CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

POLICE WORKLOAD DATA ANALYSIS AND LIMITED ASSESSMENT REPORT

NEW BRAUNFELS POLICE DEPARTMENT
NEW BRAUNFELS, TEXAS
AUGUST 2022

CPSM®

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The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis.

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SECTION 1. INTRODUCTION

In 2017, the Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the New Braunfels Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of that study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes. It was a comprehensive review of all major department operations and included a detailed analysis of call / workload data for patrol-related functions. The assessment also included an on-site visit by a team of CPSM consultants who, over multiple days, observed department operations first-hand and conducted interviews with key staff members. Data utilized in the 2017 study was largely derived from the department's computer-aided dispatch (CAD) system.

Here, in 2022, CPSM was commissioned to conduct a follow-up data analysis utilizing the same methodology as that of the 2017 review. As was the case in 2017, for this study we largely utilized data derived from the department's CAD system to conduct our data analysis. For this study, however, the department sought only a data analysis of patrol-related call / workload demands. CPSM was not asked to conduct a comprehensive review of all department operations and no on-site assessment was scheduled.

Upon receipt and review of the draft data analysis report, it was reported to us that a key member(s) of the police department staff felt that the methodology utilized by CPSM did not accurately capture and report on all Patrol-related workload. It was noted, example, that there were other factors—such as special events and/or non-patrol assets that responded to patrol calls—that created workload which should have been but was not included in the patrol workload analysis. In other words, it was felt that all community-initiated calls for service should be counted as workload conducted by Patrol officers, regardless of whether or not direct Patrol assets responded to the call. Additionally, it was felt that the Patrol staffing levels reflected in the workload analysis exceeded the actual levels deployed.

As a result of these concerns, a decision was made by the city to expand the scope of our work to include a limited and narrowly focused examination of these and other directly related factors which may have led to an underreporting of workload demands on patrol operations. This supplemental assessment was to be conducted through staff interviews, further analysis of available data, and an on-site visit to observe relevant department operations.

In *Section 2, Methodology* we provide additional information on the data analysis process utilized by CPSM. We hope that this will provide greater clarity and understanding of the process and the rationale for its utilization. We must also point out that the process utilized in the 2022 analysis mirrors that of the 2017 data analysis, and that of the hundreds of analyses that CPSM has conducted for agencies across the country.

In *Section 3, Data Analysis* we provide the final data analysis report in its entirety. This final report includes some modifications as requested by the department.

In *Section 4, Additional Workload Analysis and Assessment* we examine and report on factors pertaining to the Data Analysis as well as provide a limited examination of other relevant factors including workload data obtained from the department's records management system (RMS) and Municipal Court records. We also consider other factors that we identified during this process that we believe are important considerations for inclusion in this assessment.

Lastly, in *Section 5, Findings and Recommendations,* and after thorough examination of all relevant factors, we provide a detailed summary of our assessment as to how the police department is positioned to handle patrol workload demands. We then offer recommendations for consideration by the city and police department.

These recommendations, unconstrained by fiscal considerations or current department operating protocols, address factors and/or steps that the city and department may wish to consider moving forward. Each was carefully considered after an unbiased assessment and we believe that each has value in improving service delivery to the community as well as the work environment within the department.

Before we move forward, we believe additional introductory information—which follows—will better position the reader to more fully comprehend the issue at hand and its complexities.

New Braunfels Police Department (NBPD) Organization Structure

Under standards established by the International Association of Chiefs of Police (IACP), the New Braunfels Police Department is classified as a "mid-size" police department. Consistent with virtually all similarly sized departments, NBPD is broken down into operating divisions. In NBPD those are Operations, Administration, and Support Services.

The Operations Division is comprised of Patrol, Traffic, K-9, Detectives, the Street Crimes Unit, and Federal Task Force officers.

Within the Administration Division, officer(s) are assigned at the police department front desk, at City Hall and the New Braunfels Utility facility, as School Resource Officers (SROs), and to a two-officer Mental Health Unit that responds to calls for service related to their assignment and as well interfaces with local mental health agencies. The Administration Division additionally houses the Professional Standards Section, a non-field related function.

The Support Services Division, staffed largely by civilians, includes functions such as the 911 Communications Center, the Records Section, and the Property and Evidence function.

While Patrol officers represent the largest commitment of personnel in any similar agency, many of the other functions operate in direct support of Patrol, and are commonly assigned calls for service specific to the purview of their assignment. Examples in NBPD include Traffic officers, K-9 officers, Street Crimes, front desk officers, Mental Health officers, and SROs. In addition to their specific function / duties, each specialty assignment handles or assists on limited calls for service in support of Patrol. This is the case in New Braunfels as it is in virtually every similarly structured police agency across the country.

The frequency of assignment to a call for service depends upon a unit's primary role. For instance, Traffic and K-9 officers are routinely assigned to calls for service, whereas SROs would generally handle only those calls for service that are narrowly related to a school incident or a student. SROs would more commonly be providing security at a school site, mentoring students, or consulting with staff, activities that are not captured in the CAD system. Nonetheless, SROs' handling of call demands at school sites relieve Patrol officers of this responsibility and related workload. Similarly, the front desk officer, officers assigned to the Street Crimes Unit, and those assigned to the Mental Health Unit also handle some limited calls for service that would otherwise be assigned to a Patrol officer.

Again, this organization structure and the associated practices are commonly found in similarly sized police departments.

Staffing

For many years, the city and police department have struggled to fill sworn vacancies. This has been taxing on police department staff, and likely city Human Resources staff as well. In *Section 4, Additional Workload Analysis and Assessment* we examine this issue further, including how it may negatively impact department operations and the potential steps that may be taken to partially mitigate this ongoing problem.

Special Events

All cities and their police departments, large or small, are impacted by special events and/or other organized community activity. These may include parades, festivals, sporting events, concerts, entertainment districts, or recreational activities. Such an example in New Braunfels is the recreational activity on the Comal River, which demands a significant commitment of resources.

In New Braunfels, as in many cities that host frequent and large-scale events, policing these events routinely exceeds the capacity of Patrol officers to manage associated workload demands and requires a deployment of off-duty resources as a special assignment. Absent a major crime incident, the officers assigned to the special assignments normally handle all police workload demands, including any calls for service occurring at the event site. In doing so Patrol officers are largely relieved of added workload demands associated with such events. This is generally the practice in New Braunfels as well.

We include staffing and special event information here as it becomes relevant in our analysis of workload demands on Patrol operations. We will provide more detailed information as we discuss our methodology in Section 2, and will devote specific sub-sections of *Section 4, Additional Workload Analysis and Assessment*, to these issues.

Additional Observations

As we conducted our limited assessment, we made some observations that were not directly related to issues associated with our scope of work, but that we believe are worthy of further consideration. We discuss these in *Section 5, Findings and Recommendations*.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM utilized numerous sources of data in our assessment and to guide our conclusions and recommendations for the New Braunfels Police Department. First and foremost, we utilized data from the computer-aided dispatch (CAD) system for information on calls for service (CFS). As well, information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. This information is included in *Section 3, Data Analysis*, which we report on next.

As we examined why some department staff believed that information contained in the data analysis did not accurately reflect workload demands, we looked to other data sources outside of CAD. This included workload information found in the department's records management system (RMS), including arrests made and cases in which a formal police report was written. We also collected citation records maintained by the Municipal Court. With regard to staffing, we examined data on authorized staffing within the department as well as staffing vacancy records kept by the New Braunfels Human Resources Department.

In our studies, as we begin to conduct a workload demand analysis for Patrol operations, we consult with the department to identify what resources we should include. In this case, the workload analysis includes Patrol Sergeants, Patrol officers, K-9 officers, and Traffic officers. In cities the size of New Braunfels, this is commonly the selection of personnel which departments choose to be included for analysis.

We then identify each officer within these categories by individual identifier as provided by the department. In New Braunfels, this is the officer's city/department identification number.

As we analyze workload demands, we consider the work of only those personnel within these classifications, and for staffing, only consider that they were deployed if they are recorded handling calls for service on a particular shift. In other words, if an employee was normally scheduled for a shift on the assignment roster, but called in sick on a particular date, we do not include him/her in the staffing numbers for that day. Conversely, if an employee worked an extra patrol shift to meet minimum staffing needs, as part of a shift trade, or in a special event overtime assignment in which they handled calls for service as part of their special event assignment, our computer program captures both their calls for service activity and their presence in that day's (shift) staffing numbers. Again, this only applies to the department's patrol officers, and only if they handle calls for service as part of their regular or special event assignment.

It is important to note that not all calls for service coming into the department are captured using this methodology. For example, workload handled by other special units such as the Street Crimes Unit, School Resource Officers, Mental Health Unit officers, the officers assigned at the front desk of the police department, city hall, and the New Braunfels Utility is not included in this analysis. This is because this workload has no direct impact on workload demands of a Patrol officer, unless a Patrol officer is assigned to assist. In that case, the Patrol officer's workload would be included in our analysis.

By using this methodology we strive to isolate that workload which is actually handled by a Patrol officer vs. workload handled by support units. In this case, again, this includes Patrol units, K-9 officers, and Traffic officers. This same methodology is utilized in all of our data analyses of

police department patrol-related operations as it provides for the most accurate analysis of Patrol workload demand and how the Patrol forces are positioned to handle it.

Were we to include staffing and all call for service demand, including that handled by special units outside of Patrol, K-9, and Traffic, the data would underrepresent the actual workload burden placed upon these three core Patrol functions. This is because handling calls for service represents only a small portion of special units' workload.

For example, though they do handle calls for service, write reports, and detain offenders at school sites, the duties of the SROs are not driven by calls for service. Rather, SROs serve as a school security presence, mentor and counsel students, teach, support school faculty and staff, etc. As such, relatively little of their time is spent handling calls for service. At varying levels, this applies to the Street Crimes Unit, Mental Health Unit officers, and other special assignments as well.

Similarly, workload associated with off-duty special deployments such as parades, festivals, and the Comal River deployment, etc., are generally not driven by calls for service. Officers assigned to such details often serve in a crowd management role while occasionally handling calls for service, making arrests, and writing reports, be they community- or police-initiated calls. In any event, the rate of calls handled would generally be lower than that of a core Patrol-related officer.

We indicated in the prior paragraph that normally we do not include workload associated with special events in our patrol workload analysis. In this study that was problematic as the department utilizes employees' city/department identification numbers when logging the employee on duty in the department's CAD system. This is the case whether for a regular shift assignment or an overtime special event assignment worked outside of the employee's regular shift schedule. Therefore, as we examined workload associated with a particular core Patrol-related officer, the computer program captured both on-duty and off-duty special assignment staffing and workload without distinction. Again, this only applies if that officer handled calls for service as a primary or assisting unit. If an officer working an overtime assignment did not handle calls for service during that assignment, they were not reflected in the staffing numbers.

Many agencies the size of New Braunfels PD utilize assignment / deployment designators when logging officers on duty. For example, a patrol officer would be logged into CAD with their assigned patrol zone and district, a traffic officer would be logged in as a "T" unit, and an SRO may be logged in as "SRO1," etc. If an SRO were to work a patrol shift to meet minimum staffing on their day off, they would be logged in by their assigned zone/district. In that way the agency can accurately isolate and measure actual staffing and workload associated with each specific assignment. This also serves that objective should personnel be transferred out of an assignment mid-year.

We will address this in greater detail and offer a recommended solution in reporting in *Section 4, Additional Workload Analysis and Assessment*. Nonetheless, we believe that as the consumer of this information considers all workload indices' including staffing, calls for service, crime rates, arrest and citation data, reports written, etc., that the combination of all will provide sufficiently accurate information upon which to form a reasonable conclusion regarding overall patrol related workload demands and how the department is positioned to manage those demands.

Document Review

CPSM requested and was furnished with numerous reports and summary documents related to workload by the New Braunfels Police Department. Additionally, information on personnel

staffing and deployment was collected and reviewed. Follow-up phone calls and/or on-site interviews were conducted to clarify information as needed.

Interviews

On-site and telephone interviews of key personnel as determined by the department and the CPSM consultant were conducted.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included patrol operations, the 911 Communication Center, and the weekend Comal River Deployment.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following Sections, we will extensively discuss staffing, workload, operational conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

Next, in *Section 3, Data Analysis*, we examine Patrol staffing and workload, as previously discussed. In addition, we address the department's response time to community-initiated calls for service. The data analysis, in its entirety, was prepared by CPSM's Division of Quantitative Analysis under the Direction of Dov Chelst, PhD. Significant input was received from police department staff members relative to the criteria utilized and limited modifications to the report were made to accommodate department needs/concerns.

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SECTION 3. DATA ANALYSIS

This data analysis on police patrol operations focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed directly from data from the New Braunfels Police Department's computer-aided dispatch system.

CPSM collected data for the 12-month period of January 1, 2021, through December 31, 2021. The majority of the first section of the analysis, concluding with Table 3-8, uses call data for this period. For the detailed workload analysis and the response-time analysis, we use two four-week sample periods. The first period is from February 1 through February 28, 2021, or winter, and the second period is from August 1 through August 28, 2021, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single call as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records. We identify these calls in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each call based on its description.
  - We indicate whether the call is "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related calls.
- At important points during our analysis, we focus on a group of calls designed to represent actual calls for service.

In this way, we limit ourselves to patrol calls for service.

The computer-aided dispatch (CAD) system used approximately 194 different call descriptions, which we condensed to 17 categories for our tables and 10 categories for our figures (shown in Chart 3-1). Table 3-22 in the appendix shows how each call description was categorized.

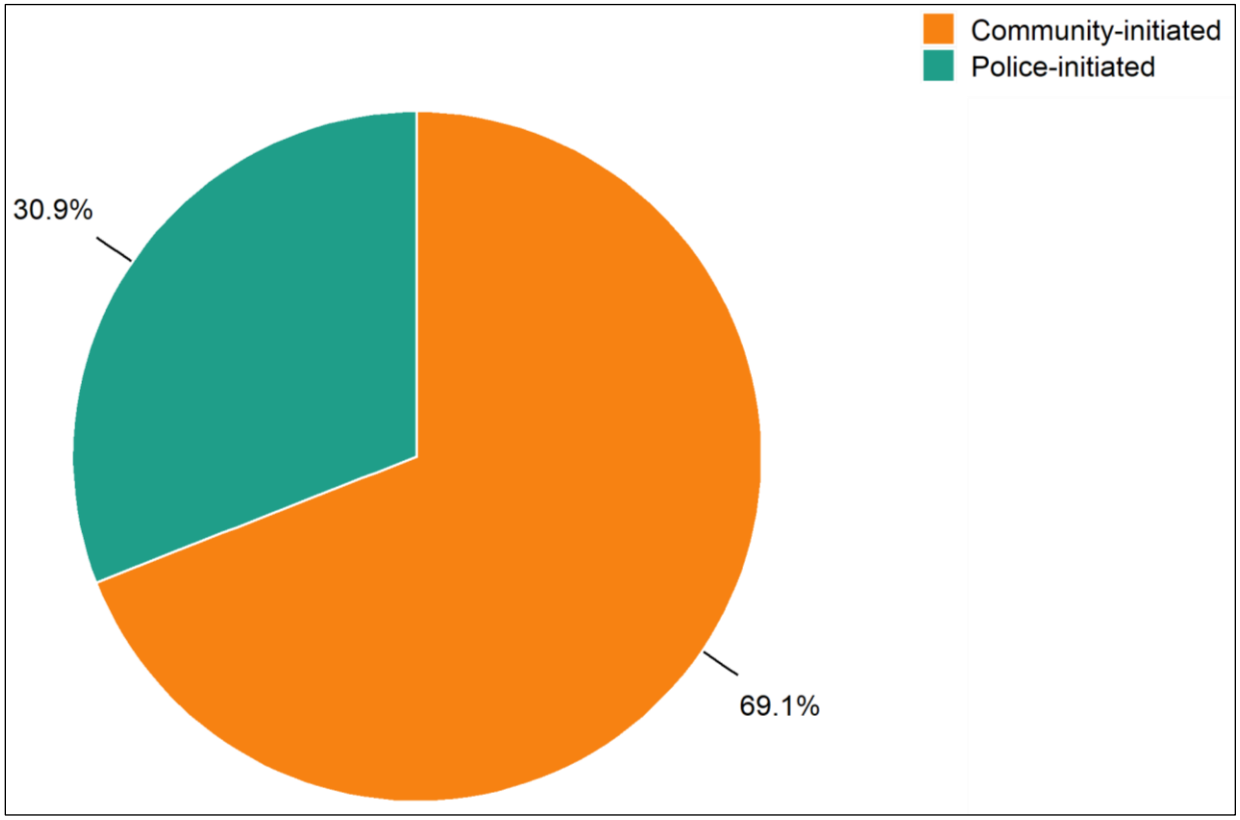
Between January 1, 2021, and December 31, 2021, the communications center recorded approximately 51,250 calls that were assigned call numbers, and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 140 patrol-related calls per day.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 3-1: Call Descriptions for Tables and Figures

Table Category	Figure Category
Prisoner–arrest or transport	Arrest
Assist other agency	Assist
Building or area check	Building or area check
City ordinance	City ordinance
Crime–person	Crime
Crime–property	
Crime-substance	
Disturbance	Disturbance
Animal	General noncriminal
EDP	
Juvenile	
Miscellaneous	
Alarm	Other investigation
Investigation	
Suspicious person/vehicle	Suspicious incident
Accident	Traffic
Traffic enforcement	

FIGURE 3-1: Percentage Calls per Day, by Initiator



Note: Percentages are based on a total of 51,250 calls.

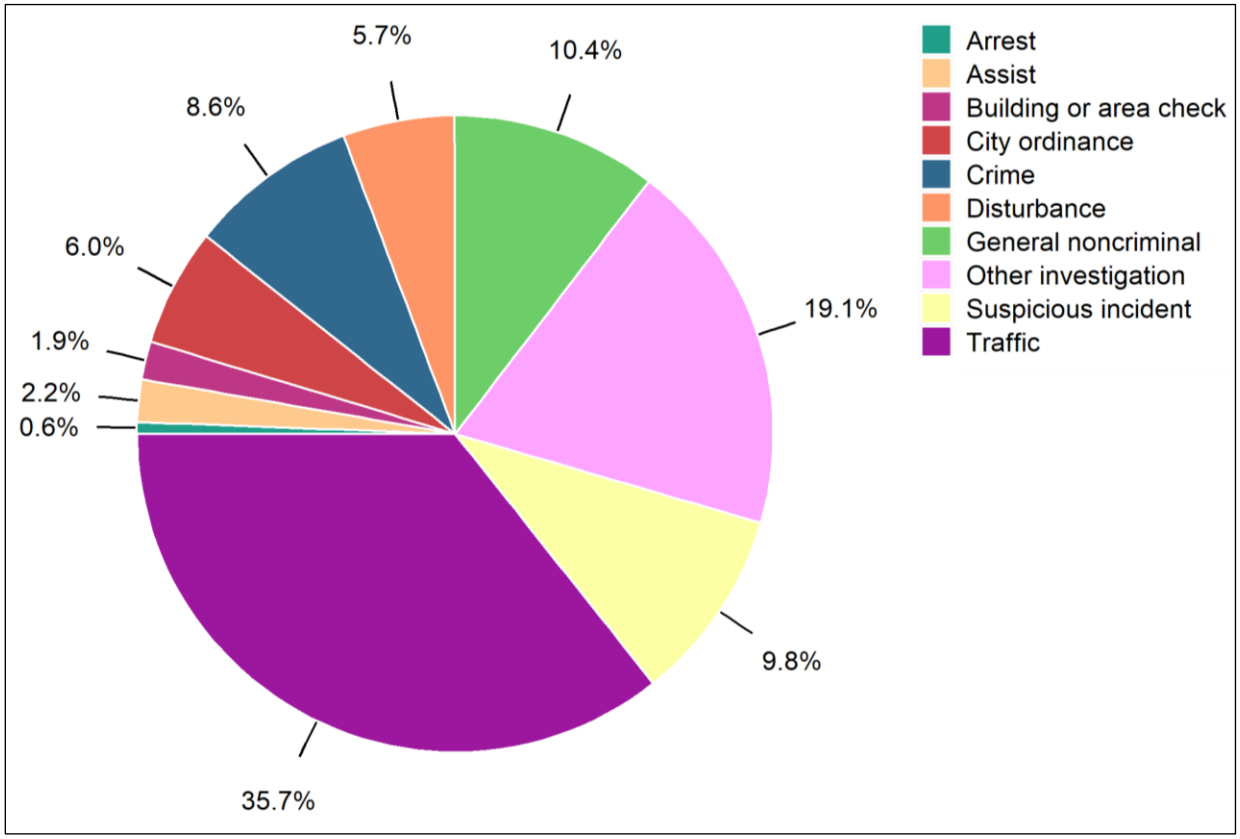
TABLE 3-1: Calls per Day, by Initiator

Initiator	No. of Calls	Calls per Day
Community-initiated	35,390	97.0
Police-initiated	15,860	43.5
Total	51,250	**140.4**

Observations:

- 31 percent of all calls were police-initiated.
- 69 percent of all calls were community-initiated.
- There was an average of 140 calls per day or 5.9 per hour.

FIGURE 3-2: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 3-1.

TABLE 3-2: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	3,959	10.8
Alarm	3,494	9.6
Animal	741	2.0
Assist other agency	1,103	3.0
Building or area check	989	2.7
City ordinance	3,071	8.4
Crime–person	1,928	5.3
Crime–property	2,314	6.3
Crime–substance	176	0.5
Disturbance	2,915	8.0
EDP	889	2.4
Investigation	6,289	17.2
Juvenile	438	1.2
Miscellaneous	3,281	9.0
Prisoner-arrest or transport	305	0.8
Suspicious person/vehicle	5,024	13.8
Traffic enforcement	14,334	39.3
Total	**51,250**	**140.4**

Observations:

- The top four categories accounted for 75 percent of calls:
  - 36 percent of calls were traffic-related.
  - 19 percent of calls were other investigations.
  - 10 percent of calls were general noncriminal calls.
  - 10 percent of calls were suspicious incidents.
- 9 percent of calls were crimes.

