Report Time (% of 1 Hr)	1
Total Time for Jail Book-in (hours)	1840
Total Offense Reports Written	7247
Report Writing Time (% of 1 Hr.)	0.5
Total Report Writing Time (Hours)	3623.5
Total Community Generated Workload (Hours)	51618.8
Investigation Follow Up 280 Cases @3 hours per case average	840
Total Required Workload (Hours)	52458.8
Officer Availability Data Entry	
Gross Hours Scheduled (80 hours per 2 week pay period, 26 periods)	2080
Average Voluntary Hours Off Taken (Vacation + Holidays + Comp)	187.2
Average Sick Hours Taken Per Year	72.7
Average Admin Hours per Year	8
Average Training Hours per Year	95.8
Administrative Time per Shift (Est. Hours of officer activity per Shift)	1.5
Shift Hours	12
Total Hours Shift Administrative Time Per Officer per Year	214.5
Total Hours Available per Officer	1501.8
Proactive Time Decision Input	
Percent Patrol Community Engagement Time Desired	0.40
Total Required Workload (Hours)	52458.8
Proactive / Uncommitted Patrol Time (Hours)	34972.5
TOTAL DEPARTMENT WORKLOAD REQUIREMENTS (Hours)	87431.3
Number of Officers Needed	58.2