



POLICE STAFFING STUDY

FEBRUARY 17, 2026

SAN MARCOS, TEXAS

MATRIX
CONSULTING GROUP

MATRIX CONSULTING GROUP

23

YEARS

45

STATES

400+

POLICE STUDIES

85%

IMPLEMENTATION

Our approach is fact-based and emphasizes stakeholder input to develop detailed, achievable implementation strategies.

We have extensive experience working with police departments in Texas.



SCOPE OF WORK AND TASK PLAN



FOUNDATION

Extensive staff interviews and data collection led to the development of a descriptive profile.

STAKEHOLDER INPUT

An anonymous employee survey provided staff with the opportunity for input.

5 community meetings were held to get input on police services.

Interviews with other City stakeholders.

STAFFING REPORT

Detailed analysis of current work requirements and staffing needs in the context of effective operations management.

PROJECTIONS

Projecting resident and visitor populations, SMPD workloads staffing needs



HIGH LEVEL STAFFING CONCLUSIONS

- The San Marcos Police Department provides an exceptional level of service to the community.
- Patrol is staffed and deployed to deliver a highly proactive and engaged service.
- Some additional staffing is needed in specialty units such as the mental health unit, and traffic is needed to meet service needs.



HIGH LEVEL FACILITY CONCLUSIONS

- A major issue is dispatch – there is a need to add significant new staff to meet industry best practice standards.
- Investigations is slightly understaffed in some investigative areas.
- There is a need for some additional staff in administrative or support positions.



