

**STATE OF TEXAS  
COUNTY OF BEXAR  
CITY OF SAN ANTONIO**

**A BUDGET WORK SESSION OF THE CITY COUNCIL OF THE CITY OF SAN ANTONIO WAS HELD IN THE MUNICIPAL PLAZA BUILDING, TUESDAY, AUGUST 16, 2011.**

The San Antonio City Council convened in a Budget Work Session at 2:00 pm Tuesday, **August 16, 2011**, Municipal Plaza Building with the following Councilmembers present: Bernal, Taylor, Ramos, Saldana, D. Medina, Lopez, C. Medina, Williams, Chan, Soules, and Mayor Castro.

**1. STAFF PRESENTATION ON THE FY 2012 PROPOSED BUDGET FOCUSING ON, BUT NOT LIMITED TO, THE FOLLOWING:**

**A. SA 2020 INITIATIVES INCLUDED WITHIN THE BUDGET**

**B. OPERATIONAL EFFICIENCIES WITH ORGANIZATION-WIDE IMPACT  
ITEM B WAS NOT ADDRESSED.**

**C. POLICE PROTECTION**

Item C was addressed first.

Chief McManus began the FY 2012 Budget Presentation by highlighting the Department's Organizational Structure. He stated that the mission statement was currently in the process of being changed to reflect recently implemented leadership principles while ensuring that citizens were treated with dignity, fairness, and respect.

For FY 2012, the Police Department was proposing a personnel compliment of 2,375 uniformed positions and 617 civilian positions. It was noted that the Department was pending approval of a COPS Grant that would fund 25 additional officers. If the grant is awarded, the department would have a total of 2,400 Police Officers. Chief McManus detailed the funding and personnel allotments for Park and Airport Police. He stated that Park Police was proposing a budget totaling \$11.3 million and a personnel compliment of 150 while Airport Police was proposing a budget totaling \$4.5 million and a personnel compliment of 60.

Overall, the Police proposed budget totaled \$342.7 million. It was noted that said amount was a 3% increase from FY 2011 and said increase was due to costs associated with implementing the collective bargaining provisions.

In regard to improvements, Chief McManus stated that the budget incorporated funding 19 civilian staff members and costs associated with operating and maintaining the 9-1-1 Emergency Dispatch Center. He projected conducting 3 to 4 cadet classes in FY 2012.

In the area of efficiencies, it was noted that a cost savings totaling \$495,000 was expected as a direct result of implementing the Computer Aided Dispatch (CAD) and Records Management

System (RMS). An additional \$195,000 was anticipated to be saved by delaying the implementation of the Uniform Evidence Detectives (UED) Initiative by one year and by training fewer officers each year.

As it relates to Programs and Initiatives, Chief McManus stated that the Department made policy changes regarding the use of force based on the findings presented by Police Executive Research Forum (PERF). He added that organizational changes as a result of the Matrix Study and personnel changes based on the Morris McDaniel Study results were made.

Chief McManus highlighted the accreditations received in FY 2012 and stated that said accreditations validated the work being performed by the department. He provided the Council with a brief history of the Problem Oriented Policing (POP) Program and spoke to the importance of continuing said Initiative.

In regard to the DWI Initiative, Chief McManus highlighted the methods being undertaken to address the local DWI problem. As it relates to Wrong Way Driving, Chief McManus spoke on the collaborative effort between the City, County, and State in developing tools that notify law enforcement regarding wrong way drivers and the deployment of tools that stop vehicles.

Chief McManus provided the Council with a brief history of the Family Violence Initiative and Volunteers in Policing Program. It was noted that approximately 600 volunteers assisted SAPD in FY 2011.

Highlights of the implementation of the In-Car Video System were provided. It was noted that 629 vehicles would be equipped with video cameras by April 2012. A video clip of a high speed chase caught on camera was played for the Council.

Chief McManus spoke to the installation of cameras in the Downtown Area. He stated that 8 cameras had been installed in various locations in the Downtown Area leading to the arrest of 925 individuals. It was noted that additional cameras would be purchased utilizing grant funds and that a study was being conducted to determine camera placement. A video clip of an arrest made in Alamo Plaza utilizing video cameras was played for the Council.

Computer Aided Dispatch/Records Management System benefits were highlighted. Chief McManus spoke of the new property room and noted organization and efficiency. In regard to the Alarm Permitting Process, it was noted that SAPD planned on contracting with a third party to collect fees and issue the alarm permits.

