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Staffing Study Confirms Strong Performance at New Braunfels Police Department, Recommends Strategic Improvements



Key Findings

After handling community-generated workloads, **proactive time represents 56% of officer availability.** This exceeds the minimum level of 45% to provide effective patrol coverage and indicates a **very high level of service.**

Response time performance is extraordinary, both for Priority 1 calls (6 minutes) and non-emergency calls (15 minutes).

The City of New Braunfels and Matrix Consulting Group recently completed a Patrol Staffing Study for the New Braunfels Police Department (NBPd). The goal of the study was to evaluate patrol staffing, response time performance, and availability of time for proactive policing. The findings of the study highlighted the department's current high performance, while also offering a number of recommendations to further strengthen police department services.

New Braunfels is a unique place for law enforcement, with heightened demands on Patrol due to recent increases in population, tourism industry, the City's placement along I-35 between two major metropolitan areas, and the many large special events that happen in New Braunfels throughout the year. Recognizing that New Braunfels has these unique law

enforcement needs, the study took those factors into consideration when looking at staffing to determine the current workload for Patrol officers and how to best align the department's resources with the demand for public safety.

“The findings from the Matrix Consulting Group’s Patrol Staffing Study highlight the dedication and commitment of our workforce and affirm the efficiency of our patrol operations. The study also offers thoughtful, data-driven recommendations that align with our vision for evolving patrol operations—particularly in professionalizing certain roles and optimizing shift allocations,” said New Braunfels Chief of Police Osbaldo Flores. “Moving forward, we are evaluating the recommendations, conducting a pilot project to test a new reporting workflow for calls for service, and are preparing a plan to integrate professional staff into patrol operations. This will ensure we support the changing dynamics in police response while making strategic, efficient use of resources available.”

To develop a comprehensive and accurate picture of Patrol staffing, the study included multiple phases of data collection and input gathering, including:

- Extensive interviews with personnel
- On-site ride-alongs during peak call volume times, including summer weekends
- An employee survey with an impressive 90% response rate among sworn staff
- Detailed analysis of workload data, staffing levels, and personnel availability

These efforts ensured that the study’s conclusions were grounded in real-world understanding and validated by direct feedback from Patrol officers.

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	253	128	117	144	133	145	198	1,118
1 AM	182	99	95	81	65	115	144	781
2 AM	147	87	60	82	88	75	140	679
3 AM	102	89	65	76	72	72	98	574
4 AM	82	61	64	72	53	60	74	466
5 AM	67	68	69	73	85	78	72	512
6 AM	81	93	105	90	115	110	75	669
7 AM	105	175	148	162	192	163	103	1,048
8 AM	133	183	209	212	218	214	164	1,333
9 AM	160	244	192	240	199	218	187	1,440
10 AM	167	258	211	250	230	209	209	1,534
11 AM	205	225	245	248	262	245	253	1,683
12 PM	228	263	226	234	259	281	276	1,767
1 PM	221	278	271	239	270	297	259	1,835
2 PM	251	293	297	285	241	258	272	1,897
3 PM	232	275	249	300	252	320	281	1,909
4 PM	260	328	339	342	306	337	280	2,192
5 PM	251	296	342	322	322	355	291	2,179
6 PM	272	285	323	289	289	324	259	2,041
7 PM	255	232	268	271	279	298	299	1,902
8 PM	245	213	258	245	256	249	279	1,745
9 PM	220	218	232	235	249	237	272	1,663
10 PM	184	174	203	159	209	290	300	1,519
11 PM	169	155	152	152	188	234	268	1,318
Total	4,472	4,720	4,740	4,803	4,832	5,184	5,053	33,804

Call activity is highest Monday through Friday, occurring at often around a 50% higher rate than weekends during comparable daytime hours.

The results of the study confirmed that NBPd's overall patrol staffing levels are sufficient to support a high level of service. However, Matrix Consulting Group recommended several strategic modifications to enhance efficiency. Those recommendations include:

1. **Maintaining Current Staffing** - Retain the existing number of authorized patrol officers and continue efforts to fill vacancies.
2. **Adding Officers to Specialized Units** - Two officers should be added to the Street Crimes Unit to bolster its capacity, which is consistent with the City's adopted budget.
3. **Redistribution of Officers Across Shifts** - To address a shortage of proactive time during certain time periods, officers should be reallocated to other shifts.
4. **Launching a Call Responder Pilot Program** - Introduce a new initiative where trained civilian professionals are assigned to handle certain non-emergency reports and support calls, allowing sworn officers to concentrate on high-priority calls and field-intensive work.
5. **Police Service Assistant (PSA) Role** - Establish a PSA classification to support the call diversion initiative. This recommendation aligns with broader efforts to professionalize support roles within patrol operations.
6. **Evaluation and Expansion** - Monitor the effectiveness of these new programs and, based on their success, expand staffing and scope to maximize their impact on operations.

