

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

A WORK SESSION OF THE CITY COUNCIL OF THE CITY OF SAN ANTONIO WAS HELD IN THE MUNICIPAL PLAZA BUILDING, TUESDAY, AUGUST 13, 2013.

The San Antonio City Council convened in a Work Session at 2:00 pm Tuesday, **August 13, 2013**, Municipal Plaza Building with the following Councilmembers present: Bernal, Taylor, Viagran, Saldaña, Gonzales, Lopez, Medina, Nirenberg, Chan, Soules, and Mayor Castro. **ABSENT:** None.

1. STAFF PRESENTATION ON THE FY 2014 PROPOSED BUDGET FOCUSING ON, BUT NOT LIMITED TO, THE FOLLOWING CITY DEPARTMENTS:

A. FIRE SERVICE

Chief Hood presented a video highlighting Fire Personnel in action and provided the Council with a copy of the Department's 2012 Annual Report. He reported on services provided, accomplishments, performance measures, and departmental efficiencies implemented in FY 2013 and Initiatives planned for FY 2014.

It was noted that during FY 2013, the department completed a re-organization, replaced 6 Fire Stations, added 2 new Fire Stations, and began construction on 5 Fire Stations. Chief Hood reported that of all the emergency calls received in FY 2013, a total of 81.06% were calls from individuals seeking medical care. He provided an overview of the Department's personnel compliment, equipment maintained, trainings completed, and staffing requirements.

Chief Hood highlighted efforts to enhance the delivery of Fire-based Emergency Medical Services. He noted that injuries could be assessed and Advanced Life Support (ALS) services could be initiated prior to the arrival of the ambulance by having a trained paramedic on every fire truck. Additionally, all Fire Trucks should be stocked with the same medications and equipment. It was reported that currently 51.11% of all fire trucks dispatched had a Paramedic onboard and that the overall goal was 100%. Chief Hood spoke on the benefits of said goal which included increasing the availability of EMS Personnel for more critical patients, lowering ALS response time, and reducing overall workload for EMS Personnel.

Other FY 2013 accomplishments discussed included the strategic deployment of fire personnel during peak times of the day and in targeted areas of the community. He also discussed the issuance of taxi cab vouchers to individuals with non-emergency medical needs, and the use of new life saving medical equipment and medications.

Chief Hood highlighted the methodology for identifying locations for future Fire Stations. He noted that the intent was to secure locations which had been identified as future hubs of community development and had enough acreage to house Fire Stations of the future. He spoke of the requirements at each Fire Station and highlighted the benefits to the community in having a well equipped emergency facility.

In the area of Career Development, it was noted that a total of 180 Officers received the designation of Fire Service Instructor and another 137 received certification as Fire Officer 1. As a result of a FY 2013 Audit, Chief Hood stated that the Fire Department would soon commence the use of the KRONOS

Telestaff Payroll System. It was noted that use of said system allowed the Department to limit redundancies, increase accountability and security, better manage resources, and ensure payroll accuracy.

Improvements highlighted included hiring personnel for the Technical Services Division, increasing recruitment efforts, building a new Fire Services/Logistics Facility, and implementing a Medicaid Supplemental Payment Program.

In the area of Performance Measures, it was reported that Fire Personnel responded to 174,525 incidences in CY 2012. Chief Hood stated that the response time had decreased over the years due to adding new equipment and utilizing the CAD System. He cautioned on the possibility of response times increasing in the next few years as the number of emergency calls were anticipated to also increase. Chief Hood reported that the number of structural fires responded to in FY 2013 had decreased as fire prevention and community outreach efforts had increased.

Chief Hood highlighted the FY 2014 Proposed Budget and noted that the goal was to better manage response times, improve the hazardous materials inspection program, improve medical support of the Wellness Program, and increase employee diversity. He stated that department proposed adding 3 new employees which would bring the total number of uniform personnel to 1,663. It was reported that \$3 million of the \$263 million proposed budget was allocated for equipment replacement. As it relates to Cadet Training, the department was scheduled to conduct 1 EMS Class consisting of 40 trainees and 1 Fire Class consisting of 43 trainees.

It was noted that Proposed Revenue Enhancements would generate approximately \$3.9 million in new revenue. In the area of Strategic Initiatives, Chief Hood spoke of the positive economic impact associated with successful fire suppression efforts and partnerships developed to assist the department in achieving an ISO rating of 1.

Chief Hood concluded the presentation by reiterating that the department planned on improving response times and infrastructure, enhancing resources to better deliver emergency services, and increasing community outreach efforts.

