

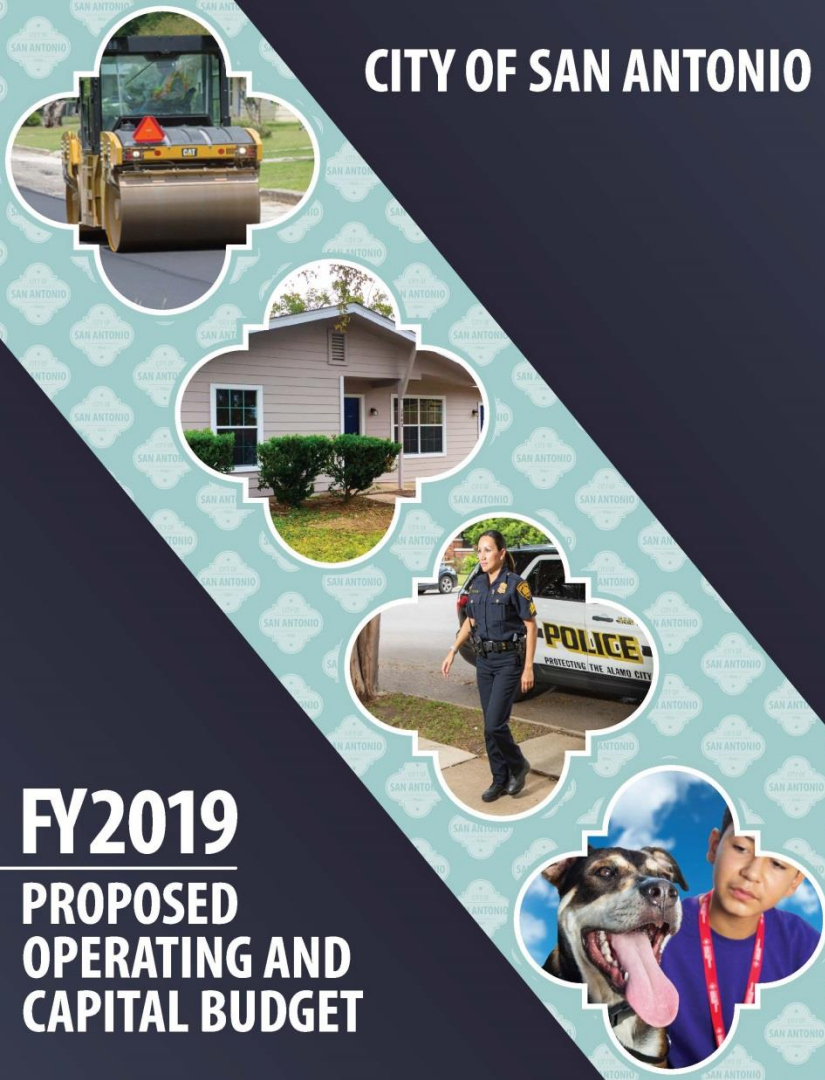
CITY OF SAN ANTONIO

SAN ANTONIO POLICE DEPARTMENT

Presented by
William P. McManus, Chief of Police

August 15, 2018

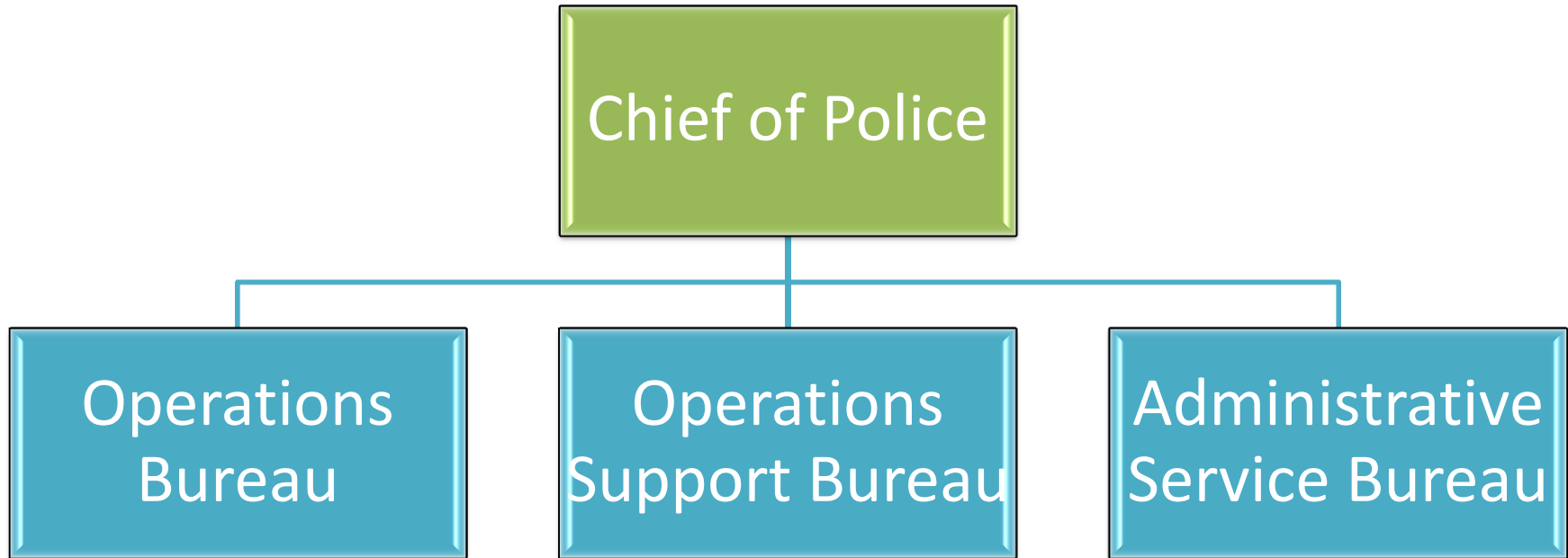
