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# ANNUAL REPORT





# TABLE OF CONTENTS

Message from the Fire Chief	1
Mission, Vision, Values	2
Department Highlights	3
Fire Station Map	4
Fire Station Information	5
Apparatus Information	8
SAFD Equipment	10
Organization Chart	12
Command Staff	13
Office of the Fire Chief	14
Budget Breakdown	15
Office of Emergency Management	16
Operations	18
Total Type of Responses Chart	19
Firefighting Operations	20
Special Operations	22
Wildland Special Operations	24
Emergency Medical Services	26
Communications	28
Administration	30
Public Information Office	31
Fiscal Management and Research	32
Management Information Services	35
Services & Logistics	36
Fire Prevention	38
Human Services	40
Personnel/Payroll	41
Health & Wellness	42
Safety	44
Recruitment	45
Training	46
Statistics	48



# Message from the Fire Chief



The past year has been a time of change for the San Antonio Fire Department. As a sign that our city continues to grow, we opened two new fire stations and two replacement stations in 2011, and broke ground on several additional facilities that will be completed in 2012.

Fire Stations 50 and 51 opened on the South and North sides of town, respectively. Fire Station 50 was operating out of a temporary building for several years before their permanent building took shape and Fire Station 51 opened as home to the second Technical Rescue Team serving the city.

The replacements for Fire Stations 1 and 19 moved firefighters from old, small spaces into modern buildings designed to grow with the community. Fire Station 1 also added the Fire Operations Center, allowing fire and EMS shift commanders to work out of the same space.

Many initiatives introduced in 2010 saw their first full year and exceeded my expectations. The Computer Aided Dispatch system that took countless hours to install and troubleshoot managed to reduce fire and EMS response times within months of going live.

The Wellness Center also saw every firefighter and paramedic travel through its doors to participate in the Wellness Program. Annual health screenings, nutritionist consultations and expanded work-out facilities are all doing their job to ensure the continued health of our first responders.

The future continues to look bright for our citizens and our firefighters. At the close of 2011, I am proud to share this review of what we accomplished and excited for the next steps we have planned for our city.

Charles N. Hood  
Fire Chief



**OUR FAMILY  
PROTECTING  
YOUR FAMILY**





# Mission, Vision, Values

## Mission

To provide the highest level of professional service to the public by protecting lives, property, and the environment while providing life safety community education.



## Vision

To be a service driven, nationally recognized leader in providing emergency services with exceptional leadership, open communication, state-of-the-art resources, and a healthy, highly trained, motivated workforce.

## Core Values

We believe in conducting ourselves with integrity, honesty, concern, and respect for each other and the public. We have a high regard for teamwork and esprit de corps and possess a strong commitment to serving with pride and professionalism while honoring the noble traditions of the fire service.



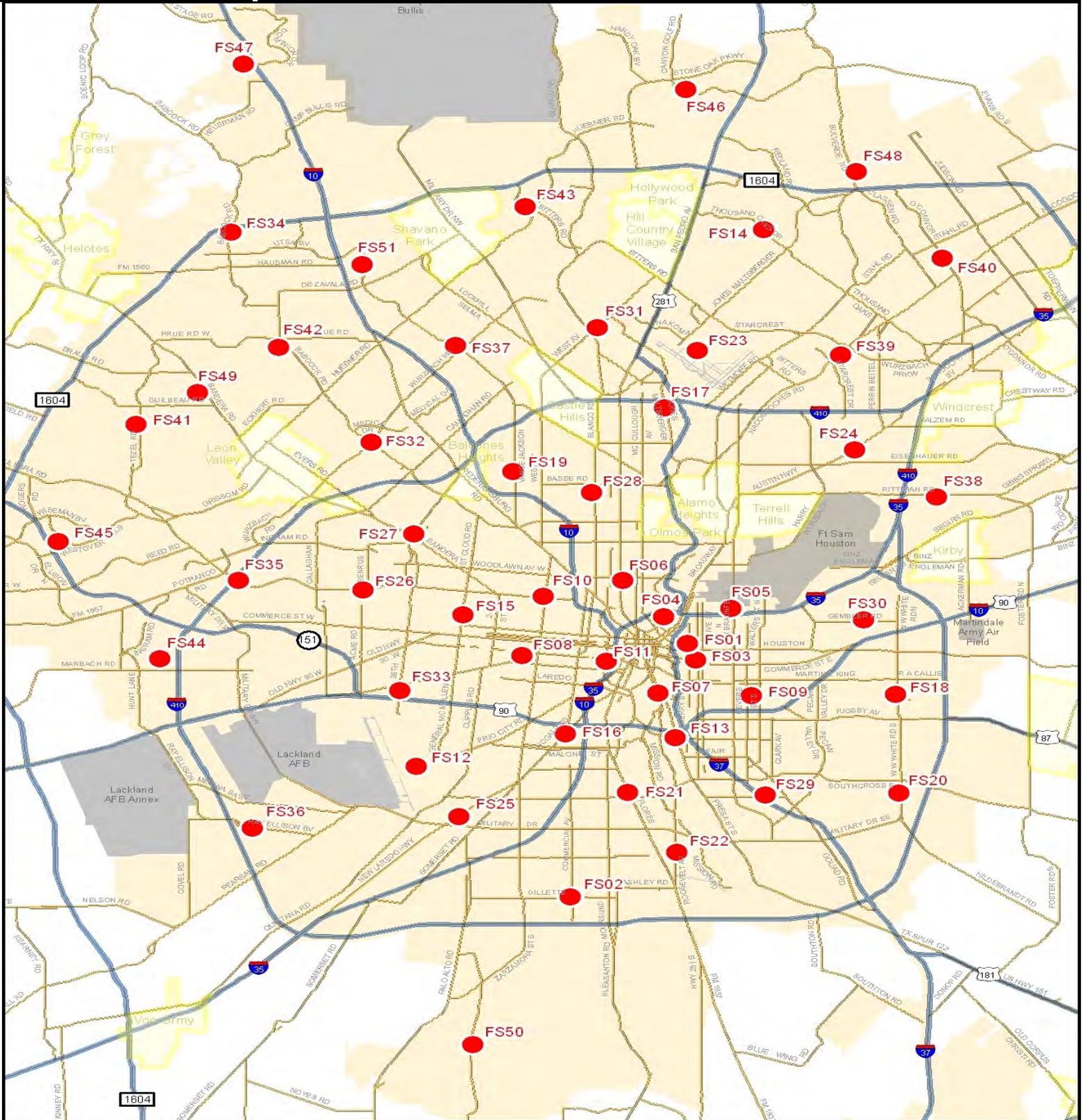


# 2011 Department Highlights

*	Operating budget of \$236 million, secured \$1.3 million for 2011 improvements
*	Collected over \$500,000 in Hazmat revenue
*	Commenced construction of the new Public Safety Headquarters
*	Commenced transition of the Communication Center location and completed the new Public Safety Answering Point building at Brooks City Base
*	Fiscal Services added a Contract Coordination position
*	Human Services added 2 payroll positions for the Fire Chief's and Shift Commander's Offices
*	Grand Opening of 4 Fire Stations (FS 1, FS 19, FS 50 and FS 51)
*	Completed renovation projects at Fire Stations 40, 42, 43, and 44
*	Added an additional Battalion Unit and 2 additional Fire Shift Commanders
*	Added New Hazmat Response Team to Fire Station 34
*	Added Advanced Life Support Program to 5 Fire Stations
*	Expanded Special Operations Services with new Helicopter specialization rescue team
*	International Airport Fire Station added an Engine Company
*	City Council approved and adopted 2012 International Fire Codes
*	Community Safety and Education participated in 642 events
*	S.A.nta's F.irefighter toy D.rive provided Christmas toys to approx. 1,700 children
*	Safety Division reviewed over 70 vehicle accidents (Accident Review Board program)
*	Health & Wellness commenced the mandatory Wellness Program and conducted 1360 physical (82.9% of SAFD)
*	Health & Wellness Dietitians performed 246 diet reviews, 60 diet consultations, conducted classes at 40 Fire Stations, and presented two nutrition performance classes for cadets
*	Volunteer Chaplains assisted approximately 300 employees/citizens
*	SAFD increased COSA Annual Charitable Campaign participation to 82.2%, raised \$199,511 and exceeded goal by \$9,341
*	SAFD Dispatcher/Call Takers answered approximately 250,000 calls
*	Average EMS "Call to Arrival" time dropped by 1 minute 12 seconds (12.5% reduction)
*	Average FIRE "Call to Arrival" time dropped by 1 minute 17 seconds (14% reduction)
*	Medical Units responded to over 120,000 emergency incidents
*	Responded to 24 multiple alarm structure fires



# Fire Station Map





# Fire Station Information

Station Number	Address	Zip Code	Council District	Year Built	Resources Available
1	515 North Cherry	78205	2	2011	Engine Aerial Ladder Truck Squad Medic Fire Shift Commander Medic Shift Commander HAZMAT Responder Team and Apparatus
2	601 Gillette Boulevard	78201	3	1957	Engine
3	1425 East Commerce Street	78202	2	1921	Engine
4	1430 North St. Mary's Street	78215	1	1966	Engine
5	1011 Mason Street	78208	2	1929	Engine Medic
6	503 West Russell Place	78212	1	1929	Engine Aerial Ladder Truck Medic
7	1414 South St. Mary's Street	78210	1	2005	Engine Medic Safety Officer
8	619 South Hamilton Avenue	78207	5	2000	Engine Aerial Ladder Truck Squad Medic Battalion Chief Stationary Air Compressor
9	649 Delmar Street	78210	2	1914	Engine Aerial Ladder Truck Squad Medic Battalion Chief Stationary Air Compressor
10	1107 Culebra Road (@ Zarzamora)	78201	1	1914	Engine Medic
11	610 South Frio Street	78207	5	2000	Engine Platform Ladder Truck Squad Technical Rescue Team and Apparatus
12	103 Arts & Crafts Way, Bldg. 1699	78226	4	1960	Engine
13	3203 South Presa Street	78210	3	1929	Engine Medic
14	2515 Thousand Oaks Drive	78232	10	1983	Engine Aerial Ladder Truck Medic Hose Tender
15	3150 Ruiz Street	78228	5	1987	Engine Medic Medic Officer
16	2110 Nogalitos Street	78204	5	2001	Engine Medic
17	8545 Jones Maltzberger Road	78216	1	1987	Engine Platform Ladder Truck Squad Medic
18	1463 South W.W. White Road	78220	2	1956	Engine Medic