Mayor Castro asked of the response time for San Antonio in comparison to other cities. Chief Hood responded that each city calculates response times differently therefore, it was difficult to accurately compare response times. It was noted that San Antonio calculates response time as soon as the call was received. Mayor Castro asked of the impact on response time due to the City's growth. It was reported that response times were anticipated to increase; however, the main challenge was the size of older fire stations in comparison to equipment. One solution provided to assist with growth was to deploy additional equipment to specific fire stations based on need. Chief Hood stated that the department attended all Annexation meetings and made recommendations to ensure that emergency services were available. Mayor Castro requested a status on fire equipment requested. A recommendation had been made to purchase additional fire equipment for Fire Station 32 and 44. Chief Hood highlighted the benefits of purchasing said equipment. Mrs. Sculley spoke of the costs associated with the purchase of the identified fire equipment and its impact on the General Fund.

Mayor Castro stated that he would be creating an Ad Hoc Committee that would be tasked with assessing the legacy costs associated with providing health care to public safety personnel. He noted that he wanted to be proactive and not reactive in assessing long term costs.

Councilmember Saldaña noted that the Health Care Pension Fund was well managed; however, the topic of Legacy Costs needed to be addressed. He asked of the variation in the number of cadet classes being offered each fiscal year. Chief Hood noted that the number of classes offered was based on the number of fire personnel retiring, the number of EMS units added, and the number of fire stations opened.

Councilmember Saldaña asked of the number of older Fire Stations in operation. Chief Hood reported that the City did not have many in use; however, two Fire Stations were scheduled to celebrate their 100th Anniversary next year. It was noted that older Fire Stations were primarily remodeled, but that the challenge was that several had been designated historic.

Mrs. Sculley noted that the City had a total of 51 Fire Stations in operation. Of that total, 2 have been added since 2006, 6 have been replaced, and 5 remain to be replaced. She spoke of the size limitations of the older Fire Stations and the need of the facilities to house oversized emergency equipment. Chief Hood noted that the goal was to have the same equipment at each Fire Station.

Councilmember Saldaña asked of the continuum of care offered between emergency personnel and local medical clinics. It was noted that there was a process in place where Fire Personnel visited repeat customers and offered suggestions regarding the patient's care.

At the request of Councilmember Lopez, costs associated with purchasing additional fire equipment and funding personnel was detailed by Mrs. Sculley and Chief Hood. Councilmember Lopez voiced his concern with not using equipment to its full potential and spoke of the benefits of utilizing peak time to determine staffing and equipment needs. Chief Hood explained the methodology in utilizing peak time and noted that the issue was that not all Fire Stations had the capacity of maintaining oversized equipment.

Mrs. Sculley noted that the Fire Department periodically conducted needs assessments to ensure that emergency care continued to be delivered timely and in the most cost effective manner. Councilmember Lopez recommended that a policy be developed to address how and when fire equipment was purchased and personnel hired. Additionally, to develop a communication plan for businesses which highlighted emergency services offered and recognitions received.

In response to Councilmember Medina, Chief Hood reported that in 2001, the NFPA established a universal response time of 6 minutes. The challenges communities faced in meeting this time were detailed. Councilmember Medina asked of recruitment efforts. Chief Hood highlighted community outreach efforts and partnerships developed to increase diversity and encourage individuals to be first responders. Councilmember Medina stated that he would be requesting additional resources for Fire Station 32 and was supportive of the Mayor's Initiative to develop a Task Force to research health care costs.

At the request of Councilmember Gonzales, Chief Hood reported on the number of calls based on emergency type.

Councilmember Nirenberg requested that members of the Task Force be diverse and knowledgeable. He asked of the resources needed in order to ensure that the Department maintained a low response time. Chief Hood responded that a Strategic Plan was in place which assisted the Department in identifying needed resources. He noted that additional resources would be needed in the future due to growth. At

the request of Councilmember Nirenberg, Chief Hood reported on the City's Spare Fleet Inventory and Replacement Plan Program. He noted that 8 new Fire Trucks were expected to be delivered in 2014 and that replaced trucks would become part of the Spare Fleet Inventory. Councilmember Nirenberg requested a status on the Fleet Management Audit. Chief Hood reported that all findings which included developing a training program, establishing a preventative maintenance schedule, and hiring certified technicians had been implemented.

As it relates to Brush Fire preparedness, Chief Hood stated that the Department was prepared as a result of implementing a training program and replacing equipment. Councilmember Nirenberg requested that he be provided with a Plan of Action so that communities could assist with mitigation efforts.

Councilmember Bernal spoke of the importance of developing a diagnostic tool that assisted in identifying sites for future Fires Stations and ensured that the site was suited for the area. Chief Hood highlighted challenges emergency personnel encountered as a result of Fire Stations being built along busy corridors, along hilly and narrow streets, and near gated subdivisions. Councilmember Bernal noted his support of the Mayor's Task Force.