FY2019
**PROPOSED
OPERATING AND
CAPITAL BUDGET**



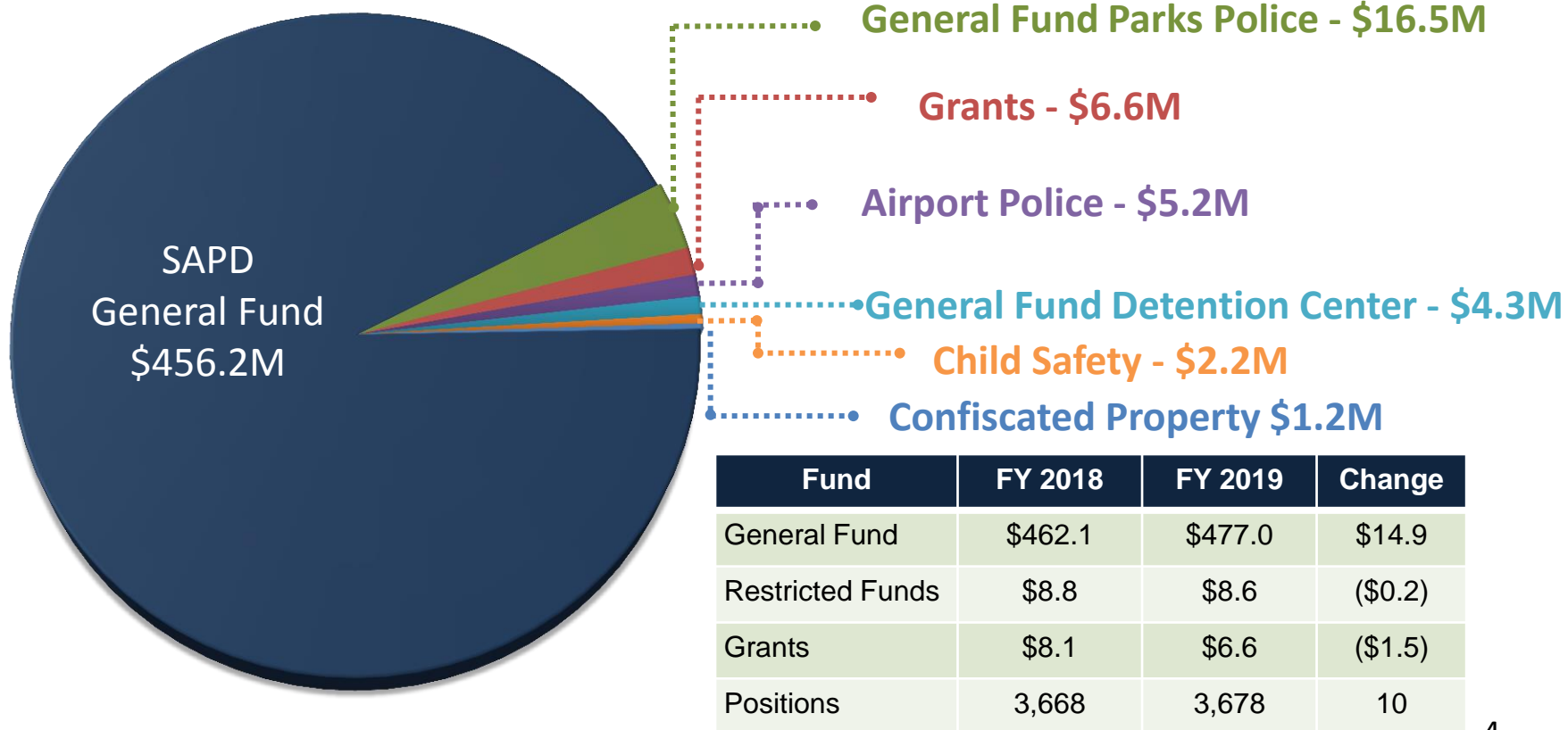
“The San Antonio Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the people we serve.”