# Fire Station Information

Station Number	Address	Zip Code	Council District	Year Built	Resources Available
19	2307 Vance Jackson Road	78213	1	2011	Engine Medic Battalion Chief Stationary Air Compressor
20	3347 South W.W. White Road	78222	3	1998	Engine 4x4 Brush Fire Truck
21	5537 South Flores Street	78214	3	1929	Engine
22	1100 March Avenue	78214	3	1988	Engine Aerial Ladder Truck Squad Medic 4x4 Brush Fire Truck Aircraft Rescue & Firefighting Truck
23	1750 Skyplace Boulevard (International Airport)	78216	9	1988	Engine Foam Trailer Squad Aircraft Rescue Apparatus & Fire-fighting Team
24	1940 Austin Highway	78218	2	1958	Engine Medic
25	1038 New Laredo Highway	78211	4	2006	Engine Medic Water Tanker Battalion Chief Stationary Air Compressor
26	4140 Culebra Road	78228	7	1987	Engine Mobile Air Compressor
27	1518 Hillcrest Drive	78228	7	1963	Engine Medic
28	815 El Monte Boulevard	78201	1	1962	Engine Medic
29	827 Hot Wells Boulevard	78223	3	1988	Engine Aerial Ladder Truck Squad Medic Medic Officer Mobile Air Compressor
30	919 Gemblar Road	78219	2	1967	Engine 4x4 Brush Fire Truck
31	11802 West Avenue	78216	9	1967	Engine Medic
32	2235 Babcock Road	78229	8	1970	Engine Platform Ladder Truck Squad
33	2002 South West 36th Street	78228	6	1973	Engine Aerial Ladder Truck Squad Medic
34	15300 Babcock Road	78249	8	1973	Engine Aerial Ladder Truck Squad Medic HAZMAT Responder Team
35	7038 Culebra Road	78238	6	1974	Engine Aerial Ladder Truck Squad/Brush Truck Medic

# Fire Station Information

Station Number	Address	Zip Code	Council District	Year Built	Resources Available
36	5826 Ray Ellison Boulevard	78242	4	1983	Engine Aerial Ladder Truck Squad Medic 4x4 Brush Fire Truck
37	11011 Vance Jackson Road	78230	8	1975	Engine Aerial Ladder Truck Squad Medic
38	6000 Distribution	78218	2	1975	Engine Platform Ladder Truck Squad Medic Battalion Chief Stationary Air Compressor
39	10750 Nacogdoches Road	78217	10	1976	Engine Medic Medic Officer Mobile Air Compressor
40	14331 O'Connor Road	78247	10	1983	Engine Aerial Ladder Truck Squad 4x4 Brush Fire Truck
41	9146 Dover Ridge	78250	6	1987	Engine Aerial Ladder Truck Medic Mobile Air Compressor
42	10400 Horn Boulevard	78240	7	1987	Engine Medic Battalion Chief Medic Officer 4x4 Brush Fire Truck Stationary Air Compressor
43	2055 West Bitters Road	78248	9	1987	Engine Battalion Chief 6x6 Brush Fire Truck Water Tanker Stationary Air Compressor
44	1351 Horal Drive	78227	6	1987	Engine Medic 4x4 Brush Fire Truck
45	3415 Rogers Road	78251	6	2001	Engine Medic Battalion Chief MSOU Truck/Trailer Stationary Air Compressor
46	1165 Evans Road	78258	9	2001	Engine Aerial Ladder Truck Squad Medic
47	7240 Stonewall Bend	78256	8	2006	Engine Hose Tender
48	18100 Bulverde Road	78258	10	2004	Engine Pickup & MSOU Trailer 4x4 Brush Fire Truck
49	8710 Mystic Park	78254	7	2006	Engine
50	15000 Applewhite Road	78224	3	2011	Engine 4x4 Brush Fire Truck
51	5040 Beckwith	78249	8	2011	Engine Platform Ladder Truck Technical Rescue Team and Apparatus



# Apparatus Information

**ENGINE** — 60 in the fleet, supporting 51 companies. They respond to fires and other emergencies. They carry the hose, a fire pump, and onboard tanks that hold 500-750 gallons of water. Most can pump fire-fighting foam, with 23 engines able to produce a high-quality foam through a Compressed Air Foam System (CAFS).



**AERIAL LADDER TRUCK** — 22 in the fleet. They carry a wide range of power and hand tools used at fire incidents and motor vehicle crashes. They have a 95-105 foot ladder.

**PLATFORM LADDER TRUCK** — 5 in the fleet. Similar to the Aerial Ladder Truck. The top of the ladder is a platform from which the Firefighter can operate more efficiently and effectively due to stable footing.



**EMS** — 59 in the fleet, supporting 32 full time companies and up to 7 peak period units. Used to answer medical emergencies and if needed transport injured and ill people to a hospital.

**SQUAD** — 18 in the fleet. Used to answer some medical emergencies. When used in lieu of an engine or ladder company, it allows those companies to remain in service, increasing availability. Also decreases wear and tear on larger, more expensive apparatus.





**AIRPORT RESCUE & FIREFIGHTING VEHICLE** — 4 in the fleet. Rapid response vehicles that carry up to 3000 gallons of water and up to 400 gallons of foam. They also carry 450-460 lbs of an auxiliary agent dry chemical. The rescue vehicles are equipped with many tools to help firefighters advance into an aircraft. FAA requirements state that these vehicles have to be able to respond to the mid point of the furthest runway in 3 minutes or less.

**HAZMAT RESPONSE VEHICLE** — 4 in the fleet. Carries equipment like hazardous gas monitors and spill cleanup kits used to respond to hazardous material emergencies.



**HEAVY RESCUE VEHICLE** — 2 in the fleet. Responds to the scene of rescue incidents such as trench or building collapses, high angle rescues, and major motor vehicle accidents.



**4x4 and 6x6 BRUSH TRUCK** — 10 in the fleet. These vehicles have off-road capabilities and are used for fighting grass and brush fires. They have self-contained water tanks and onboard pumps.





# SAFD Equipment



Automatic Power Stretcher



EMS Command Vehicle



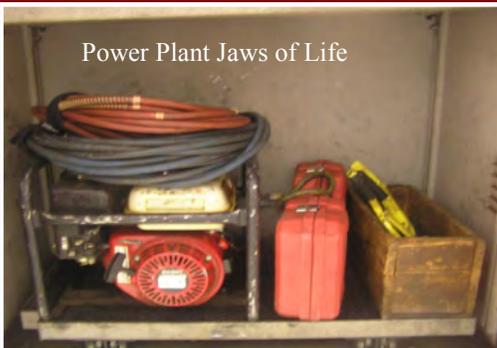
3 Lead Automatic External Defibrillator (AED)



Stair Chair



Ladder Truck Tools



Power Plant Jaws of Life



12 Lead Monitor



Command Bus



Gas Detectors



RAD 57 Signal Extraction Pulse CO-Oximeter



Rescue Saw



Positive Pressure Ventilator (PPV) Fan



Video Airway Device



Thermal Imaging Camera Firefighters



Portable Radio Walkie Talkie



All Terrain Rescue Forklift



Thermal Imaging Camera



Special Operations Vehicle



Fuel Supply Truck



Self Contained Breathing Apparatus (SCBA) Mask and Helmet



Gator Hazmat



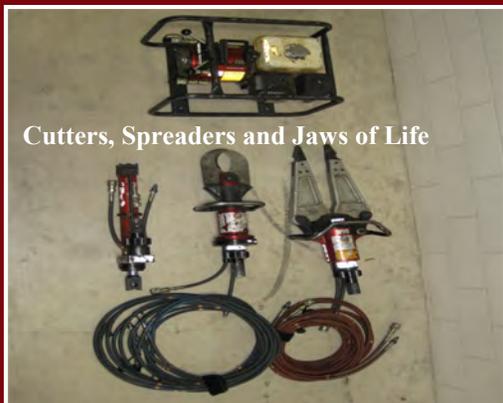
Apparatus on Lifts



Rescue Litter



Special Equipment Trailer



Cutters, Spreaders and Jaws of Life



Forklift

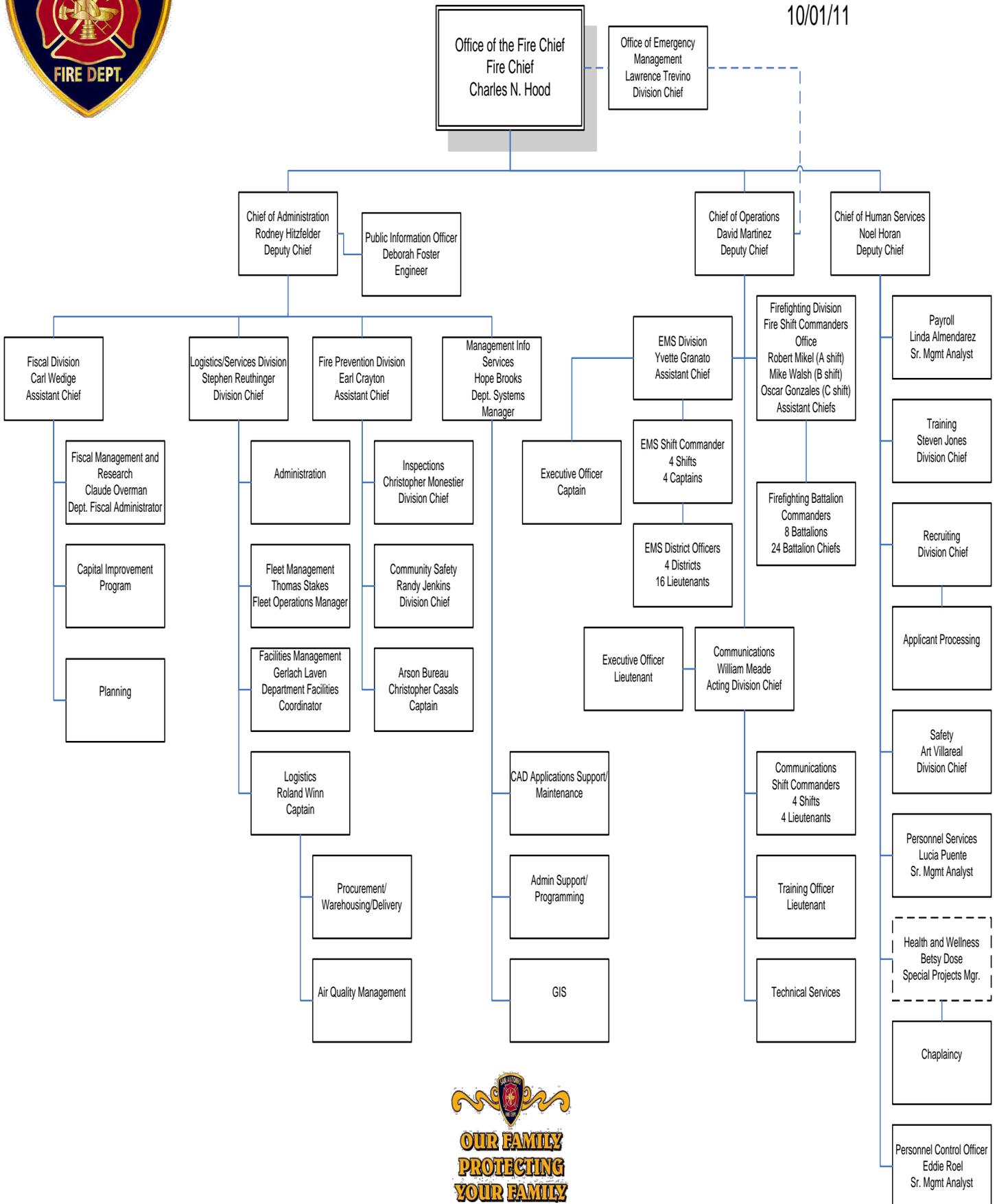


Mobile Air Compressor



# San Antonio Fire Department Organization

10/01/11



# Command Staff



**Charles N. Hood**  
Fire Chief



**Rodney Hitzfelder**  
Deputy Chief  
Administration



**Noel T. Horan**  
Deputy Chief  
Human Services



**David E. Martinez**  
Deputy Chief  
Operations



**Carl Wedge**  
Assistant Chief  
Fiscal Operations



**Earl Crayton II**  
Assistant Chief  
Fire Prevention



**Yvette Granato**  
Assistant Chief  
EMS Operations



**Robert Mikel II**  
Assistant Chief  
Fire Operations



**Mike Walsh**  
Assistant Chief  
Fire Operations



**Oscar Gonzales**  
Assistant Chief  
Fire Operations



# OFFICE OF THE FIRE CHIEF

The Fire Chief's Office (FCO) oversees every Division of the San Antonio Fire Department (SAFD). With a staff of over 1,800 uniformed and civilian employees, the SAFD is one of the largest departments in the City of San Antonio. It operates the second largest General Fund budget in the City.