FIGURE 3-3: Calls per Day, by Initiator and Months

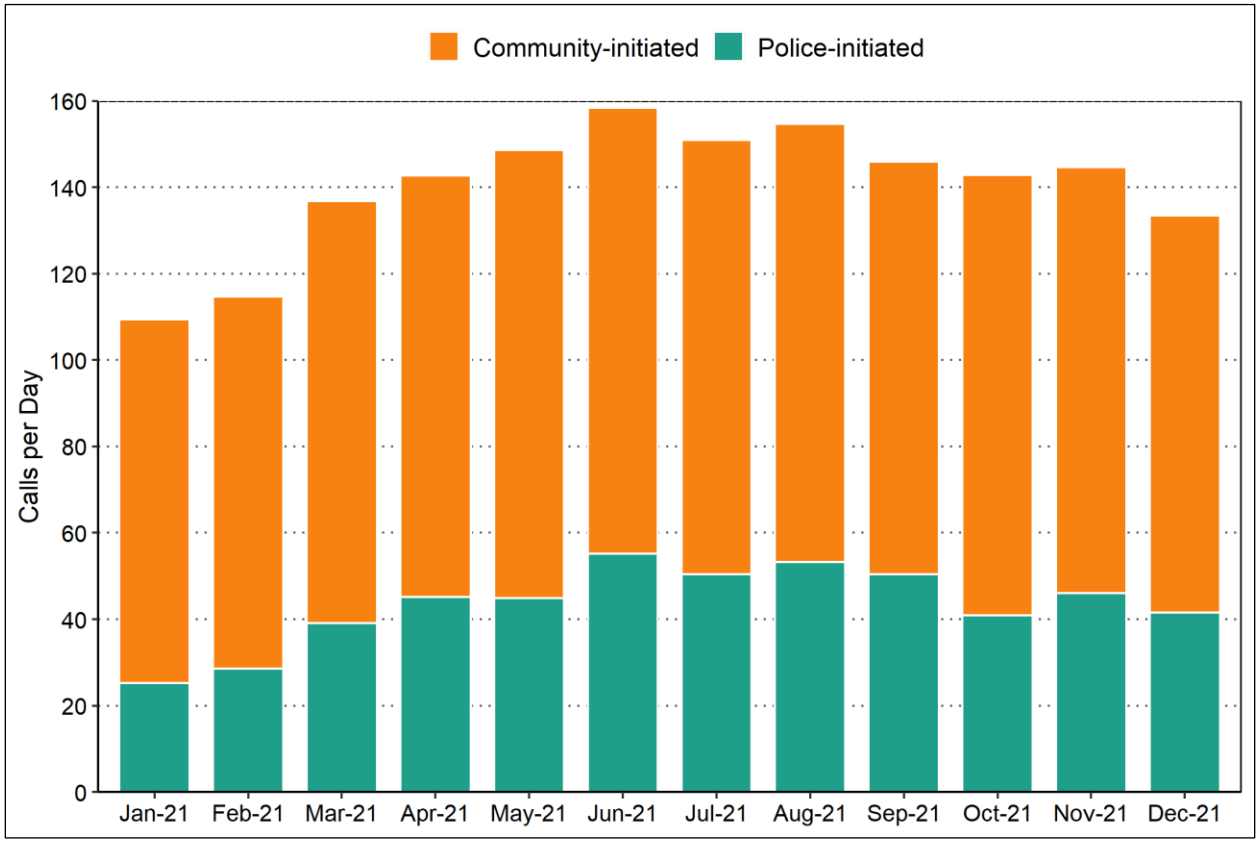


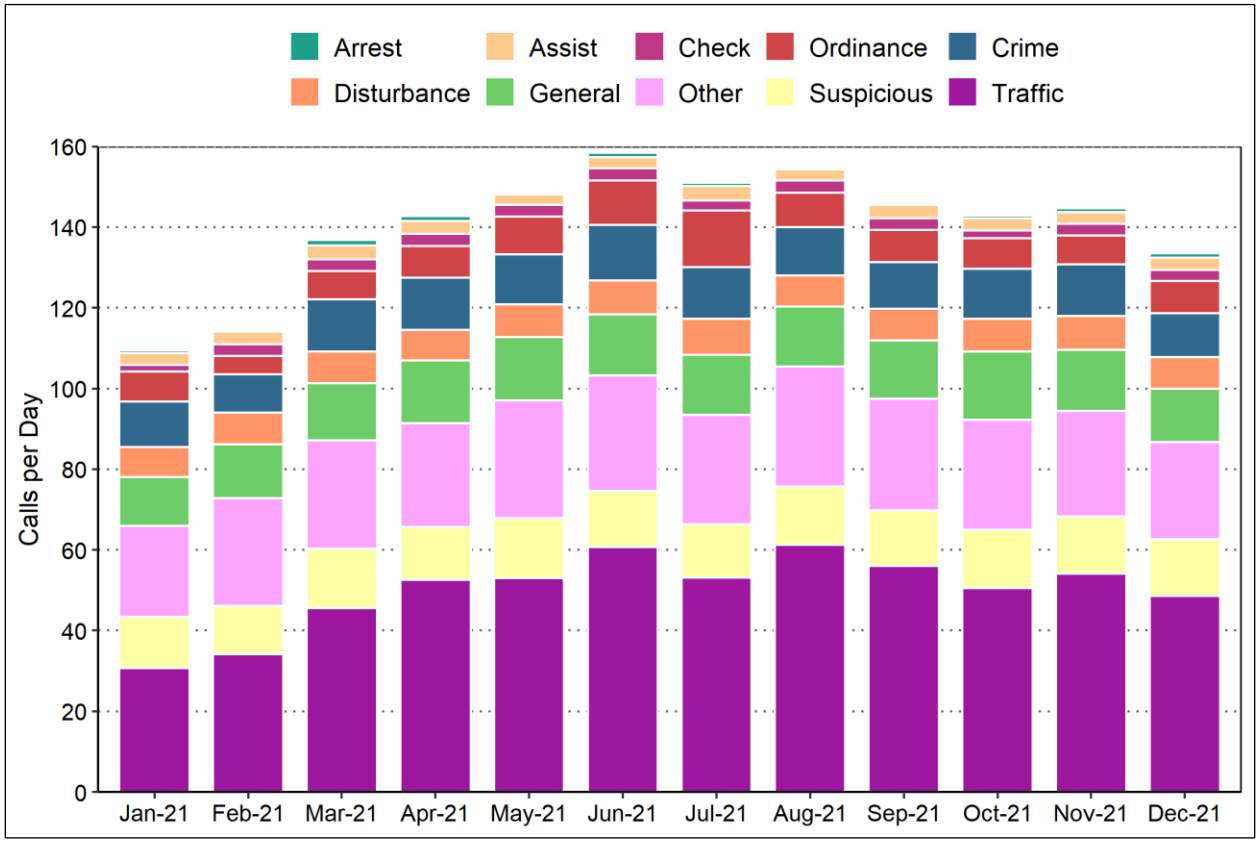
TABLE 3-3: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community-initiated	84.2	86.1	97.7	97.6	103.8	103.3	100.5	101.4	95.5	102.0	98.6	91.9
Police-initiated	25.3	28.5	39.1	45.1	44.8	55.2	50.5	53.3	50.5	40.9	46.1	41.5
Total	**109.5**	**114.6**	**136.8**	**142.7**	**148.6**	**158.5**	**151.0**	**154.6**	**146.0**	**142.9**	**144.7**	**133.5**

Observations:

- The number of calls per day was lowest in January.
- The number of calls per day was highest in June.
- The months with the most calls had 45 percent more calls than the months with the fewest calls.
- June had the most police-initiated calls, with 119 percent more than January, which had the fewest.
- May had the most community-initiated calls, with 23 percent more than January, which had the fewest.

FIGURE 3-4: Calls per Day, by Category and Months



Note: The figure combines categories in the following table according to the description in Chart 3-1.

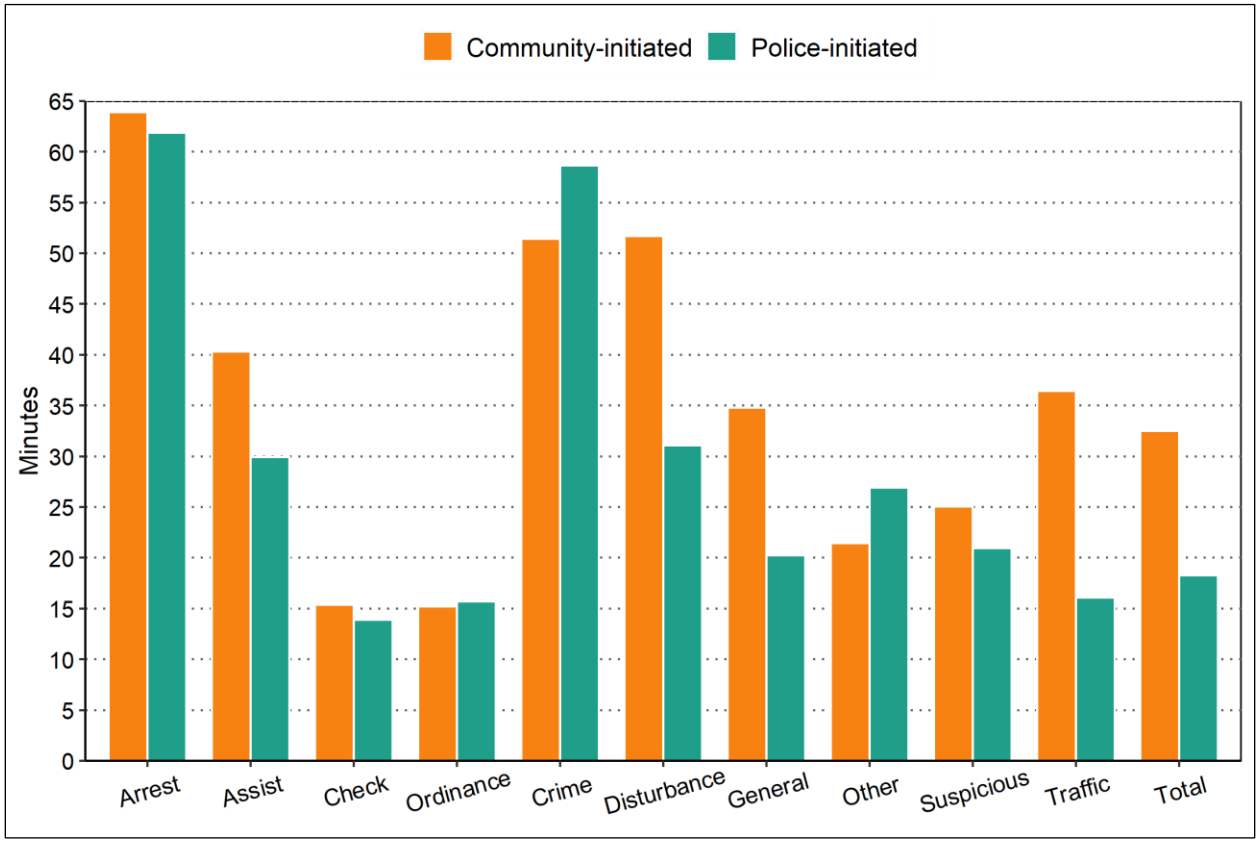
TABLE 3-4: Calls per Day, by Category and Months

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	8.1	9.0	11.6	11.5	10.7	11.3	11.3	11.8	10.1	11.7	12.0	10.8
Alarm	7.3	10.8	9.8	9.0	12.5	10.7	8.5	10.1	8.7	9.6	9.3	8.7
Animal	1.5	2.5	2.1	2.0	1.9	1.6	1.6	2.2	2.3	2.0	2.9	2.0
Assist other agency	2.9	3.1	3.5	3.1	2.6	2.8	3.6	2.7	3.2	2.9	2.9	3.0
Building or area check	1.7	2.9	2.9	3.1	2.9	3.1	2.5	3.0	3.0	2.0	2.9	2.7
City ordinance	7.5	4.6	7.0	7.9	9.4	11.0	14.1	8.5	8.0	7.6	7.1	8.0
Crime–person	4.4	4.5	5.9	5.8	5.9	6.0	5.5	4.5	5.8	4.7	5.6	4.7
Crime–property	6.3	4.5	6.2	6.5	6.3	6.9	6.9	7.0	5.5	7.4	6.8	5.7
Crime–substance	0.5	0.4	0.8	0.6	0.3	0.8	0.3	0.5	0.3	0.3	0.4	0.5
Disturbance	7.5	7.9	7.8	7.5	8.1	8.4	8.9	7.7	7.8	8.1	8.4	7.7
EDP	2.2	1.8	2.0	3.3	2.5	2.3	2.3	2.3	2.3	3.6	2.3	2.4
Investigation	15.3	16.0	17.0	16.8	16.7	17.9	18.5	19.7	19.0	17.6	16.8	15.3
Juvenile	0.8	0.8	1.4	1.7	1.5	0.8	1.3	1.0	1.3	1.4	1.7	0.7
Miscellaneous	7.6	8.1	8.7	8.6	9.7	10.4	9.8	9.4	8.7	10.1	8.3	8.3
Prisoner–arrest or transport	0.7	0.6	1.4	1.2	0.5	1.1	0.8	0.4	0.6	0.7	1.0	1.1
Suspicious person/vehicle	12.7	11.9	14.7	13.0	14.9	13.9	13.3	14.4	13.7	14.4	14.1	14.0
Traffic enforcement	22.6	25.1	33.9	41.2	42.3	49.4	41.8	49.5	45.9	38.9	42.1	37.8
Total	**109.5**	**114.6**	**136.8**	**142.7**	**148.6**	**158.5**	**151.0**	**154.6**	**146.0**	**142.9**	**144.7**	**133.5**

Observations:

- The top four categories averaged between 71 and 78 percent of calls throughout the year:
  - Traffic calls averaged between 30.7 and 61.3 calls per day throughout the year.
  - Other investigation calls averaged between 22.5 and 29.8 calls per day throughout the year.
  - General noncriminal calls averaged between 12.1 and 17.0 calls per day throughout the year.
  - Suspicious incident calls averaged between 11.9 and 14.9 calls per day throughout the year.
- Crimes averaged between 9.5 and 13.7 calls per day throughout the year and accounted for 8 to 10 percent of total calls.

FIGURE 3-5: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

TABLE 3-5: Primary Unit's Average Occupied Times, by Category and Initiator

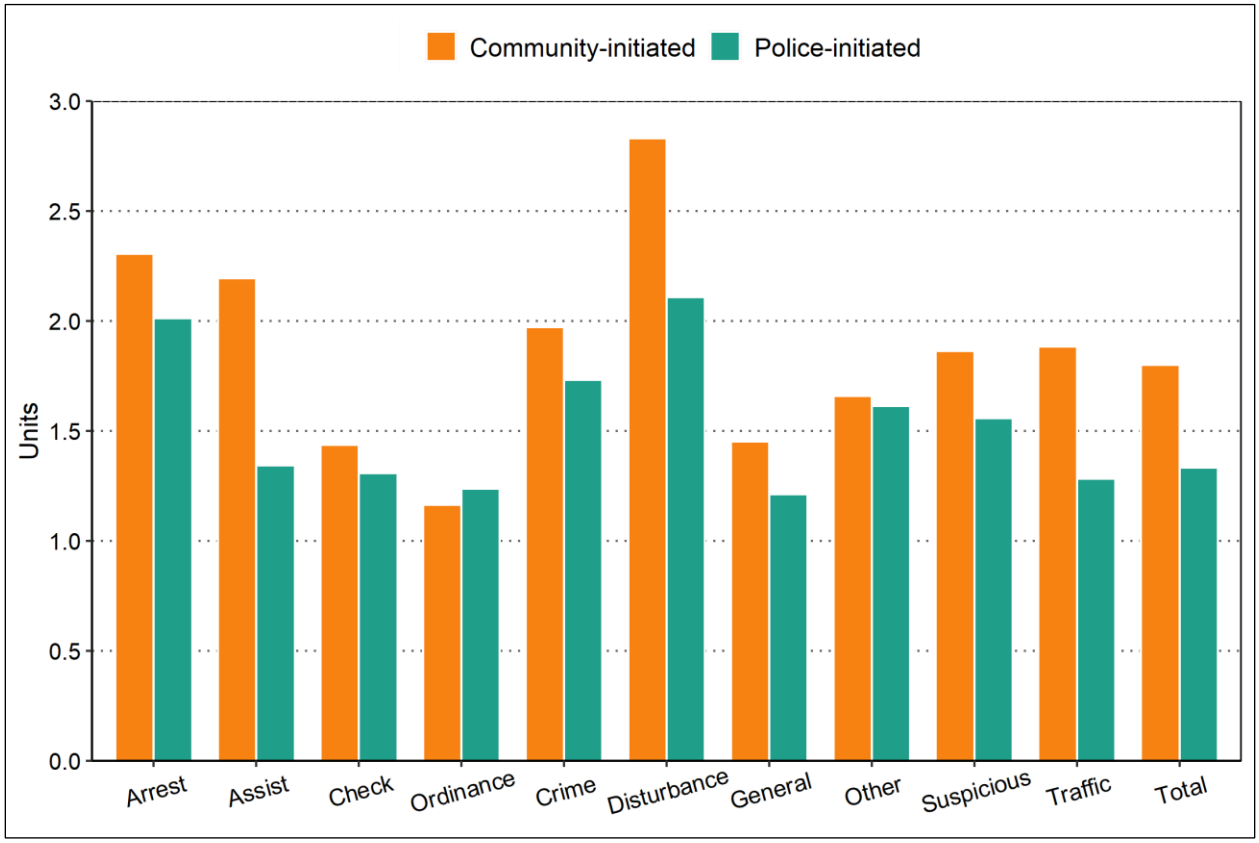
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	44.2	3,753	41.1	206
Alarm	12.9	3,463	12.4	31
Animal	15.5	710	15.2	31
Assist other agency	40.3	981	29.9	122
Building or area check	15.4	614	13.9	375
City ordinance	15.2	2,431	15.7	640
Crime–person	56.8	1,801	61.9	127
Crime–property	47.4	2,211	46.1	103
Crime–substance	45.8	141	83.8	35
Disturbance	51.7	2,850	31.0	65
EDP	74.5	856	58.0	33
Investigation	26.4	5,974	28.3	315
Juvenile	41.8	419	42.3	19
Miscellaneous	26.7	2,878	16.5	403
Prisoner–arrest or transport	63.9	128	61.9	177
Suspicious person/vehicle	25.1	3,441	20.9	1,583
Traffic enforcement	25.8	2,739	15.7	11,595
Weighted Average/Total Calls	**32.5**	**35,390**	**18.3**	**15,860**

Note: A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 14 to 64 minutes overall.
- The longest average times were for community-initiated arrest calls.
- The average time spent on crime calls was 51 minutes for community-initiated calls and 59 minutes for police-initiated calls.

FIGURE 3-6: Number of Responding Units, by Initiator and Category



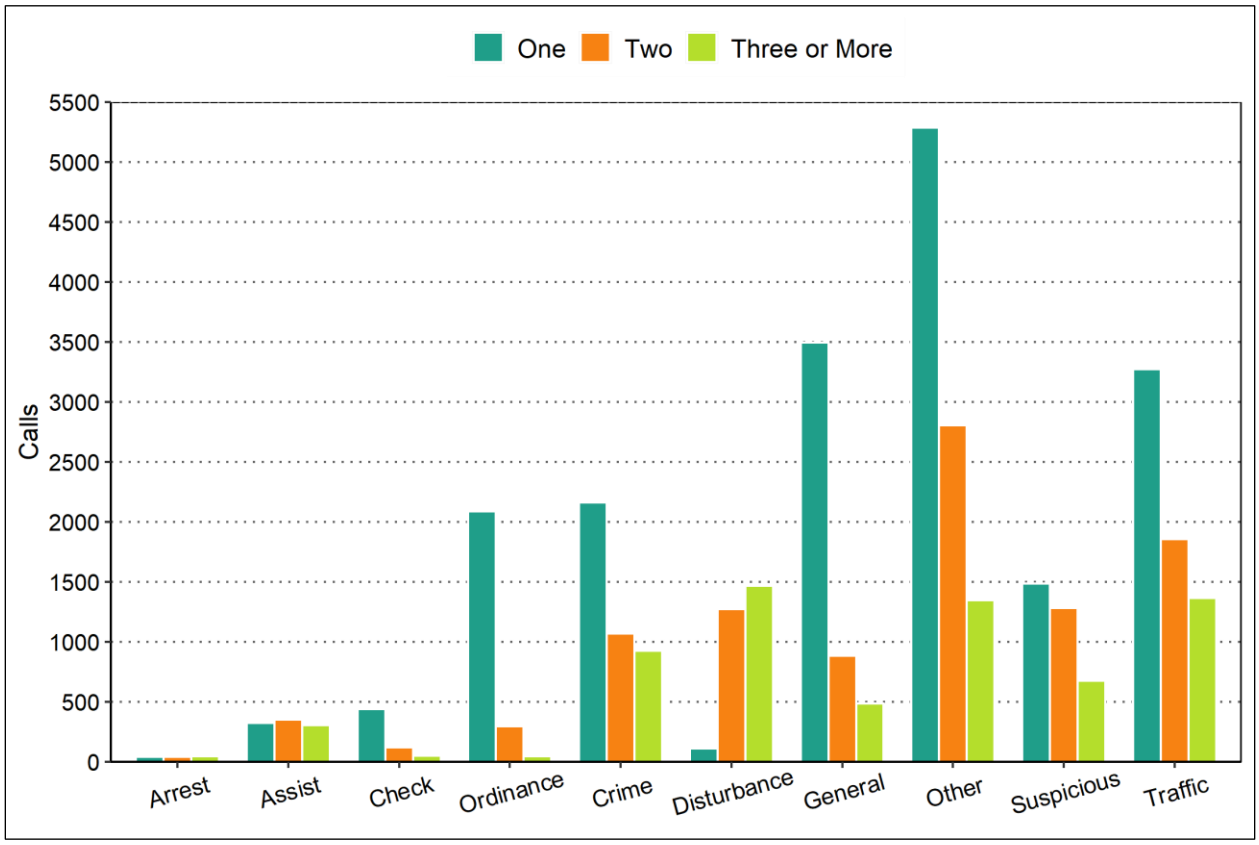
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

TABLE 3-6: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. Units	Calls	No. Units	Calls
Accident	2.0	3,753	1.7	206
Alarm	1.8	3,463	1.6	31
Animal	1.2	710	1.2	31
Assist other agency	2.2	981	1.3	122
Building or area check	1.4	614	1.3	375
City ordinance	1.2	2,431	1.2	640
Crime–person	2.1	1,801	1.9	127
Crime–property	1.9	2,211	1.5	103
Crime–substance	1.7	141	1.7	35
Disturbance	2.8	2,850	2.1	65
EDP	2.5	856	1.7	33
Investigation	1.6	5,974	1.6	315
Juvenile	1.6	419	1.2	19
Miscellaneous	1.2	2,878	1.2	403
Prisoner–arrest or transport	2.3	128	2.0	177
Suspicious person/vehicle	1.9	3,441	1.6	1,583
Traffic enforcement	1.8	2,739	1.3	11,595
Weighted Average/Total Calls	**1.8**	**35,390**	**1.3**	**15,860**

Note: Observations below refer to the number of responding units shown within the figure rather than the table.

FIGURE 3-7: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

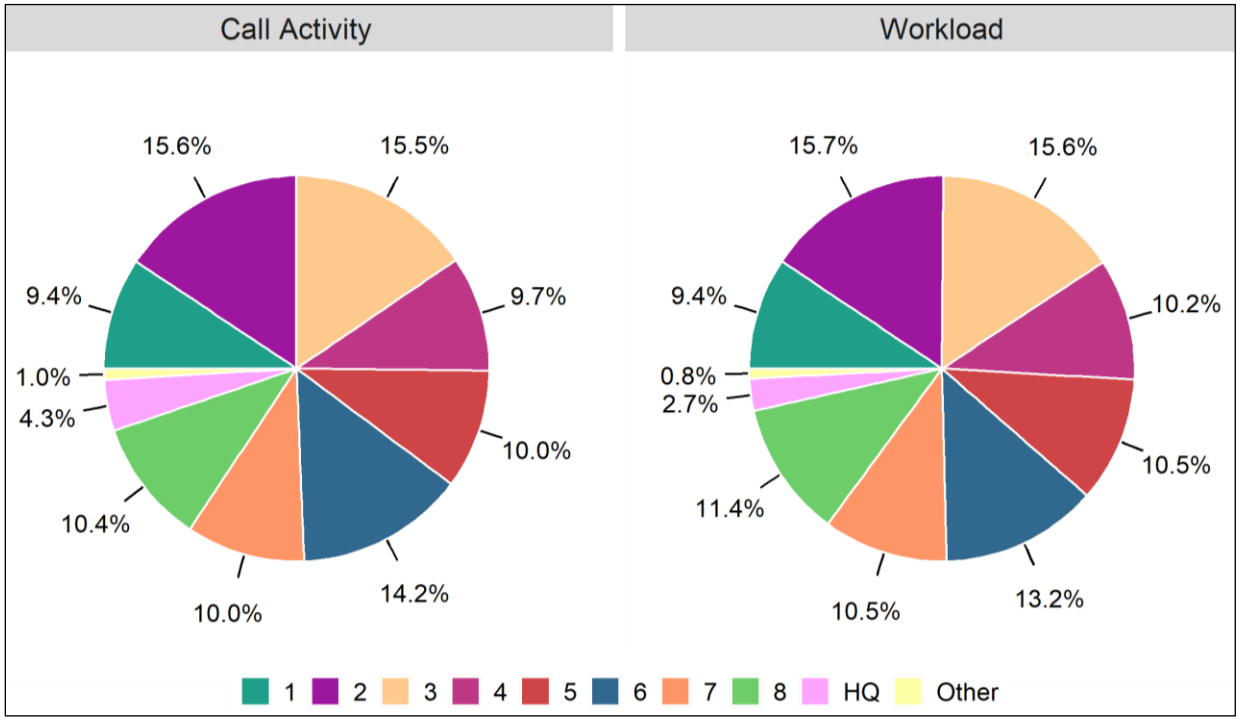
TABLE 3-7: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,919	942	892
Alarm	1,537	1,374	552
Animal	595	91	24
Assist other agency	324	351	306
Building or area check	441	120	53
City ordinance	2,088	295	48
Crime–person	944	410	447
Crime–property	1,149	603	459
Crime–substance	69	54	18
Disturbance	113	1,272	1,465
EDP	184	341	331
Investigation	3,748	1,432	794
Juvenile	261	110	48
Miscellaneous	2,454	340	84
Prisoner–arrest or transport	42	40	46
Suspicious person/vehicle	1,484	1,282	675
Traffic enforcement	1,352	913	474
Total	**18,704**	**9,970**	**6,716**

Observations:

- The overall mean number of responding units was 1.3 for police-initiated calls and 1.8 for community-initiated calls.
- The mean number of responding units was as high as 2.8 for disturbance calls that were community-initiated.
- 53 percent of community-initiated calls involved one responding unit.
- 28 percent of community-initiated calls involved two responding units.
- 19 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

FIGURE 3-8: Percentage Calls and Work Hours, by Zone



Note: Districts are combined into 8 zones based on each district's first digit. For example, districts 11 and 12 are grouped into zone 1. The "other" category includes about 478 calls without a recorded district and 15 calls outside of designated districts.

TABLE 3-8: Calls and Work Hours by District, per Day

District	Per Day		Area (Sq. Miles)	Population (2010 Census)
	Calls	Work Hours		
11	5.3	3.6	4.1	4,006
12	7.9	6.3	2.9	6,219
21	10.7	8.9	5.6	4,094
22	11.2	7.6	4.0	6,135
31	10.0	7.4	3.4	5,636
32	11.7	9.0	1.2	3,360
41	7.0	5.2	1.9	6,181
42	6.6	5.5	2.2	4,002
51	6.5	4.5	2.5	2,855
52	7.5	6.6	4.0	4,014
61	10.0	6.4	1.4	1,968
62	10.0	7.5	1.6	2,789
71	8.9	6.5	2.8	2,762
72	5.1	4.6	4.9	2,644
81	14.7	12.0	2.8	985
HQ	6.0	2.8	NA	NA
Other	1.4	0.9	NA	NA
Total	**140.4**	**105.2**	**45.4**	**57,650**

Note: The "other" category includes calls without a recorded district. Observations below refer to calls and work hours shown within the figure rather than the table.