Department Organizational Chart

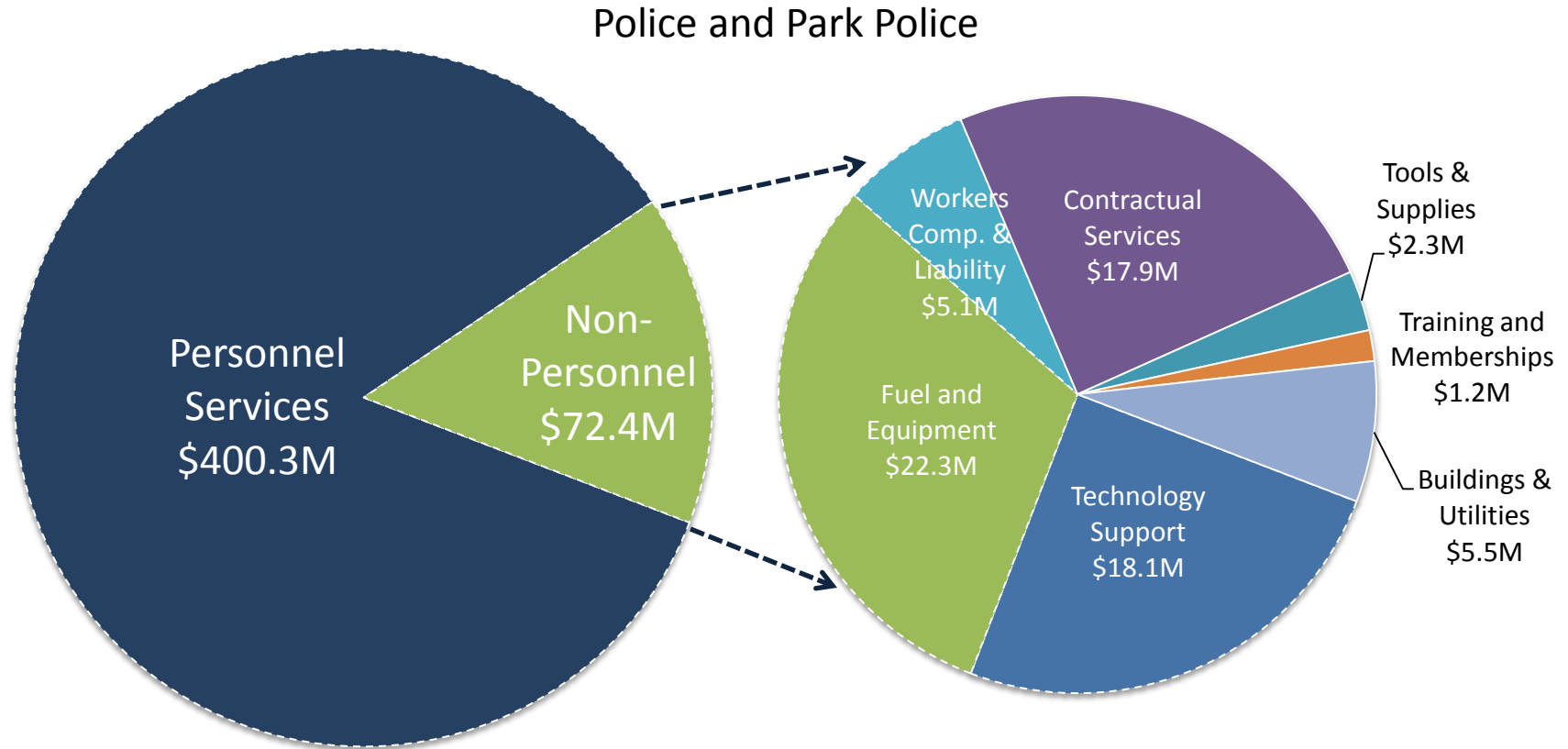


FY 2019 Proposed Budget - \$492.2 Million

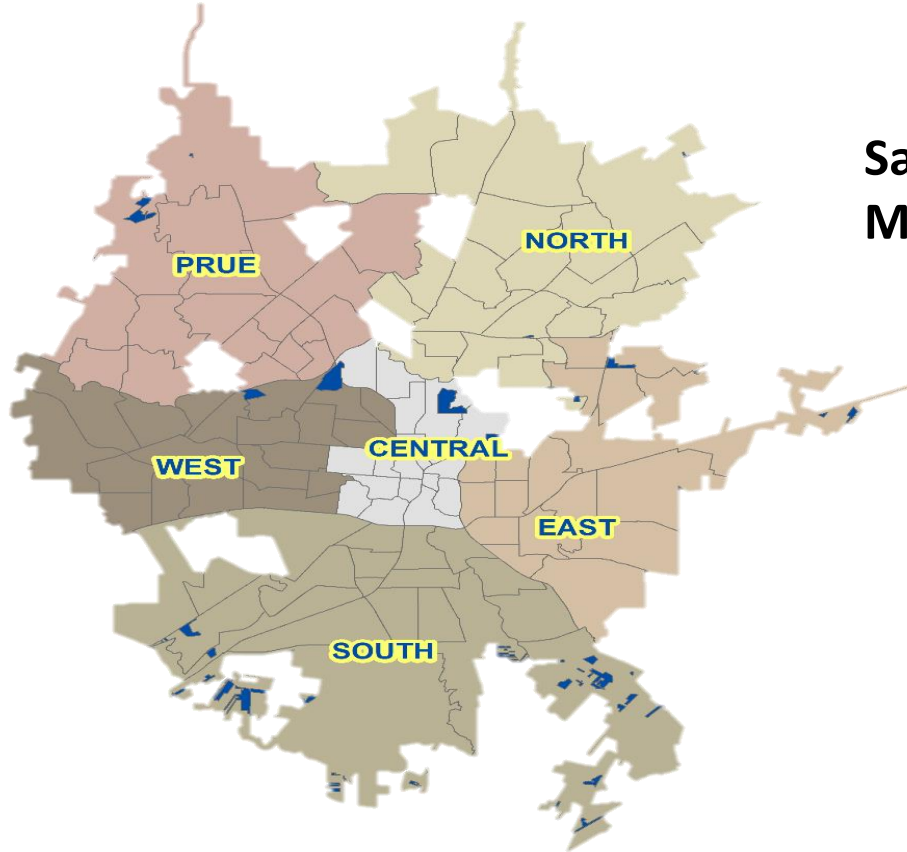


2019 Proposed General Fund Budget: \$472.7 M

(\$ in Millions)



Department Overview



San Antonio Population – almost 1.5 Million

- **6 Service Areas**
 - 514 Square Miles
 - 115 Patrol Districts
 - Continuous Coverage
- **2,445 Sworn Officers**
- **682 Civilian Support**

Performance Measures

Metrics	FY 2017 Actuals	FY 2018 Target	FY 2018 Estimate	FY 2019 Target
Violent crime rate per 100,000 residents	718.1	839.3	602.0	658.0
Police emergency response time	6:54	7:15	6:53	7:15
Non-emergency response time	17:49	17:45	17:48	17:45
Total calls for police service	1,410,673	1,473,040	1,484,186	1,558,395
Communications grade of service	92.0%	95.0%	96.6%	97.2%
Number of cadet applicants processed	2,173	1,767	2,136	2,450