The FCO sets the priorities for the SAFD every year. In 2011, many Divisions were involved in fine-tuning the new Computer Aided Dispatch (CAD) system. By coordinating with the San Antonio Police Department and also with regional fire departments, the system is providing an interoperability that was lacking before. The CAD also incorporates functions that allows for streamlined dispatching, unit selection by location and, eventually, effective records management. The reduction in response times in 2011 is one of the proven benefits of the new CAD. In addition, in January 2012, SAFD

and SAPD dispatchers are scheduled to move into the new Public Safety Answering Point, which will enable them to continue to take advantage of technological improvements.

The wellness initiative reached another milestone in February 2011, when the annual physicals for the uniformed personnel started at the new SAFD Wellness Center. The yearly physical is aimed at preventing major health issues.

San Antonio is the seventh largest city in the nation, and its continued growth is a challenge for the Fire Department to maintain and improve the level of service provided to its citizens. In 2011, two extended response areas were addressed by the implementation of a new Engine Company at the International Airport Fire Station in January 2011, and the opening of the new Fire Station 51 in the north in November 2011.

Another major effort undertaken

this year was improving the Advanced Life Support (ALS) program through funding of a Medical Improvement in the FY2011 Adopted Budget. Five Fire Units are now dedicated ALS Units equipped with a 12 lead monitor like all SAFD ambulances instead of a 3 lead Automatic External Defibrillator (AED) like the other fire units. SAFD is also increasing the number of medications carried on board all SAFD units.

With continued growth, the department also saw an increased demand for the skills of specialty teams. In addition to the second Technical Rescue Team created in 2010, a second Hazardous Materials Response Team became operational in 2011. Both of these new teams are geographically situated to provide the best service for the entire city. By addressing these issues quickly, the SAFD will continue to be prepared for the city's needs in the future.

## CHARLES N. HOOD ~ FIRE CHIEF

Charles N. Hood joined the San Antonio Fire Department in 2007. He has over 23 years of emergency service experience with the Phoenix Fire Department. He is the first African-American Fire Chief in San Antonio.

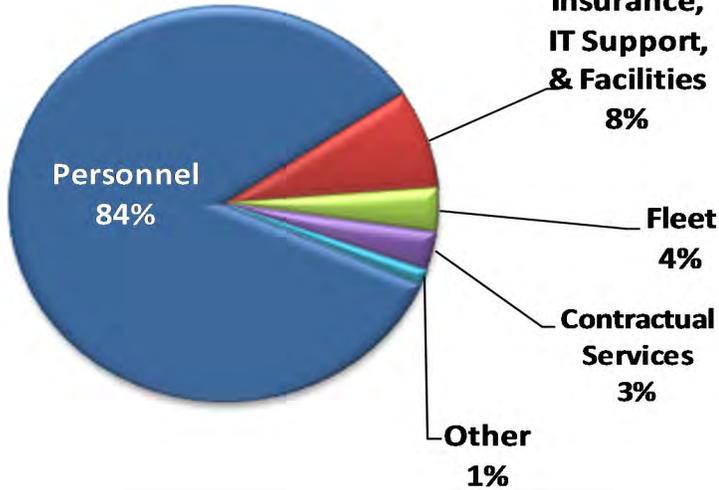
Chief Hood has a Bachelor of Science in Fire Service Management and numerous certifications. He is a graduate of Harvard University's Kennedy School of Executive Education and an Adjunct Faculty at Texas A&M University. He has served nationwide as part of FEMA's Urban Search & Rescue Red Incident Support Team.



**San Antonio Public Safety Headquarters  
(under construction)**



**2011 Budget Breakdown**



**2011 SAFD Budget Breakdown**

**Office of the Fire Chief**

Administration	\$1,461,074.00
Office of Emergency Management	\$1,864,549.00

**Operations**

Firefighting	\$139,469,832.00
Emergency Medical Services	\$57,368,284.00
Communications	\$8,685,173.00

**Administration**

Fiscal Operations	\$1,021,622.00
Management Information Systems	\$738,724.00
Logistics/Services and Facilities	\$6,205,840.00
Fire Prevention, Arson, Comm. Education	\$6,734,208.00
Other- Temp. Cadets, Paramedics,	\$5,156,281.00
Transfer	\$1,762,712.00

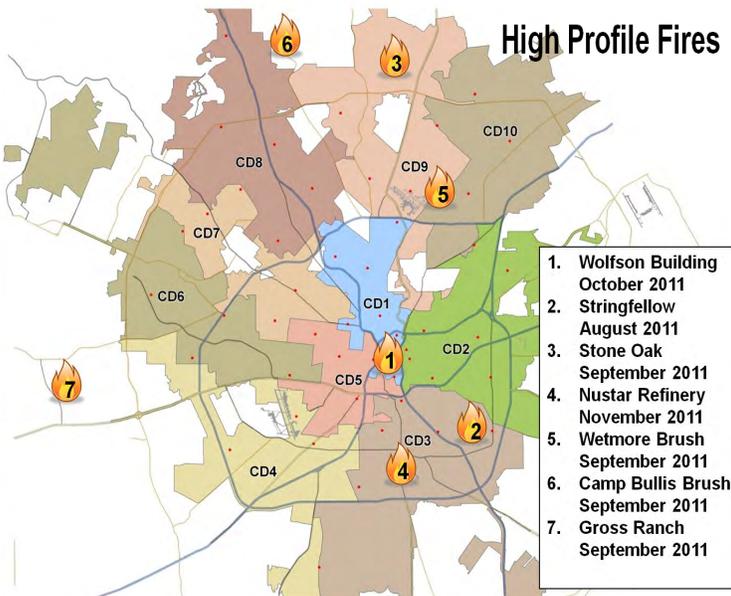
**Human Services**

Personnel Services	\$1,968,540.00
Safety & Wellness	\$1,700,085.00
Training	\$2,270,368.00

**Budget Totals**

Operating Budget	\$236,407,292.00
Capital Improvement Budget	\$27,435,227.00
Grants Budget	\$6,882,088.00

**High Profile Fires**





# OFFICE OF EMERGENCY MANAGEMENT

Division Chief Lawrence Trevino



Additionally, the SAOEM maintained emergency preparedness plans. In 2011, 14 of 22 plans were awarded the highest possible rating. By early 2012, the SAOEM anticipates having a jurisdictional-specific, comprehensive Hazard, Risk and Vulnerability Study.

The Regional Critical Infrastructure Protection (CIP) Program was developed to follow the regulations outlined by the National Infrastructure Protection Plan (NIPP). NIPP defines roles and responsibilities for local governments to protect critical infrastructure. Specific sectors are identified by the Department of Homeland Security and the Regional CIP Program identifies, prioritizes and protects the region's 8,853 assets.

The San Antonio Office of Emergency Management (SAOEM) works to prevent, prepare, respond and recover from and mitigate all hazards, natural or manmade. The Division strives to build community partnerships before a disaster occurs so each organization is able to work together during high-stress, community-wide disasters while deploying highly-trained emergency response forces.

A weekly coordination meeting held at the Emergency Operations Center (EOC) brings together a cross section of critical community partnerships. SAOEM is one of only a few Emergency Management

agencies to hold such a meeting.

The EOC serves as the nucleus to the City of San Antonio's disaster response initiatives. Command of large scale incidents is handled out of the 25 million dollar facility. It houses both City and County Emergency Management programs, as well as the 311 Customer Call Center.

The SAOEM's training program is recognized as the most robust emergency management training program in the State of Texas. During 2011, an unprecedented 174 courses were conducted and 3,885 personnel trained.

The SAOEM continued the City of San Antonio's efforts in planning for and prevention of cyber security threats and attacks. In addition to a three-phase community cyber security table-top exercise program conducted by the SAOEM, San Antonio Mayor Julián Castro led another exercise involving key leaders from critical sectors of the community. Each exercise is geared toward the ultimate development of a San Antonio Cyber Security Incident Response plan and Standard Operating Procedure.

Four SAOEM staff members have



earned Certified Emergency Manager (CEM) credentials through the International Association of Emergency Managers, while three others are working toward this certification. Four others are certified Geographic Information Systems Professionals (GISPs) and another staff member has a Level 1 Professional Continuity Practitioner Certification. SAOEM is in the process of becoming Emergency Management Accreditation Program (EMAP) accredited, with completion expected by the end of the 2012.

As part of the SAOEM's community outreach, preparedness information is delivered through several avenues, including social media. The San Antonio Flood Emergency (SAFE) System ([www.safloodsafe.com](http://www.safloodsafe.com)) and Ready South Texas ([www.readysouthtexas.gov](http://www.readysouthtexas.gov)) provide

information on flood safety and general hazards, respectively. Both have received state-wide acceptance as model citizen's preparedness and education programs. The SAOEM

also maintains a presence on Twitter and Facebook, where pertinent safety information immediately reaches a wide audience.





# OPERATIONS

Deputy Chief David Martinez



As the people in the fire trucks and ambulances, and the voices that answer 911 calls, Operations is the most recognized face of the San Antonio Fire Department.

Operations is overseen by a Deputy Chief, and includes Firefighting, EMS, Communications and any Special Teams that result from those groups. Operations personnel respond to emergency requests from the public for fires, medical calls, rescues and hazardous materials incidents.

In 2011, Operations added helicopter operations as another aspect of specialized rescue techniques. SAFD doubled the size of its Hazardous Materials Response Team, going from one HMRT to two HMRTs. This increased the number of highly trained Hazardous Materials Technicians from 30 to 60. This allows the SAFD to provide greater coverage

around the city while increasing operational effectiveness and firefighter safety.

As with prior years, in 2011, most calls for assistance were medical in nature. Medical services are delivered by Fire and EMS personnel. Firefighter EMTs and/or firefighter paramedics on fire trucks can provide “first responder” services, often prior to the arrival of an ambulance. Personnel on fire trucks provide either basic or advanced life support depending on the training of crew members.

All SAFD EMS ambulances are staffed with two paramedics and provide advanced life support service.

Getting the appropriate resources quickly and efficiently to the scene of the emergency cannot happen without an effective Communica-

tions Center. Two major systems at this center are the Computer Aided Dispatch (CAD) System and the Automate Vehicle Locator System (AVL).

The SAFD’s experienced and highly trained call-takers and dispatchers are a critically important part of how the SAFD delivers emergency services.