Observations:

- Zone 3 (districts 31 and 32) had the most calls and workload. It accounted for 16 percent of total calls and 16 percent of total workload.
- With other districts and headquarters calls and workload excluded, an even distribution would allot 16.6 calls and 12.7 work hours per zone or 8.9 calls and 6.8 work hours per district.

FIGURE 3-9: Percentage Calls and Work Hours, by Category, Winter 2021

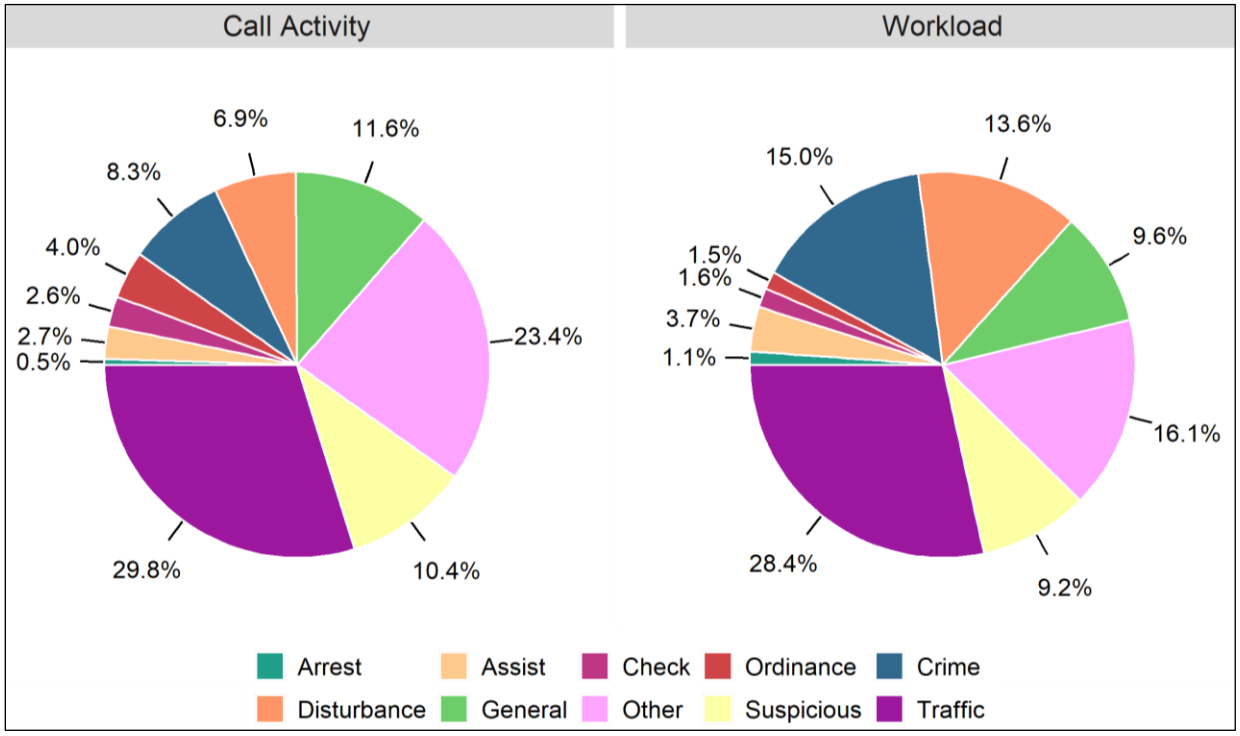


TABLE 3-9: Calls and Work Hours per Day, by Category, Winter 2021

Category	Per Day	
	Calls	Work Hours
Accident	9.0	13.2
Alarm	10.8	3.5
Animal	2.5	0.6
Assist other agency	3.1	3.4
Building or area check	2.9	1.5
City ordinance	4.6	1.4
Crime–person	4.5	7.9
Crime–property	4.5	5.6
Crime–substance	0.4	0.4
Disturbance	7.9	12.6
EDP	1.8	3.1
Investigation	16.0	11.3
Juvenile	0.8	0.6
Miscellaneous	8.1	4.6
Prisoner–arrest or transport	0.6	1.0
Suspicious person/vehicle	11.9	8.5
Traffic enforcement	25.1	13.0
Total	**114.6**	**92.1**

Observations, Winter:

- Total calls averaged 115 per day or 4.8 per hour.
- Total workload averaged 92 hours per day, meaning that on average 3.8 units per hour were busy responding to calls.
- Traffic calls constituted 30 percent of calls and 28 percent of workload.
- Other investigation calls constituted 23 percent of calls and 16 percent of workload.
- General noncriminal calls constituted 12 percent of calls and 10 percent of workload.
- Suspicious incident calls constituted 10 percent of calls and 9 percent of workload.
- These top four categories constituted 75 percent of calls and 63 percent of workload.
- Crime calls constituted 8 percent of calls and 15 percent of workload.

FIGURE 3-10: Percentage Calls and Work Hours, by Category, Summer 2021

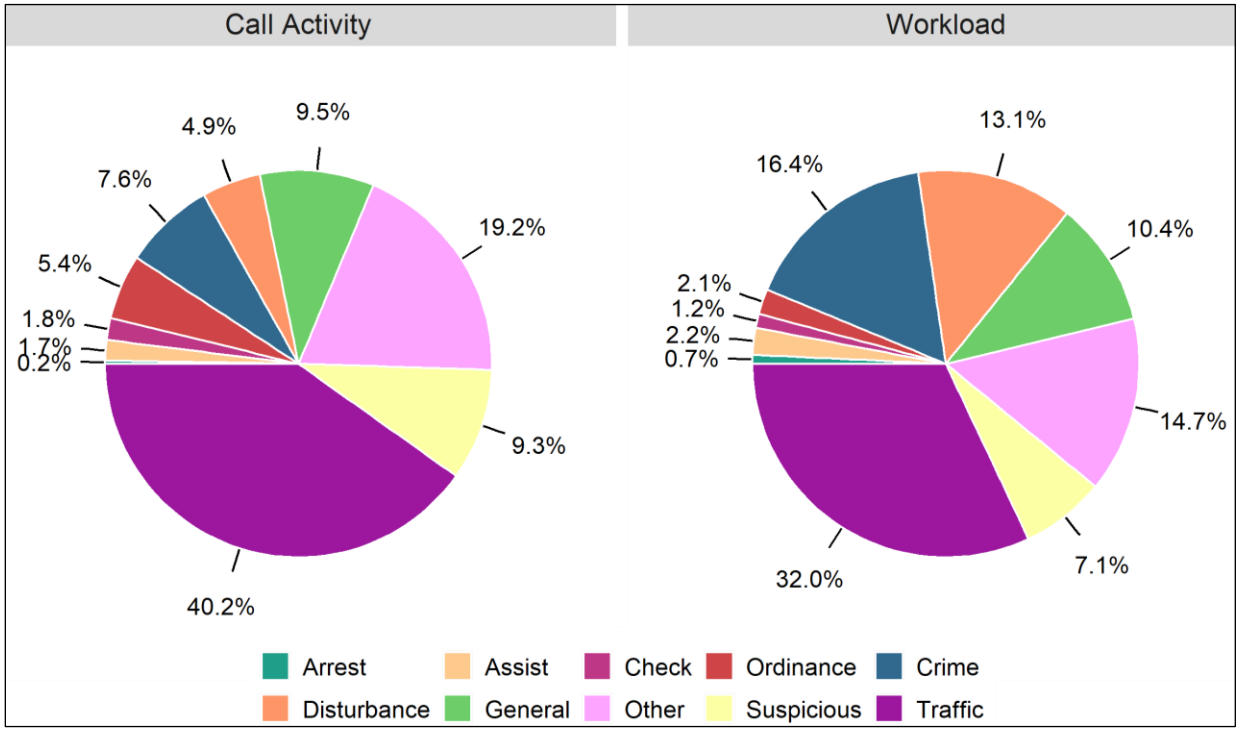


TABLE 3-10: Calls and Work Hours per Day, by Category, Summer 2021

Category	Per Day	
	Calls	Work Hours
Accident	12.0	14.8
Alarm	10.4	3.1
Animal	2.3	0.7
Assist other agency	2.7	2.4
Building or area check	2.9	1.3
City ordinance	8.6	2.3
Crime–person	4.5	8.0
Crime–property	7.0	8.8
Crime–substance	0.6	0.8
Disturbance	7.8	14.0
EDP	2.3	4.5
Investigation	19.8	12.6
Juvenile	0.9	1.3
Miscellaneous	9.5	4.6
Prisoner–arrest or transport	0.4	0.8
Suspicious person/vehicle	14.7	7.6
Traffic enforcement	51.2	19.5
Total	**157.5**	**107.2**

Observations, Summer:

- The average number of calls and average daily workload per day were higher in summer than in winter.
- Total calls averaged 157 per day or 6.6 per hour.
- Total workload averaged 107 hours per day, meaning that on average 4.5 units per hour were busy responding to calls.
- Traffic calls constituted 40 percent of calls and 32 percent of workload.
- Other investigation calls constituted 19 percent of calls and 15 percent of workload.
- General noncriminal calls constituted 10 percent of calls and 10 percent of workload.
- Suspicious incident calls constituted 9 percent of calls and 7 percent of workload.
- These top four categories constituted 78 percent of calls and 64 percent of workload.
- Crime calls constituted 8 percent of calls and 16 percent of workload.

NONCALL ACTIVITIES

In the period from January 2021 to December 2021, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Four of the recorded activities lasted more than ten hours. As an activity is unlikely to last more than ten hours, we assumed that these records were inaccurate.
- After these exclusions, 22,647 activities remained. These activities had an average duration of 45 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 3-11: Activities and Occupied Times by Type

Description	Occupied Time	Count
1488	46.6	1,642
At residence	18.5	177
At station	47.2	738
Evidence/court related	56.8	639
Follow up	23.9	665
Meeting	90.4	61
On duty	35.2	9,512
Out	22.2	24
Public service	19.7	279
School	107.2	11
Special assignment	89.4	104
Traffic stop	21.6	11
Training	126.8	727
Vehicle/equipment maintenance	25.9	710
Miscellaneous	50.7	2,935
Administrative - Weighted Average/Total Calls	**43.0**	**18,235**
Personal (meal) - Average/Total Calls	55.6	4,412
Weighted Average/Total Calls	**45.4**	**22,647**

Note: All descriptions shown in the table were obtained from comments within the CAD system.

Observations:

- The average time spent on administrative activities was 43 minutes.
- The longest average time spent on administrative activities was for training.
- The average time spent on personal activities, or meals, was 56 minutes.

FIGURE 3-11: Activities per Day, by Month

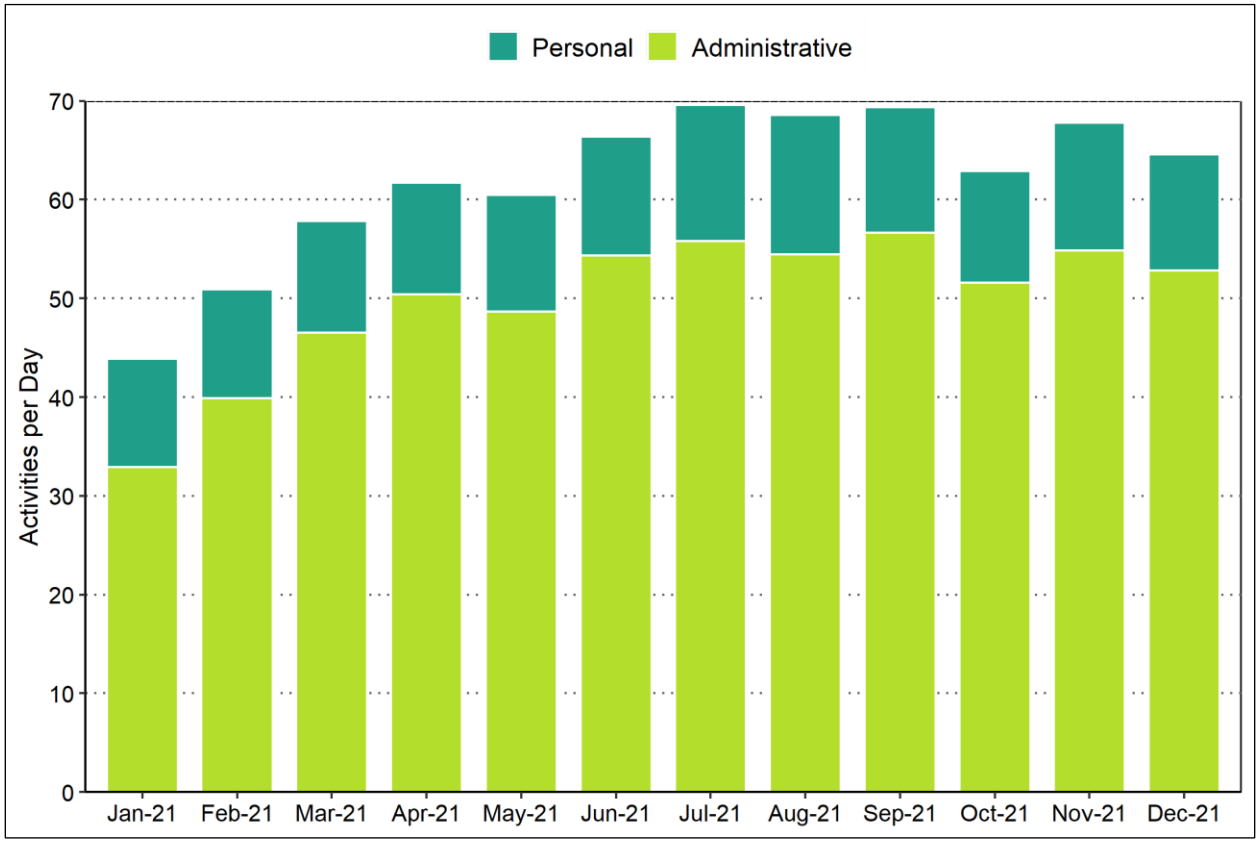


TABLE 3-12: Activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	32.9	39.9	46.5	50.4	48.7	54.4	55.8	54.5	56.7	51.6	54.9	52.8
Personal	10.9	11.0	11.3	11.3	11.8	12.0	13.8	14.1	12.7	11.3	12.9	11.8
Total	**43.9**	**50.9**	**57.8**	**61.7**	**60.5**	**66.4**	**69.6**	**68.6**	**69.4**	**62.9**	**67.8**	**64.6**

Observations:

- The number of noncall activities per day was lowest in January.
- The number of noncall activities per day was highest in July.
- September had the highest number of administrative activities per day.
- August had the highest number of personal activities per day.

FIGURE 3-12: Activities per Day, by Day of Week

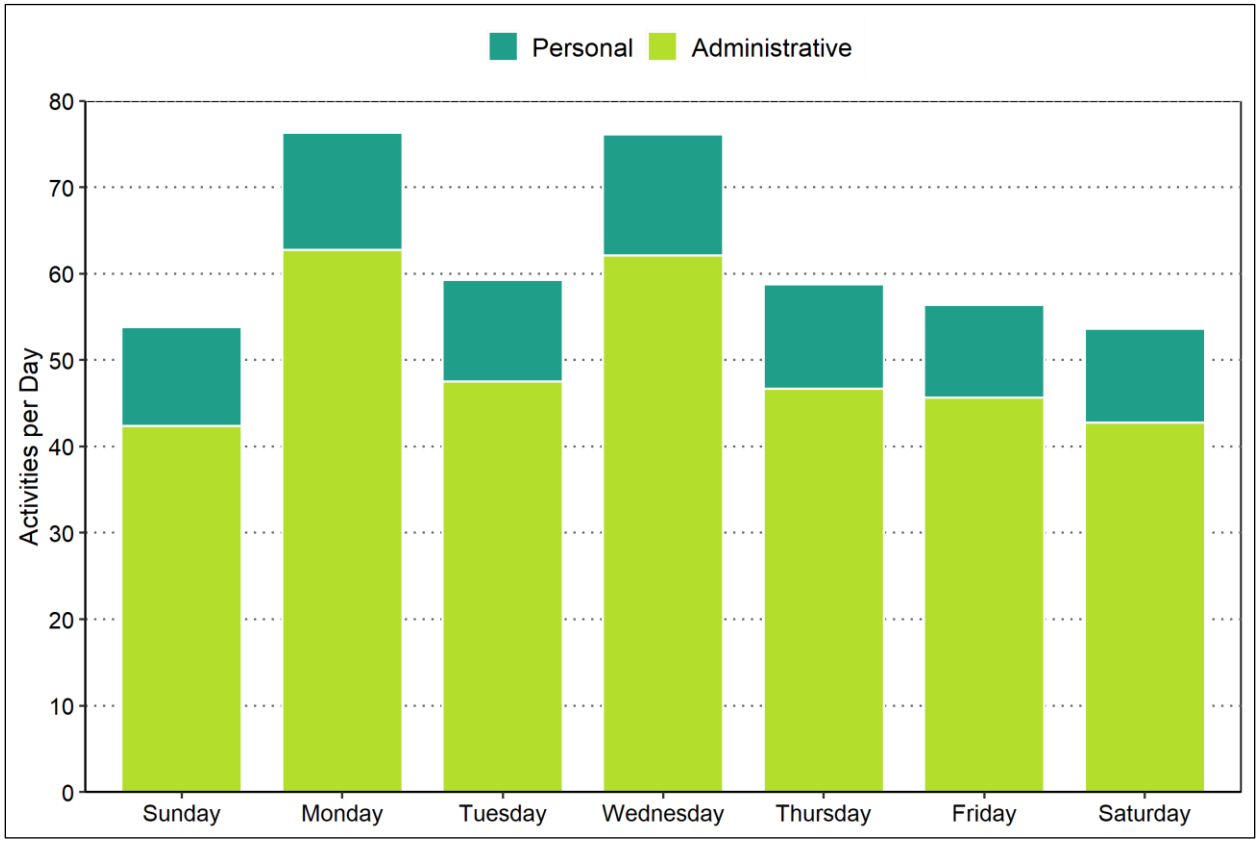


TABLE 3-13: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	42.4	11.5	53.8
Monday	62.7	13.6	76.3
Tuesday	47.5	11.8	59.3
Wednesday	62.1	14.0	76.1
Thursday	46.7	12.1	58.8
Friday	45.6	10.8	56.4
Saturday	42.8	10.9	53.7
Weekly Average	**50.0**	**12.1**	**62.0**

Observations:

- The number of noncall activities per day was lower on weekends.
- The number of noncall activities per day was highest on Mondays.

FIGURE 3-13: Activities per Day, by Hour of Day

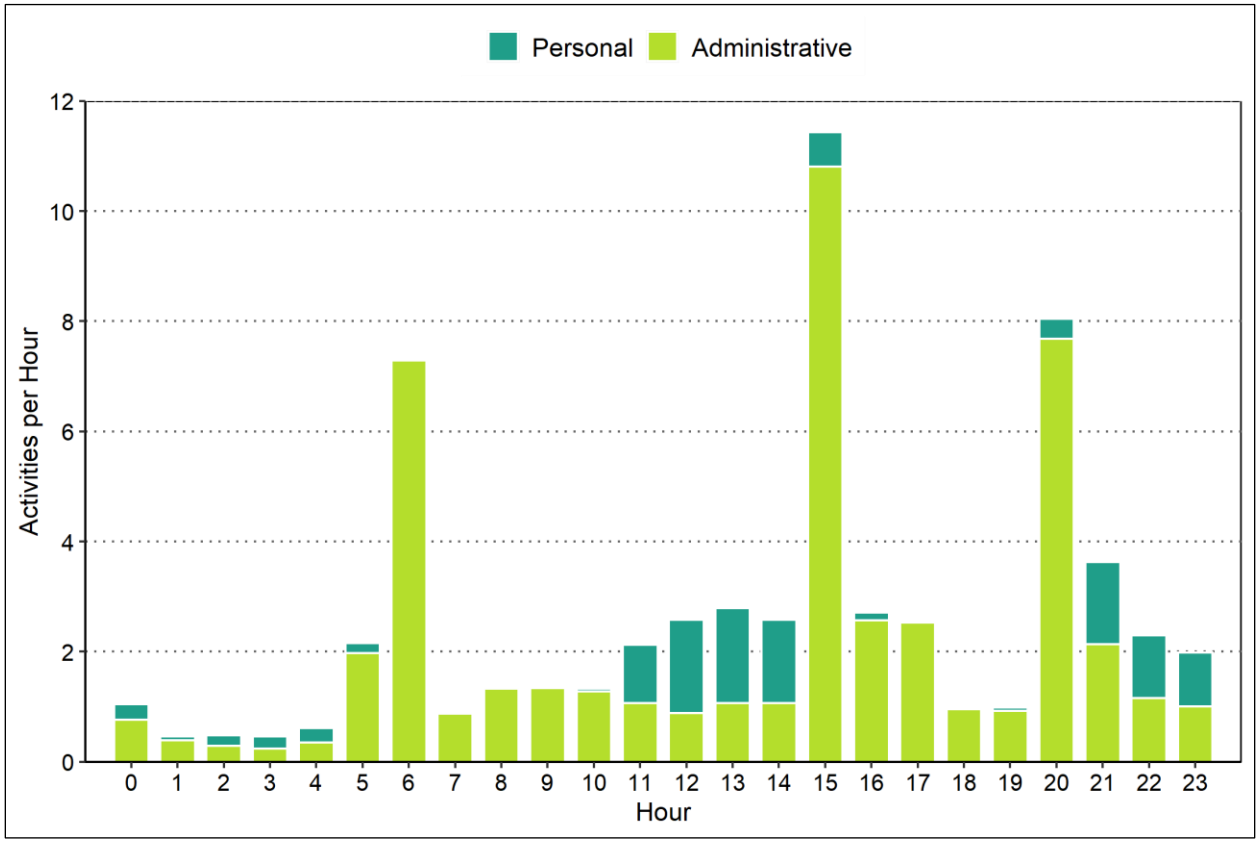


TABLE 3-14: Activities per Day, by Hour of Day

Hour	Personal	Administrative	Activities per Day
0	0.28	0.76	1.04
1	0.07	0.39	0.46
2	0.19	0.29	0.48
3	0.21	0.24	0.46
4	0.26	0.35	0.61
5	0.19	1.97	2.16
6	0.00	7.29	7.29
7	0.00	0.87	0.87
8	0.00	1.33	1.33
9	0.00	1.34	1.34
10	0.05	1.27	1.33
11	1.06	1.07	2.13
12	1.70	0.88	2.58
13	1.73	1.06	2.79
14	1.51	1.07	2.58
15	0.62	10.81	11.43
16	0.14	2.57	2.71
17	0.03	2.53	2.56
18	0.01	0.96	0.97
19	0.06	0.92	0.98
20	0.36	7.68	8.05
21	1.49	2.14	3.63
22	1.13	1.16	2.29
23	0.98	1.00	1.98
Hourly Average	**0.50**	**2.08**	**2.59**

Observations:

- The number of activities per hour was highest between 3:00 p.m. and 4:00 p.m.
- The number of activities per hour was lowest between 1:00 a.m. and 2:00 a.m., and between 3:00 a.m. and 4:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for four weeks in winter (February 1 through February 28, 2021) and four weeks in summer (August 1 through August 28, 2021). The department's main patrol force consists of Patrol units and Patrol sergeants and operates on 12-hour shifts in winter and 10-hour shifts in summer, starting at 7:00 a.m., 4:00 p.m., and 9:00 p.m. The police department's main Patrol force deployed an average of 13.2 units per hour during the 24-hour day in winter 2021 and 15.6 units per hour during the 24-hour day in summer 2021. When additional K-9 and Traffic units are included, the department averaged 14.5 units per hour during the 24-hour day in winter 2021 and 16.9 units per hour during the 24-hour day in summer 2021.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, and out-of-service activities.
- Finally, we compare workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and winter.