Citywide UCR Crime Trend

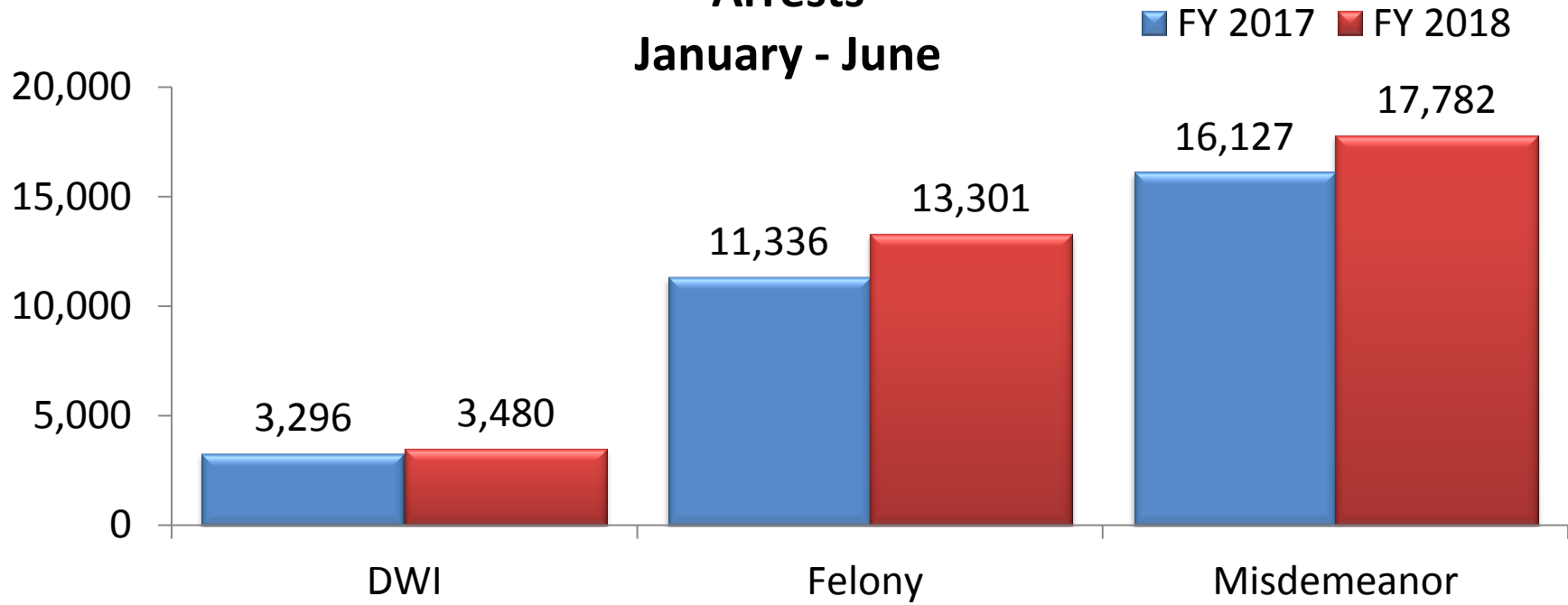
January 1 – July 31

	2017	2018
Violent Crime	6,439	5,661
Property Crime	43,918	34,975
Total Crime	50,357	40,636



Total Arrests

Arrests January - June



Violent Crimes Task Force

- 10,991 Arrests
- 3,992 Felony Warrants Executed
- 1,625 Firearms Recovered
- 975 Gang Members Arrested
- 519,797 g Drugs Confiscated
- \$1.92 Million Seized



Texas Anti-Gang Program

Multi – Agency Initiative

Local | State | Federal

Law Enforcement Agencies



Investigate and
Reduce
Organized Gang
Violence

16

Gang Organization
Investigations

118

Investigations

4

Gangs
Disrupted

74

Felony Arrests

291

Firearms
Recovered

Mental Health Programs

- **Entire Department Trained**
 - All Officers receive Crisis Intervention Training
 - Cadets receive 40 hours of Crisis Intervention Training
- **Mental Health Programs**
 - Mental Health Detail (MHD) – 10 Officers
 - IMPACT Team
 - HOPE Team – 2 Officers
- **Results**
 - 63,454 emergency detentions Department-wide
 - 6,214 calls responded to by Mental Health Detail
 - 3,283 Homeless Contacts/2,363 Service Referrals
 - 785 Texas ID & Birth Certificates Recovered



FY 2019 Proposed Enhancements

Recruitment Enhancement - \$150,000

- Result: Increase in applications received
- FY 19: Anticipate 15% increase in applications received

Applicant Processing Enhancement - \$98,000

- 2 civilian support positions
- 2 Detective positions to perform additional background checks



FY 2019 Proposed Enhancements

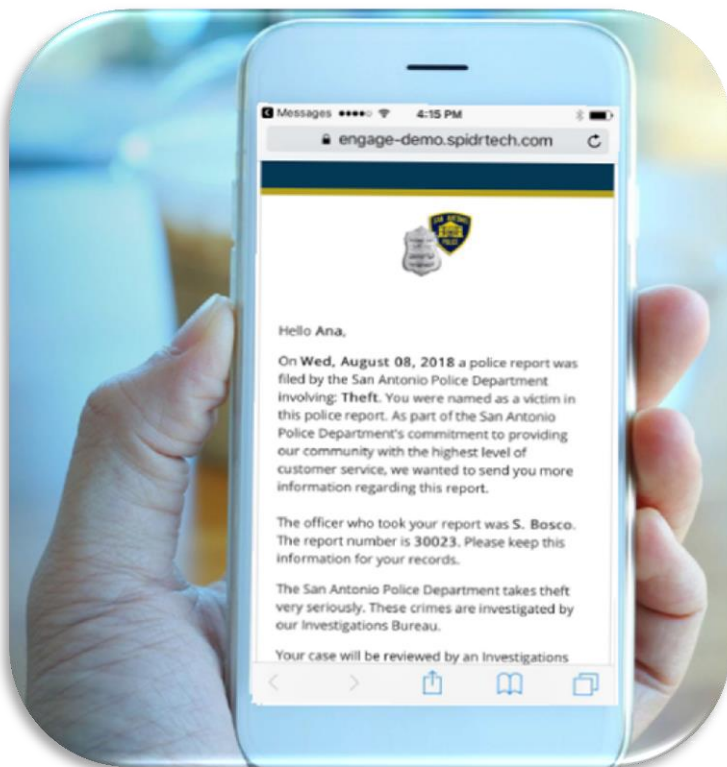
Leadership Development

IACP Leadership in Police Organizations (LPO) - \$225,000

- IACP Flagship Leadership Development Program
- Recognizes and Reinforces that every Officer is a Leader
- Select number of officers will be trained to implement the program throughout the Department