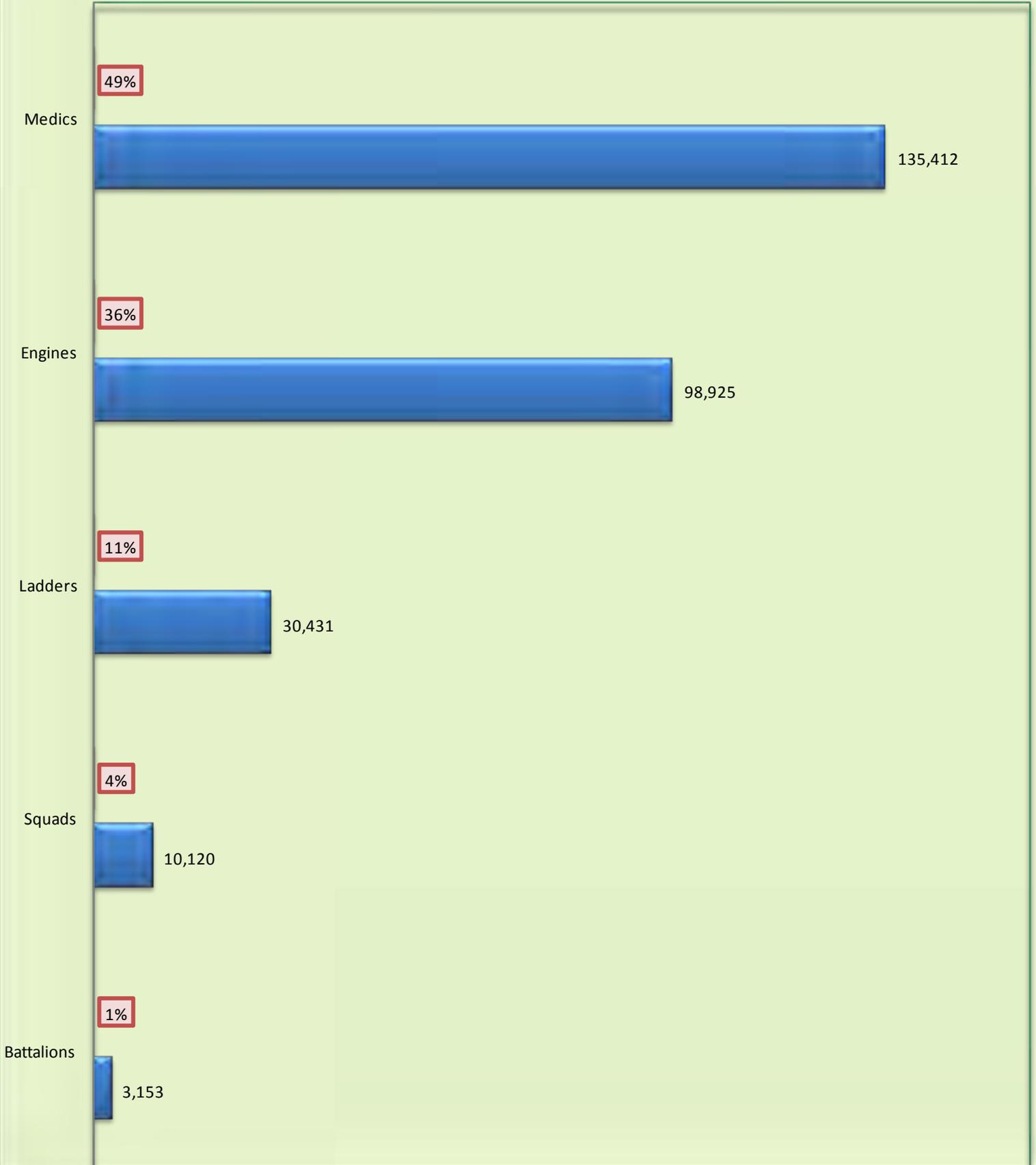
The Computer Aided Dispatch system that went into service in the summer of 2010 continues to prove its value. The time it takes between answering a call at Communications and arriving at the scene of the emergency (“Call to arrival” time) dropped considerably in 2011.

The average EMS “Call to arrival” time dropped by 1 minute and 12 seconds between October 1, 2011 and the end of the year. Going from 9 minutes and 42 seconds to 8 minutes and 30 seconds was a 12.5% reduction. During the same period, “Call to arrival” time for Fire responses dropped 1 minute 17 seconds, a 14% reduction.

These improvements are largely due to the implementation of the Automated Vehicle Locator (AVL) system which enables Fire communications to dispatch the closest available unit to the scene based on GPS information collected by the CAD. The improvement was also due to the ability of the new CAD to simultaneously dispatch automatically several units by comparison to the old manual sequential process.

# Unit Responses and Percent of Total Responses

■ Percent of Total Responses ■ Responses





# Firefighting Operations

Assistant Chiefs Robert Mikel II, Mike Walsh and Oscar Gonzalez

**F**irefighting Operations (Fire Ops) responded to over 120,400 emergency incidents in 2011. 1,102 firefighters work out of 51 stations spread throughout the city.

The Division operates 51 Engine companies, 20 Ladder companies and 18 Medical First Responder Squads.

The Firefighting Operations Division is divided into three 24-hour shifts (A, B and C).

'Leadership, Communication and Consistency' is the mantra marking the return of Assistant Chiefs to the Fire Shift Commander's Office and shift work. On each shift, the Fire Shift Commander is responsible for all operational issues, manpower, administration and large-scale incident command for the entire city of San Antonio.

The Fire Shift Commander is responsible for overseeing the Battalion Chiefs and all fire operations. With a re-organization of highest ranking staff in the SAFD in October of 2011, three Assistant Chiefs were assigned to the Fire Shift Commander's position.

These individuals work 24-hour shifts and provide leadership, enhanced communication and consis-

tent decision making for all three shifts.

The City of San Antonio is divided into Battalions, or response areas, supervised by Battalion Chiefs. Each Battalion Chief is responsible for leading the stations within their assigned Battalion and reports to a Fire Shift Commander.

In 2011, new uniformed positions were added to increase the number of Battalions from 7 to 8, thereby improving the Battalion Chiefs span of control.

Firefighting Operations personnel respond to a variety of fire related calls, such as single and multi-family structure fires, commercial fires, vehicle fires and brush fires. Our firefighting services also assist the Emergency Medical Services Division in providing basic and advanced life saving care.

In fact, the EMS type of call surpassed the number of fire responses over the last several years and comprises a majority of Firefighting's incident calls.

The Texas weather in 2011 was especially hot and dry. This created additional challenges to firefighters performing normal duties. Summer months where temperatures were over 100°F for many days increased

the challenges of health conditions for firefighters wearing 50-75 pounds of protective clothing.

In 2011, Firefighting Operations responded to twenty-four multiple alarms structure fires. While a majority of the fires occurred in apartments complexes, one major incident destroyed a historically significant structure in the downtown area.

The Wolfson Building, located at Main and East Commerce, was designed by world renowned architect Alfred Giles. It was constructed in 1880 on the site said to be occupied by General Santa Anna after the Battle of the Alamo. Many of the firefighters responding to the initial call had just extinguished a second alarm fire on the near west side of downtown.

The Wolfson Building was extremely difficult to access as there were several businesses and restaurants dividing the space. Eventually, the Riverview Towers, an adjacent high rise, also became involved with fire from the radiant heat of the Wolfson fire. This quickly became a fourth alarm fire that completely destroyed the Wolfson Building and heavily damaged the Riverview Towers.

The extremely dry conditions during the year also led to an increase in the

**Highlight:** In order to further enhance the delivery of medical services, the number of dedicated Paramedic Stations was expanded from two in 2010 to five in 2011. A dedicated Paramedic Station has at least one paramedic assigned at all times providing regular advanced life support in the immediate area.

Highlight: A comprehensive Rehabilitation policy was implemented in 2011 to ensure that work and heat stress is properly identified and prevented. The new policy provides a higher level of support for firefighters recovering from exhaustive work through revised procedures, enhanced medical monitoring and clearance by Paramedics, Medical Officers and on-call Medical Control doctors and nurses.

number and severity of Wildland fires. About 770 acres were consumed as a result of these fires. Wildland-urban interface fires are especially dangerous because undeveloped land where fire can easily spread is extremely close to developed areas with homes, businesses, apartments, and schools. The outcome of these fires could have been much more severe if not for the tireless efforts of the San Antonio Fire Department, the expertise of the SAFD Wildland Urban Interface Team and the strong support of other area fire departments.



Highlight: Fire at the Wolfson Building resulted in a four alarm fire. This building was constructed in 1880. This intense fire extended to the Riverview Towers building. Unfortunately, the fire destroyed the Wolfson Building.



# Special Operations

Division Chiefs Richard Giusti, Armando Perez and Jonathon Jones

The Special Operations (Special -Ops) Teams of the San Antonio Fire Department consist of personnel who are trained in areas of expertise beyond the scope of traditional Fire and EMS response to mitigate manmade or natural disasters or events.

The areas of responsibilities for the Special Operation Teams are:

- Aircraft Rescue & Firefighting (ARFF)
- Hazardous Materials Response Team (HMRT)
- Medical Special Operations Unit (MSOU)
- Technical Rescue Team (TRT)
- Regional Wildland Strike Team (WST) and
- Wildland/Urban Interface Team (WUIT) and

The mantra of the Spec-Ops Teams is preparedness and requires all the team members to constantly train to function in any hazardous environment and safely mitigate the incident.

The goals of these special teams are:

- focus on their respective area of expertise
- work in unison with all first responders from any agency; and
- provide additional resources and expertise to the Incident Commander to protect the citizens of San



Antonio and the region during high risk/low frequency events.

The high level of preparedness and training of these team members has led to multiple successful operations at all levels of incidents.

Because of the dedication and knowledge base, many of the members have been selected to participate with state and federal task forces and strike teams that have been deployed to incidents throughout the region, state and nation. This is quite an achievement for these individuals and recognition of the San Antonio Fire Department's goal to be a nationally recognized organization.

To assist in the management of the Special Operations teams and to provide liaison with the teams for Incident Commanders at a special

operations incident, the Battalion Chiefs are in charge of oversight of all the Special Operations Teams. The newly created Battalion 8 is housed at new Fire Station 19.

Personnel assigned to Aircraft Rescue & Firefighting (ARFF) are located at Fire Station #23 at the San Antonio International Airport and at Fire Station #22 near Stinson Municipal Airport. ARFF serves as the liaison for other special teams during hazmat or technical rescues for both airports. The team includes trained Paramedics who provide medical first responder assistance.

ARFF is the lead team responsible to mitigate events that deal with in-flight emergencies, aircraft fire suppression, and passenger rescue. Personnel from this team act as the liaison between SAFD and aviation

authorities on everything, from exercises to actual aircraft emergencies.

Hazardous Materials Response Teams (HMRT) take the lead in mitigating incidents involving chemical transportation accidents, chemical spills in business/manufacturing facilities, and acts of terrorism involving weapons of mass destruction (WMD).

Our HMRT is the regional team that responds to significant Hazmat/WMD events within the Alamo Area Council of Governments, which is an 11,354-square mile, 12-county area. The versatility and interoperability of this team has led to successful joint operations with other agencies at all levels of government. The first HMRT is located at Fire Station#1. In 2011, the second HMRT was implemented at Fire Station#34.