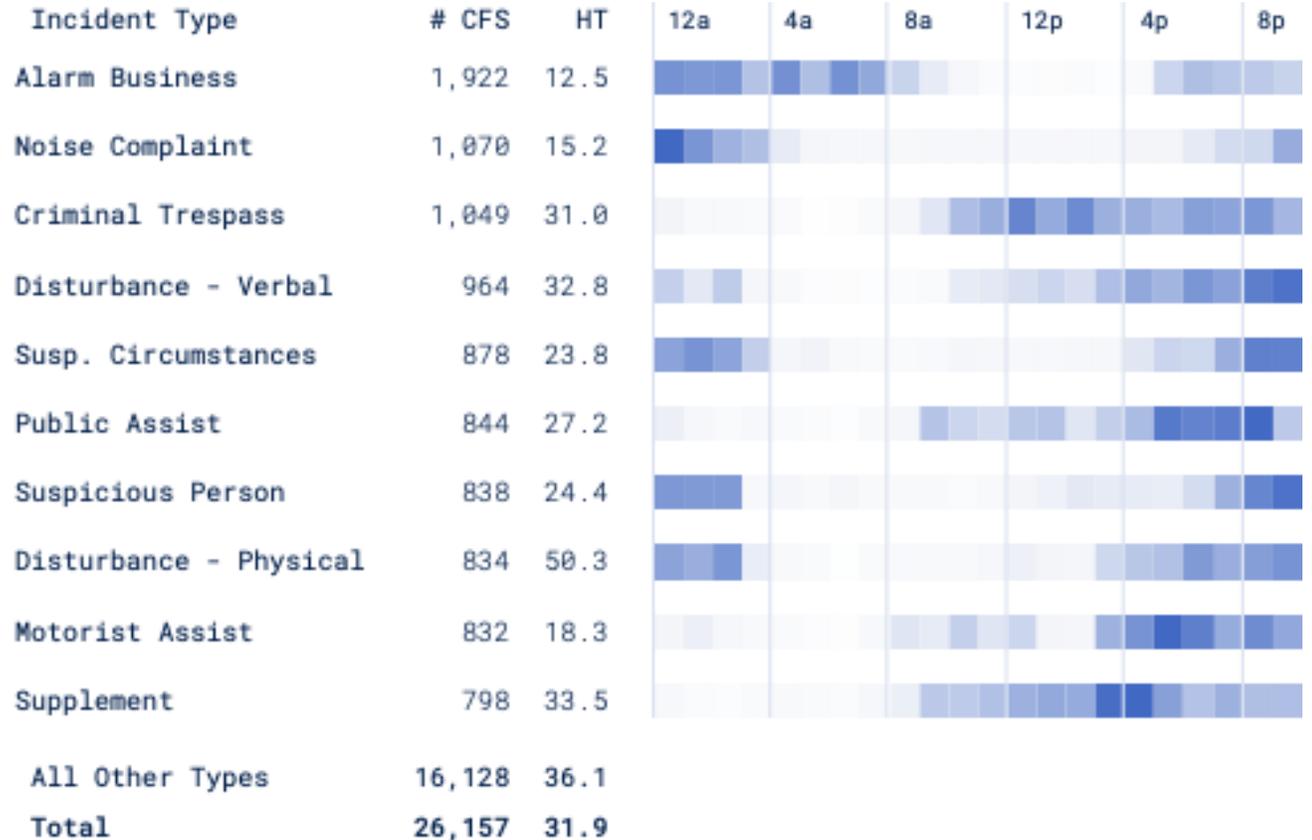
PATROL – CALL WORKLOADS

Community-generated workloads (calls for service, CFS) account for over 71 events per day (about 3 per hour).

Call workloads peak in the summer months, though other times of the year are active as well.

The number one call is a business alarm, but disturbance calls are in the top five.

The time it takes to handle calls (handling time, HT) at 31 minutes is consistent with other agencies.



PATROL – CALLS ON OR WITHIN 100 YARDS OF TEXAS STATE UNIVERSITY



TOP 10 CALLS FOR SERVICE WITH 100 YARDS OF TEXAS STATE CAMPUS

In 2023 and 2024, there were an average of 2,300 Community-Generated Calls for Service

This represents approximately 9% of the calls SMPD received and responded to in 2023 and 2024.

Incident Type	2023	2024
Accident	383	354
Citizen Assist/Service Call	292	236
Assault	253	258
Suspicious Activity	202	170
Alarm - Business	166	145
Trespass	146	93
Noise Complaint	120	116
Accident - Hit And Run	106	93
Theft / Stolen	77	70
Traffic / Roadway	65	55

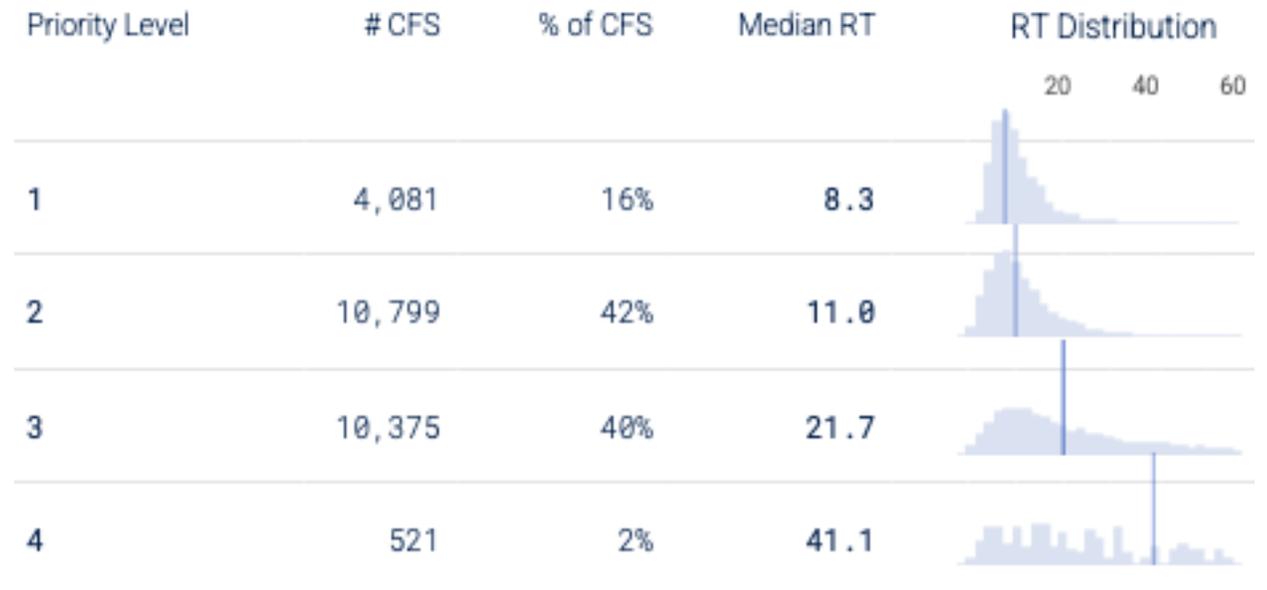


PATROL – RESPONSE TIMES

Response times to high priority calls for service is 8.3 minutes which is close to meeting an ideal response time of six to eight minutes.