FY 2019 Proposed Enhancements

Customer Service Technology - \$730,000



Victim Notifications

- Connects to RMS
- Updates crime victims via email/SMS
- Sends Mobile Surveys
- Survey analysis provided

CAD Auto Responder

- Connects to CAD
- Updates 911 callers via email/SMS
- Sends Mobile Surveys
- Survey analysis provided

Field Reporting/Records System Replacement

AFR/RMS Replacement

2 Year Project - \$5.6 million

- Current system has reached end of life
- New technology provides improved functionality
- Group of officers involved throughout the review, selection, and implementation process



FY 2019 Proposed Enhancements

Two Mobile Surveillance Units - \$170,000

- Offer police officers strategic advantage
- Enhance crowd control at major events and during critical incidents
- Maintain visible presence to reduce crime
 - Commercial areas
 - Neighborhoods



FY 2019 Proposed Enhancements

8 New Park Police Officers

\$576K

Park Police Positions
and Equipment

Outer Districts

5 Park Police Officers

Linear Creekways

2 Park Police Officers

1 Park Police Sergeant



Office of Innovation Study



How can the police department enhance recruitment and retention?



How is the police department using its resources and are they being allocated to improve an equitable level of service and workload?



How should the police department plan for growth in the future?

Study of Police Recruitment

Application Processing

- FY 2013 – FY 2018: over 10,000 application records analyzed
- **52%** of applications originate from San Antonio area
- **8%** of applicants are accepted into the Police Academy

Recent Recruitment Efforts

- 46% of applications were submitted by individuals looking for information on SAPD's website
- Referrals account for 37% of applications
- May 2017 drive yielded highest number of applications



Patrol Staffing



Primary Patrol Staffing Models

1. **Per Capita** – based on officers per thousand of population
2. **Minimum Staffing** – based on an estimated minimum staffing threshold to provide adequate levels of service
3. **Authorized Level** – based on budget allocations to determine staffing
4. **Workload-Based** – based on actual workload and requires a large amount data

Patrol Workload Categories

1. **On-Call Time** – time committed responding to calls-for-service
2. **Uncommitted Time** – time allocated to officer initiated activities

Patrol Staffing

Methodology

- Leveraged workload data from Computer Aided Dispatch (CAD)
- Analyzed 10 million records between FY 2013 and FY 2017
- Reviewed allocation by 6 substations and 4 shifts
- Reviewed best practice research

Findings

FY 2017 City-wide Average:

- **60%** On-call Time
- **40%** Uncommitted Time
- Range by substation, shift, and day is between **37%** and **80%** on-call time

Method to Determine Future Growth

Considerations

- Population and call growth
- Staffing model will need to be updated annually by SAPD to compensate for any changes