Medical Special Operations Unit (MSOU) is a special team that is a joint venture between the fire-fighting and emergency medical services Divisions.

The mission of MSOU is to provide the highest level of medical support during high risk/low frequency events that may require specialized training to protect themselves, other responders, and victims in hazardous environments.

A goal of MSOU members is to provide interoperability and teamwork



with the other special teams so that an exceptional working relationship is forged.

MSOU members have been trained to provide medical support and life saving treatment not only for the Technical Rescue Team and Hazardous Materials/WMD events, they are also trained with the San Antonio Police Department to respond to helicopter operations and SWAT/Tactical incidents.

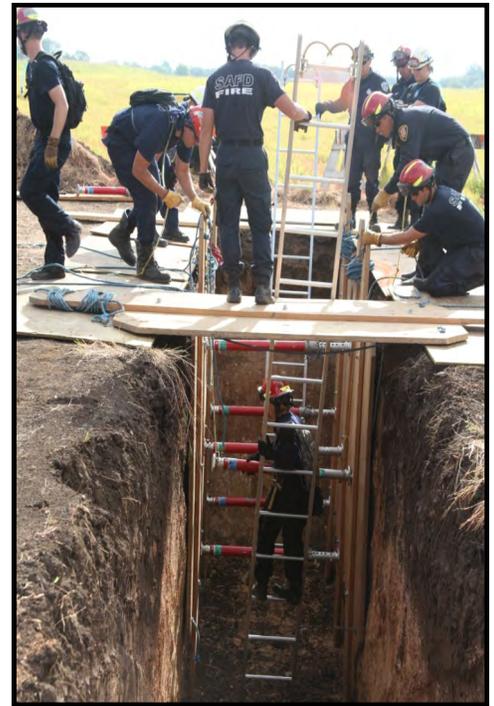
The MSOU is equipped and trained to handle mass casualty incidents (MCIs) where they assist with triage, treatment, transportation, and decontamination.

Technical Rescue Teams (TRT) specialize in Urban Search and Rescue (USAR), high angle rescue, confined spaces rescue, swift water rescue, trench rescues, building collapse, cave rescues, advanced auto and big rig extrication, industrial accidents, as well as wilderness rescues.

Members of the TRT completed over 1000 hours of annual training that has led to the establishment of in-house certification programs which exceed Local, State, and Federal standards.

The initial TRT is located at Fire Station 11. In December 2011, the new Fire Station# 51 was built near DeZavala and IH10 to meet the needs of the growing population in that area. It houses the second TRT in the city.

Specially trained SAFD personnel participate in the Regional Wildland Strike Team (WST) along with firefighters from Schertz and New Braunfels. They can be deployed by the State under the direction of the Texas Forest Service.



WST members have to meet national standards that consist of 544 training hours within a three month period as well as a physical agility test.

In 2011, due to the extreme drought, our Regional WST played an important role in extinguishing wildfires in West Texas as well as near Bastrop throughout the Spring and Summer seasons.

Wildland/Urban Interface Team (WUIT) and WST members are trained to mitigate the risk and incidence of fires where Wildland areas intersect urban and rural boundaries. The WUIT has been tested during unified operations at local, state, and federal levels to mitigate Wildland fires which have threatened life, property, environmentally sensitive areas, and critical infrastructure. A major activity for the team is educating groups about the Wildland/Urban Interface issues that face our community. According to the Texas Forest Service, Wildland/Urban Interface is quickly becoming a major threat for the northwest and north sides of our community.



# Wildland Special Operations



The San Antonio area is experiencing one of the worst droughts in its history. Due to high pressure systems covering the area for months, there has been little to no measurable precipitation. With the lack of rainfall occurring in conjunctions with the near record setting number of days above 100°F, natural fuels are totally dry and in perfect condition to burn with extreme rapidity with the slightest ignition source.

The National Weather Service forecast was for extreme drought conditions through December with the eminent threat of wildfires continuing throughout this period.

Since June 1<sup>st</sup>, 2011, the San Antonio Fire Department responded to

over 754 calls for brush/grass fires.

In the month of September, the San Antonio Fire Department responded to over 217 brush/grass fires with several incidents being major events requiring evacuations, mutual aid (County and State) and the use of air assets to bring the incidents to successful conclusions.

To date, there has been no loss of life and only minimal structural damage as a result of Wildland fires.

The Wildland Strike Team (WST) composed of 35 personnel specifically trained on the various facets of Wildland firefighting through State and National training programs.

The WST is also part of the Alamo Area Wildland Strike Team and participated in numerous calls for assistance from the State of Texas which included the Possum Kingdom and Bastrop complex fires. The experience they bring back to San Antonio from these deployments is invaluable.

The SAFD's Wildland Strike Team has become a priceless asset to the city and is beginning to gain state and national recognition for the work they have performed. In two recent instances (Stone Oak and Camp Stanley), Wildland brush fires were extinguished by using fire to fight fire. By starting fires ahead of the main body of the fire, the fuels in front of the uncontrolled fire were consumed and the larger fire was

## 2011 MAJOR WILDLAND/BUSH FIRES

#	DATE	LOCATION	ACRES INVOLVED	# OF PERSONNEL	MUTUAL AID	STATE or FEDERAL RESOURCES
1	9/5/11	Stone Oak Pkwy	130	250	Yes	No
2	9/7/11	Camp Stanley	290	210	Yes	Yes
3	9/9/11	Pat Gross	250	63	Yes	Yes
4	9/11/11	Wetmore Rd.	100	117	Yes	Yes

quickly brought under control due to a lack of unburned fuel.

The team has been instrumental in advising incident commanders, leading Wildland fire team operations and surveying the incident site to predict where the fire is going and where the hazards are going to be.

In addition, their close coordination with air operations (fixed wing and helicopters) prevented the destruction of various structures, including residential areas, located nearby the fire incident.

Wildland Strike Team members have also served as a resource to perform Wildland Urban Interface inspections to assist homeowners and homeowner associations with recommendations on how to prevent fire spread to their neighborhoods.

The partnership with the San Antonio Police Department Blue Eagle helicopter crew and the San Antonio Fire Department Medical Special Operations Unit proved to be an essential asset. One special attribute of this team is their ability to use a portable bucket (Bambi Bucket) to drop 400 gallons of water in areas too inaccessible or unsafe for apparatus or personnel.

This group participated in all of the recent major Wildland fires and played a key role in stopping the fire from spreading to structures in the Stone Oak Parkway and Evans Road fire on Labor Day.

Other response partners include the Bexar County Fire Marshal's Office, multiple county Fire Departments, the Texas Forestry Service, military aircraft for water drops, and other emergency response agencies.

The use of the SAFD Command Bus has proved to be a great asset in enhancing communications and interoperability, providing a place for Unified Command to be established

with our response partners while serving as an information gathering site for command personnel and technical specialists. This vehicle was purchased through the use of grant funds and has achieved its goals as outlined in the grant request statement for funding.

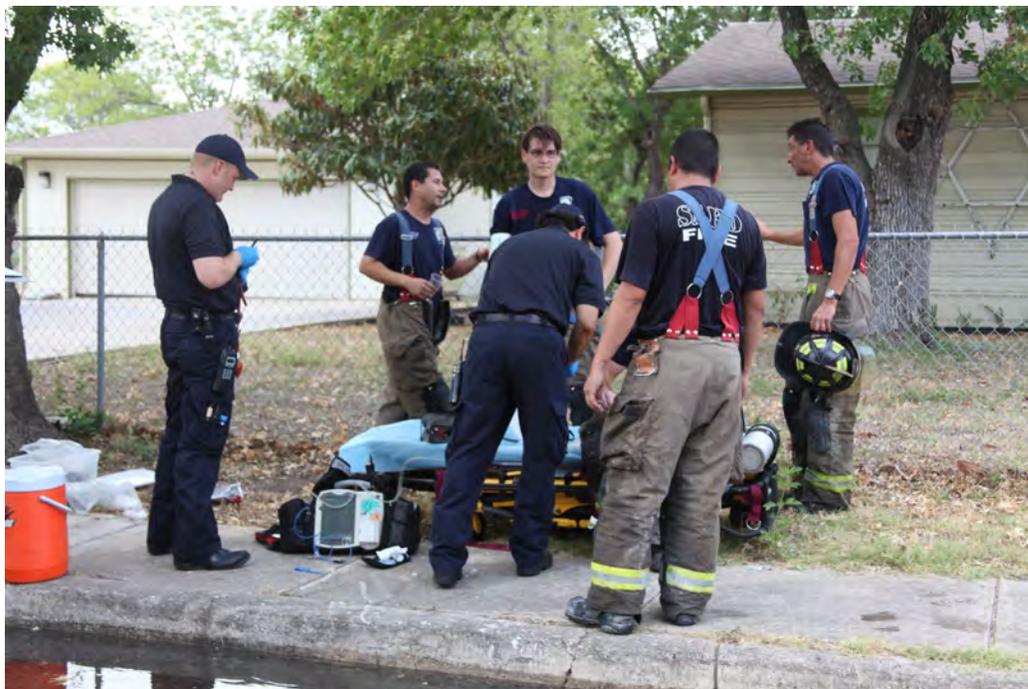
The SAFD Public Information Office has also played a role in prevention through news releases and other activities. Specific bulletins have targeted not only homeowners on what they can do to prevent fires from spreading to their homes, but also demonstrations to the media to show how easy one cigarette can start a grass fire.





# Emergency Medical Service

Assistant Chief Yvette Granato



The mission of the San Antonio Fire Department Emergency Medical Service (EMS) Division is to care for and defend human life against trauma-related incidents or medical emergencies.

The EMS system is prepared to deliver state of the art pre-hospital medical service to the individuals in their time of critical need. This includes responding to the emergency, assessing the sick and injured, and providing treatment to stabilize and transporting the patient to the appro-

priate medical facility.

The EMS Division is under the command of an Assistant Chief, who is aided by a command staff consisting of 4 Medical Shift Commanders, 16 Medical Field Officers, an Executive Officer, and 2 civilians. 32 full-time Medic Units are staffed by 359 paramedics. In April 2012, a 33<sup>rd</sup> Medic Unit is scheduled to become operational.

During periods of high call volume; as many as 8 peak Medic Units can

be activated as needed. The Medic Units, or Medical Intensive Care Units, are equipped with state-of-the-art equipment and have increased the number and scope of medications in 2011.

All EMS personnel are trained to meet the standards of the National Registry for Emergency Medical Technicians (EMT) Paramedic.

Education and training is directed by the University of Texas Health Science Center at San Antonio (UTHSCSA). The UTHSCSA services provided initial education and met our continuing education demands. Two Medical Directors and their staff oversee medical direction, continuing education, quality assurance, infectious control, as well as other EMS-related issues.

The primary function of the EMS



Highlight: In 2011, new equipment was introduced on board all ambulances including the Video Airway Devices and the IV Infusion Pumps – The Video Airway Device will assist paramedics with the invasive skill of intubation on patients that would be difficult or impossible under normal circumstances due to associated trauma, medical or on scene conditions. Airway Intubation is the standard of care for patients who are compromised and unable to maintain respirations on their own. The IV Infusion Pumps are required for administration of vasoactive medications, they assist in controlling blood pressure, and improve patient safety.