FIGURE 3-14: Deployed Units, Weekdays, Winter 2021

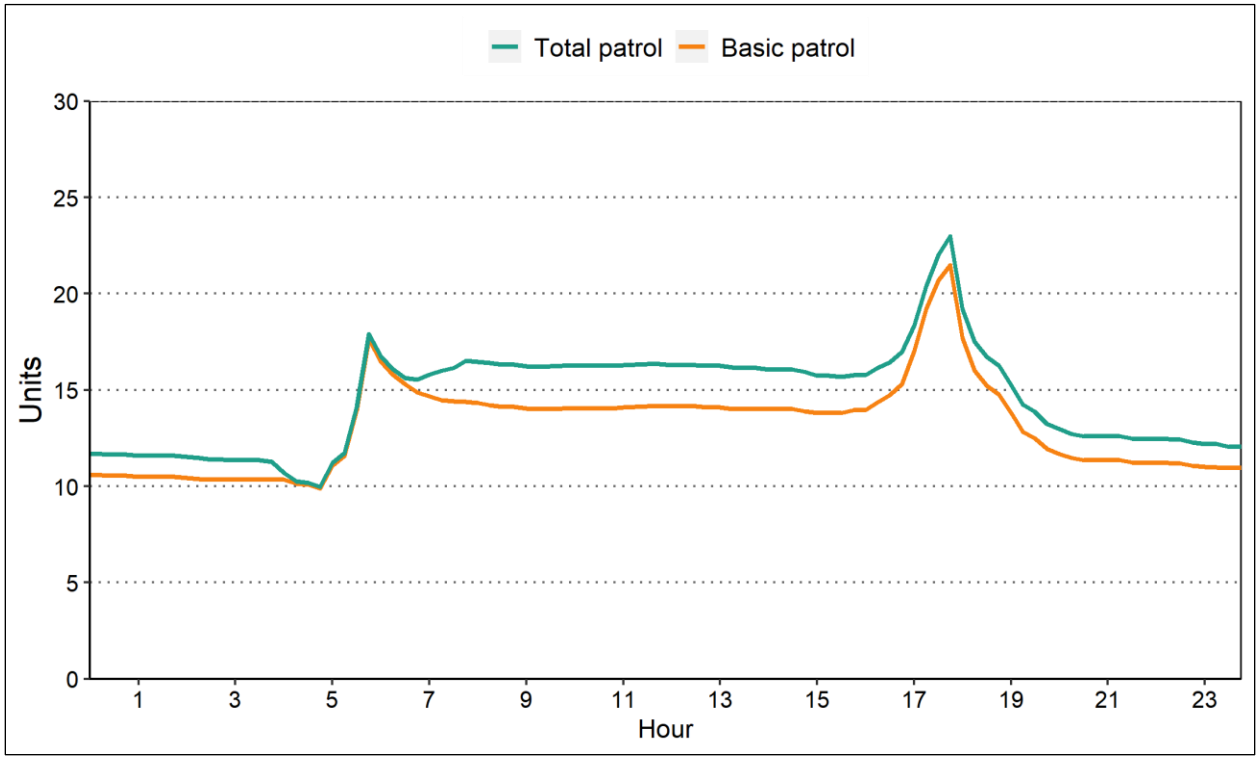


FIGURE 3-15: Deployed Units, Weekends, Winter 2021

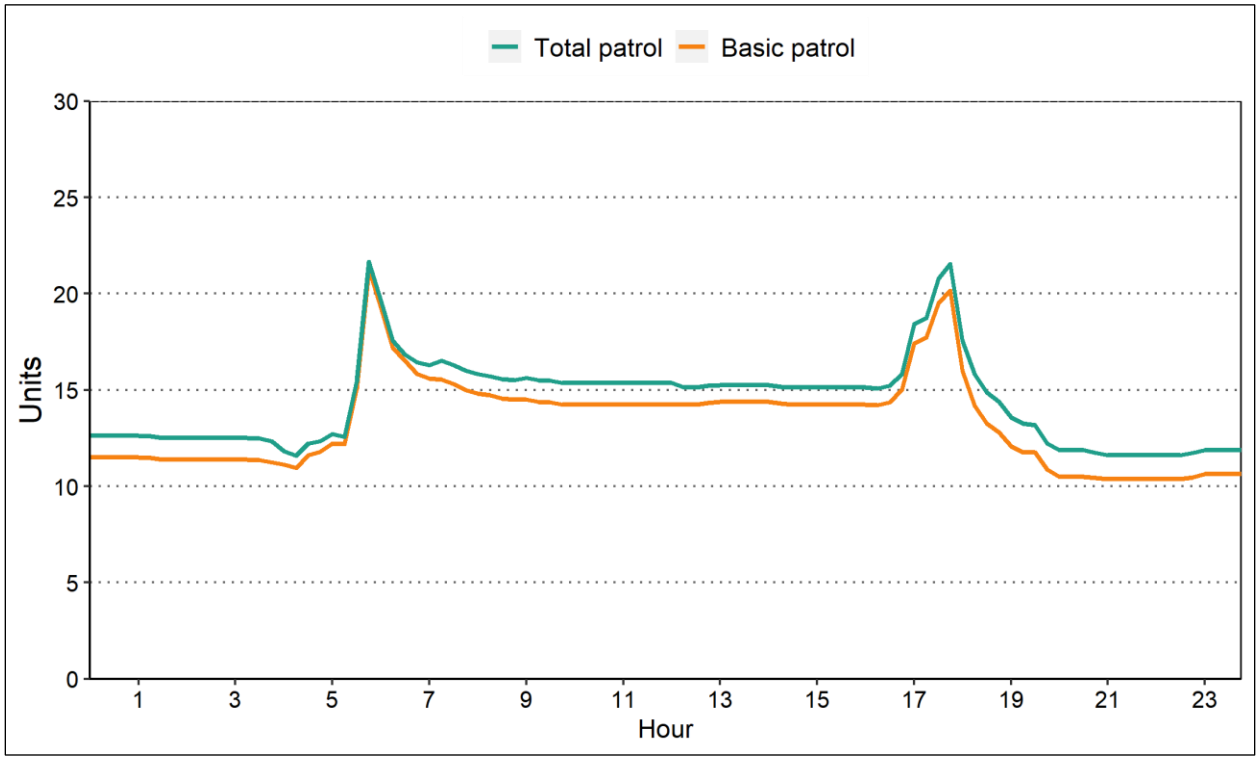


FIGURE 3-16: Deployed Units, Weekdays, Summer 2021

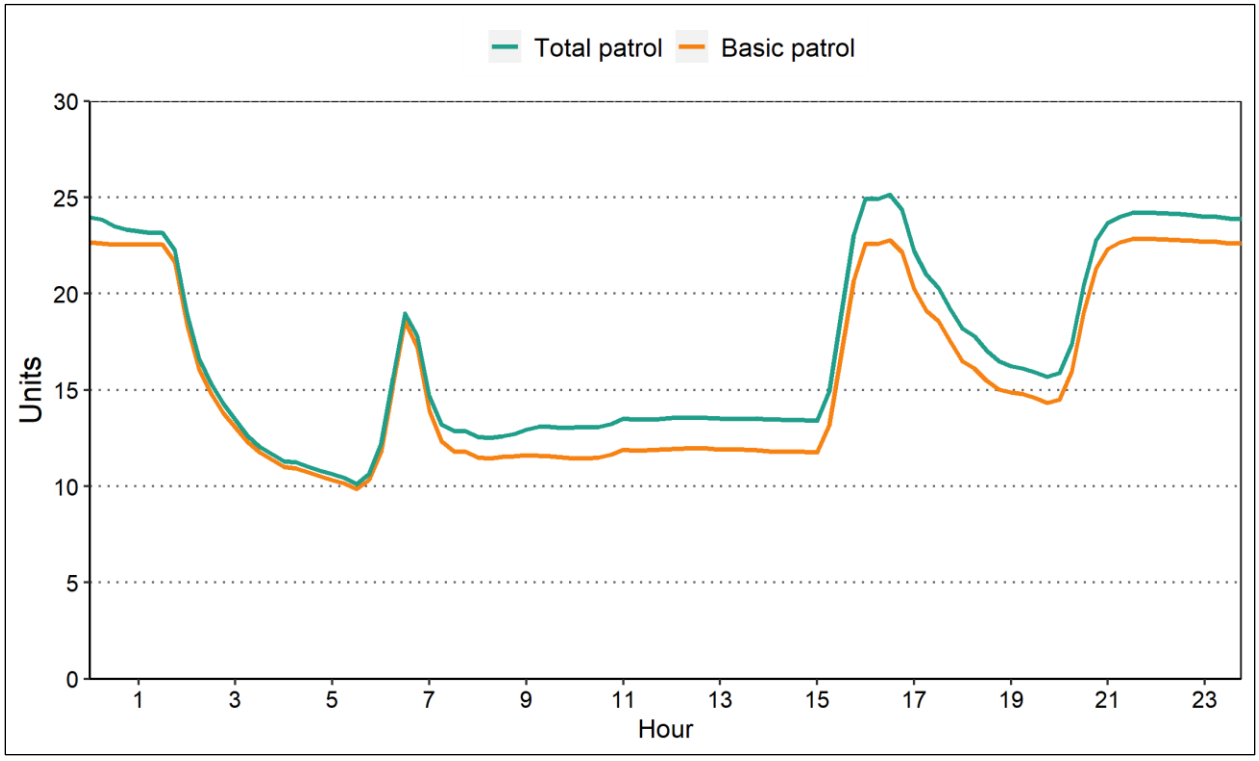
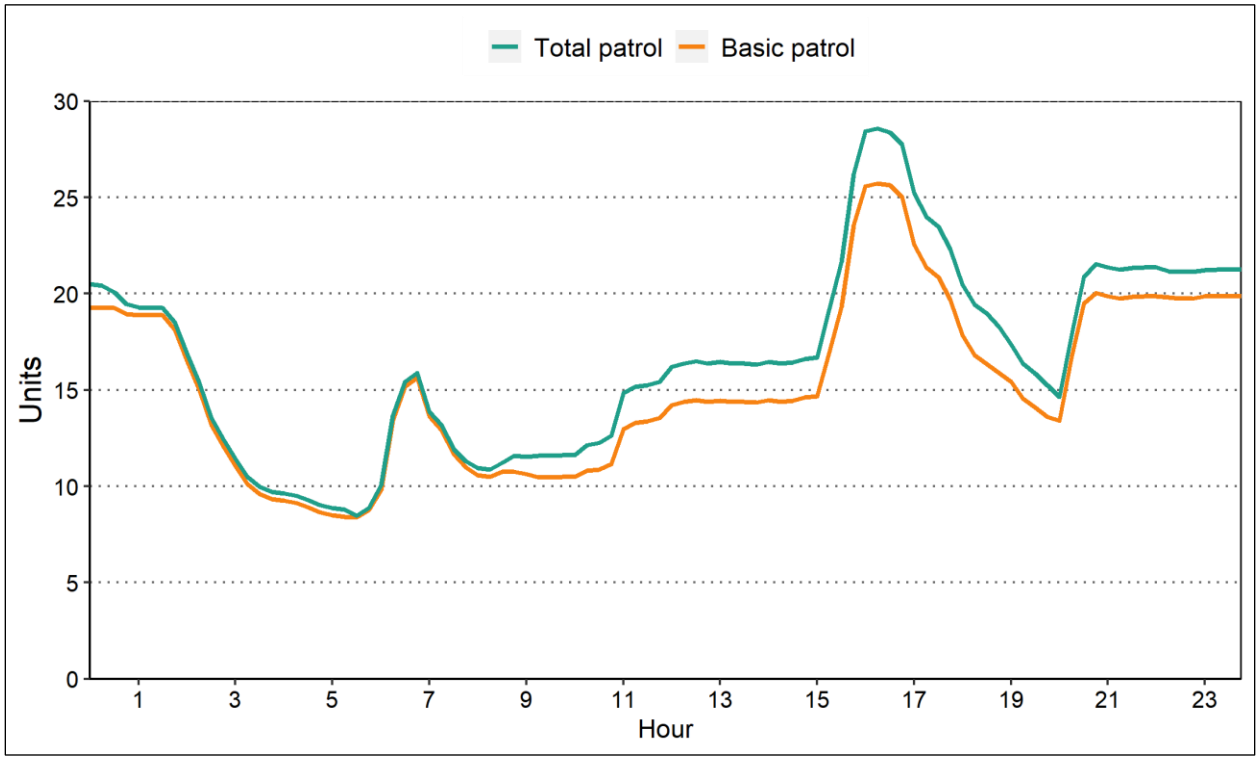


FIGURE 3-17: Deployed Units, Weekends, Summer 2021



Observations:

- For winter (February 1 through February 28, 2021):
  - The average deployment was 14.6 units per hour during the week and 14.4 units per hour on the weekend.
  - Average deployment varied from 10.0 to 23.0 units per hour on weekdays and 11.6 to 21.6 units per hour on weekends.
- For summer (August 1 through August 28, 2021):
  - The average deployment was 17.0 units per hour during the week and 16.6 units per hour on the weekend.
  - Average deployment varied from 10.1 to 25.1 units per hour on weekdays and 8.5 to 28.6 units per hour on weekends.

FIGURE 3-18: Deployment and All Workload, Weekdays, Winter 2021

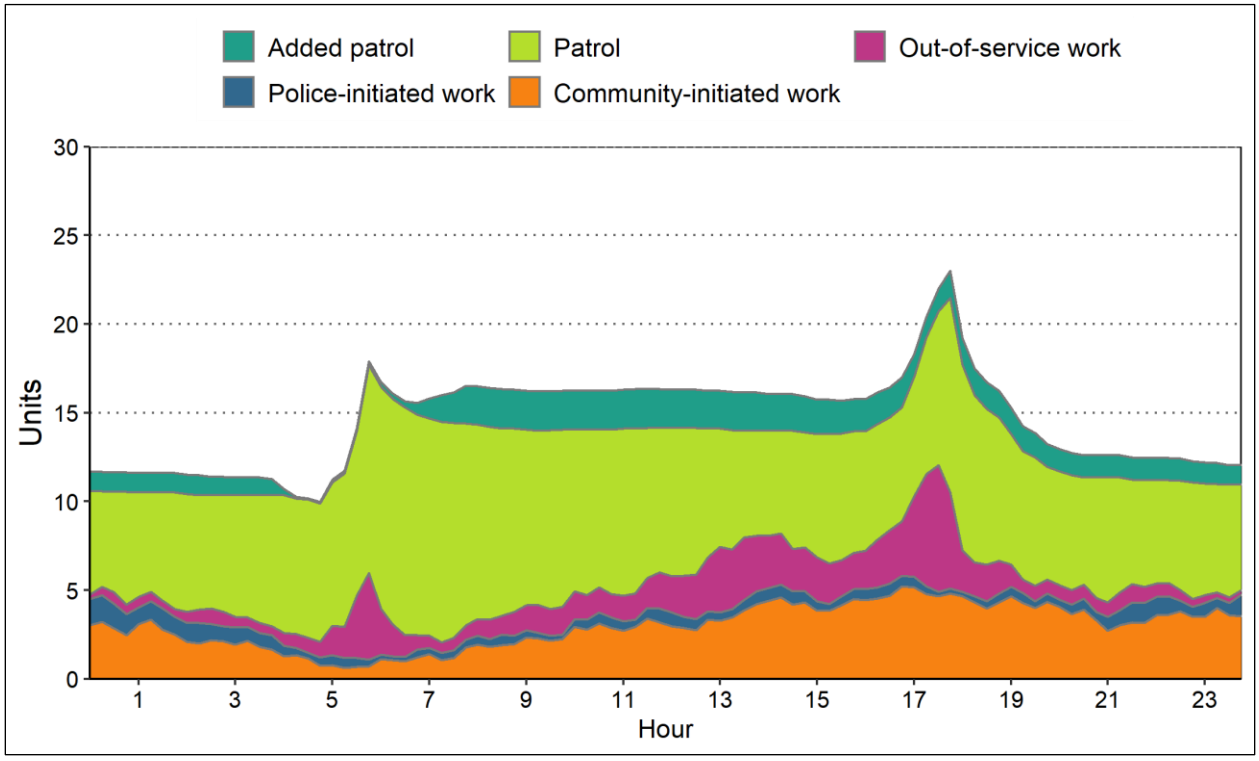


FIGURE 3-19: Deployment and All Workload, Weekends, Winter 2021

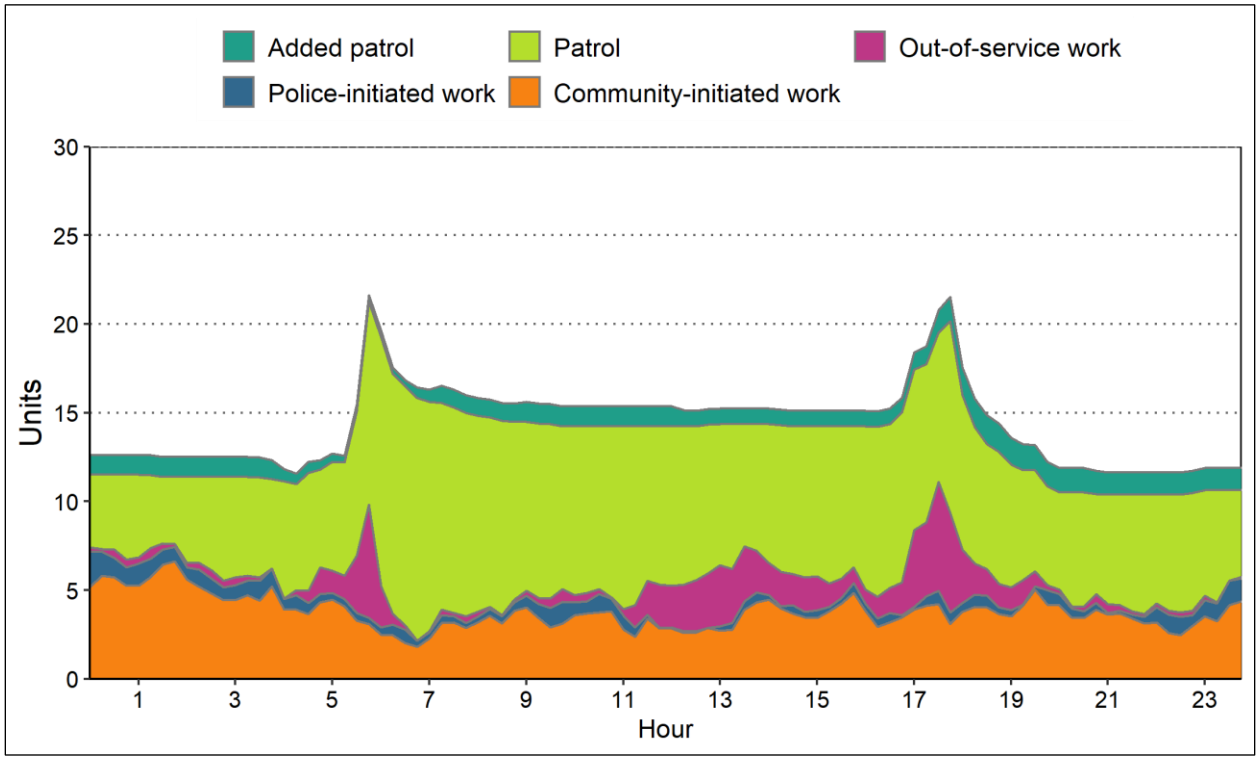


FIGURE 3-20: Deployment and All Workload, Weekdays, Summer 2021

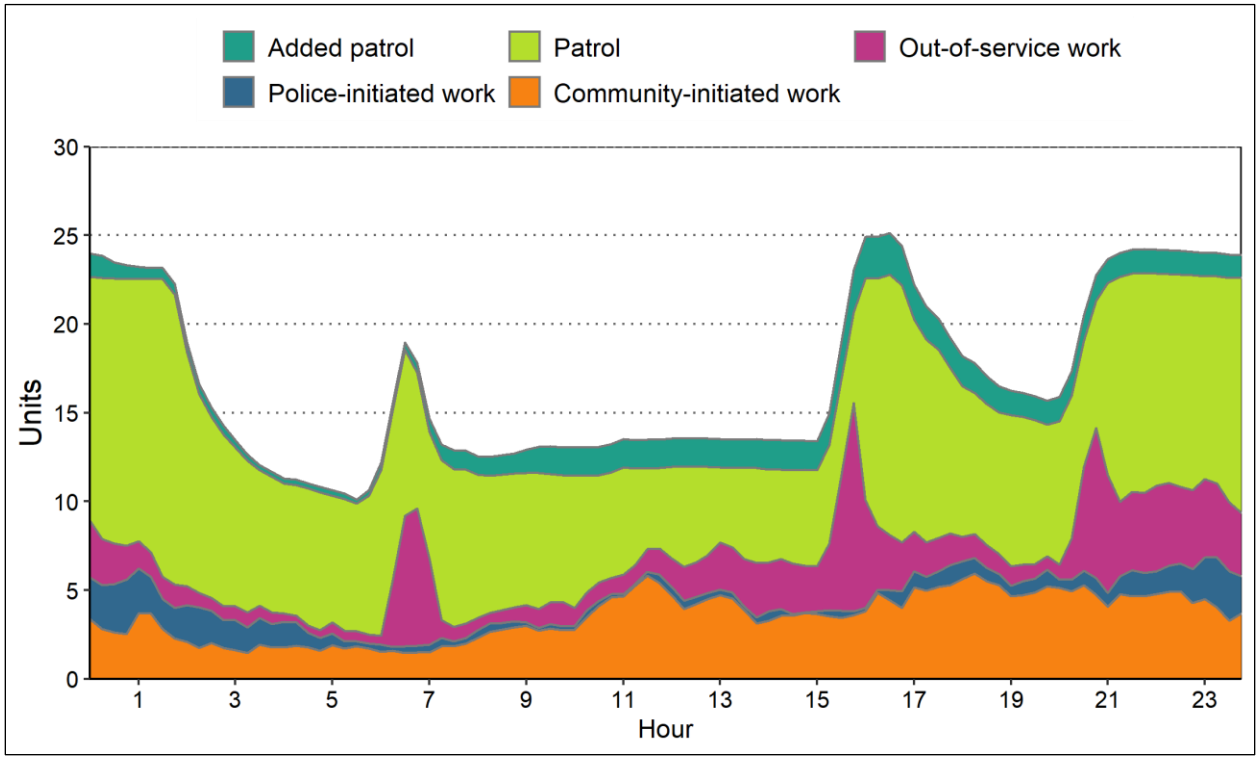
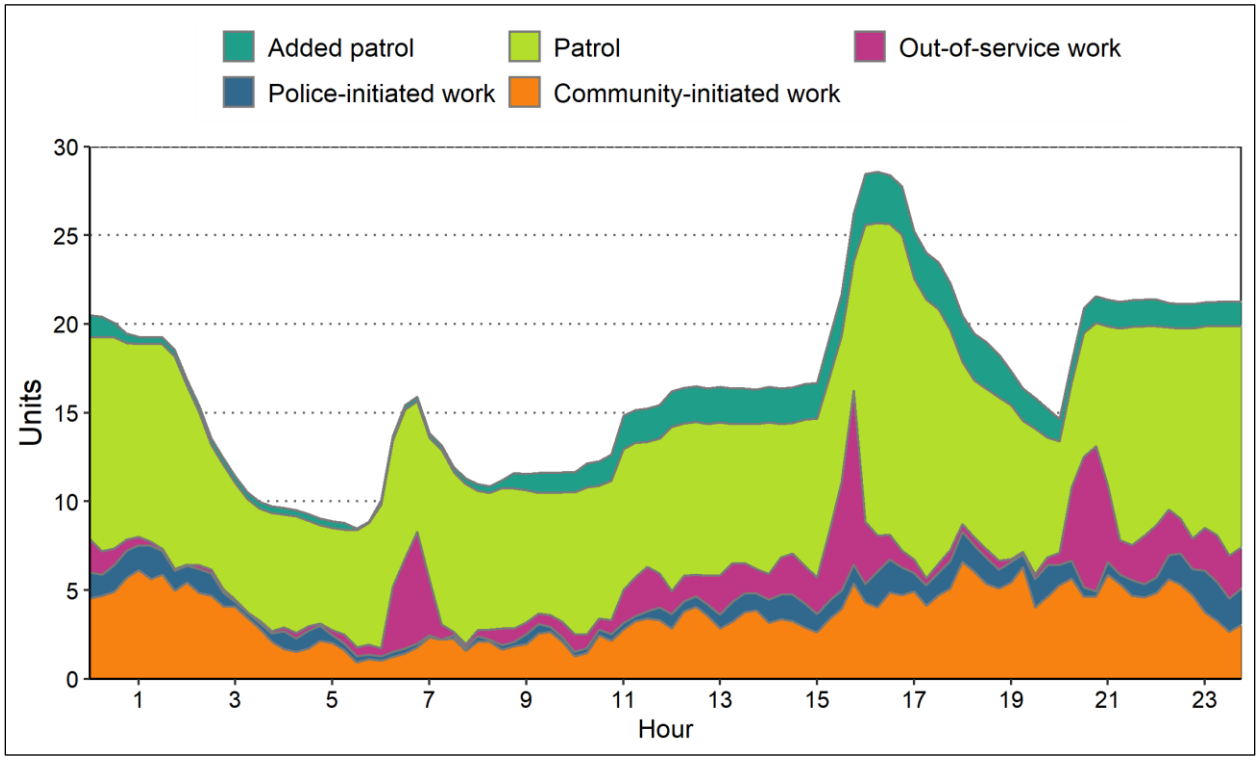


FIGURE 3-21: Deployment and All Workload, Weekends, Summer 2021



Note: Figures 3-19 to 3-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, and out-of-service activities.

Observations:

Winter:

- Community-initiated work:
  - Average community-initiated workload was 3.0 units per hour during the week and 3.8 units per hour on weekends.
  - This was approximately 20 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
- All work:
  - Average workload was 5.2 units per hour during the week and 5.5 units per hour on weekends.
  - This was approximately 36 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
  - Average community-initiated workload was 3.5 units per hour during the week and 3.6 units per hour on weekends.
  - This was approximately 21 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
  - Average workload was 6.8 units per hour during the week and 6.1 units per hour on weekends.
  - This was approximately 40 percent of hourly deployment during the week and 37 percent of hourly deployment on weekends.