Recommendations

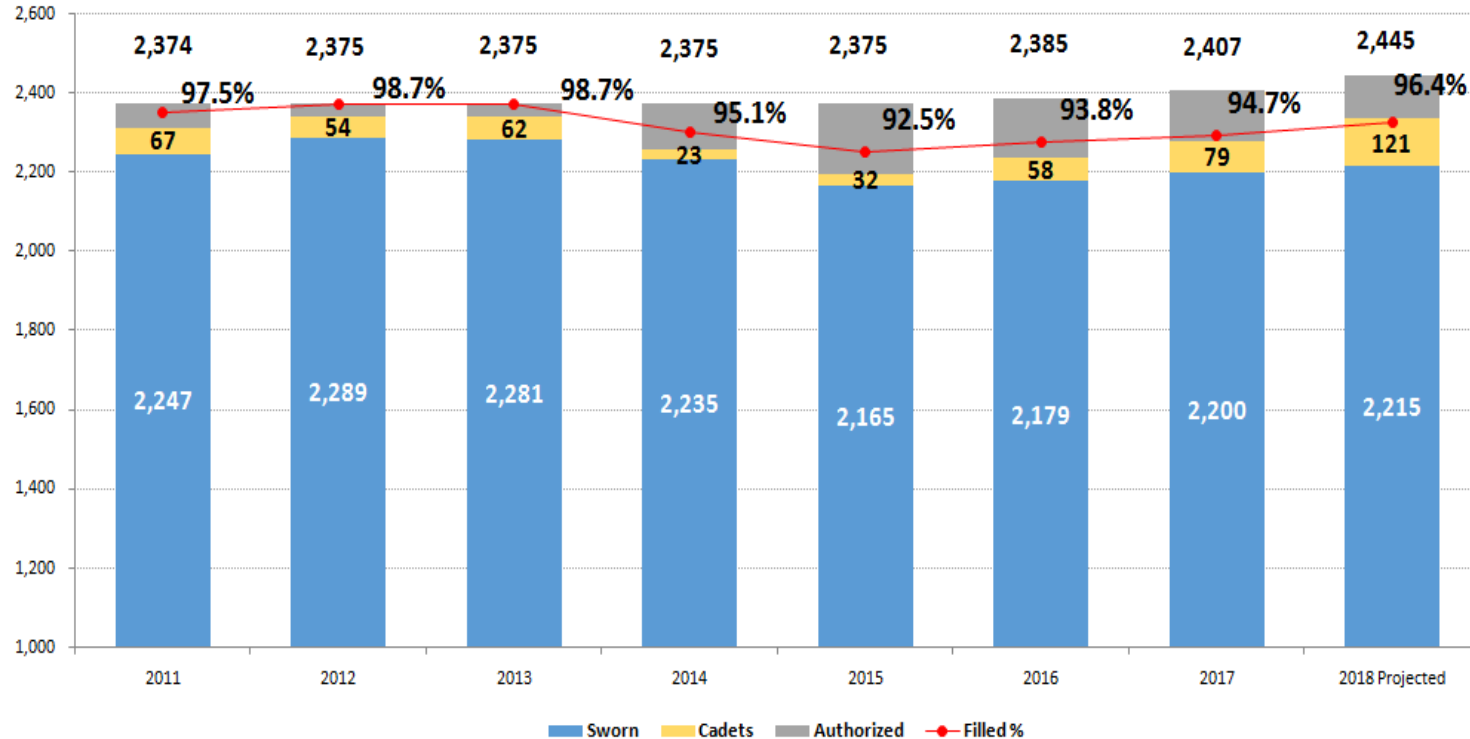
Recruitment

- Increased targeted application drives and media campaign
- Enhance referral bonus structure and incentives
- Utilize officer focus groups to understand