Division is to provide 24-hour medical response to the City of San Antonio. However, EMS also provides high quality, immediate medical care through the Medical Special Operations Unit (MSOU) and the Preceptor Program.

The Medical Special Operations Unit includes a team of specially trained Paramedics who provide advanced medical life support in situations such as Weapons of Mass Destruction (WMD) events and tactical/medical rescues through our SWAT, hazardous materials exposures and helicopter rescue operations.

Our Preceptor Program continues to improve each year. Our SAFD Paramedics receive initially training at the University of Texas Health Sci-

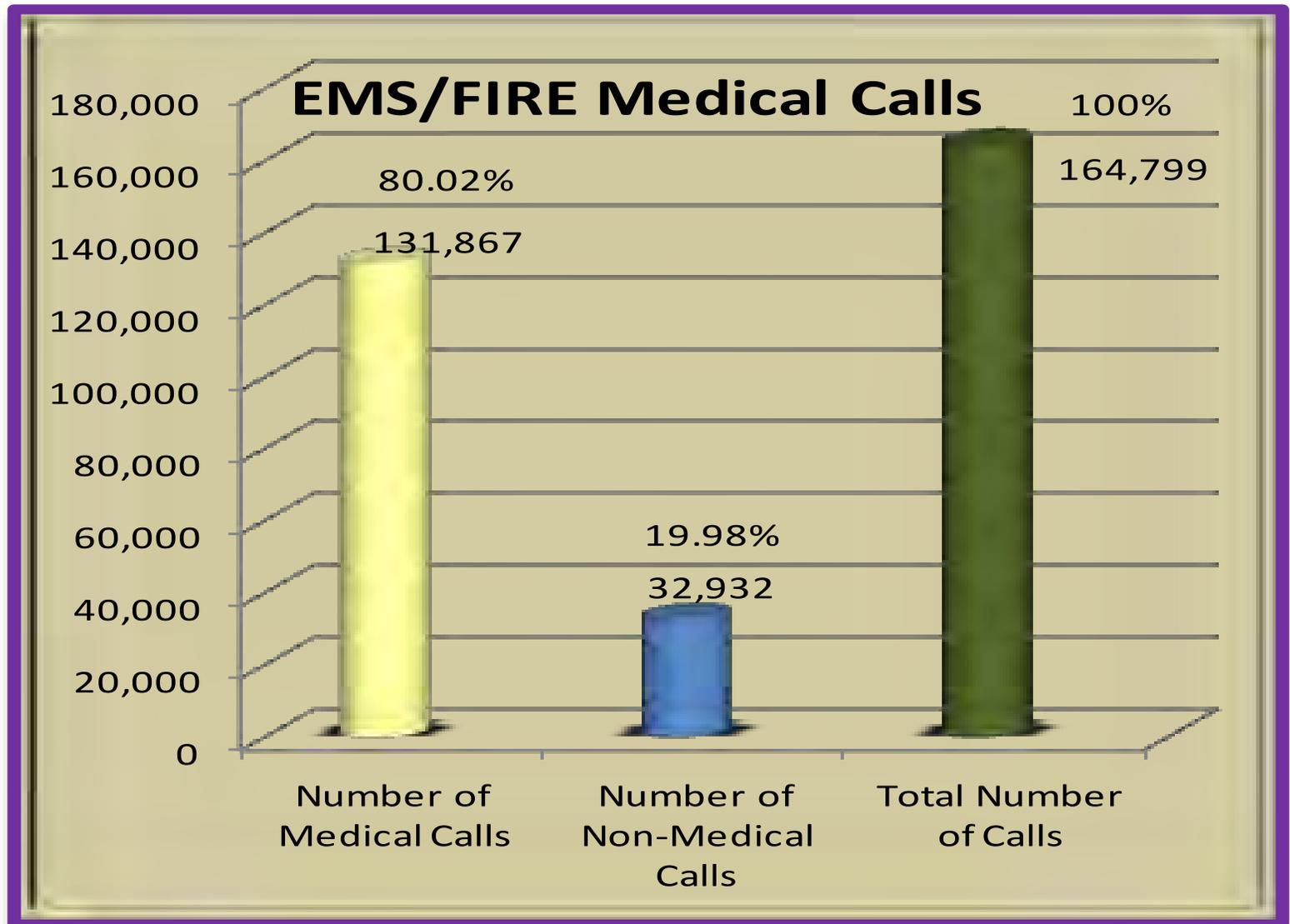


ence Center of San Antonio.

The preceptor program is designed to standardize our orientation and training processes at the SAFD. The program implements Division improvements and provides additional required education and training for

our paramedics.

The program supports all technical enhancements and the implementation of the December 2011 revision of the Standard Medical Operating Procedures (SMOPs) by Medical Directors.





# Communications

Acting Division Chief Vance Meade



The Communications Division had an exciting and challenging 2011. January ushered in the first full year of live operation of the new multi-agency Computer Aided Dispatch (CAD) system.

By December, Communications began the transition process for the new state-of-the-art Communications Center. This center is located at Brooks City Base and at times is referred to as the Public Safety Answering Point (PSAP).

Although the CAD system and new Communications Center are both state-of-the-art advances, our personnel will continue to be the backbone of the Communications Division.

Lead by a Division Chief, a supervisory staff of one executive officer, four shift supervisors, and a training officer, our SAFD Communications

personnel excelled in ensuring the success of these once-in-a-career endeavors: CADS and PSAP.

The Communications Executive Officer is responsible for the administrative duties of the Division and represents the Division at inter- and

intra-agency functions.

The Training Officer is responsible for developing and managing all initial and continuing education needs of Communications personnel. Both of these supervisory positions are staffed by lieutenants who work a 5-day, 40-hour schedule.

Communications operates 24 hours a day, 365 days a year. The daily staffing includes eleven call-takers and dispatchers and one shift supervisor. Staff consists of SAFD firefighters and paramedics. Crews provide seamless, round-the-clock service by operating on a rotation of four 24-hour shifts. At times, several Communications personnel are assigned to the SAFD Command Bus and provide on-scene tactical dispatch capabilities to Incident Commanders in the field.

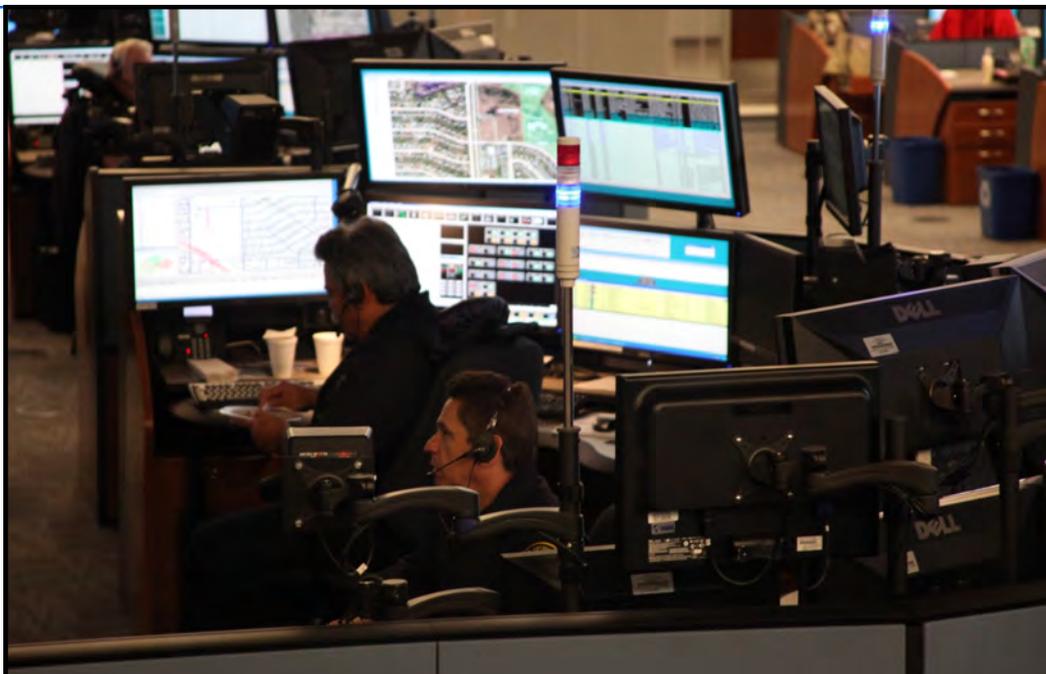
In 2011, SAFD Dispatchers/Call-Takers answered approximately



250,000 calls. Eighty percent of the calls were requests for emergency services. After pertinent information was obtained to send the appropriate resources, callers received professional post-dispatch instructions, such as CPR directions.

In addition to certifications maintained by firefighters and paramedics in the field, Communications personnel must also maintain Emergency Medical Dispatcher and Emergency Fire Dispatcher certifications.

Our employees include SAFD veterans and include former Hazmat technicians, Medical Special Operations



**Highlight:** Since the inception of the new CAD system, Medic Units are reaching the patients 1 minute and thirteen seconds faster. This time-saving is equivalent to adding 8 full-time Medic units to the streets.

Unit team members, Fire Prevention officers, Aircraft Rescue Firefighters, Critical Incident Stress Debriefing team members, EMS Bike team members and EMS Preceptors.

Of the seasoned veterans who work in Communications, 15 have over 10 years experience in the Division while 11 others joined the Division within the last eighteen months.

This dynamic mix of legacy Communications experience and recent field experience enables the Division to remain up-to-date with current trends in Emergency Services

and to provide experienced mentors to newer call-takers/dispatchers.

Previous field experience provides call-takers with insight to interpret the needs of any 911 caller and to anticipate the needs of the firefighters and paramedics in the field. Experienced personnel enable the Division to continually refine best practices and assume leadership roles in projects like the CAD and Communications Center.

In addition to answering 911 calls and dispatching FIRE and EMS service, Communications is also responsible for:

- Monitoring and managing the availability of SAFD resources
- Providing a dedicated dispatcher to monitor structure fires and other large incidents
- Communicating with outside agencies, such as CPS or Red Cross, on behalf of field personnel
- Monitoring the Heat Index for temperature and humidity to determine response levels, or how many units must respond to specific types of incidents
- Providing medical information to hospitals, care providers, SAPD or other approved outside agencies, as appropriate.



**Recognition:** Charles Cantu was recognized as Paramedic of the Year by the Rotary Club of San Antonio in 2011. Engineer Cantu was working as a call-taker in Communications when he answered a call from a panic-stricken woman whose grandson had nearly drowned at home. The child was found underwater, without a pulse and not breathing. After getting FIRE and EMS units dispatched, Engineer Cantu relied on his Paramedic training, as well as his Emergency Medical Dispatcher training to provide calm, reassuring CPR instructions over the phone. He remained on the phone with the caller until EMS arrived on scene. The child made a complete recovery.



# Administration

Deputy Chief Rodney Hitzfelder



company at fire station #23, the continuation of the 4-firefighter staffing for each Engine Company and Ladder Truck Company and the construction of the new dispatch facility.