Calls for Service by Month

Month	# of CFS	Seasonal +/-%
Jan	2,647	-7.1%
Feb	2,374	
March	2,834	
April	2,566	+5.8%
May	3,191	
June	3,187	
July	3,324	+5.9%
Aug	2,982	
Sep	2,647	
Oct	2,761	-4.7%
Nov	2,677	
Dec	2,614	
Total	33,804	





This table provides calls for service totals by month, as well as seasonal variation as a percentage difference from the quarterly average. Spring and summer are much busier than fall and winter, with June and July being the most active months.

The Matrix Consulting Group study outlines how these adjustments would increase the police department's ability to handle seasonal spikes in demand due to tourism and events.

"To enhance the efficiency of patrol operations and ensure sworn personnel are focused on calls requiring law enforcement response, the study recommends developing a call responder pilot program staffed by trained professional personnel," said Chief of Police Flores. "By creating a Police Service Assistant (PSA) classification and assigning key non-emergency reports and roles that support sworn personnel, the department can streamline operations, reduce response burdens on sworn staff, and improve overall service delivery."

Other key findings from the study include NBPB's response times as well as access to time for proactive policing. Under the current workflow model of call response and report processing, priority emergency calls have an average response time of approximately 6 minutes, while non-emergency incidents are responded to within 15 minutes. This indicates a well-managed patrol division with sufficient resources and a strong operational framework, leading to timely police help and a reassuring police presence throughout the city. The study also found that, after responding to community-generated calls for service, NBPB officers often have a sufficient amount of time for proactive policing, allowing the department to focus not just on reacting to crime, but also on preventing it through proactive policing techniques, including community engagement, targeted patrols, traffic enforcement, and addressing quality-of-life issues before they escalate. The study did note that this proactive availability is not seen across all shifts, which led to the recommendation of finding opportunities for the redistribution of personnel in order to improve consistency.

Calls for Service Response Time by Priority Level

Priority Level	# CFS	% of CFS	Median RT	RT Distribution
1	1,352	4%	6 min.	
2	11,326	34%	9 min.	
3	7,505	22%	12 min.	
4	13,621	40%	15 min.	

Examples of the most common call types by priority level include the following:

Priority 1: Shots Fired, Fight In Progress, Disturbance - Weapons

Priority 2: Alarm, Disturbance In Progress, Deceased Person

Priority 3: Welfare Concern, Suspicious Circumstances, Traffic Hazard

Priority 4: Follow Up, Speak to an Officer, Attempt to Locate

The 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 as a semitransparent blue line.

So, what's next? The Police Department is conducting a 2 month-long pilot program to test a new reporting workflow for calls for service to improve data availability, reduce investigative delays, and support resource allocations. City leadership is also reviewing the recommendations to determine the feasibility and timing of implementing some of those recommendations. Once changes are in place, there would then be a follow-up analysis of key performance metrics to see if those adopted strategies were effective. The study also serves as a framework for future decision-making, ensuring that NBPB continues to meet the needs of a growing and dynamic city. By leveraging data, field insight, and community context, this staffing study gives the City and NBPB a roadmap for continuous improvement and strategic innovation.

"In the coming months, this staffing study will be instrumental in determining budget and resource allocation for police department staffing," said New Braunfels City Manager Robert Camareno. "By exploring new staffing models, civilian roles, and deployment strategies, the City of New Braunfels and its Police Department are demonstrating a proactive mindset that prioritizes efficiency and adaptability."

The overall results of the staffing study gave the New Braunfels Police Department high marks for performance, responsiveness, operational readiness, and thoughtful resource management, reflecting a department that is deeply committed to public service. As New Braunfels continues to grow and evolve, so too will its police department so that it is prepared, professional, and responsive to the community it serves. To learn more about the services provided by the New Braunfels Police Department, visit www.newbraunfels.gov/police. To read the full Matrix Consulting Group Staffing Study for NBPD, visit www.newbraunfels.gov/police/staffingstudy.