FIGURE 3-22: Percentage of Workload, Weekdays, Winter 2021

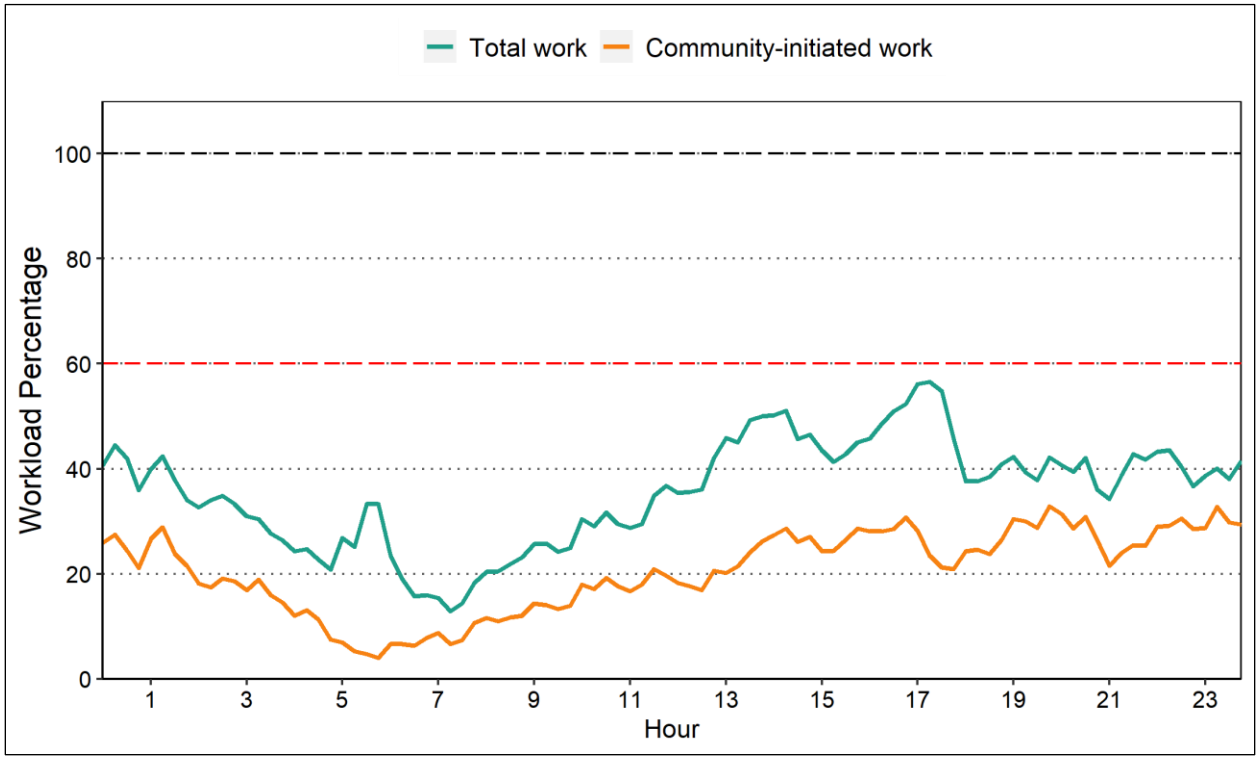


FIGURE 3-23: Percentage of Workload, Weekends, Winter 2021

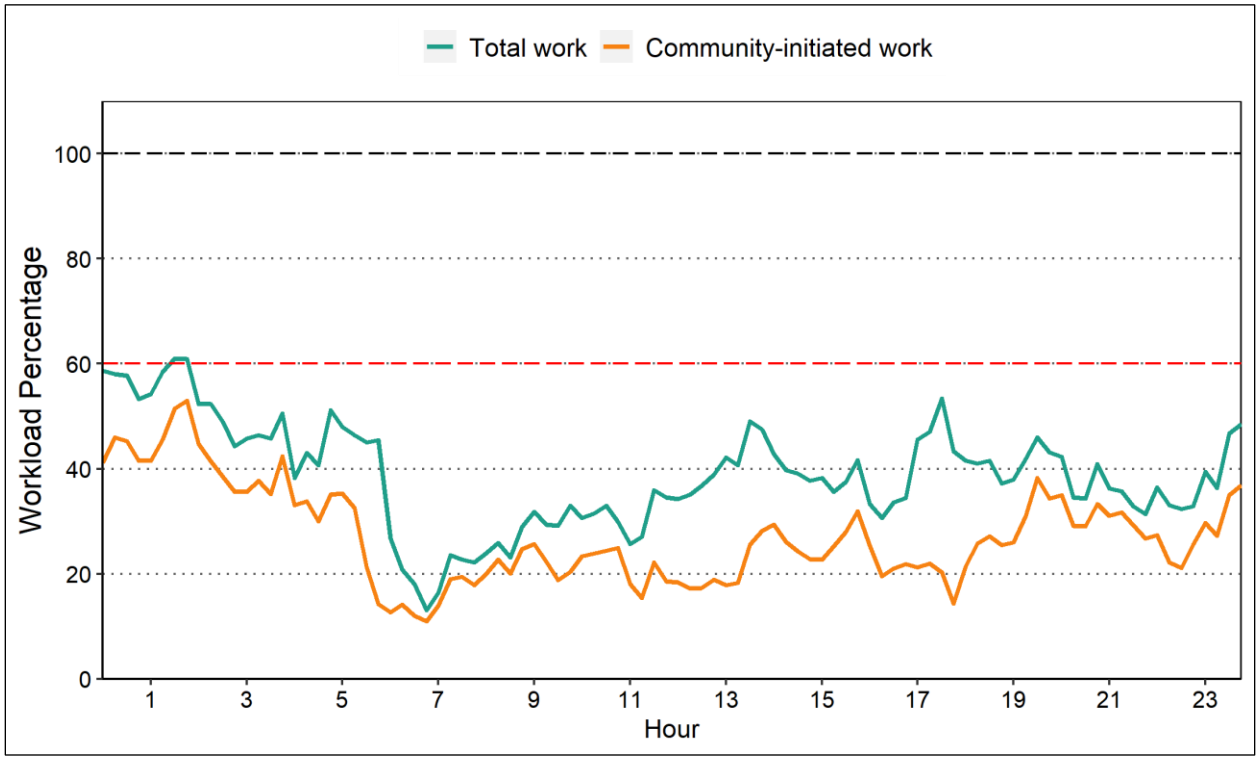


FIGURE 3-24: Percentage of Workload, Weekdays, Summer 2021

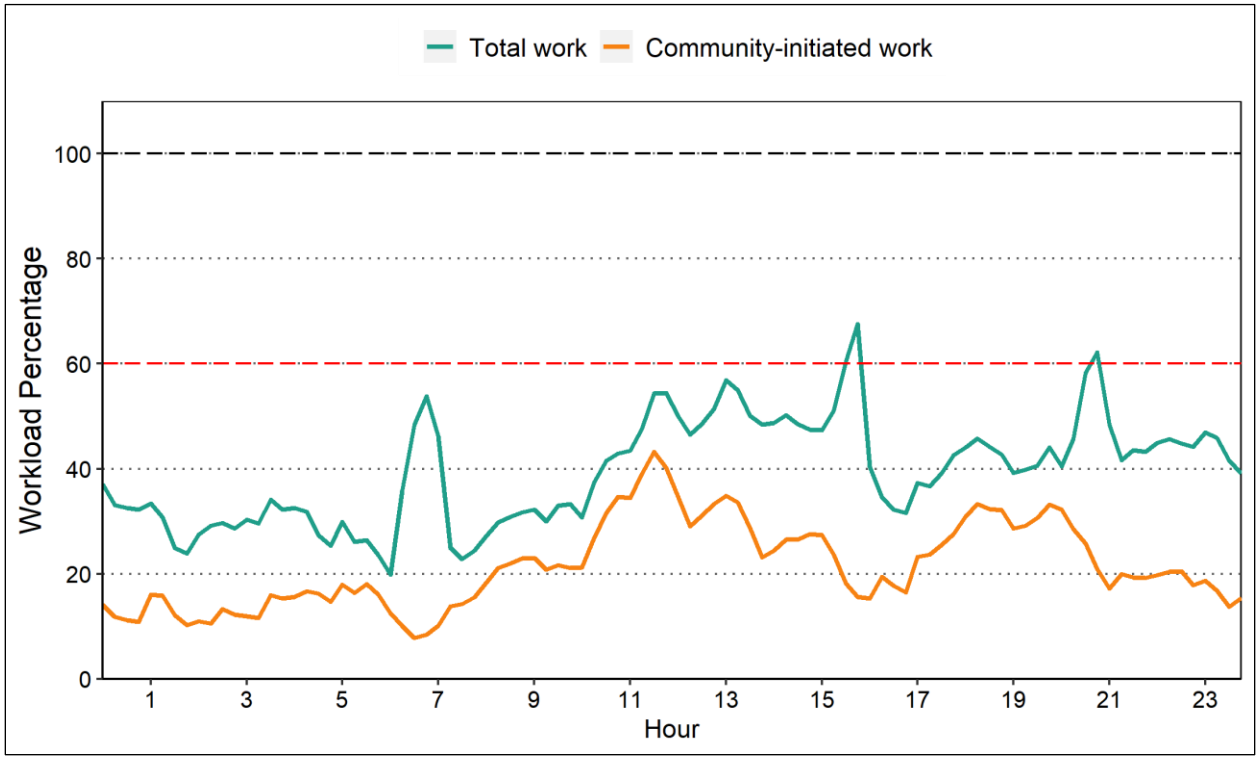
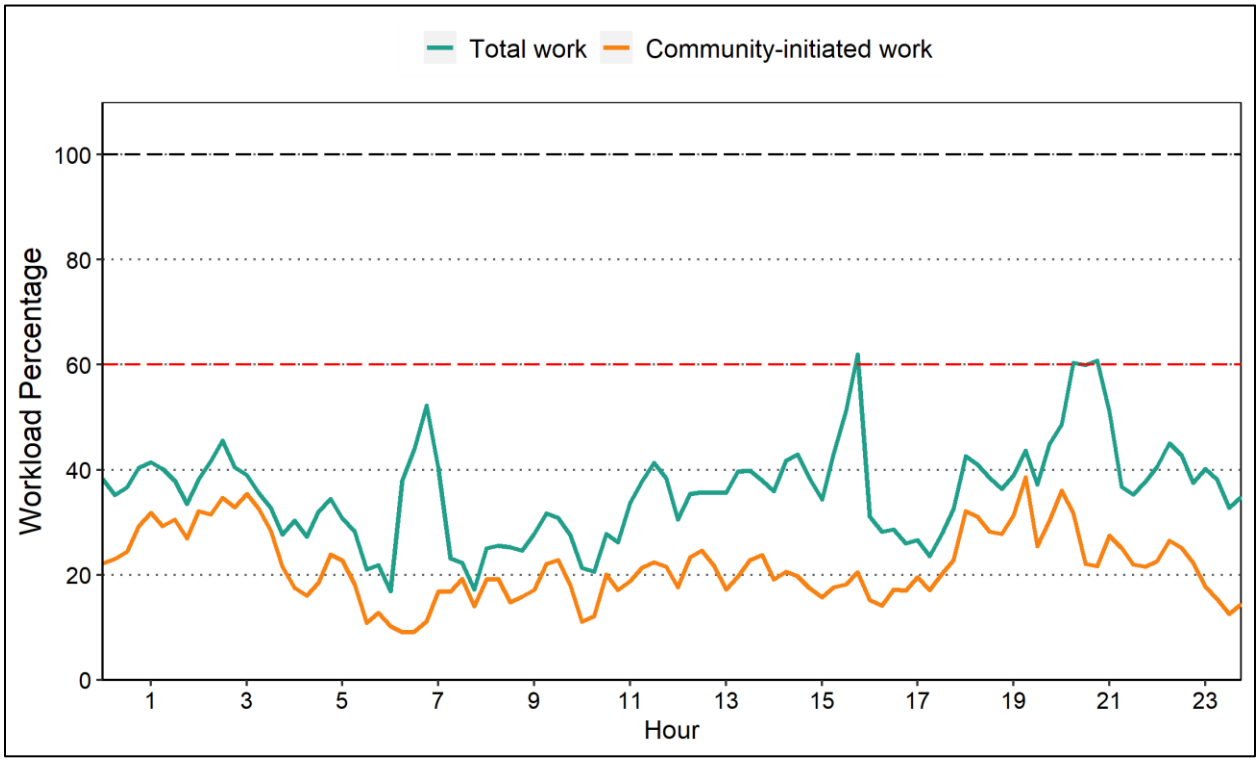


FIGURE 3-25: Percentage of Workload, Weekends, Summer 2021



Observations:

Winter:

- Community-initiated work:
  - During the week, the workload reached a maximum of 33 percent of deployment between 7:45 p.m. and 8:00 p.m. and between 11:15 p.m. and 11:30 p.m.
  - On weekends, the workload reached a maximum of 53 percent of deployment between 1:45 a.m. and 2:00 a.m.
- All work:
  - During the week, the workload reached a maximum of 57 percent of deployment between 5:00 p.m. and 5:30 p.m.
  - On weekends, the workload reached a maximum of 61 percent of deployment between 1:30 a.m. and 2:00 a.m.

Summer:

- Community-initiated work:
  - During the week, the workload reached a maximum of 43 percent of deployment between 11:30 a.m. and 11:45 a.m.
  - On weekends, the workload reached a maximum of 39 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
  - During the week, the workload reached a maximum of 68 percent of deployment between 3:45 p.m. and 4:00 p.m.
  - On weekends, the workload reached a maximum of 62 percent of deployment between 3:45 p.m. and 4:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

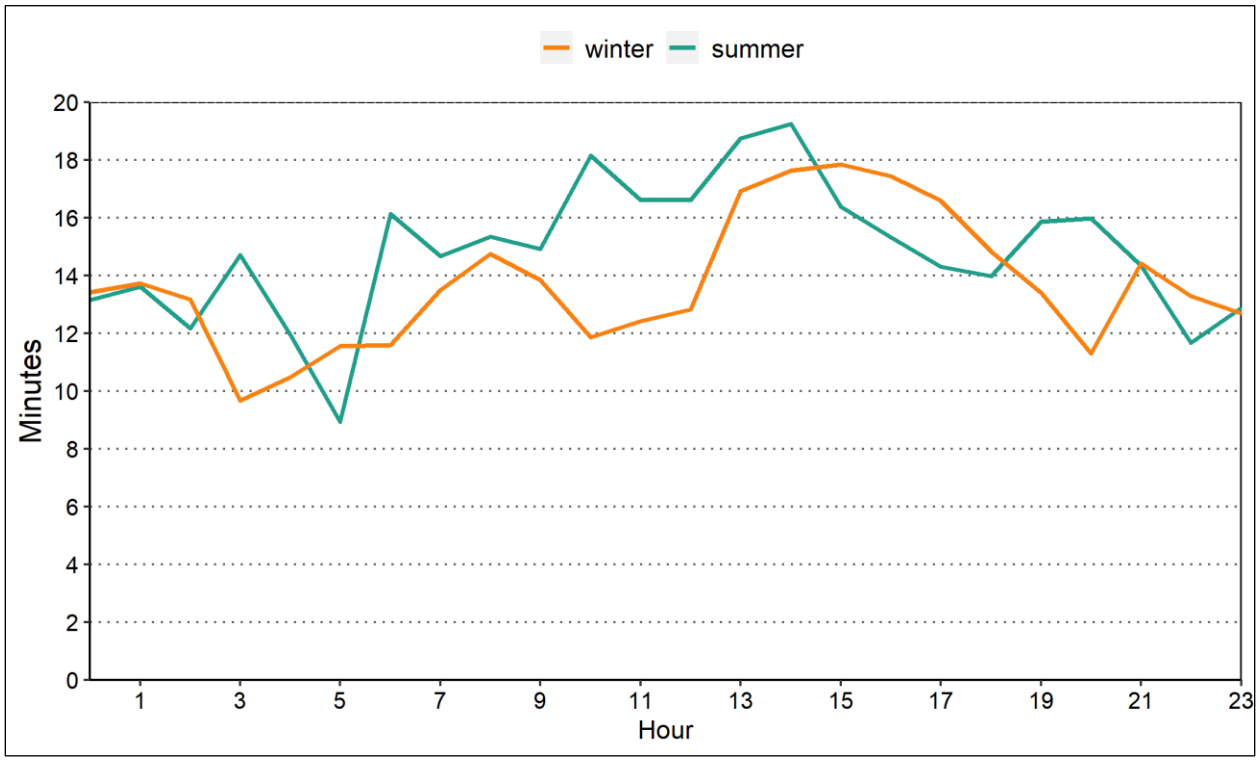
We begin the discussion with statistics that include all calls combined. We started with 3,210 calls for winter and 4,409 calls for summer. We limited our analysis to 2,411 community-initiated calls for winter and 2,866calls for summer. After excluding calls without valid arrival times and excluding calls located at the New Braunfels Police Department's headquarters, we were left with 2,122 calls in winter and 2,486 calls in summer for our analysis. For the entire year, we began with 51,250 calls, limited our analysis to 35,390 community-initiated calls, and further focused our analysis on 31,019 calls after applying the same rules regarding exclusions.

Our initial analysis does not distinguish calls based on their priority; instead, it examines the difference in response for all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 3-26: Average Response Time, by Hour of Day, Winter 2021 and Summer 2021



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 4:00 p.m. and 5:00 p.m., with an average of 17.8 minutes.
- In winter, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 9.7 minutes.
- In summer, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 19.2 minutes.
- In summer, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 8.9 minutes.

FIGURE 3-27: Average Response Time by Category, Winter 2021

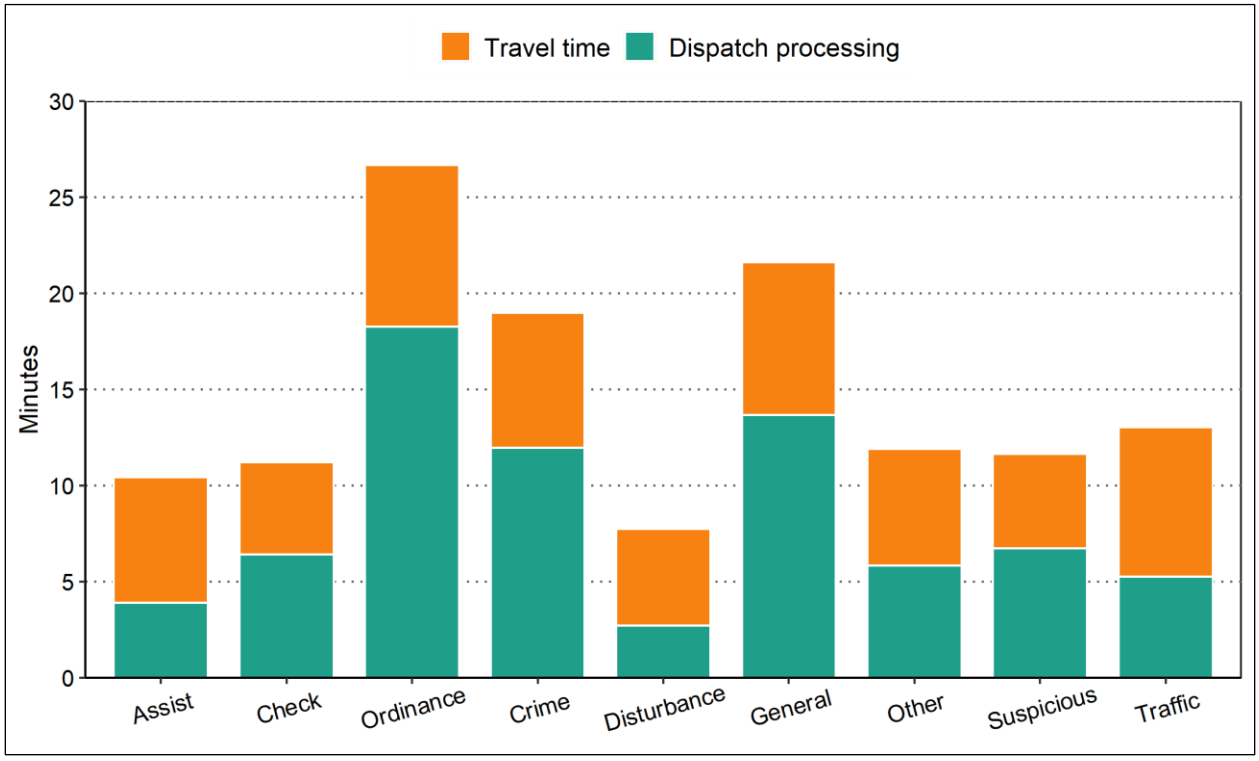


FIGURE 3-28: Average Response Time by Category, Summer 2021

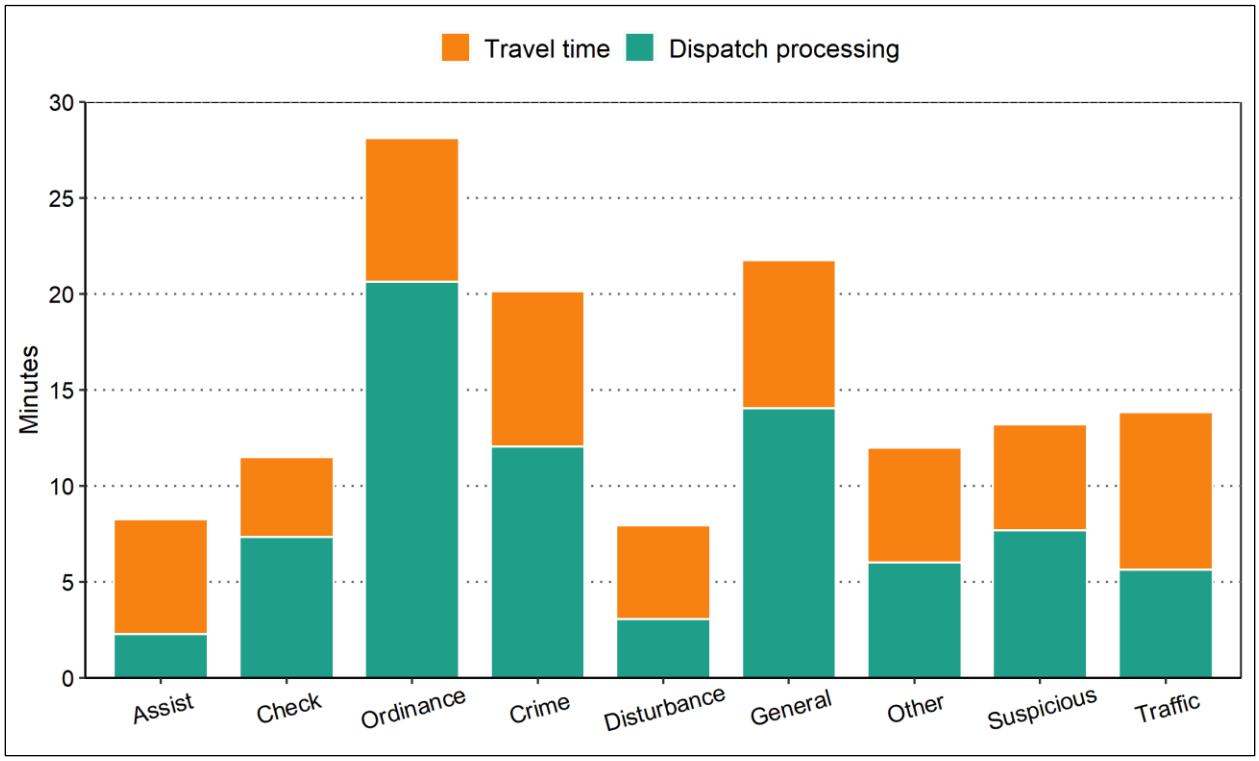


TABLE 3-15: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Calls	Minutes			Calls
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	5.9	8.3	14.2	226	5.9	9.0	14.9	297
Alarm	2.8	5.8	8.6	270	3.0	5.5	8.5	262
Animal	17.7	6.4	24.1	62	19.5	8.6	28.1	57
Assist other agency	3.9	6.5	10.4	72	2.3	6.0	8.2	65
Building or area check	6.4	4.8	11.2	38	7.3	4.2	11.5	43
City ordinance	18.2	8.4	26.7	95	20.6	7.5	28.1	170
Crime–person	10.7	7.2	17.9	111	11.4	8.7	20.0	103
Crime–property	13.2	6.7	19.8	110	12.3	7.7	20.0	178
Crime–substance	12.7	10.1	22.8	7	14.5	8.7	23.2	12
Disturbance	2.7	5.0	7.7	218	3.1	4.9	8.0	201
EDP	10.9	8.3	19.2	45	8.9	6.2	15.1	62
Investigation	8.2	6.3	14.5	343	8.0	6.3	14.3	401
Juvenile	11.4	8.8	20.2	20	10.0	8.6	18.6	25
Miscellaneous*	13.0	8.5	21.5	131	14.8	7.9	22.7	136
Suspicious person/vehicle	6.7	4.9	11.6	211	7.7	5.5	13.2	275
Traffic enforcement	4.4	7.0	11.4	163	5.2	7.1	12.3	199
Total Average	**7.6**	**6.6**	**14.2**	**2,122**	**8.4**	**6.8**	**15.2**	**2,486**

Note: The total average is weighted according to the number of calls per category. *The "miscellaneous" category also included calls from the "prisoner-arrest or transport" category which included fewer than 10 calls in both winter and summer.

Observations:

- In winter, the average response time for most categories was between 8 minutes and 23 minutes.
- In winter, the average response time was as short as 8 minutes (for disturbances) and as long as 27 minutes (for city ordinances).
- In summer, the average response time for most categories was between 8 minutes and 23 minutes.
- In summer, the average response time was as short as 8 minutes (for disturbances) and as long as 28 minutes (for city ordinances).
- The average response time for crimes was 19 minutes in winter and 20 minutes in summer.