Other factors considered were key water system improvements implemented by SAWS such as absorbing the smaller water districts over the past 22 years. This has led to an excellent water supply with distribution system capacities which exceeded the ISO required fire demands throughout the City of San Antonio.

Administration is overseen by a Deputy Chief and includes Fire Prevention, Services and Logistics, Fiscal Management and Research, Capital Projects, Management Information Services, and the Public Information Office.

2011 was an exciting year for Administration with the grand opening of four new facilities (Fire Station 19, 1, 50, and 51), the adoption of the new 2012 International Fire Code with amendments, and the continued implementation of the new Computer Aided Dispatch.

In addition, Field Representatives from the Insurance Services Office Inc. (ISO) conducted a survey of San Antonio's Fire Department and water system in November of 2011. ISO last surveyed San Antonio in 1989. With the assistance of an outside consultant, an extensive amount of support data and information was provided to the ISO representatives and a new grade is

expected in the fall of 2012.

The ISO grades Cities on their fire fighting and water supply capability and assigns a Public Protection Classification (PPC) rating. This rating is used by insurance providers to establish commercial and residential rates within the City limits. The ISO PPC ratings range from a class 1 to a class 10 with a class 1 being the best possible ISO rating. The City of San Antonio is currently a class 3. The ISO Field Representatives cannot give their opinion of a possible community improvement or regression. However, based on our consultant's evaluation, the City of San Antonio is expected to improve to an ISO Public Protection Classification (PPC) 2 when the grading and review process is completed.

Key components that had an effect on the ISO rating included the opening of fire station #51, the establishment of a structural engine

If the City of San Antonio does indeed make the dramatic improvement from an ISO PPC 3 to an ISO PPC 2, the commercial property owners within 5 road miles of a fire station and 1000-feet of a creditable fire hydrant should see a possible 2% reduction in their annual insurance premium (assuming all endorsements and perils remain constant). And all homeowners within the same criteria should see a possible 8% reduction in their annual insurance premium.

In 2011 the Department's participation in the COSA Annual Charitable Campaign increased yet again. SAFD raised its participation from 76.4% in 2010 to 82.2% in 2011. Employees raised \$199,541.00, which exceeded their city-given goal by over \$9,341.00.



# Public Information Office

Engineer Deborah Foster



The Public Information Office (PIO) continues to be the primary source of information for the citizens of San Antonio. Whether residents are calling the office, watching a news clip on television, or checking in with their City Council Office, the information that gets back to residents flows from the PIO.

A typical day will generate dozens of phone calls and dozens more emails. Inquiries from across the city, state and even the globe are handled by the PIO as people request a fire apparatus demonstration, a patch souvenir or data on a fire department serving over 1.3 million people.

The Public Information Office also coordinates responses to Open Records Requests. The SAFD received almost 400 Open Records



Requests in 2011 and the PIO is responsible for collecting the correct documents for each request.

In addition to fielding daily requests for information, the PIO coordinates many of the city-wide events that the SAFD takes part in every year. Managing a Health & Safety Fair, collecting toys for families in need and selecting firefighters to be recognized for their good deeds are all in a day's work!

HEB was once again the host of the 2011 Health & Safety Fair held in the Henry B. Gonzalez Convention Center. With an estimated attendance of 4,500 San Antonio residents, the SAFD is able to distribute valuable information about fire safety as well as encourage kids to stay active in their daily lives.

S.A.nta's Firefighter toy Drive is another yearly event that is a pleasure for the firefighters and the kids who receive toys. Firefighters spend November and December collecting gifts that will eventually make their way into the arms of deserving children. School counselors and firefighters selected 1,700 children in 2011 and they all received gifts just in time for Christmas.

One of the highlights of working with 1,600 firefighters is having the opportunity to recognize the best of the best when community groups seek to recognize one of San Antonio's bravest. In 2011, the Rotary Club of San Antonio recognized paramedic Charlie Cantu

for his outstanding efforts when he answered a 911 call from a frantic grandmother.

The San Antonio Rampage Hockey Team also carried on their tradition of recognizing emergency responders during their annual Salute to Badges Game. The SAFD was represented by firefighter Dawn Solinski for her tireless charity work, which allows her to save lives on and off the job.





# Fiscal Management and Research

Assistant Chief Carl Wedige



It acts as a liaison with the Budget Department. In Fiscal Year (FY) 2011, the Department received an operating budget of \$236M. The Budget Team was responsible for securing \$1.3M in improvements for FY 2011.

Since contract award in May 2011, the Budget Team has been working with consultants to analyze actual costs of medical response and implement a Medicaid Supplemental Payment Program which could bring the City an additional \$4 million annually in EMS fee revenues. In order to obtain approval of the cost model, the first cost analysis reports will cover the months of August and September 2011.

The Fiscal Management and Research Division is comprised of 12 civilian personnel under the direction of an Assistant Chief. It is responsible for the budget preparation and monitoring, as well as financial operations of the Fire Department's \$236M General Fund Operating Budget. In addition to the existing Finance Team and Budget Team, the Division was reorganized in 2011 to create a third team responsible for Contract Coordination.

The Finance Team is responsible for

general ledger accounting, accounts payable, accounts receivable, procurement oversight, audit, and acts as a liaison with the Finance Department. It is in charge of ensuring compliance with the City financial Administrative Directives. The Finance team was responsible for collecting over \$500,000 in Hazmat revenues this year.

The Budget Team prepares and monitors the annual budget and supports all Divisions in the areas of procurement, analysis, and research.

The Contract Coordination Team provides contract initiation support to all the Fire Divisions, and particularly to the Services/Logistics Division. It acts as liaison with the Purchasing Division of the Finance Department. It also provides contract monitoring functions and support. In November 2011, a procurement overview training was provided to all SAFD procurement staff as well as Division Heads covering the City's Administrative Directive and

**Highlight:** In 2011, the Fiscal Division assisted the Services/Logistics Division in securing \$13,450 in grant funds under the Texas Emissions Reduction Plan (TERP) Forklift Grant Initiative towards the replacement of its 1990 forklift used for warehousing functions and to move heavy apparatus parts for fleet maintenance purposes. The Forklift Grant Initiative is an incentive program for buyers of new Environmental Protection Agency (EPA) Compliant propane forklifts. The program offers incentives to buyers who replace older internal-combustion forklifts with new propane forklifts that meet or exceed the EPA emissions standards, to reduce air pollution and harmful emissions, and improve fuel economy.



Procurement Policy & Procedures Manual as well as State Law that City staff need to follow.

In 2011, the Division also coordinated an Interdepartmental Agreement with the Aviation Department to enable the implementation of the new Engine Company at the Airport Fire Station (23). It requires reporting of in-kind services every six months.

In March 2011, the City of San Antonio implemented a new web-based e-procurement system (SAePS). The Fiscal Division provided change management support to all the Fire Divisions involved with procurement through workshops (at Go-Live in March and in

December after updates and changes in processes had taken place), as well as creation of reference materials, and troubleshooting support to minimize the impact to the emergency operations.

The Division continued their annual holiday tradition at the Respite Care's Davidson House. The staff arranged a visit from Sparky the Fire Dog who entertained and declared the children honorary firefighters. Staff even brought along Santa who arrived on a fire engine with a full complement of firefighters from Fire Station #6 to hand out presents and read to the children.

This past year was filled with

grand openings. The Replacement for Fire Station 19 opened in May 2011, as well as the Replacement for Fire Station 1 that opened in September. The new Fire Station 1 also houses the SAFD Command Center which is staffed with the Medic and the Fire Shift Commanders. Fire Stations 50 and 51 were completed in 2011 and opened in November. In addition, construction of the Replacement Fire Station 27 started and is expected to be completed in March 2012.

In the 2012 \$22M capital budget, there was funding for construction of Replacement Fire Stations 28 and 2. In May 2012, citizens will vote on the proposed 2012 Bond Program which currently includes the Replacement of Fire Station 18 and 30.

The space areas for the new stations range from 12,500 to 24,500 square feet. Most of the stations will be one story, with a few being two story depending on land availability. Each facility was designed to complement its surroundings while addressing the complex issues associated with fire stations.

SAFD also broke ground on the new Fire Logistics/Services facility next to the Training Academy. It is



**Event:** SAFD's personnel resourcefulness and dedication was in July 2011, when the construction at the Municipal Auditorium damaged the Fire Office network connections. All the desktop computers were temporarily disabled. Communications personnel sprang into action and brought the command bus to the parking lot in front of the Fire Chief's Office. As in any major incident, they enabled communications by setting up a wireless access point. Fire Chief's Office staff was then able to continue operating from inside the buildings from laptops, as well as from the command bus for a few days until connections were fully restored. It was a great opportunity for our civilian support staff to experience the full capabilities of the command bus!

expected to be completed in November 2012.

The new Public Safety Answering Point (PSAP) was constructed in 2011. PSAP brings Police and Fire/EMS dispatch functions into a state-of-the-art building. Fire Dispatch is expected to complete the move to the new facility in January 2012.

Construction for the new Public Safety Headquarters facility also started in 2011 and is expected to be completed in September 2012.

Phase 4 of the Fire Station renovations project, which includes Fire Stations 40, 42, 43 and 44, was completed in 2011. The facilities underwent re-roofing, ceiling, air conditioning and ventilating system upgrades.





# Management Information Systems

Hope Wuellner-Brooks



The Management Information Systems (MIS) Division is an internal support Division of the SAFD. MIS consists of 13 civilian personnel who provide hardware, software and network connectivity support to the fleet, the stations and the various work locations of the San Antonio Fire Department.

By the end of 2011, the SAFD had opened its 51<sup>st</sup> fire station. MIS worked with the Capital Improvement Management Services architects and construction

managers to ensure the proper wiring is laid into the building to support the phone, data and Station Alerting needs of the crews housed there.

Additionally, MIS supported the mobile fleet of approximately 71 front line Fire apparatus and 40 frontline EMS units. The mobile fleet utilizes a Mobile Data Computer (MDC), a rugged computer with a rugged cellular modem, to run the mobile Computer Aided Dispatch (CAD)

application. The CAD provides the Fire and EMS Companies with pertinent information for the incidents to which they are responding.

In the EMS units, the paramedics utilize a rugged laptop, called penpad, with internal cellular modems to create and document the Electronic Patient Care Report (ePCR) that documents the treatment provided to patients and to prepare the invoice for services rendered. This data is transmitted to

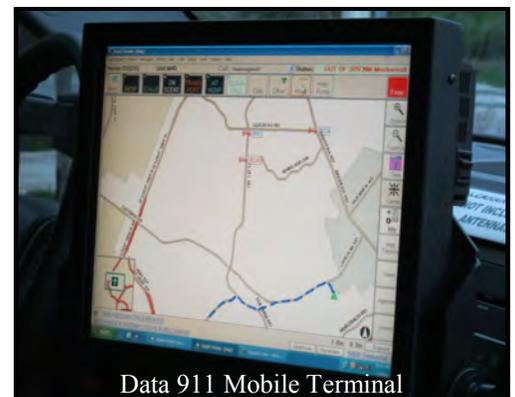
the Texas State Trauma Registry.

MIS provides support for the Records Management System used by firefighters that includes sections for National Fire Incident Reporting (NFIRS) and PrePlans. Other sections are still in development and will be rolled out as they are tailored to the specific needs of the SAFD.