Chief McManus provided the Council with statistics regarding violent crimes, property crimes, and associated clearance rates. He detailed the number of school zone citations issued of 20,847 that include violations for speeding, cell phone use, and parking. Lastly, Chief McManus stated that the implementation of the CAD System has resulted in response times being calculated differently. Instead of response times being calculated from receipt of call by the officer to arrival on scene now response times are calculated from receipt of call by the 9-1-1 operator to arrival on scene. It was noted that the target response time was 8 minutes.

Councilmember Lopez commended the Police Department for being involved in the community and the resulting positive image. Chief McManus spoke to the hours of operation for Linear Parks was based on park usage. Councilmember Lopez addressed his concern with linear parks being used as escape routes for criminals and requested crime statistics for areas abutting linear parks. As it relates to the COPS Grant, it was noted that the City would be notified of the award by the end of September. Councilmember Lopez asked if the FY 2012 Police Budget included funds for expanding the helicopter hangar. Ms. Sculley stated that said project had been identified for inclusion in a future Capital Improvements Bond Program.

At the request of Councilmember Lopez, Chief McManus addressed officer training and noted that officers receive additional training on proper use of force. He added that they receive 40 hours of crisis invention training in order to be issued a taser, and receive refresher training mid-year. Chief McManus also detailed measures being undertaken to prevent wrong way driving. One measure being proposed was alerting all officers in the area (via emergency radio tone) upon receiving a call of a wrong way driver. He mentioned that TxDoT was exploring the idea of installing devices which flatten the tires of wrong way drivers. Chief McManus addressed the concerns expressed by TxDoT with installing emergency devices on highway exit ramps. Another idea being explored is using radar detector technology to notify law enforcement of wrong way drivers. Lastly, Councilmember Lopez spoke to the importance of the state and federal governments sharing the cost in the implementation of measures to curb wrong way driving.

Ms. Sculley noted that Chief McManus was in need of Council assistance in reminding local bar owners and bar workers of their responsibility to not serve individuals who appear to be over the limit and the subsequent liability for serving drunk patrons.

Councilmember Taylor commended Chief McManus for his leadership. She requested information regarding the implementation of the PERF Recommendations. Chief McManus reported that all recommendations had been implemented. Councilmember Taylor asked of the POP Program and under what situations it was utilized. It was stated that POP was intended to address crime occurring in small areas no more than a few blocks in size. By targeting such small areas, multiple crime issues occurring frequently could be addressed at the same time. Chief McManus stated that several POP projects were underway and were in various stages of implementation.

Councilmember Taylor asked when data would be provided that identified areas in need of cameras outside of the Downtown Area. She added that a camera was needed at the intersection of Houston and Hackberry Streets. Chief McManus provided a brief history of the implementation of the Downtown Camera Project and noted that said project was funded by Homeland Security via the Urban Area Security Initiative Grant. It was stated that if funding was available, cameras would be installed over a 5-year period with 20-30 cameras being purchased each year at a cost of \$300,000.

Ms. Sculley noted that the City only had enough funds to purchase approximately 60 additional cameras as Homeland Security Grant Funds were scheduled to end in 2013. After that, funds would need to be reprioritized if the Council desired to continue with said project for the entire 5-year period.

Councilmember Taylor asked for additional data regarding the methodology used to determine the property crime rate. Chief McManus noted that not every city denoted in Slide 47 defined property crime the same and explained the factors used to define the type of crime committed. He reported that the City of San Antonio worked with a consulting firm to ensure that crimes were properly categorized in accordance with FBI Definitions.

Councilmember Ramos requested clarification on the number of active City of San Antonio Police Officers. Chief McManus stated that the City had a total of 2,375 Police Officers and that the number did not take into consideration Airport, Park or School District Police Officers. As such, the ratio of police officers per 1,000 capita would decrease from the 2.15 figure denoted in slide 11 to 1.9 per 1,000 capita. Ms. Sculley explained that the other cities referenced in Slide 11 included all local sworn officers when determining their figures. In order to provide a true comparison, the City of San Antonio also included Airport, Park, and School District Police Officers.

Councilmember Ramos asked about collaborative efforts between the City and other local law enforcement agencies. Chief McManus stated that the City did collaborate with other federal, state, and local law enforcement agencies on specific initiatives. However, varying enforcement responsibilities and jurisdictional boundaries hindered same. He provided examples of policing efforts involving various city departments. Councilmember Ramos requested that the Police Department seek partnerships with local law enforcement agencies on a continuous basis.