Chief Hood explained how having a low ISO rating resulted in homeowners saving on insurance. He noted that the Department was collaborating with Economic Development to create a tool which identified the amount commercial businesses saved by the Department suppressing fires in a timely and responsive manner.

At the request of Councilmember Soules, Chief Hood noted call data could be broken down based on call type, equipment and personnel dispatched, and Fire Station responding. As it relates to Interlocal Agreements, it was noted that San Antonio provided Converse with fire assistance and Hill County Village with EMS service. As for brush fires, Chief Hood stated that assistance was provided as needed to outlining communities.

Chief Hood provided the methodology for using peak time and noted that it assisted in determining staffing and equipment needs. Councilmember Soules asked to be provided with additional data establishing the relationship between peak time and response time.

Councilmember Chan requested that she be provided with the mean response time as well as response time by quadrant and by council district. She explained that growth north of 1604 could result in a deviation of response times. Chief Hood detailed challenges faced in fighting residential fires in highly populated areas. It was clarified that the Department paid overtime in the amount of \$2.2 million annually to staff 8 Peak Time Units 7 days a week. Chief Hood explained the methodology in paying overtime and spoke of the benefits in utilizing said plan. Councilmember Chan requested that she be provided with data identifying the rationale for paying overtime.

Councilmember Chan stated that she was in agreement with the development of the Mayor's Task Force to review long term health care costs. Mrs. Sculley explained the methodology utilized in determining projected health care costs for uniformed and civilian personnel. She noted that funding allocations were determined in part due to the collective bargaining agreements and state law. Councilmember Chan requested to be provided with projected health care costs.

Councilmember Viagran spoke in support of the Mayor's Ad Hoc Committee to review health care costs for emergency personnel. She asked of the process for tracking companies that utilized hazardous

chemicals. Chief Hood noted that the Department did not have a mechanism to track these types of businesses and that proposed fee enhancements would allow the City to fund 3 new Inspectors. Councilmember Viagran requested that the Fire Department collaborate with Development Services to identify said types of businesses. Lastly, she requested that she be involved in discussions regarding the identification of sites for future Fire Stations in annexed areas.

B. POLICE SERVICES

Chief McManus presented a video which highlighted Police Officers in action. He provided an overview of the Department's Organizational Structure which addressed roles performed by each Bureau and personnel composition based on Gender and Ethnicity. It was noted that in 2011, the Department developed a Mission Statement, Vision Statement, and Guiding Principles.

In the area of Accomplishments, Chief McManus noted that customer satisfaction with police protection had increased by 4% since 2008 and was now at 88%. He stated that said increase was due in part to developing partnerships. Chief McManus highlighted Initiatives implemented which included deployment of POP and Covert Units as well as increased enforcement of motor vehicle violations. It was reported that 2 of the 5 Helicopters in service were proposed for replacement. Chief McManus stated that he had requested the FAA to initiate an Audit of Flight Operations and that 21 of the 22 findings had been implemented. The final recommendation would be completed in June 2014 as it entailed building a new Helicopter Hanger at Stinson Airport.

Chief McManus stated that the number of calls for service had increased despite the utilization of the SMART Initiative. It was noted that response times had decreased and that the average response time was 7 minutes and 14 seconds. Mrs. Sculley stated that the information denoted on Slide 19 was the best comparative data collected to date which illustrated response times for major Texas Cities. Chief McManus explained that there were inconsistencies in how cities measured response times and noted that San Antonio began counting once the call was received. It was noted that the Department responded to 6,943 violent crime calls and placed San Antonio 9th out of the top 10 major cities. The number of crimes based on type was detailed.

In the area of Proposed FY 2014 Initiatives, Chief McManus noted that the Department planned on better distributing workload as it would improve officer safety, reduce response times, and balance call load. Other FY 2014 Initiatives detailed include increasing efforts to deter property crime, vehicle burglaries, graffiti, and panhandling as well as review Best Practices Policies regarding Use of Force.

Chief McManus provided an overview of the FY 2014 Proposed Budget and noted that the Department consisted of 2,375 Police Officers. He stated that said personnel compliment resulted in the City having a ratio of 2.11 Police Officers per 1,000 in population. It was reported that the Proposed Budget Allocation for FY 2014 was \$381 million and that 85% of the amount funded personnel. Chief McManus detailed funding allocations and personnel composition by Unit and Fund.

In the area of Efficiencies, it was noted that the Department planned on eliminating 4 of the 7 civilian positions in the Alarm Unit and redirecting funding to pay for 2 positions in the In Car Video Unit. Chief McManus spoke of the cost savings resulting from identified efficiencies. Improvements and the number of Cadet Classes scheduled for FY 2014 were detailed.