TABLE 3-16: 90th Percentiles for Response Time Components, by Category

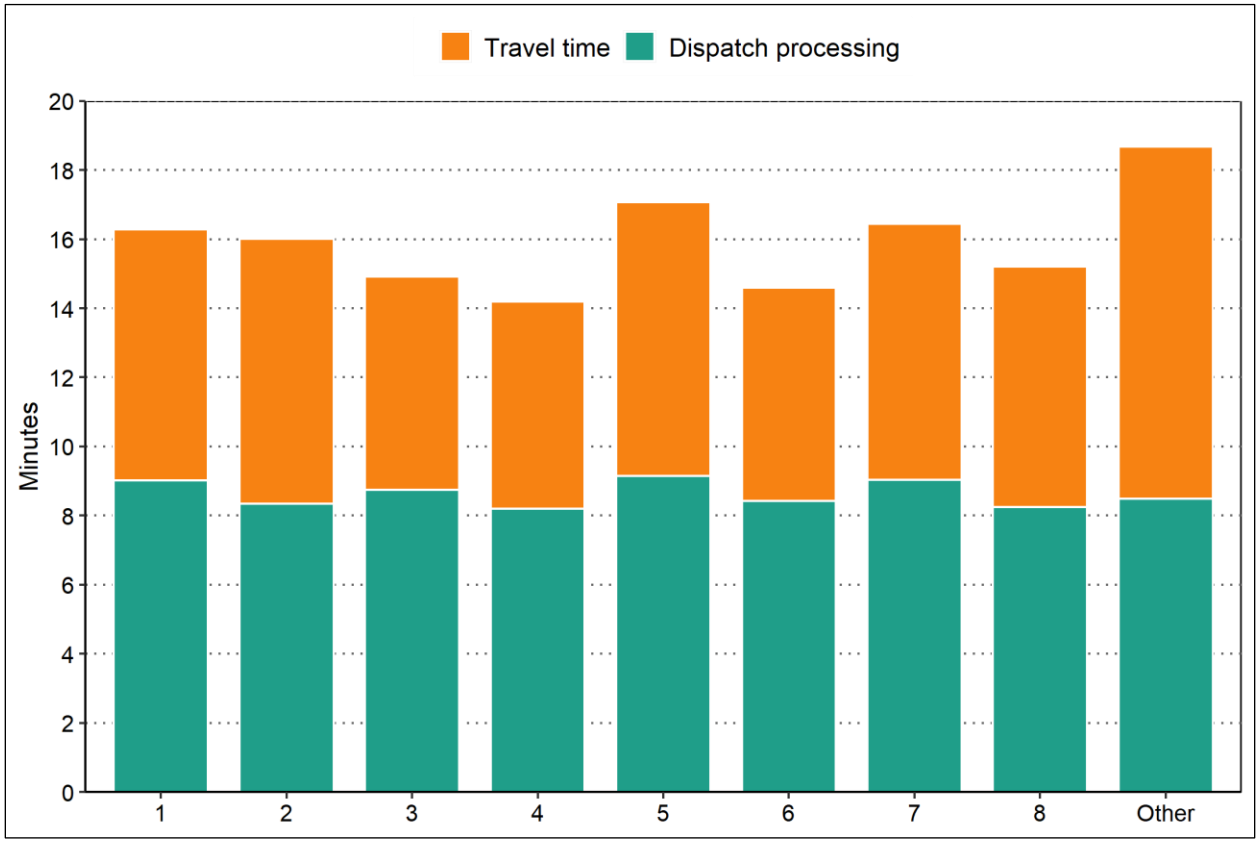
Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	12.2	19.2	27.7	12.7	19.9	29.3
Alarm	5.3	11.5	15.4	5.5	10.8	14.1
Animal	59.1	12.4	61.6	51.3	17.4	62.3
Assist other agency	8.9	11.1	18.7	5.8	11.1	16.6
Building or area check	10.1	11.3	22.4	13.3	8.5	17.8
City ordinance	41.5	18.5	50.9	59.3	15.5	66.9
Crime–person	32.9	15.8	38.4	37.2	28.6	52.6
Crime–property	37.7	13.7	45.5	36.6	14.6	55.0
Crime–substance	28.3	16.7	33.1	27.8	24.5	38.5
Disturbance	4.2	9.1	12.3	5.1	8.4	13.2
EDP	25.9	18.6	50.1	22.0	10.1	32.1
Investigation	15.4	12.9	28.2	16.6	12.4	26.9
Juvenile	28.2	21.0	43.6	29.7	15.6	35.4
Miscellaneous	38.3	21.3	56.5	33.8	19.9	45.3
Suspicious person/vehicle	15.6	10.3	23.0	17.7	11.1	25.1
Traffic enforcement	8.0	14.2	20.0	9.0	13.9	21.3
Total Average	**18.4**	**14.2**	**30.1**	**20.9**	**14.0**	**32.6**

Note: A 90th percentile value of 30.1 minutes means that 90 percent of all calls are responded to in fewer than 30.1 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 12 minutes (for disturbances) and as long as 53 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 13 minutes (for disturbances) and as long as 67 minutes (for city ordinances).

FIGURE 3-29: Average Response Time Components, by Zone



Note: Calls are grouped into 8 zones based on the first digit of their district code. For example, calls with district codes 11 and 12 are grouped as zone 1. The "other" category included calls without a recorded district and calls outside of designated districts. These averages reflect all calls with valid response times for the study period—a total of 31,019 calls.

TABLE 3-17: Average Response Time Components, by District

District	Minutes			Calls	Area (Sq. Miles)	Population (Census 2010)
	Dispatch	Travel	Response			
11	8.6	8.4	16.9	1,431	4.1	4,006
12	9.3	6.5	15.8	1,966	2.9	6,219
21	8.1	8.2	16.3	2,703	5.6	4,094
22	8.6	7.1	15.7	2,499	4.0	6,135
31	9.0	6.9	15.9	2,308	3.4	5,636
32	8.5	5.5	14.0	2,543	1.2	3,360
41	8.8	6.3	15.1	1,514	1.9	6,181
42	7.6	5.7	13.3	1,470	2.2	4,002
51	9.8	7.1	16.9	1,663	2.5	2,855
52	8.7	8.5	17.2	2,161	4.0	4,014
61	8.4	5.9	14.3	1,624	1.4	1,968
62	8.4	6.4	14.8	2,126	1.6	2,789
71	7.9	6.6	14.5	1,912	2.8	2,762
72	10.6	8.6	19.1	1,370	4.9	2,644
81	8.3	6.9	15.2	3,571	2.8	985
Other	8.5	10.2	18.7	158	NA	NA
Weighted Average/ Total	**8.6**	**7.0**	**15.6**	**31,019**	**45.4**	**57,650**

Observations:

- Except for calls in the "other" zones category, Zone 4 had the shortest average response time and Zone 5 had the highest average response time.
- Except for calls in the "other" zones category, Zone 4 had the shortest average dispatch processing times.

High-Priority Calls

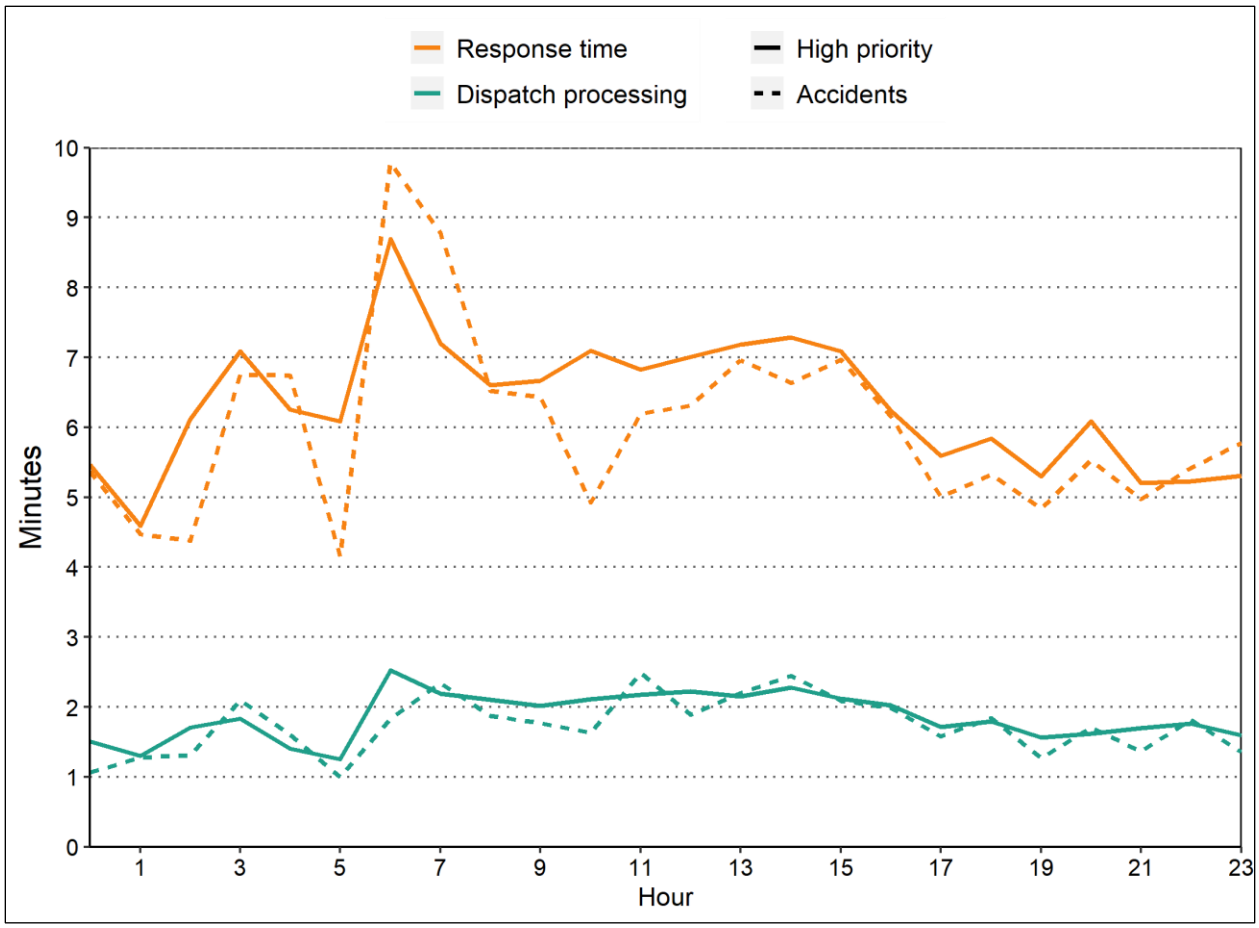
The department assigned priorities to calls with 1 as the highest priority. Table 3-18 shows average response times by priority, with an additional line for major accidents (call type "ACCIDENT-ENTRAP" and "ACCIDENT - MAJO"). Figure 3-30 focuses on priority 1 calls and major accident calls.

TABLE 3-18: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls	90th Percentile
1	1.9	4.4	6.2	1,913	10.4
2	4.7	6.7	11.5	11,773	21.9
3	8.7	7.3	16.0	6,745	33.4
4	14.1	7.5	21.7	10,588	52.2
Weighted Average/Total	**8.6**	**7.0**	**15.6**	**31,019**	**34.5**
Major accidents	1.9	4.2	6.1	544	10.8

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 3-30: Average Response Time and Dispatch Processing Time, for High-Priority Calls and Major Accidents, by Hour



Note: Between 3:00 a.m. and 4:00 a.m., there was only one major accident call.

Observations:

- High-priority calls had an average response time of 6.2 minutes, lower than the overall average of 15.6 minutes for all calls.
- Average dispatch processing was 1.9 minutes for high-priority calls, compared to 8.6 minutes overall.
- Average response time for injury accidents was 6.1 minutes, with a dispatch processing of 1.9 minutes.
- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 8.7 minutes.
- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 4.6 minutes.
- For injury accidents, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 9.8 minutes.
- For injury accidents, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 4.2 minutes.

TRAFFIC UNITS

Between January 1, 2021, and December 31, 2021, the dispatch center recorded 3,226 calls that involved Traffic units. During this period the dispatch center also recorded activities assigned to Traffic units that were not assigned a call number. 884 noncall activities were included in the analysis.

This section gives an overview of the number of calls, noncall activities, deployment, and workload for Traffic units. The first three tables contain data for the entire year. For the next two figures, the detailed workload analysis, we use two four-week sample periods. The first period is from February 1 through February 28, 2021, or winter, and the second period is from August 1 through August 28, 2021, or summer. Our detailed workload analysis focuses on the hours between 7:00 a.m. and 5:00 p.m.

TABLE 3-19: Traffic Unit's Calls and Workload by Category

Category	Calls	Work Hours
Accident	946	644.7
Alarm	28	4.2
Animal	9	1.8
Assist other agency	47	34.7
Building or area check	37	8.4
City ordinance	242	69.3
Crime–person	33	28.8
Crime–property	20	10.6
Crime–substance	10	14.5
Disturbance	51	23.7
Edp	14	6.7
Investigation	112	37.5
Juvenile	4	1.6
Miscellaneous	72	24.1
Prisoner–arrest or transport	2	1.5
Suspicious person/vehicle	44	10.7
Traffic enforcement	1,555	302.9
Total	**3,226**	**1,225.8**

TABLE 3-20: Traffic Unit's Activities and Occupied Times by Description

Description	Occupied Time	Count
1488	84.8	75
At residence	16.4	11
At station	105.3	22
Evidence/court related	95.7	18
Follow up	83.7	24
Meeting	117.2	12
On duty	42.4	18
Public service	22.0	14
Special assignment	81.8	19
Training	151.6	9
Vehicle/equipment maintenance	59.2	24
Miscellaneous	58.7	415
Administrative - Weighted Average/Total Activities	**66.2**	**661**
Personal - Meal	**58.4**	**223**
Weighted Average/Total Activities	**64.3**	**884**

Note: Activities that lasted less than 30 seconds or over 10 hours were excluded.

Observations:

- 78 percent of the calls and 77 percent of the workload were traffic-related.
- Noncall activities had an average duration of 64.3 minutes.

FIGURE 3-31: Traffic Unit's Calls per Day, by Month

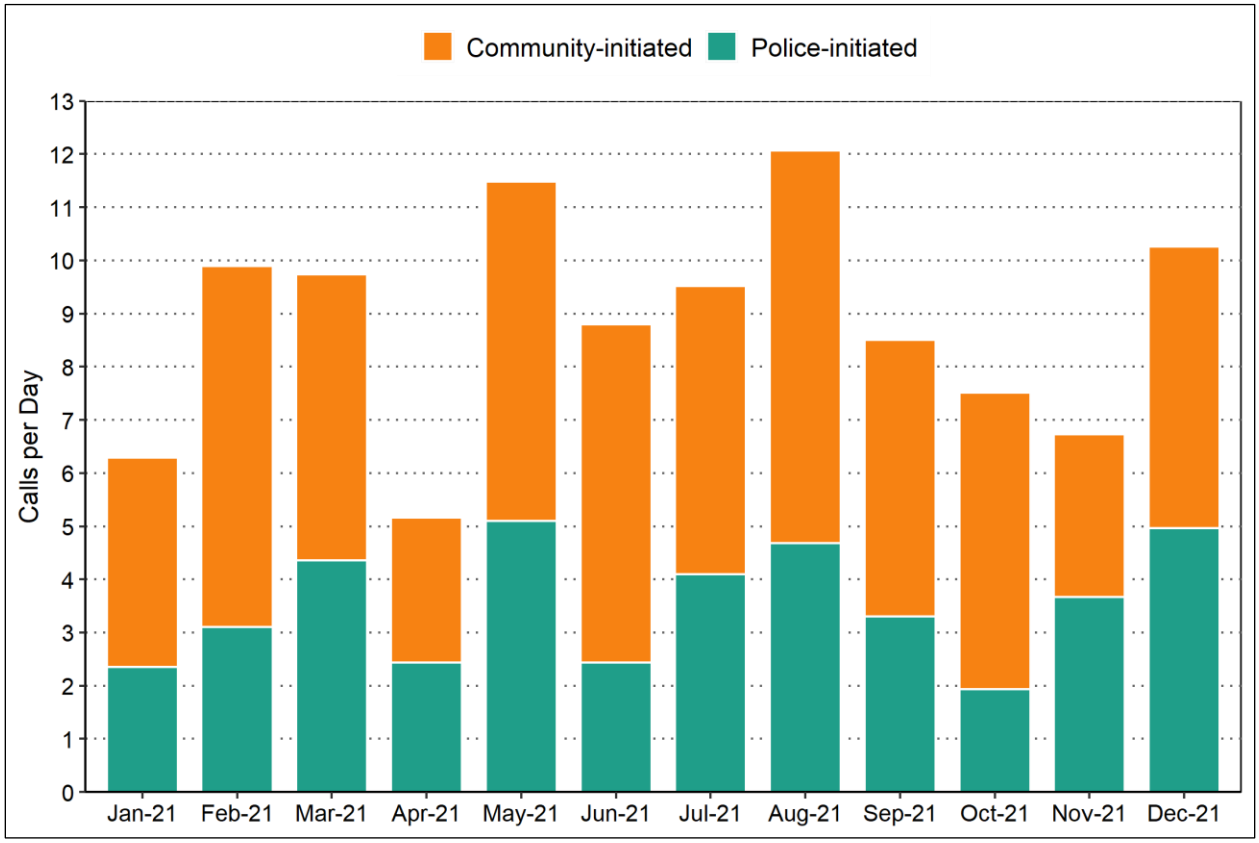


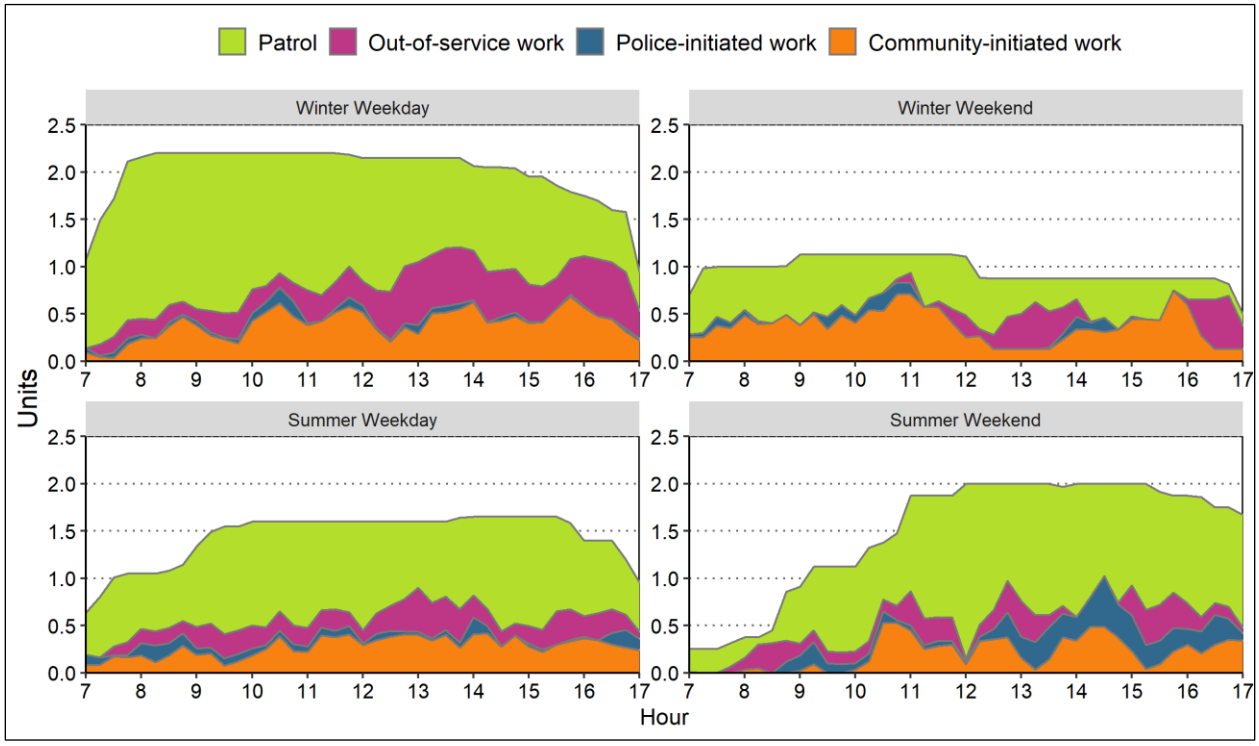
TABLE 3-21: Traffic Units Calls per Day, by Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	3.9	6.8	5.4	2.7	6.4	6.4	5.4	7.4	5.2	5.6	3.1	5.3
Police	2.4	3.1	4.4	2.4	5.1	2.4	4.1	4.7	3.3	1.9	3.7	5.0
Total	**6.3**	**9.9**	**9.7**	**5.2**	**11.5**	**8.8**	**9.5**	**12.1**	**8.5**	**7.5**	**6.7**	**10.3**

Observations:

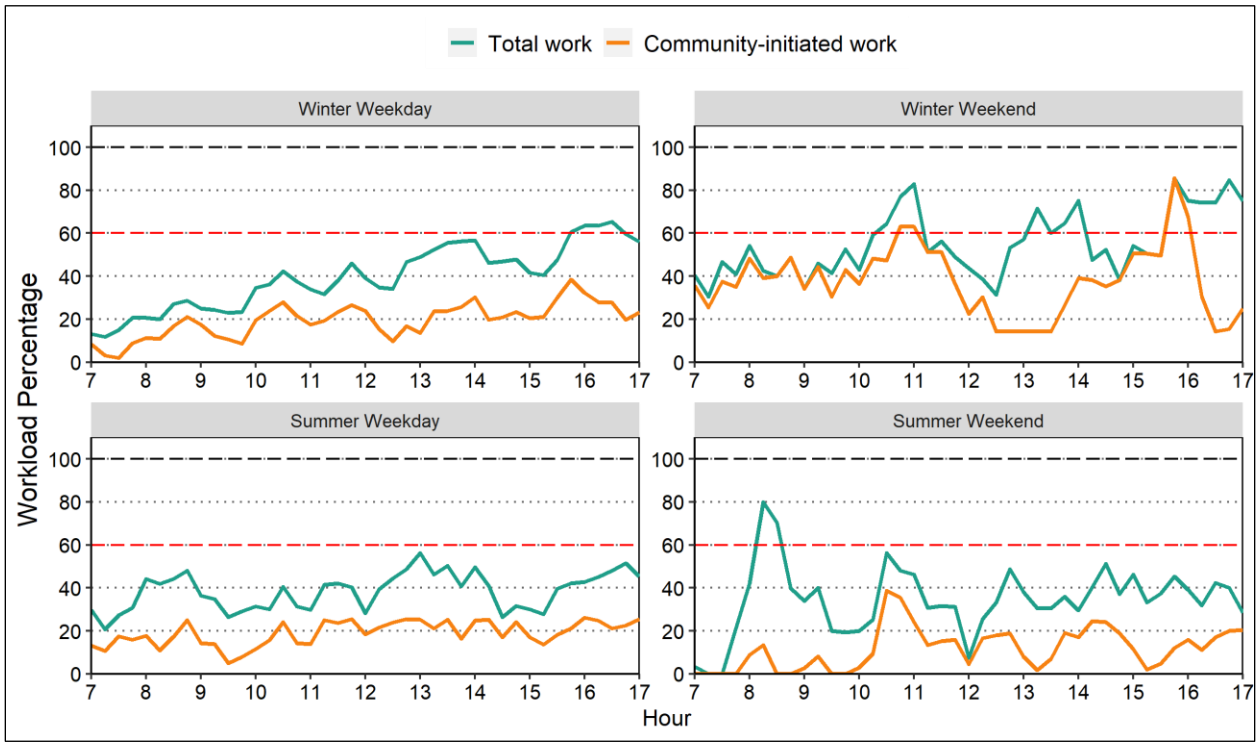
- April had the least number of calls per day.
- August had the most calls per day.

FIGURE 3-32: Deployment and All Workload, Traffic Units



Note: We limit this and the following graph from 7:00 a.m. to 5:00 p.m. as traffic officers were mostly deployed during these times.

FIGURE 3-33: Workload Percentage by Hour, Traffic Units



Observations:

Winter:

- Deployment:
  - The average deployment was 1.5 officers per hour from 7:00 a.m. to 5:00 p.m. in winter.
  - The average deployment was 2.0 officers per hour during the week and 1.0 officers per hour on the weekend.
  - Average deployment varied from 0.9 to 2.2 officers per hour on weekdays and 0.5 to 1.1 officers per hour on weekends.
- Community-initiated work:
  - Average community-initiated workload was 0.4 officers per hour during the week and 0.4 officers per hour on weekends.
  - This was approximately 20 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.
  - During the week, the workload reached a maximum of 38 percent of deployment between 3:45 p.m. and 4:00 p.m.
  - On weekends, the workload reached a maximum of 86 percent of deployment between 3:45 p.m. and 4:00 p.m.
- All work:
  - Average total workload was 0.8 officers per hour during the week and 0.5 officers per hour on weekends.
  - This was approximately 39 percent of hourly deployment during the week and 55 percent of hourly deployment on weekends.
  - During the week, the workload reached a maximum of 65 percent of deployment between 4:30 p.m. and 4:45 p.m.
  - On weekends, the workload reached a maximum of 86 percent of deployment between 3:45 p.m. and 4:00 p.m.