factors that impact retention

Staffing

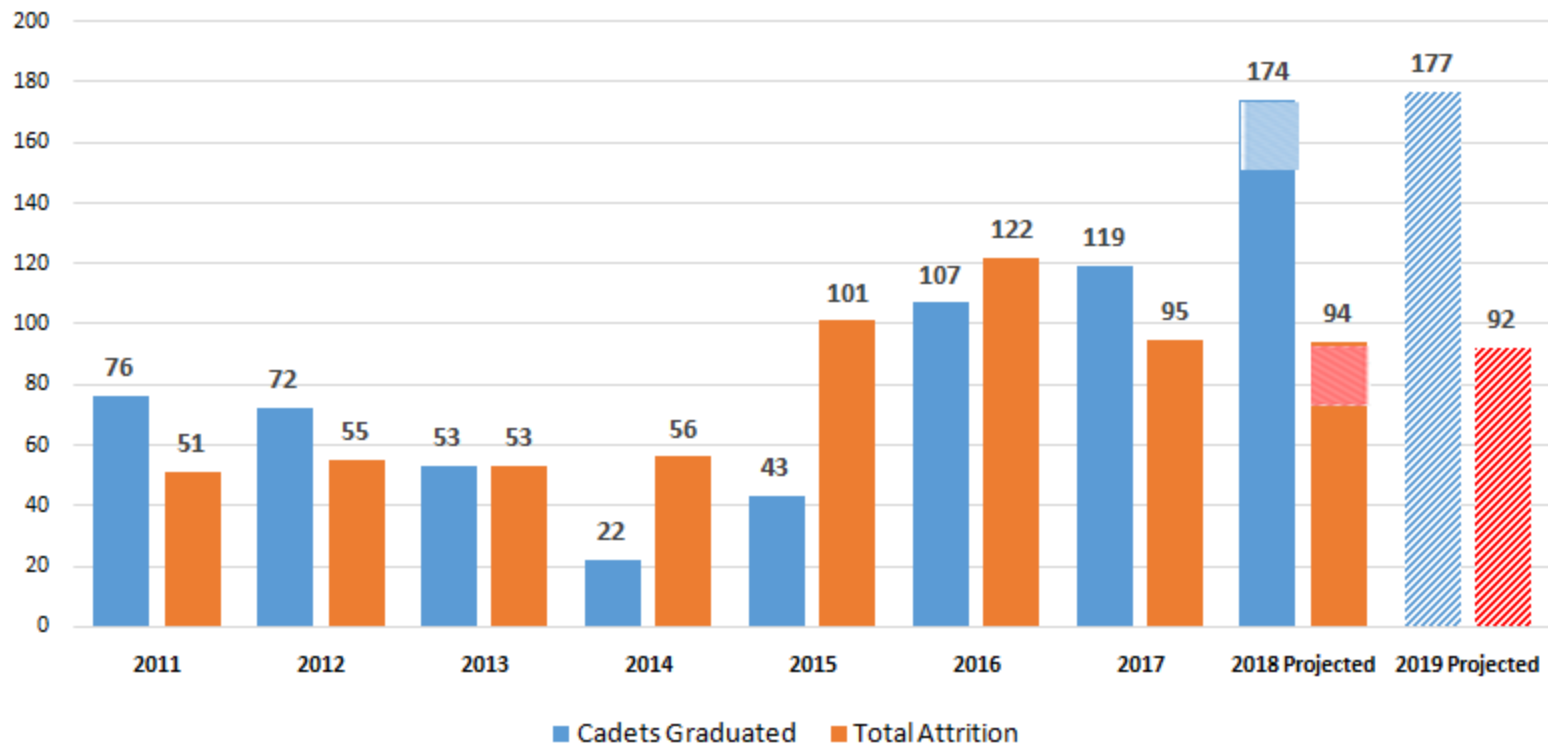
- Implement changes to balance workload
- Annual staffing review to update model
- Utilize staffing model to calculate future needs