Mayor Castro asked for the number of officers per 1,000 today as compared to ten years ago. Chief McManus stated that he would provide that data to the Council at a later time. Mrs. Sculley reported that the ratio had improved since FY 2006 and that she felt comfortable with the present ratio.

Mayor Castro voiced his concern with the proposal to cut 2 positions in the Crisis Response Team (CRT). Chief McManus explained that due to budget constraints, cuts were necessary. He detailed the methodology utilized in identifying the cuts and noted the importance of the Department in achieving its core functions. Mayor Castro requested additional data regarding the Crisis Response Team.

Councilmember Taylor asked if there was an identified goal of Police Officers per 1,000. Mrs. Sculley noted that the goal was to have 2 Officers per 1,000 in population and highlighted the challenges faced in achieving said goal. She noted that she was pleased that the City was able to maintain a ratio of 2.11 per 1,000 in population.

Chief McManus detailed efforts to implement Best Practices regarding property crimes and noted that said crime needed to be assessed holistically. Councilmember Taylor spoke of her willingness to assist with community outreach efforts regarding said topic.

As it relates to POP deployment, Chief McManus stated that the Program was very effective in improving quality of life issues in areas where deployed. He noted that the plan was to add a property crime component of said Program upon approval of 10 additional SAFFE personnel.

Councilmember Taylor voiced her concern with communities that did not fit the criteria for POP deployment but displayed quality of life challenges. She asked of the collaboration between city departments in targeting these communities. Mrs. Sculley highlighted an example of where various departments had recently teamed up to canvass a targeted neighborhood.

As it relates to the deployment of Downtown cameras, Chief McManus noted that there was a possibility that the Program would continue at no cost to the City. Councilmember Taylor asked for clarification on the proposed civilian personnel cuts and associated impact to the City. Mrs. Sculley reported that the personnel proposed for elimination comprised the Accreditation Unit and that said Unit was responsible for ensuring that policies and procedures were in alignment with national standards. She noted that the City planned on ensuring that accreditation continued and that standards were followed despite elimination of personnel. Chief McManus noted that duties performed by the Unit would be absorbed by other personnel. Mrs. Sculley detailed the methodology in identifying said cuts.

Councilmember Viagran spoke of the importance of public safety and asked of the impact the proposed cuts to the CRT Unit would have. Chief McManus noted that the work load would be absorbed by other personnel and highlighted the current policy for responding to and assessing domestic violence calls. He spoke on the challenge in identifying cuts. Mrs. Sculley reported that 85% of the Department's Budget was allocated to personnel costs. Councilmember Viagran requested additional data regarding the CRT Unit. As it relates to DWI prevention, Chief McManus spoke of lobbying efforts, programs initiated, and partnerships developed to increase awareness.

Councilmember Medina spoke of the gender gap in the personnel composition of the Department. Chief McManus detailed efforts to recruit women and minorities. As it relates to placement of Wrong Way signs, Chief McManus discussed the methodology for placement and noted that he would provide additional data on said. Councilmember Medina asked of the disparity in response times between major

Cities. Chief McManus clarified that the information provided on slide 19 was not a comparison as there was not a national response time. He stated that cities tracked response times differently and that the goal for San Antonio was to get the lowest possible response time.

Councilmember Chan spoke in support of the POP Initiative and utilization of SAFFE Officers. She requested additional data on response times based on Code Type and a status report on the CAD System.

Councilmember Gonzales requested that the Department continue to enforce bicycle laws. As it relates to property crimes, Councilmember Gonzales noted that these types of crimes were often committed by the same person. She spoke in support of the Department's efforts to recruit women and requested that proposed cuts to the CRT Unit be reassessed.

At the request of Councilmember Saldaña, Chief McManus clarified that CRT Officers housed out of the Mayfield Substation would not be eliminated. Councilmember Saldaña requested additional information regarding the job functions performed by the staff of the Alarm Division. Chief McManus noted that most of the duties were administrative in nature. As it relates to the ratio of police officers per 1,000 people, it was noted that the goal of achieving 2.11 per 1,000 took into account retirement and vacancies.

Councilmember Nirenberg asked that the functions of the Accreditation Unit be absorbed by the entire Department. He voiced his concern with street racing and asked that the Department to increase enforcement efforts on same. As it relates to the ratio of Police Officers per 1,000, Mrs. Sculley clarified that other cities also factor in other sworn officers.

Mayor Castro thanked staff for their presentations.

ADJOURNMENT

There being no further discussion, Mayor Castro adjourned the meeting at 5:35 pm.

APPROVED



JULIÁN CASTRO
MAYOR

Attest:



LETICIA M. VACEK, TRMC/MMC
City Clerk