When asked of stop sticks, Chief McManus explained that stop sticks were not an appropriate tool to avert wrong way drivers on exit ramps due to the high rate of speed being driven.

Councilmember Ramos requested additional information on the proposed closing of Police Store Fronts over a three-year period. Ms. Sculley explained that the original intent of establishing store fronts was to add police visibility in the neighborhood while having the space used for community meetings. Over time, volunteers were replaced with uniform officers. Councilmember Ramos requested that the District 3 Store Front remain open utilizing volunteers. She requested of Chief McManus to coordinate said efforts with the various volunteer groups in Southeast San Antonio.

As it relates to Park Police, Councilmember Ramos asked if the number of Park Police Officers would increase. It was stated that the department had 27 Park Police Officer vacancies. However, said positions would not be filled until new entrance standards had been finalized.

Councilmember Williams spoke on the crime statistics denoted on Slides 47 and 48 and requested statistics by crime for crimes responded to by officers assigned to the Prue Road Sub-station. He expressed concern with the increase in property crime after a task force left that sub-station. He also asked what methods were employed to ensure that crime rates stayed low year round. Chief McManus replied that the Vehicular Burglary Task Force was now a permanent task force due to the success of the program. He highlighted collaborative efforts undertaken between the City and Bexar County, especially the Bexar County Judiciary, to catch and incarcerate wanted criminals.

At the request of Councilmember Williams, Assistant Director Steven Gaffigan explained how the alarm permitting process would work and the benefits of outsourcing. In regard to response times, Chief McManus stated that the City of San Antonio was calculating response time differently and

therefore could not accurately compare response times to those of other major cities. He explained that in the past, response time was based on when the officer received the call until the time the officer arrived at the scene. Now response times are based on when the call is placed with 9-1-1 until the officer arrives at the scene.

Councilmember Williams asked why the Police Department was proposing to add Park Police Officers when the intent for the past several years was to phase-out Park Police. Chief McManus stated that the City had recently re-evaluated the idea to phase-out Park Police and was now focusing on re-defining entrance standards for Park Police Officers.

Ms. Sculley highlighted the long term cost implications associated with merging Park and Airport Police into the San Antonio Police Department and added that it was best to re-evaluate entrance standards.

Councilmember D. Medina requested additional information relating to the improvements outlined in Slide 14. Chief McManus stated that 17 sworn officers currently working in Communications would be re-directed to other areas allowing those 17 positions to be manned by civilians. In regard to Store Fronts, Councilmember D. Medina requested that the Police Department educate the public on the mission of the Store Fronts and to solicit input from the community. He requested property crime data compared to crime over the last five years and the investments made by the City to prevent and/or decrease property crimes.

As it relates to the Tactical Response Unit, Chief McManus stated that unit had been disbanded. He stated that 19 of the 26 officers were re-directed to Patrol Unit while the balance were re-assigned to other units within the Department.

Councilmember Soules asked for additional data regarding the use and placement of Downtown Cameras. Chief McManus stated that cameras were installed in areas known for criminal activity and that the department currently utilized only stationary cameras. Mr. Gaffigan explained that the proposed FY 2012 Budget incorporated technology improvements that would allow for better identification.

In regard to property crime rates denoted in Slide 47, Councilmember Soules asked what was being done to decrease property crime rates. Chief McManus explained that property crime offenders received a lesser punishment in San Antonio resulting in higher than normal property crime rates. He reported that he would get with Bexar County to confirm if bench warrants were issued for individuals who failed to appear in Court as scheduled. Councilmember Soules highlighted several safety concerns at District 10 Linear Parks and stated that the role of Park Police needed to be clarified.

At the request of Councilmember C. Medina, Chief McManus clarified violent crime clearance rates and explained that higher percentages were better. Councilmember C. Medina asked what factors resulted in the cities identified in Slide 53 having a lower response time than the City of San Antonio. It was noted that additional personnel and resources allowed the department to be more successful. Chief McManus explained criteria utilized to respond to calls and stated that not all calls received were emergencies. Councilmember C. Medina requested assistance from Chief

McManus in educating the community about Store Fronts, services offered, and soliciting volunteers.