Response times to lower priority calls are well within typical targets with 98% of calls for service receiving a response within 22 minutes.

CALL FOR SERVICE RESPONSE TIME BY PRIORITY LEVEL



THE IMPORTANCE OF PROACTIVITY

- Proactive time is the central metric used to evaluate the capacity of patrol staffing.
 - ❖ It is calculated as the percentage of on-duty staffing hours that are *not* spent responding to calls for service.
 - ❖ Adequate proactive time facilitates more engagement with the community.
 - ❖ At an overall level, proactive time should be at least 45% of total time in the field.
 - ❖ SMPD has an overall proactive time of 59%.



PATROL – PROACTIVITY

Overall proactivity results in exceptional proactive capabilities.

In fact, every hour of every day exceeds proactive targets except for one four block on Saturdays.

Current staffing levels adequately cover the community and its service needs.

PROACTIVITY BY HOUR AND WEEKDAY

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



PATROL – USE OF PROACTIVE TIME

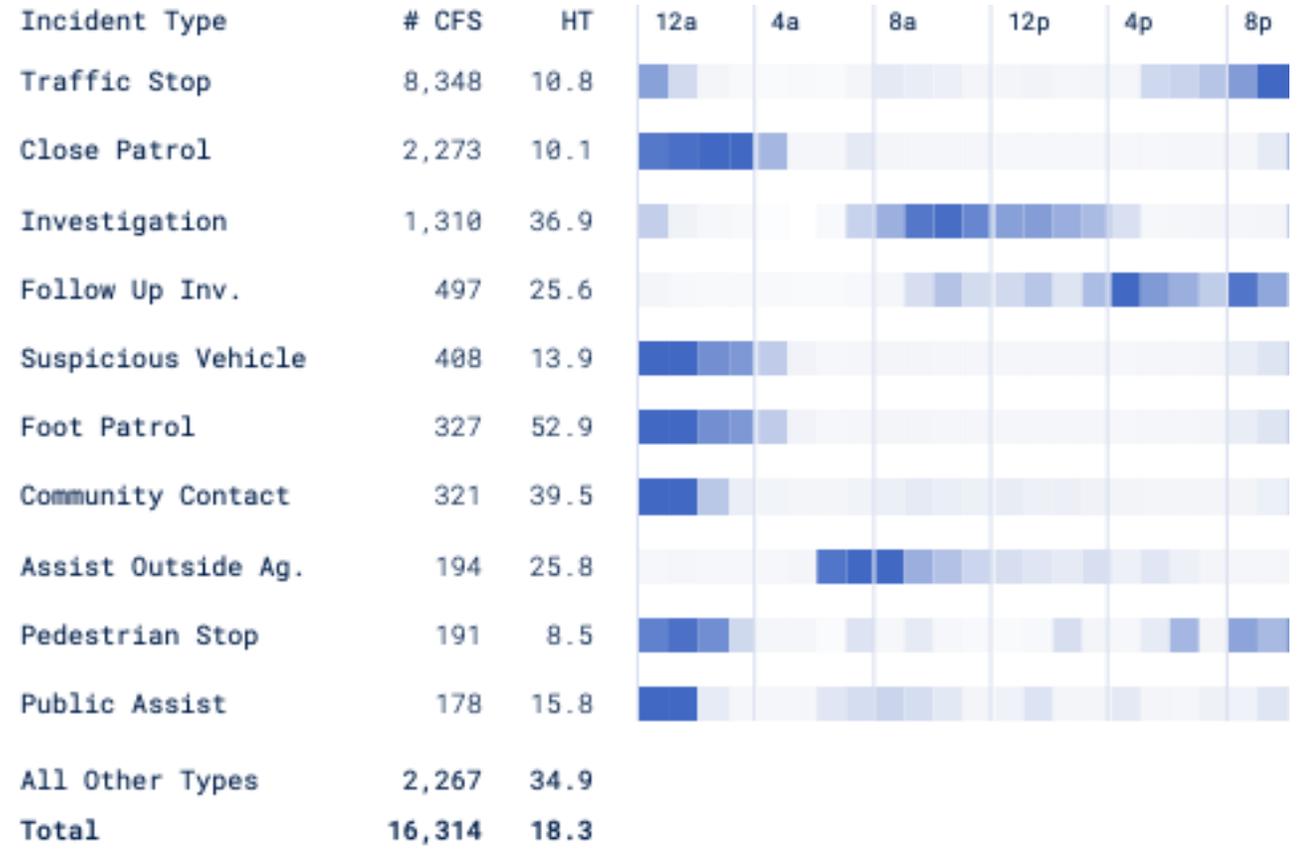


Patrol officers are engaged in proactive activities.

Officer-initiated activities represented about 1/3 of total calls for service.

Close patrols indicate high levels of problem-solving in support of the community.

MOST COMMON CATEGORIES OF SELF-INITIATED ACTIVITY



PATROL – RECOMMENDATIONS

Adding reactive and proactive workloads indicate an appropriate utilization of patrol officers in San Marcos

Recommendations:

- Maintain current patrol staffing levels
- Deploy an additional Sergeant to lead an Enhanced Downtown Business Patrol Unit to proactively address safety and quality-of-life issues downtown.

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

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



DISPATCH

- Dispatch handles public safety (police and fire) calls, emergency, and non-emergency calls for service.
- Dispatch is understaffed to handle the call volume.
- 11 additional dispatchers are needed.



ADMINISTRATION

- Additional records staff (by 2.5 plus a supervisor) are needed to meet workload demands.