Summer:

- Deployment:
  - The average deployment was 1.5 officers per hour from 7:00 a.m. to 5:00 p.m. in summer.
  - The average deployment was 1.4 officers per hour during the week and 1.5 officers per hour on the weekend.
  - Average deployment varied from 0.6 to 1.7 officers per hour on weekdays and 0.3 to 2.0 officers per hour on weekends.
- Community-initiated work:
  - Average community-initiated workload was 0.3 officers per hour during the week and 0.2 officers per hour on weekends.

- This was approximately 19 percent of hourly deployment during the week and 14 percent of hourly deployment on weekends.
- During the week, the workload reached a maximum of 26 percent of deployment between 4:00 p.m. and 4:15 p.m.
- On weekends, the workload reached a maximum of 39 percent of deployment between 10:30 a.m. and 10:45 a.m.

- All work:
  - Average total workload was 0.6 officers per hour during the week and 0.5 officers per hour on weekends.
  - This was approximately 38 percent of hourly deployment during the week and 36 percent of hourly deployment on weekends.
  - During the week, the workload reached a maximum of 56 percent of deployment between 1:00 p.m. and 1:15 p.m.
  - On weekends, the workload reached a maximum of 80 percent of deployment between 8:15 a.m. and 8:30 a.m.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2021, to December 31, 2021, were classified within the following categories. Call descriptions are included as typed including abbreviations and misspellings.

TABLE 3-22: Call Type, by Category

Call Type	Table Category	Figure Category
SERVE WARRANT	Prisoner–arrest or transport	Arrest
TRANSFER		
AGENCY ASSIST	Assist other agency	Assist
AIRCRAFT EMERG3		
ALLERGIC REACTI		
ASSIST AGENCY		
ASSIST OTHER AG		
ASSIST PD MEDIC		
CARDIAC ARREST		
CHEST PAINS		
CHOKING		
CVA		
DELIVER MESSAGE		
DIABETIC		
DIFF BREATHING		
DOWNED POWER /		
DROWNING		
EXPLOSION		
FAINTING		
FALL		
FIRE ALARM		
FIRE OTHER		
FUEL SPILL		
HEMORRAGING		
INJURED PARTY		
MEDICAL ALARM		
MUTUAL AID		
OBSTETRIC		
RESCUE WATER		
SEIZURE		
SICK PARTY		
SMELL OF GAS		
SMELL OF SMOKE		
STRUCTURE FIRE		
UNAUTH BURN		
VEH FIRE MAJOR		

Call Type	Table Category	Figure Category
VEHICLE FIRE		
ATTEMPT LOCATE	Building or area check	Building or area check
ATTEMPT TO LOCA		
BUSINESS CHECK		
POWER LINE DOWN		
UNSECURE BLDG		
UNSECURE VEHCLE		
ABANDON VEHICLE	City ordinance	City ordinance
ILLEGALLY PARKE		
LITTERING		
NOISE COMPLAINT		
PARKING COMPLNT		
VCO-CONTAINER		
VCO-FIREWORKS		
VCO-GENERAL		
VCO-GLASS		
VCO-JUMPING		
VCO-NOISE RIVER		
VCO-OTHER		
VCO-OTHER RIVER		
VCO-SOLICITOR		
VCO-STYROFOAM		
VCO - DISPOSABL		
VCO - FIREWORKS		
VCO - NOISE ON		
VCO - OTHER RIV		
VCO - SOLICITOR		
ASSAULT-COMPLET	Crime–person	Crime
ASSAULT COMPLT		
ASSAULT MEDICAL		
ASSAULT NO WEAP		
ASSAULT WEAPONS		
BOMB THREAT		
FIGHT IN PROGRE		
FIGHT IP		
GUN SHOT VICTIM		
HARASSMENT		
INDECENT EXPOSE		
INDECENT EXPOSU		
INTOX PERSON		
INTOXICATED PER		
KIDNAPPING		

Call Type	Table Category	Figure Category
MAN WITH A GUN		
PORNOGRAPHY		
PROSTITUTION		
ROBBERY		
SEX OFFENSE		
SEXUAL ASSAULT		
STABBING		
STALKING		
STALKING IN PRO		
STALKING IP		
TERROR THREAT		
TERRORISTIC THR		
VIOLATE P.O.		
VIOLATE P.O. IP		
VIOLATE PROTECT		
BURG COMPLETE	Crime–property	
BURG IP		
BURGLARY - ALL		
CRIM MISCH COMP		
CRIM MISCH IP		
CRIM TRESP COMP		
CRIM TRESP IP		
CRIMINAL MISCHI		
CRIMINAL TRESPA		
FRAUD COMPLETED		
FRAUD IN PROGRE		
FRAUD IP		
PROPERTY DAMAGE		
RECOVER PROPRTY		
RECOVER VEHICLE		
RECOVERED STOLE		
STOLEN VEHICLE		
THEFT		
THEFT IN PROGRE		
THEFT IP		
UUMV COMPLETE		
UUMV IP		
ALCOHOL OFFENSE	Crime–substance	
DRUGS		
DRUGS / PARAPHE		
DRUGS IP		

Call Type	Table Category	Figure Category
TOBACCO OFFENSE		
DISTURB WEAPONS	Disturbance	Disturbance
DISTURBANCE		
DISTURBANCE IP		
DISTURBANCE WIT		
ANIMAL-NOISE	Animal	General noncriminal
ANIMAL-NON EMER		
ANIMAL-OFFICER		
ANIMAL BITE		
ANIMAL CALL / N		
ANIMAL CALL / O		
LOOSE LIVESTOCK		
EDP TRANSPORT	EDP	
MENTAL SUBJECT		
MHU FOLLOW UP		
MHUF		
OVERDOSE		
PSYCHIATRIC		
SUICIDE ATTEMPT		
SUICIDE THREAT		
CHILD NEED SUPR	Juvenile	
LOCATE RUNAWAY		
RUNAWAY		
ASSIST CITIZEN	Miscellaneous	
ASSIST PUBLIC F		
CIVIL MATTER		
ESCORT		
FOUND PROPERTY		
LOCKOUT		
LOST PROPERTY		
LOW WATER/FLOOD		
MISC INFO		
MISC. INFORMATI		
SPEAK OFFICER		
SPEAK SUPERVSR		
SPEAK WITH OFFI		
SPEAK WITH SUPE		
ALARM	Alarm	Other investigation
ALARM-PANIC		
ALARM - PANIC		
911 HANGUP	Investigation	

Call Type	Table Category	Figure Category
CHILD CUSTODY		
DECEASED PERSON		
FOLLOW UP		
HOSPICE DEATH		
K9 DEPLOYMENT		
LOCATE MISSING		
MISSING PERSON		
OPEN / UNSECURE		
PEDESTRIAN STOP		
PURSUIT		
SEARCH WARRANT		
SHOTS FIRED		
UNCONSCIOUS UNK		
VAGRANCY		
WELFARE CONCERN		
PROWLER	Suspicious person/vehicle	Suspicious incident
SUSP CIRC		
SUSP PERSON		
SUSP VEHICLE		
SUSPICIOUS CIRC		
SUSPICIOUS PERS		
SUSPICIOUS VEHI		
ACCIDENT-ENTRAP	Accident	Traffic
ACCIDENT-PRIVAT		
ACCIDENT - MAJO		
ACCIDENT - MINO		
ACCIDENT - PRIV		
INTOX DRIVER	Traffic enforcement	
INTOXICATED DRI		
RECKLESS DRIVER		
STALLED VEHICLE		
TRAFFIC CONTROL		
TRAFFIC HAZARD		
TRAFFIC STOP		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2011 through 2020, along with clearance rates for 2019 and 2020. Crime rates are expressed as incidents per 100,000 people.

TABLE 3-23: Reported Crime Rates in 2019 and 2020, by City

Municipality	State	2019				2020			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Austin	TX	986,062	401	3,711	4,111	1,000,276	467	3,631	4,098
Bryan	TX	86,632	427	2,226	2,653	87,435	530	1,965	2,494
Conroe	TX	90,900	219	2,400	2,619	94,451	185	2,473	2,659
Denton	TX	141,492	234	1,883	2,117	94,451	185	2,473	2,659
Georgetown	TX	78,332	105	932	1,037	84,210	146	1,279	1,425
Grand Prairie	TX	196,971	72	1,925	1,997	196,990	245	1,924	2,170
League City	TX	109,401	111	1,359	1,470	110,518	115	1,351	1,466
North Richland Hills	TX	71,816	199	1,781	1,980	71,520	187	1,654	1,841
Round Rock	TX	132,747	124	1,684	1,808	137,593	134	1,659	1,793
San Antonio	TX	1,559,166	709	4,324	5,033	1,573,189	735	3,627	4,362
San Marcos	TX	66,279	367	2,308	2,675	67,432	420	2,104	2,524
New Braunfels	**TX**	**88,706**	**248**	**1,263**	**1,511**	**94,751**	**231**	**1,298**	**1,529**
Texas		**28,995,881**	**419**	**2,391**	**2,810**	**29,360,759**	**443**	**2,224**	**2,667**
National		**328,239,523**	**379**	**2,010**	**2,489**	**331,449,281**	**399**	**1,958**	**2,357**

FIGURE 3-34: Reported New Braunfels Violent and Property Crime Rates, by Year

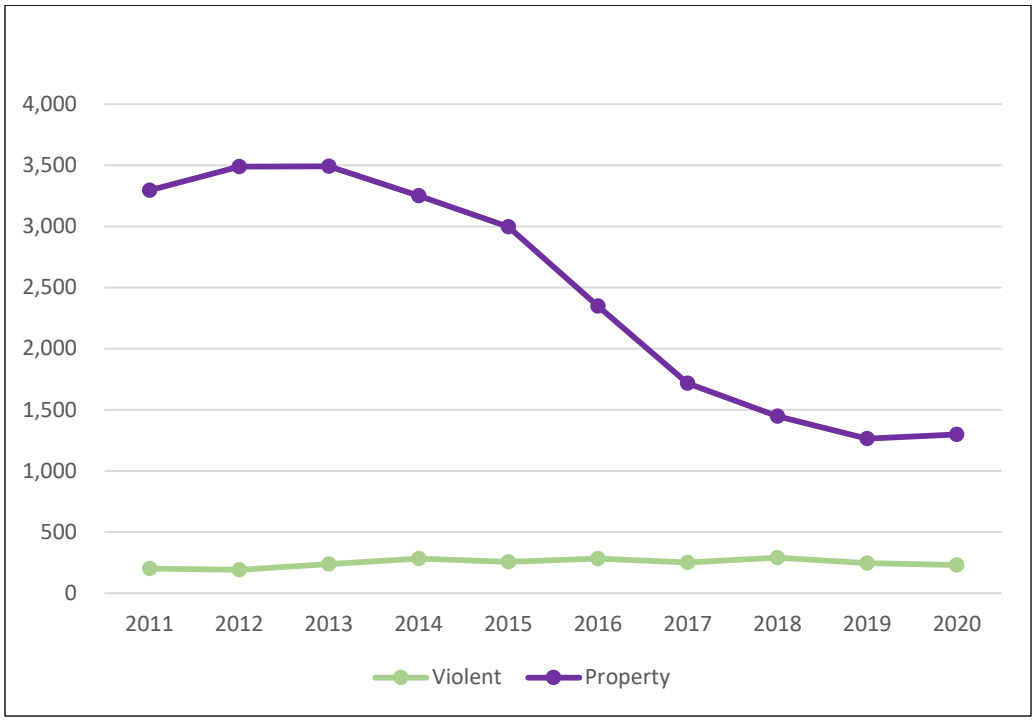


FIGURE 3-35: Reported City and State Crime Rates, by Year

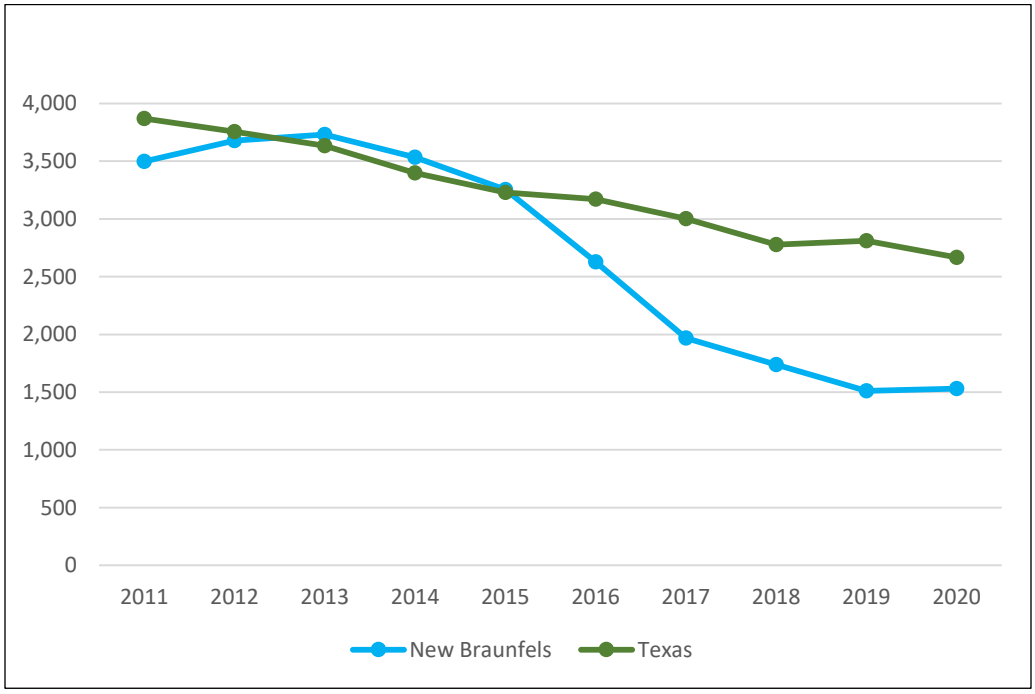


TABLE 3-24: Reported New Braunfels, Texas, and National Crime Rates, by Year

Year	New Braunfels				Texas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2011	58,955	202	3,296	3,498	25,756,300	406	3,463	3,869	317,186,963	376	2,800	3,176
2012	60,482	190	3,489	3,679	26,143,479	407	3,349	3,756	319,697,368	377	2,758	3,135
2013	61,651	238	3,492	3,731	26,533,703	399	3,235	3,634	321,947,240	362	2,627	2,989
2014	64,622	282	3,251	3,533	27,043,226	404	2,995	3,399	324,699,246	357	2,464	2,821
2015	68,641	255	2,998	3,253	27,555,914	410	2,818	3,228	327,455,769	368	2,376	2,744
2016	73,334	282	2,347	2,629	27,948,471	432	2,739	3,171	329,308,297	383	2,353	2,736
2017	76,993	251	1,716	1,967	28,304,596	439	2,563	3,002	325,719,178	383	2,362	2,745
2018	82,739	291	1,447	1,738	28,701,845	411	2,367	2,778	327,167,434	369	2,200	2,568
2019	88,706	247	1,263	1,510	28,995,881	419	2,391	2,810	328,239,523	379	2,010	2,489
2020	94,751	231	1,298	1,529	29,360,759	443	2,224	2,667	331,449,281	399	1,958	2,357

TABLE 3-25: Reported New Braunfels, Texas, and National Crime Clearance Rates, 2019

Crime	New Braunfels			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	2	67%	1,246	771	62%	14,325	8,796	61%
Rape	21	5	24%	13,404	3,423	26%	124,817	41,065	33%
Robbery	25	6	24%	23,832	4,924	21%	239,643	73,091	31%
Aggravated Assault	171	77	45%	67,070	27,905	42%	726,778	380,105	52%
Burglary	209	14	7%	99,375	9,318	9%	981,264	138,358	14%
Larceny	805	114	14%	452,896	61,865	14%	4,533,178	834,105	18%
Vehicle Theft	106	21	20%	64,044	7,896	12%	655,778	90,497	14%

TABLE 3-26: Reported New Braunfels, Texas, and National Crime Clearance Rates, 2020

Crime	New Braunfels			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	6	3	50%	1,927	1,023	53%	18,109	9,851	54%
Rape	10	2	20%	13,327	2,692	20%	110,095	33,689	31%
Robbery	25	3	12%	26,750	5,056	19%	209,643	60,377	29%
Aggravated Assault	177	65	37%	88,030	31,955	36%	799,678	371,051	46%
Burglary	206	11	5%	108,015	8,641	8%	898,176	125,745	14%
Larceny	863	105	12%	461,421	47,065	10%	4,004,124	604,623	15%
Vehicle Theft	158	17	11%	83,504	8,434	10%	727,045	89,427	12%

SECTION 4. ADDITIONAL WORKLOAD ANALYSIS AND ASSESSMENT

As we previously mentioned in the Introduction, the results of the initial Data Analysis were questioned by some key NBPD staff member(s). Therefore, an additional analysis of workload demands was sought by the city. Here, we further examine this issue. To do so, we will rely on the following:

- Information contained in *Section 3, Data Analysis.*
- Additional data contained in the records management system (RMS) to include cases in which a formal police report was written and arrest data.
- Citation data obtained from the Municipal Court.
- Documents requested from and provided by the department.
- Interviews conducted with relevant staff as identified by the department and CPSM.
- On-site observations.

We begin with a further analysis of data contained in the Data Analysis report, along with that obtained from the department's RMS and the Municipal Court. Here, we break down this data to identify average workload handled by individual Patrol-related officers both on an annual as well as per shift basis.

PRESENT STAFFING/DEPLOYMENTS RELATIVE TO WORKLOAD DEMAND

The major data sources that we examine for this discussion include:

- Community- and Police-Initiated Workload Data (Tables 3-5 and 3-6 from the Data Analysis).
- Non-call activity (Table 3-11 from the Data Analysis).
- Deployment and Workload Percentages (Figures 3-18 through 3-25 from the Data Analysis).
- Records management system (RMS)-captured workload provided by NBPD and the Municipal Court (Table 4-1, which follows).
- Average Response Time, by Priority (Table 3-18 from the Data Analysis).

First, we examine Community- and Police-initiated Workload (Call for Service and Non-call activity from Tables 3-5, 3-6, and 3-11).

The department reported that a total of 86 full-time police officers were authorized in the Operations Division in 2021 (includes 75 Patrol officers, seven K-9 officers, and four Traffic officers). The actual number fluctuates throughout the year based upon staffing vacancies and internal assignment decisions. Nonetheless, these fluctuations will only minimally impact this analysis, as we will demonstrate later.

Based upon CAD data provided by the department for 2021 (Tables 3-5, 3-6, and 3-11), Patrol officers responded to approximately 35,390 calls for service from the public, conducted 15,680 self-initiated activities, and engaged in 22,647 non-call activities.

If one assumes every activity was handled equally among officers and each Patrol officer worked the equivalent of 180 ten-hour shifts per year (assumes seven weeks leave average), each of the 86 officers:

- Served as the primary handling unit on about 411.5 calls for service from the public (2.3 calls per shift). Average daily time commitment of 74.8 minutes.
- Assisted on 329.2 calls for service from the public (1.8 per shift). Average daily time commitment of 59.4 minutes.
- Conducted 184.4 self-initiated activities (1.02 per shift), of which 75 percent were traffic enforcement stops. Average daily time commitment of 18.7 minutes.
- Assisted on 55.3 self-initiated activities (0.3 per shift). Average daily time commitment of 5.49 minutes.
- Engaged in 263.3 non-call activities (1.5 per shift). Average daily time commitment of 66.4 minutes.

Per officer, this amounts to an average daily workload total of 224.8 minutes, or 3.75 hours per 10-hour shift.

It is important to note here that the remaining time should not be mistaken for idle time. It is during this remaining time that officers are expected to be patrolling high-crime areas, areas with high rates of traffic collisions, traffic complaint locations, engaging with community members, and spending time in neighborhood problem solving, etc.

Please note: It is related to the above workload data that some department member(s) expressed concern regarding the accuracy of staffing numbers utilized in Section 3, Data Analysis as it compared staffing to workload. Specifically, there was concern that CPSM overcounted the actual number of officers on duty and as a result the workload demand on officers was underreported.

Calculating the Same Workload with Fewer Officers

While we acknowledge that our calculations are affected by the manner in which the NBPD CAD system records officer staffing and workload, we do not believe that this significantly altered workload percentages. To illustrate this, we will utilize the above data and formula, but reduce available staffing by 12 percent from 86 to 76 officers.

This is simply an illustration, but one that we believe supports our assessment that the combination of this and all other considered data provides sufficiently accurate information upon which the city and police department can form a reasonable conclusion regarding overall patrol-related workload demands and how the Patrol function is positioned to manage those demands.

Following are the same activity and workload bullets as seen above, but calculated for 76 officers. In the bullets that follow, the numbers from the previous bullets remain but we show them in italics and color to allow for ease of comparison.

/ / /

If one assumes every activity was handled equally among officers and each Patrol officer worked the equivalent of 180 ten-hour shifts per year (assumes seven weeks leave average), each of the 76 (86) officers:

- Served as the primary handling unit on about 465.7 (*411.5*) calls for service from the public (2.6 [*2.3*] calls per shift). Average daily time commitment of 84.1 (*74.8*) minutes.
- Assisted on 372.5 (*329.2*) calls for service from the public (2.1 [*1.8*] per shift). Average daily time commitment of 68.2 (*59.4*) minutes.
- Conducted 206.3 (*184.4*) self-initiated activities (1.14 [*1.02*] per shift), of which 75 (*75*) percent were traffic enforcement stops. Average daily time commitment of 20.9 (*18.7*) minutes.
- Assisted on 61.9 (*55.3*) self-initiated activities (0.34 [*0.3*] per shift). Average daily time commitment of 6.3 (*5.49*) minutes.
- Engaged in 298 (*263.3*) non-call activities (1.66 [*1.5*] per shift). Average daily time commitment of 75.2 (*66.4*) minutes.

Per officer, this amounts to an average daily total of 254.7 (*224.8*), or 4.25 (*3.75*) hours per 10-hour shift.

/ / /

Once again, while we can reduce the staffing numbers for this illustration, the CAD call data reflects not only workload of on-duty patrol officers but also workload performed by Patrol officers when working an off-duty special assignment. To that end, these numbers reflect slightly higher than actual workload demands.

Next we consider Deployment and Workload Percentages from Figures 18 through 25.

The following reflects average workload percentages:

- Winter weekdays: Community-initiated workload–20 percent; All workload–36 percent.
- Winter weekends: Community-initiated workload–26 percent; All workload–38 percent.
- Summer weekdays: Community-initiated workload–21 percent; All workload–40 percent.
- Summer weekends: Community-initiated workload–22 percent; All workload–37 percent.

Cumulatively, all workload averages 37.75 percent over the four workload periods. Collectively, this deployment and workload data establishes that workload demands in New Braunfels generally fall within the accepted standards established in the "Rule of 60" discussion (which was included in the prior full operations assessment and data analysis report from 2017). As well, the data reflects workload demands that are lower on average than those of other agencies studied by CPSM (see Table 4-2, which will follow).

Nonetheless, based upon department concerns regarding the number of staff factored into the workload assessment, we utilized a computer program to identify, hypothetically, how NBPD workload percentages would be impacted by different authorized staffing numbers. Once again, we utilized workload data from Tables 3-5, 3-6, and 3-11 for these calculations.

For this hypothetical comparison, if authorized patrol staffing were reduced from the present level of 86 personnel to an authorized level of 76 personnel, the total workload would increase to an average of 42.75 percent. Conversely, if patrol staffing were increased from the present level of 86 personnel to 96 authorized personnel, average total workload, presently 37.75 percent, would be reduced to 33.85 percent.

These workload percentages can be calculated based upon any authorized staffing level established. In other words, should the city and department want to set a desired percentage of

uncommitted time for patrol personnel, CPSM can readily identify the number of patrol officers necessary to meet that numerical objective.

Next we look at workload captured in the records management system (RMS) including the number of cases in which a formal police report was written, arrests made (includes adult arrests and juvenile detentions), and citations issued by the department, each in its entirety. This data is not available through the CAD system, and though the associated workload was considered in the original Data Analysis report, it was not provided in this format.

While the department was able to provide information on cases in which a formal police report was written, as well as arrest data, staff indicated that they do not maintain citation records in-house. Rather, citation data was obtained from the Municipal Court. This was presented on an Excel spreadsheet with data that combined moving violations, parking violations, and criminal offenses such as public intoxication, theft, possession of drug paraphernalia, etc. Citations in criminal offenses reflect that the arrested individual was released on a citation in lieu of or after being transported and booked into the county jail.

In the case of a citation issued for a criminal offense, the data would be duplicated in both the arrest numbers and the number of reports written. In other words, a case involving an arrest for public intoxication would be numerically included in each of the three categories reported here.

These numbers represent the workload of the entire department, not just patrol related officers. To isolate patrol officer activity from all others is a task that would require department personnel to examine each record, a task that is both unreasonable and unnecessary given the time required. Therefore, in calculations presented, we credited core Patrol-related officers with all workload data, though some limited amount could be credited to other personnel, as we will describe shortly. As such, the numbers are skewed on the high-side. Nonetheless, the numbers are useful for this discussion.

The following table reflects the total number of cases in which a formal police report was written, the total number of arrests made, and citation data as available for the past five years.

TABLE 4-1: Written Reports, Arrests, and Citations, Department-Wide, 2017–2021

Workload Data	2017	2018	2019	2020	2021
Written Reports	9,119	8,965	9,543	9,056	9,949
Arrests	2,268	2,163	2,315	1,785	2,042
Citations (Traffic, Parking, Criminal)	14,682	11,871	12,227	7,214	8,303

Sources: NBPD Records Section and New Braunfels Municipal Court

As we examine individual workload in more detail below, we will utilize the most current data from this table, that of 2021.