In regard to graffiti and property crimes, Chief McManus stated that graffiti enforcement was undertaken by the Code Enforcement Department via the Graffiti Enforcement Unit. Chief McManus provided examples of methods utilized to raise public awareness regarding graffiti and property crimes. It was noted that policing methods have not changed in decades resulting in an uphill battle. Ms. Sculley provided details on collaborative efforts undertaken by the City to inform the public about personal safety while deterring future crimes.

Councilmember Chan requested clarification on the number of uniform positions as denoted on Slide 8. Ms. Sculley provided a history regarding the number of uniformed officer positions created through budget additions and civilian positions over the years. She stated that the overall number of positions proposed for FY 2012 in the amount of 2,992 did not incorporate Park and Airport Police Officers due to differences in training and certification. At the request of Councilmember Chan, Maria Villagomez replied that even with the Police Department implementing city-wide efficiencies, the department's budget for FY 2012 increased by \$9.9 million to \$342.7 million. She explained that said increase was due to the collective bargaining agreement.

Councilmember Chan requested and was provided a breakdown of police personnel by sub-station. Chief McManus stated that he would provide more detailed information. He provided details regarding the implementation of POP Projects. It was noted that projects were submitted by SAFFE Officers based on what they encountered in the field and that personnel for the project and patrolling of neighborhoods was managed by the Sub-station Captain.

Councilmember Saldaña asked about the utilization of In-Car Video System. Chief McManus noted that a total of 629 vehicles would be equipped with video cameras. He correlated the decrease in officer-related complaints and overall crime statistics with the installation of cameras.

Councilmember D. Medina asked what technology improvements the department planned on implementing. Mr. Gaffigan highlighted several policing improvements scheduled to be implemented.

#### **A. SA 2020 INITIATIVES INCLUDED WITHIN THE BUDGET**

City Manager Sculley stated that the FY 2012 Proposed Budget incorporated \$6.5 million in funding to accomplish several SA 2020 Initiatives. She noted that the specific initiatives to be funded supported the City's service delivery goals in the areas of Education; Health and Well-Being; Government Accountability and Civic Engagement; Downtown Development; Natural Resources and Environmental Sustainability; Neighborhoods and Growth Management; the Arts; and Transportation.

Ms. Villagomez outlined specific service enhancements to be provided in support of SA 2020 Initiatives that include \$500,000 for the Summer Youth Employment Program and \$436,000 for scholarships. She stated that funding in the amount of \$100,000 was allocated for the Ambassador Program and \$250,000 would be utilized for additional books and materials at City Libraries. She

indicated that \$160,000 was allocated for collection, analysis, and reporting of SA 2020 Metrics. She reported that the pool hours at four City Pools would be extended through mid-August at a cost of \$382,000 and funds in the amount of \$300,000 were allocated to expand the Fiesta Verde Recycling Program at Fiesta Events. She added that the Bike Share Program would be expanded to include additional areas Downtown and Inner-City Neighborhoods.

Mayor Castro stated that SA 2020 was the most comprehensive program completed since the 80's and included across the board investments.

Councilmember Ramos congratulated Mayor Castro for his efforts in spearheading said effort and for incorporating funding into the Budget. She requested that \$500,000 in the funds allocated for Neighborhoods and Growth Management be earmarked for the Southside Initiative.

Councilmember D. Medina commended Mayor Castro for his leadership and for ensuring that the entire community was included in the vision of SA 2020. He expressed his gratitude for extending swimming pool hours.

Ms. Sculley noted that the City also planned on creating a pilot program which would allow adults to swim laps on Tuesday, Wednesday, and Thursday mornings at the same pools.

At the direction of Councilmember D. Medina, Felix Padron explained that the \$35,000 allocated to the Arts would be used to pay consultant fees associated with conducting the survey.

Councilmember Lopez thanked City Leadership for funding education. He spoke on the importance and value of education and increased funding by the City and locally entities. Lastly, he requested that management monitor SA 2020 Initiates for future funding increases.

Councilmember Bernal spoke on how SA 2020 illustrated that the City was listening to the community and willing to positively respond. Janet Martin stated that the four swimming pools scheduled to be open extended hours were Southside Lions, Heritage, Woodlawn, and LBJ. Ms. Sculley clarified for Councilmember Bernal that the resources allocated to Downtown Economic Development would financially assist in achieving program goals.

There being no further discussion, Mayor Castro adjourned the meeting at 4:42 pm.

**APPROVED**

  
JULIÁN CASTRO  
MAYOR

Attest:

  
LETICIA M. VACEK, TRMC/CMC  
City Clerk