96.4% of Positions Filled



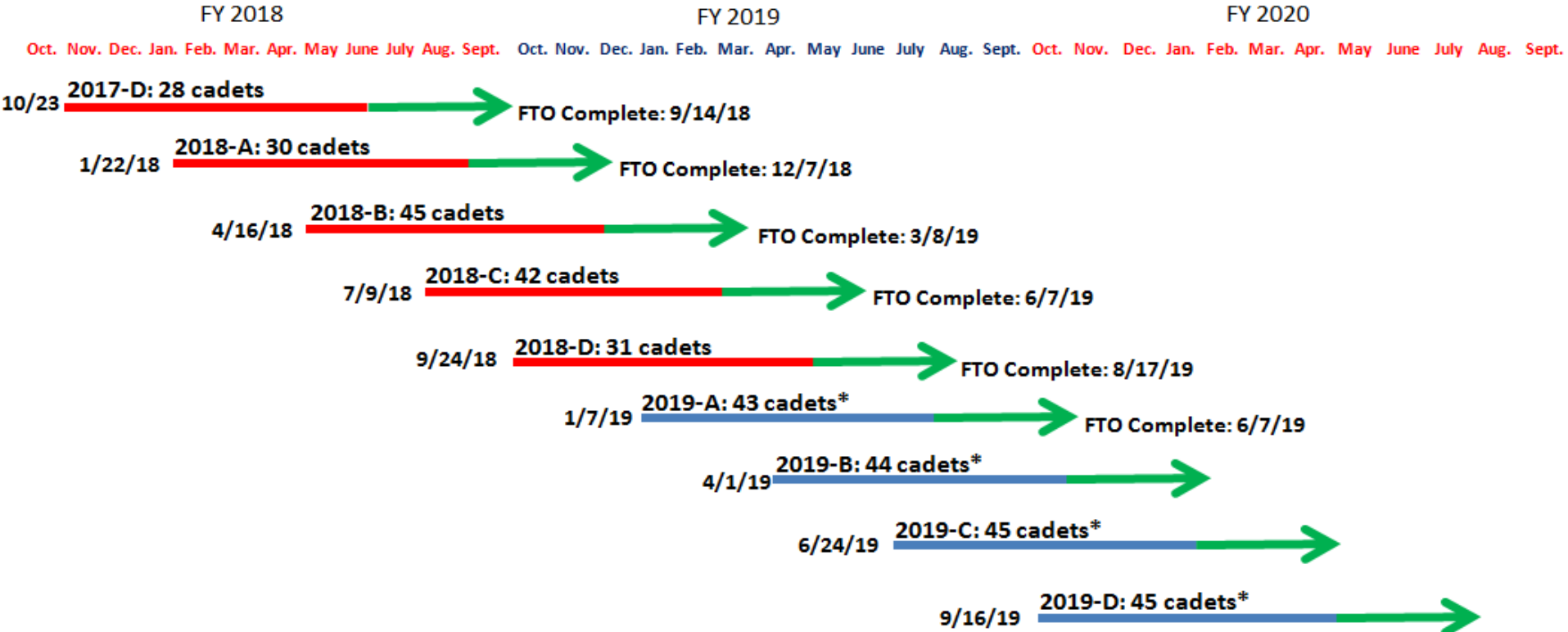
Cadet Hiring Continues to Increase

FY 2011-2019 Cadets Graduated and Total Attrition



*FY 18 includes graduates and cadets in the Academy

FY 2018- FY 2019 Cadet Class Schedule



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