In 2021, department personnel wrote 9,949 formal police reports, made 2,042 arrests, and issued 8,303 combined criminal, traffic and parking citations. As with our Call for Service analysis, if one assumes that every activity was handled equally and each officer worked the equivalent of 180 ten-hour shifts, in 2021 each officer would have, on average:

- Written 115.7 police reports (0.64 per shift).
- Made 23.7 arrests (0.13 per shift).
- Issued 96.5 combined traffic, parking, and criminal citations (0.54 per shift).

Once again, these numbers are skewed on the high side, as not all activities were handled by Patrol officers alone. For instance, Patrol sergeants occasionally handle limited calls for service and engage in enforcement activities, Detectives and /or the Street Crimes Unit write reports and make arrests, Mental Health officers and SROs write police reports, issue citations, and make arrests, and some workload can be attributable to special event overtime assignments.

As well, on-line reporting accounts for 1,234 of the total reports written in 2021, and thus these did not impact patrol officer workload. If all of these numbers were to be extracted, the per-officer numbers would be adjusted (reduced) accordingly. Nonetheless, the numbers provide a point of reference as to activity level and workload demand and are useful for this discussion.

We note here that, as in the case of all agencies, supplemental police reports are prepared by assisting officers in some investigations, particularly those in which a felony arrest is made. While we cannot identify this number, if every arrest (2,042) were for a felony and resulted in two supplemental reports, that would add 47.48 reports to each officer's annual total (0.26 per shift). In this example, each officer would write a total of 0.9 reports per shift, including supplemental reports.

Finally, we examine response time (Table 3-18).

Response time is a factor in considering staffing and deployment requirements. In previous reporting, we noted that the response time for Priority 1 calls was 6.2 minutes (See Table 3-18). As well, reflected in Table 3-18, we note that average response time to all combined call priorities is 15.6 minutes. These times reflect both the dispatch period as information is being collected from the caller as well as travel time, that is, once the unit is dispatched until on-scene. While we find that these response times are *comparable to or even slightly below the median* of other agencies assessed by CPSM (See Table 4-2), it is up to the city and its residents to determine if these response times are acceptable, and if not, additional staffing may be called for.

We note here, however, that the significant vacancy rate likely contributes to these response times. Should the city be successful in lowering its officer vacancy rate, CPSM believes that the times will be somewhat reduced. We will discuss the department's vacancies later in this section.

NEW BRAUNFELS POLICE DEPARTMENT IN COMPARISON TO OTHER CITIES ASSESSED BY CPSM

As previously discussed, CPSM has conducted hundreds of similar assessments across the country utilizing the same data analysis methodology as that utilized for this study. Here we examine how NBPD staffing and workload demands compare to those of similarly sized agencies previously studied, excluding 2020 (due to the lockdowns and economic disruption effects of COVID-19). We limited our comparison agencies to those with a population between 50,000 and 150,000, which gave us a total of 52 agencies.

The following table provides a comparison of:

- Staffing.
- Volume of Calls for Service.
- Workload Percentages.
- Response Time to Community-initiated Calls for Service.
- Crime Rates.

This presents a broad comparison, and should be viewed in that light. Factors such as demographics, service expectations, ability to fund services, and the ability to provide for community and officer safety needs must all be considered. Nonetheless, comparisons provide for the opportunity to evaluate how significant deviations from the norm may require further examination and consideration of staffing and workload issues.

TABLE 4-2: CFS Comparisons to Other CPSM Study Cities

Variable Description	Median	Minimum	Maximum	New Braunfels	NBPD vs. CPSM Comps/Median
Population	69,697	52,437	145,510	**94,751**	**Higher**
Officer Rate Per 100,000	136.70	69.96	262.60	**144.59**	**Higher**
Total Calls for Service Per 1,000 Population (Includes Police-Initiated)*	601.70*	289.65*	1,385.37*	**540.89***	**Lower**
Primary Unit Service Time – Community-Initiated Call For Service	31.15	13.0	44.60	**32.47**	**Higher**
Primary Unit Service Time – Police-Initiated Call for Service	18.07	10.29	27.18	**18.27**	**Higher**
Avg. # of Responding Units, Public CFS	1.83	1.44	2.56	**1.80**	**Lower**
Avg. # of Responding Units, Police CFS	1.30	1.08	1.99	**1.33**	**Higher**
Ave. Total Service Time – Community-initiated Calls For Service	47.88	24.70	73.92	**52.61**	**Higher**
Ave. Total Service Time – Police-initiated Calls For Service	23.20	13.30	46.15	**27.82**	**Higher**
Workload Percent, Weekdays in Winter	40.22	19.26	66.61	**35.95**	**Lower**
Workload Percent, Weekends in Winter	40.83	21.17	66.89	**38.30**	**Lower**
Workload Percent, Weekdays in Summer	42.28	21.87	85.66	**40.04**	**Lower**
Workload Percent, Weekends in Summer	43.07	23.11	76.80	**36.83**	**Lower**
Average Response Time, Winter (min.)	14.69	7.87	29.34	**14.20**	**Lower**
Average Response Time, Summer (min.)	15.13	8.09	27.41	**15.23**	**Higher**
High-priority Response Time (min)	6.60	4.31	12.83	**6.24**	**Lower**
Violent Crime Rate per 100,000	221.19	50.97	1,279.74	**231.0**	**Higher**
Property Crime Rate Per 100,000	2,422.58	969.0	7,412.34	**1,298.0**	**Lower**
Total Crime Rate Per 100,000	2,628.43	1,132.0	8,692.07	**1,529.0**	**Lower**

*We note here that NBPD requested that 3,294 Zero On-scene Calls be included in this study. Normally, these are not included in our studies due to the minimal time involved. Therefore, the Total Calls for Service per 1,000 population numbers do not represent an accurate comparison. If those calls were included in the other cities' data, their numbers would increase by approximately seven percent. NBPD workload percentages reflected would also be impacted (reduced), but by only approximately two percent. Still, NBPD patrol data reflects call for service rates and workload demands below that of the comparison cities.

In comparing New Braunfels' data to that from other studies conducted by CPSM, we look for significant statistical anomalies. The most significant anomalies found in New Braunfels are:

- Lower than average calls for service rate.
- Higher amounts of time spent on both community- and police-initiated calls.
- Lower than average workload percentages across all examined time periods.
- Lower than average property and total crime rates.

As we go back to *Section 3, Data Analysis* and look at Tables 3-24 and 3-25, which reflect reported crime, we note that over the past ten years, New Braunfels crime rates have been consistently below the averages for the State of Texas and nationally, and as well are trending down. As such, the comparison data reflected here is not unexpected.

STAFFING VACANCIES

As we noted in the *Introduction*, and as is consistent with the vast majority law enforcement agencies across the country, New Braunfels has struggled to hire and retain police officers. At the time of our site visit, the department reported a total of five sworn officer vacancies. Each was carried at the police officer classification. While the present vacancy rate is not significant, it does not begin to capture the challenges that the department faces in deploying police officers to the field and other support functions. For example, in addition to the actual vacancies (five at present), there are six recruits in the police academy, and an additional six officers who are in the department's Field Training Program. As such, the department is down seventeen positions that are not available to perform as independent, full-service police officers. Over the past five years the department has faced a continual staffing crisis.

CPSM requested sworn personnel vacancy rate information from the city's Human Resource Department, through the Assistant City Manager, and received the following data covering approximately five years, by quarter.

TABLE 4-3: Sworn Vacancies, July 2017 to Date

Quarter	Officer Vacancies
FY 2018-Q1	10
FY 2018-Q2	13
FY 2018-Q3	14
FY 2018-Q4	13
FY 2019-Q1	19
FY 2019-Q2	18
FY 2019-Q3	18
FY 2019-Q4	12
FY 2020-Q1	15
FY 2019-Q2	14
FY 2020-Q3	16
FY 2020-Q4	10
FY 2021-Q1	10
FY 2021-Q2	7
FY 2021-Q3	9
FY 2021-Q4	11
FY 2022-Q1	11
FY 2022-Q2	11
FY 2022-Q3	10
FY 2022-Current	6

This table reflects an average of approximately 12.35 vacancies over the five-year period. And again, actual vacancies do not fully reflect the challenges faced by the department. To fill these vacancies requires a period of months to complete the recruitment and hiring processes. Add to that nearly a year of training in the basic academy and field training program before an officer is ready to work independently, and the scope of the staffing problem begins to take shape.

In the interim, to fill Patrol vacancies, officers are reassigned from specialized units, or those units are unable to fill vacancies. As well, mandatory overtime is required to meet minimum staffing. Operating in this environment for prolonged periods can lead to fatigue, both physical and mental. As fatigue sets in, we often see high rates of sick time usage as personnel attempt to capture lost time off, even when not physically ill. We also note lower productivity rates as reflected in police-initiated workload. Overtime associated with special event deployments, which we will discuss next, is another contributing factor to fatigue whether deployment is through mandatory or voluntary overtime.

SPECIAL EVENTS / DEPLOYMENTS

In every community in which CPSM has conducted police department assessments, special events such as parades, festivals, sporting events, concerts, entertainment districts, and/or recreational activities impact department operations.

The CPSM consultant assigned to this project is acutely aware of the potential impacts of these events on policing operations in a mid-sized agency, having served in the City of Pasadena, California (then population of 120,000) Police Department for 32 years. During this time frame, the city hosted five NFL Super Bowls, both men's and women's World Cup Soccer finals as well as preliminary round matches, Olympic Games Soccer, annual Tournament of Roses parades and Rose Bowl games to include College Football National Championships, L.A Galaxy Major League Soccer, UCLA football games, a variety of concerts, bicycle races, motocross events, major swap meets (monthly), local parades, sporting, and cultural events, near daily motion picture and/or television commercial production, weekly special deployments of multiple officers to a downtown entertainment district, and more.

As we looked at workload data in New Braunfels, we became aware that Special Events / Deployments are commonplace here, and significantly more so than in many other similarly sized communities. The most demanding of these is the summer weekend deployments related to recreational activities along the Comal River. This deployment requires a significant commitment of resources involving 20 or more officers per day.

These types of deployments, in addition to officers' regular work schedules, mandatory overtime to meet minimum patrol staffing, and off-duty court appearances, take a toll on officers' physical and mental well-being. In many cases, officers are involuntarily assigned to such deployments, both here in New Braunfels as well as other similarly situated cities. To manage these demands, agencies commonly rely on outside staffing resources, both public and private.

CPSM requested additional information on special event deployments, including 2021 event data. In 2021, we found that there were approximately 75 special event deployments spread throughout the year, with the greatest concentration in summer months. These deployments required approximately 1,200 sworn officers to be deployed on an overtime basis to meet staffing needs, many involuntarily. We were additionally advised that in years prior to COVID the number of events was higher and will likely return to pre-COVID numbers in the future.

The department also reports that in addition to the event data reported above, private venues including a water park, car dealerships, etc., hire off-duty officers to provide uniformed security services at their venues. While this off-duty work is coordinated through the department, the officers are paid directly by the private venue. Officers are not required to work these security details, and staff indicated that some of the assignments go unfilled as no officers are willing to sign up.

We found it interesting that there are two distinct methods in which special events are coordinated by the city and police department:

- Those that are considered city-sanctioned events, such as the River detail, where personnel and logistical costs such as vehicles, fuel, water, etc. are funded through appropriations from the city's operating budget.
- Those such as Wurstfest, Schlitterbahn, etc., in which assigned officers are paid directly by the private vendor and logistical costs such as vehicles, fuel, water, etc. are absorbed by the city.

Additionally, the Traffic Unit Sergeant coordinates city-sanctioned special events, whereas the Quartermaster Sergeant coordinates non–city-sanctioned events that are paid for by the private venue.

An alternative model worthy of consideration involves all special event assignments being coordinated by the city and police department in the manner consistent with that of the present city-sanctioned events. Thus, the private venues desiring to hire New Braunfels police officers would be required to apply through the city, and would be charged by the city at a rate that covers officer expenses, logistical support such as vehicles, and administrative overhead costs; in essence, the city would charge for full cost recovery.

This change would also eliminate any real or perceived conflict of interest resulting from a private venue paying police officers directly, a situation that could result in undue direct or indirect influence on the officer to provide extra services to the venue during their regular patrol shift assignments. To accomplish this change the police department could simply create a policy that prohibits officers from working non–city-sanctioned private security details within the City of New Braunfels.

Additionally, we would encourage the city and police department to consider coordinating all special events under the direction of a Special Events Sergeant. As we noted, at present, the Traffic Unit Sergeant handles city-sanctioned events and private venue events are coordinated by the Quartermaster Sergeant. The duties of a Quartermaster are commonly handled by civilian employees in many police agencies. Civilianizing this position would allow for the Quartermaster Sergeant position to be re-purposed as the Special Events Sergeant, relieving the Traffic Unit Sergeant of these duties.

It is well beyond the scope of this study to examine special event protocols and staffing, and it is/was not our intent to do so. However, we believe that these near-constant demands on officers, especially in the summer months, is a significant factor in how the department and its individual staff perceive workload demands as a whole. This belief is based upon anecdotal reports from department staff, similar reports from other similarly situated agencies studied by CPSM, and our time at our own agencies.

We would add that cities utilize a variety of options to assist in managing staffing demands when those demands exceed the capacity of a law enforcement agency. In the next section, *Section 5, Findings and Recommendations*, we will provide recommendations for consideration which identify additional staffing options that could relieve workload demands on NBPD sworn staff,

and in some cases at a cost savings to the city. Each of the options involve those that we have seen work successfully in our prior agencies, or those of agencies in which CPSM has conducted similar assessments.

In the next section, we will offer our findings and recommendations regarding patrol workload demands and how the department is positioned to manage those demands.

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SECTION 5. FINDINGS AND RECOMMENDATIONS

We preface this section with the need to make clear that this is a limited assessment of patrol workload demand. It is intended to shed light on what appears to be a disconnect between the CPSM staffing and workload data findings contained in *Section 3, Data Analysis,* and impressions of NBPD staff member(s) based upon personal observations of patrol workload demand, which is believed to be greater than that reflected in the CPSM Data Analysis report.

In our findings and recommendations, we will touch on areas believed to be contributing factors to that disconnect, and offer recommendations that we believe will serve to close that gap. Some recommendations may require further examination/analysis by the city and police department, should those be deemed to have potential value.

Finally, we wish to make clear that patrol staffing and deployment considerations are to be determined by the city and police department. We have strived to provide adequate and reliable data and related information with which the city and police department are well positioned to make informed decisions in that regard.

FINDINGS

As is reflected in *Section 3. Data Analysis* and *Section 4, Additional Workload Assessment and Data Analysis*, CPSM utilized a variety of data sources to isolate staffing and workload demands that have an impact on the core Patrol functions (Patrol, K-9, and Traffic). While we were hampered by the way in which the department, through its computer-aided dispatch (CAD) system, records officer deployments, we do not believe that the integrity of our assessment was significantly impacted from a statistical standpoint. This conclusion is supported by non-CAD data including the numbers of reports, arrests, citations, the department's crime rate and trends, and comparisons to other cities studied by CPSM. A nexus exists between each of these numbers, and the numbers reflect a consistent data pattern seen in similar studies.

After examining data across the various sources, and measure that data against averages of both collective and individual officer activity levels reported upon extensively in *Section 4*, *Present Staffing/Deployments Relative to Workload Demand*, we conclude that authorized staffing of the core Patrol function is adequate to manage present workload demands.

This assessment, however, does not provide a complete picture of the situation at hand. In our reporting we have discussed chronic staffing vacancies. These vacancies have led to the reassignment of personnel from other department functions to Patrol, without which the Patrol function would be overburdened. However, this "robbing Peter to pay Paul" should not be considered a sustainable model. Additionally, given the high vacancy rate, even reassigned staffing is not sufficient to meet established staffing minimums, which then results in involuntary overtime at various times.

As well, the significant number of special event deployments, many resulting in involuntary overtime, piles on additional stresses for personnel assigned to both the Patrol function and officers department-wide. CPSM believes that both of these factors contribute to a sense of overwhelming workload demands from which employees get little reprieve.

While the use of reassigned and overtime personnel to fill patrol vacancies is a temporary fix for Patrol, other support unit functions are negatively impacted. The need to fill vacant positions must become a greater priority not only for the department but also for the city as well. Recommendations will be offered that are worthy of consideration in remedying this chronic staffing problem.

ADDITIONAL OBSERVATIONS

Community Service Officers

While outside the scope of our work here, we noted the absence of the use of civilian employees in support roles for both Patrol operations as well as for special event deployments. Many agencies utilize civilian employees, commonly referred to as Community Service Officers, in a variety of positions both in Patrol and throughout the department. These include handling "cold" calls for service where no suspect is known, minor traffic collision reports, traffic direction, parking enforcement, vehicle impounds, logistical support, clerical support, etc. This applies to special event deployments as well where civilian employees are commonly utilized in a support role at major events.

Well-trained civilian employees can capably perform limited duties that are now performed by police officers and in some situations, supervisors, and do so at lower salary and residual costs. The hiring and training processes can be streamlined for this classification of employees as well. Since they can be assigned throughout the department, a side benefit includes the ability to transfer workload demands from sworn to civilian employees in special assignments, and thus potentially transfer sworn positions to Patrol functions.

A needs/opportunities assessment should be conducted to determine how and where such personnel would complement and/or replace sworn staffing in various department operations including special event deployments. The previous discussion regarding Quartermaster duties is but one example.

Retired Annuitants

Another option to relieve workload demands associated with staffing vacancies is the use of retired annuitants. Police agencies commonly utilize retired officers to perform limited duties within the organization, often freeing up full-time staff to perform other duties. For example, retired officers could be employed to conduct background investigations, register and monitor sex offenders, and if they continue to meet continuing professional training requirements of a police officer, could perform some field duties including assignments at special events.

In models commonly utilized by various agencies, retired annuitants are limited to work a maximum of 20 hours per week, are only utilized during periods in which staffing vacancies occur. Their wages are paid utilizing salary savings from unfilled positions. There are no additional benefits provided, such as sick leave, vacation, and/or health insurance.

This would truly be a win-win situation as the city and police department would acquire necessary staffing support from highly skilled workers without additional budget allocations.

Traffic Unit Staffing

We urge the city and police department to examine staffing levels in the Traffic Unit. New Braunfels is a recreation and entertainment destination for the region, which brings in thousands of visitors and associated traffic issues. We note that there are only four officers assigned to the Traffic Unit. When staff is spread out over two shifts to provide seven-day-per-week coverage, only two traffic officers are on duty on any given day and only for ten hours per day. AT this time, due to an injury and current vacancy, only one traffic officer is on duty. Much of the Traffic officers' time is spent on traffic collision investigations. As such, very little enforcement effort is directed to locations with a high-volume of traffic accident locations or chronic traffic complaints. This is clearly evident as on average, officers, including Patrol, write less than one citation per day.

This staffing level is lower than that of similarly sized communities with similar demographics; the authorized staffing does not allow for adequate intervention opportunities to address traffic safety and congestion issues.

We would suggest that at least a doubling of the size of the Traffic unit to eight officers is warranted. As well, we previously noted that Traffic officers are only deployed ten hours per day, 7:00 a.m. to 5:00 p.m. Additional staffing would allow for a longer period of deployment. We would suggest that any additional deployments be scheduled from 11:00 a.m. to 9:00 p.m. In so doing, additional Traffic officers would be deployed during the lunch period, as school lets out for the day, and during the evening rush hour. As well, during the evening hours of 5:00 p.m. to 9:00 p.m. where dayshift has gone home and the overnight shift has not yet reported for duty, these additional officers would provide support to the Patrol function. We provide this observation based upon our experience, without the benefit or a full assessment of that function, for any due consideration.

In summary, the Patrol workload demands at present appear to be reasonably met by present authorized staffing when at full complement. However, as we have noted, the vacancy rate and the substantial number of special events provide significant challenges for the workforce, and we believe, contribute to a sense of being overworked and understaffed. This is reflected in the fact that officers must routinely be ordered to work assignments on their days off including Patrol shifts to meet minimum staffing as well as specialized assignments such as the weekend river assignment on the Comal River. For assignments sought by private vendors, which are not subject to mandatory staffing, such positions go unfilled at times. This is reflective of both an overworked staff and the priorities of today's generation of employees who place added value on time off.

The recommendations that follow will, we believe, greatly improve the department's positioning to handle all workload demands today and into the near future. As well, we believe that implementation of these recommendations will serve to improve employee morale, which is being negatively impacted by perceived excessive workload demands resulting from both chronic vacancies and special event deployments.

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RECOMMENDATIONS

1. CPSM strongly urges the department to modify its unit identifiers in the computer-aided dispatch (CAD) system to enable better tracking of workload demands by individual department function. For example, Patrol units could be assigned unit identifiers across shift and zone designations (i.e., 1L31 representing shift one, "L" representing a one-officer car, and 31 representing zone 3 district 1), Traffic units could be designated as "T Units," K-9 units could utilize this designation, etc. This would apply to specialized units as well, such as the Street Crimes Unit, which could be designated as "S Units." By using this unit identifier system, actual workload, by assignment, is readily accessible.

   In the present method, officers utilize their city/department personal identification number for all workload including that at special events. Therefore, if a non-Patrol officer works a Patrol overtime shift to meet minimum staffing, it is not possible, within any reasonable means, to capture as Patrol workload the work he/she performs during that given shift. As well, if a Patrol officer works a special detail such as a weekend river deployment, that workload would assign to his/her identification number, and that special detail workload would be reflected as regular Patrol workload. Since tens of thousands of records would have to be reviewed to accurately measure workload,, the present method does not serve as a reliable means by which to do so. This is complicated further by mid-year transfers between assignments and/or promotions.

   CPSM inquired of the 911 Communications manager as to the feasibility of making this change within the CAD system. The manager indicated that it could be accomplished, and that in fact, the proposed modification is consistent with how the New Braunfels Fire Department assigns fire units to calls for service. The recommendation, as offered, provides for a simple fix that will allow for future workload assessments to more accurately reflect actual staffing and workload.

2. Consideration should be given to authorizing the over-hiring of up to ten police officer positions until such time as authorized staffing stability exists and vacancies are brought under control. Ten police officer positions will enable the department to field approximately two additional patrol officers on a 24/7 basis while reducing the lost time (14to 18 months) associated with hiring and training.

3. The City Manager (or designee), Chief of Police, and Director of Human Resources should meet three times a year to evaluate staffing conditions in the Police Department, with a focus on taking necessary steps to address any staffing issues, streamline the hiring and testing process, mitigate contributing factors which cause hiring delays, and to adjust the authorized number of over-hire positions (if approved), upwards or downwards, as staffing dictates.

4. Consideration should be given to expanding the deployment of civilians for utilization in Patrol operations, such as assignment at appropriate special events and in other department functions. A needs/opportunities assessment should be conducted to determine how and where such personnel could complement and/or replace sworn staffing. Initially, CPSM would recommend that one CSO be assigned to each day shift Patrol team. If this proves to be successful, and we are confident it will, additional CSO positions should be considered in Patrol.

5. Retired annuitants can serve as a potential staffing resource, providing necessary support during periods in which the Police Department is experiencing staffing vacancies. This resource can be tapped without additional budget appropriations by utilizing salary savings from the vacancies. Similar to the previous recommendation, a needs/opportunities

assessment should be conducted to determine how and where such personnel could complement sworn staffing.

6. Consideration should be given to increasing staffing in the Traffic Unit to allow for directed enforcement efforts at high-volume collision and chronic traffic complaint locations. Additional staffing of four Traffic officers, coupled with an expansion of deployment hours until at least 9:00 p.m., should be strongly considered.
7. Consideration should be given to coordinating all special events through the city and police department in order to eliminate the practice of allowing private venues to employ and pay police officers in an off-duty capacity. Reimbursement rates should be established to ensure full cost recovery. A police department policy revision prohibiting officers from working non–city-sanctioned private security details should accompany such an action.
8. In keeping with the above recommendation, consideration should be given to centralizing special event coordination under a Special Events Sergeant, a new position that could be repurposed from a present assignment such as Quartermaster, a duty that could be performed by a civilian employee.
9. To ease the burden of special event staffing, the following methods are options utilized by various police agencies across the country and which may be considered as a way additional outside agency staffing could be accessed:
    - Hiring of a private security corporation with experience in crowd management for deployment to appropriate assignments.
    - Contracting with other local law enforcement agencies to supply personnel as necessary.
    - Utilizing retired annuitants who maintain their peace officer status through continued professional training.
    - Hiring as NBPD reserve officers and for assignment exclusively at special events, full-time police officers and/or deputy sheriffs from surrounding agencies. (This model is utilized by the Santa Clara, California, Police Department for major events at Levi Stadium, home of the San Francisco 49ers and site of multiple year-round events.) In some cases, officers travel a considerable distance from their home agencies to work under this program.

CPSM appreciates the opportunity to work with the City of New Braunfels and its excellent Police Department. We want to acknowledge Assistant City Manager Werner, Chief Lane, Assistant Chief Vargas, Captain Mike Penshorn, and the staff at the police department for their assistance in facilitating our work. We sincerely hope that this data analysis and limited operations assessment, along with these recommendations, will be of value to the city and department going forward.

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