- Additional training staff (2 officers) are needed to maintain training standards.



INVESTIGATIONS

- Property Crimes staffing should be increased by two investigators, bringing the total to eight investigators to effectively handle the caseload.
- Staffing of the Special Investigations Unit should be increased by two investigators, bringing the total to five, to effectively handle the caseload.
- Add 1 digital forensics investigator, for a total of 3, assigned to meet increased digital forensic needs and to address the current backlog.
- Add two analysts for a total of four assigned with one supervisor (Five total personnel).



PROJECTIONS

- Over the next ten years the population is expected to increase 50.5%

PROJECTED POPULATION

	2026	2031	2036	10YR +/-
Population	95,722	120,034	144,113	+50.5%



PROJECTIONS

- Projected service needs are expected to increase by a similar amount.

PROJECTED POPULATION

	2026	2031	2036	10YR +/-
Population	95,722	120,034	144,113	+50.5%



PROJECTIONS- STAFFING

- Although the population is expected to increase by 50%, recommended staffing is projected to increase by 45% over current levels.
- This will provide the same level of service as the currently recommended option.
- Over the next decade, an additional **74.5 sworn** positions and **39 professional** staff positions are needed beyond the recommendations in the current staffing analysis to maintain the same level of service as the city grows and develops.



PROJECTIONS – STAFFING

SUMMARY OF STAFFING PROJECTIONS (SWORN)

Bureau	Auth.	2026	2031	2036	+/-10YR
Office of the Chief	4	4	4	4	0
Operations - Patrol	75	80	104	125	+45
Operations - Investigations	30	37	51	58	+21
Administration	13.5	19.5	25	28	+8.5
Total	122.5	140.5	184	215	+74.5



PROJECTIONS- STAFFING

SUMMARY OF STAFFING PROJECTIONS (*PROFESSIONAL*)

Bureau	Auth.	2026	2031	2036	+/-10YR
Office of the Chief	1	1	1	1	0
Operations - Patrol	4	5	7	8	+3
Operations - Investigations	11.5	14.5	20	22	+7.5
Administration	39.5	57.5	73	86	+28.5
Total	56	78	101	117	+39





QUESTIONS AND DISCUSSION





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