For every request for service that the fire department sends a unit, a NFIRS report is completed and these reports are exported and sent to the state Fire Marshal's Office for an annual report of service.

MIS provides day to day support to all the users of computer based systems. MIS personnel create the report queries and statistics that are used to monitor the SAFD's use of resources and response capabilities.

MIS utilizes Geographical Information System mapping analysis for such purposes as station location in reference to response time, apparatus optimal locations, and fire trend analysis.



Data 911 Mobile Terminal



# Services & Logistics

Division Chief Stephen Reuthinger

Services & Logistics is comprised of three uniform personnel and 44 civilian staff. It is divided into five groups:

- Fleet Maintenance
- Procurement
- Supply Logistics
- Administration
- Air Management Systems

This team shares the enormous responsibility of ensuring the San Antonio Fire Department runs like a well-oiled machine. Each group has separate goals but no one group is more essential than the other.

The responsibility for keeping all the SAFD's emergency vehicles on the road in a safe and operable condition falls under the Fleet Maintenance section. Each year, Emergency Vehicle Equipment Technicians perform more than 1,100 preventive maintenance and repair services on various vehicles. Along with the normal vehicle systems like engines, transmissions, suspension and brake repairs, technicians maintain and repair fire pumps, hydraulic systems for aerial ladders, emergency lights, sirens, special equipment like the Jaws of Life and Hydraulic cutters, and other electrical and communications equipment.

Fleet Maintenance is responsible for annual engine pump test, aerial ladder testing and ground ladder testing. Fleet Maintenance is responsible for managing and/or

maintaining 282 emergency vehicles and 87 non-emergency vehicles.

Supply/Logistics is responsible for the procurement and distribution of all supplies to the Firefighting and EMS Divisions. They distribute supplies and medical equipment to 51 fire stations. They are responsible for the repair of small engines, Automated External Defibrillators (AED), extrication equipment, and hoses and nozzles, among others.

The Administration group is responsible for managing the Division's budget, personnel and payroll. They maintain a good working relationship with the Fire Chief's Office, Risk Management and Human Resources.

The annual testing, repair and maintenance of 521 Self-Contained Breathing Apparatus (SCBA) is a critical task carried out by three civilian Fire Equipment Protection Technicians and their uniformed supervisor in the Air Management Systems group. They maintain and repair breathing air compressors, Thermal Imaging Cameras (TIC) and gas detection monitors. Firefighters use SCBA to protect their respiratory systems during firefighting and HazMat operations.

In 2011, a new breathing air compressor was installed at Fire Station 19 as part of the creation of Battalion 8.



Facilities is responsible for repairs and maintenance at all 51 fire stations and any other SAFD facilities. This includes electrical, plumbing, AC and heaters, painting, remodels, carpentry, locksmith, overhead doors, pest control, flooring, station generator repairs, grounds maintenance, and other tasks that may develop. In 2011, this group was responsible for overseeing the design and building standards and codes of our new facilities including Fire Stations 1, 19, 50, and 51.

The future looks bright for 2012 with the addition of Fire Stations 27, 28 and the new Services/ Logistics facility being constructed next to the San Antonio Fire Department Training Academy.

The Services Division will add four new Emergency Vehicle Technicians and one new Stock Crew Leader per the FY2012 Adopted Budget. These improvements will enhance the services provided to the SAFD and to the citizens of San Antonio.





# Fire Prevention

Assistant Chief Earl Crayton II



**F**ire Prevention's primary goal is to prevent the loss of life and property. This goal is accomplished through inspection, investigation, code enforcement and education. The Division is comprised of 44 uniform personnel and 6 civilian staff led by an Assistant Chief who also serves as the City's Fire Marshal. The four Sections under Fire Prevention are Fire Inspection, Special Events, the Arson Bureau and Community Safety & Education.

The Fire Inspection Section continued to expand its services in 2011. In addition to nearly 24,000 total inspections for 2011, a Hazardous Materials (HazMat) inspector was assigned to address a growing concern for code maintenance in existing facilities that store or use hazardous materials. Facilities that use or store hazardous materials are required to obtain a HazMat permit from the SAFD. HazMat inspections ensure that code compliance is maintained in these facilities after their initial Certificates of Occupancy are issued. All facilities currently holding HazMat permits will be

proactively inspected on a biennial basis.

Fire Inspection is responsible for recommending the fire code that the City of San Antonio adopts based on the International Code Council's International Codes. Fire Prevention staff reviewed the 2012 International Fire Code and developed an amendment package for recommendation to San Antonio's City Council. The 2012 codes, with the associated amendments, were approved and adopted by City Council in December 2011 and will go into effect on March 1, 2012. Along with the Fire Code, the building code and all other "International" codes were reviewed and approved by City Council. Improvements and updates in all of the codes allow firefighters and

other inspectors to provide greater life safety benefits to the citizens of San Antonio.

Safety and efficiency improvements in 2011 included the purchase of portable GPS systems with Lifetime map upgrades for vehicles. This benefits inspectors who perform over 23,000 inspection sites annually. This also eliminates the purchase of costly map books every few years as our city expands. Inspectors will be able to program the machines to direct them to their next inspection without having to verify addresses and directions using time consuming methods.

The record drought conditions across the state of Texas resulted in county-wide bans on the sale and use of consumer fireworks. The use





season attendance records established the standard for future seasons.

The Arson Bureau has been operating since 1970 and is the fire investigative subdivision of Fire Prevention. Arson investigators are charged with determining the cause of fires and conducting criminal investigations related to arson.

Arson investigators are firefighters who also go through the San Antonio Police Department Academy to become Law Enforcement Officers. Every year, they complete continuing education requirements for the Texas Commission on Fire Protection (TCFP) and twice the required continuing education for the Texas Commission on Law Enforcement Officers (TCLEOSE).

Arson had 243 calls for 2011 which led to 41 criminal cases filed with the District Attorney for prosecution and has a clearance rate of 16%.

Arson investigators work closely with investigative units at federal, state and local levels. They are

available at any time to consult with field personnel.

Community Safety & Education (CS&E) is responsible for many programs designed to promote fire safety and educate the public in fire prevention strategies. In 2011, CS&E participated in 642 events. Types of training and services provided include:

- Fire Warden Training
- Fire Drill Evaluations
- Fire Extinguisher Training
- Fire Safety Demonstrations, with or without Sparky the Fire Dog
- Juvenile Firesetters Intervention Interviews

The Fire Prevention Division is evaluating a home safety program to further educate residents. CS&E took the lead on this program evaluation that includes home visits, fire safety materials and smoke detector installation. Homes visited by CS&E staff often had visible problems like overloaded extension cords and smoke detectors that did not work. After further study, the program will be initiated on a city-wide basis.

of consumer fireworks is never allowed in the city of San Antonio, and Bexar County banned the sale and use of fireworks as well.

The severe drought and wildfire danger prompted a ban on fireworks display permits granted through the Special Events office. San Antonio's Fourth of July was celebrated without fireworks displays that normally are allowed to obtain permits. Article IV of the *Fire Prevention Code* was later amended to provide annual permit holders early notice of pending bans and an opportunity to continue with planned displays if additional safeguards are provided. The Fire Marshal's Special Events Office continues to monitor weather and site conditions when determining the safety and viability of firework display sites. Fireworks displays resumed for New Year's Eve celebrations with weather and site condition improvements.

The Special Events Office also saw an increase in duties at the Alamodome with the inaugural football season for the University of Texas at San Antonio. Inspectors were kept busy monitoring the tailgating barbecues and large crowds at the Dome as the first

2011 Inspection Types	# of Inspections
Fire Investigations	6695
Sprinkler Inspections	2926
Fire Alarm Inspections	1715
Fixed Extinguishing Systems	361
Certificate of Occupancy	2634
Routine Inspections	3785
New Construction Fire Final	2891
Life Safety Code Inspections	628
Fire Lane Inspection	459
School Inspections	331
Storage Tanks	875
Spray Booth	28
Mobile Vendor	565
<b>Total Inspections</b>	<b>23893</b>



# Human Services

The Human Services Division is involved in every aspect of an employee's career, from the time that they are first given consideration for hire until the time they separate from the Department, whether they are civilians or uniformed employees. The San Antonio Fire Department is strongly committed to maintaining a highly qualified, motivated and diverse work force. As of October 2011, the authorized number of positions for the Fire Department was: 1,658 uniformed positions (1,627 in the General Fund and 31 in the Aviation Fund), and 158 civilians (including 12 grant funded).

Human Services Divisions are usually the first that employees deal with as they seek to join the SAFD. It is the responsibility of Recruiting to ensure that the Department meets its goal for qualified and diverse uniformed personnel. Recruiting, in part, relies on advertisements through the media and the internet, attendance at various career days and job fairs throughout the state of Texas, and speaking engagements at churches, high schools, colleges, universities and military bases.

Applicant Processing is the next step in an individual's pursuit of a firefighting career. After the written examination, applicants must successfully complete fitness testing, a behavioral assessment, a complete background investigation, a polygraph exam, as well as physical and psychological

evaluations in order to be considered for appointment to a beginning position. The selection process is very grueling but the reward can be a long-lasting career.

From there, potential firefighters are brought in as Cadets who attend the San Antonio Fire Department Training Academy for six and a half months. While there, they will receive multiple state-level certifications that will prepare them for field-work.

Once an employee of the Fire Department, all personnel rely on the Personnel and Payroll offices to assist them with paychecks, benefits and promotions or transfers, among other things.

Human Services includes Wellness, Employee Assistance and the Chaplaincy Program, all of which have been growing. These programs ensure the physical, mental and emotional health of employees as they go about their duties.

Similarly, Safety works to ensure the well-being of personnel in the field. With growing responsibilities over the years, Safety's guidance is one of the main forces behind certain health-related policies. Safety also ensures compliance with the standards set by the Texas Commission on Fire Protection (TCFP) for Personal Protective Equipment (PPE).

The Human Services Division, in

conjunction with the South Texas Blood and Tissue Center, is responsible for coordination of the bi-annual uniformed personnel blood drive. The San Antonio Fire Department blood drives have been extremely successful, increasing the available supply to our community by hundreds of units annually. Additionally, in an effort to provide gifts for hundreds of needy children who otherwise would go without, the Human Services Division, in partnership with the San Antonio Professional Firefighters' Association, has coordinated the annual "S.A.nta's Firefighter toy Drive." Over the past three years, this toy drive has provided Christmas gifts to almost 5,000 underprivileged children throughout the community.





# Personnel/Payroll

Lucia Puente/Linda Almendarez



The Personnel Services Office is a dedicated team that will assist an employee in every area of personnel administration from the start of employment with the Department, up to their retirement. In 2011, the Personnel Services Office processed 72 hires (57 of whom were Fire Cadets), 83 promotions, and 33 retirements. In addition to handling new hires, promotions and retirements, the Personnel staff coordinates or participates in: cadet orientation, uniform position management, worker's compensation processing, employee data maintenance, personnel records management, grievance processing, personnel transfers, tuition reimbursement and litigation support.

The Worker's Compensation Advocacy program guides injured employees through the worker's compensation process. The program handled 32 individual cases.

In addition to personnel administration, the Personnel Services Office is responsible for organizing the bi-annual Awards and Recognition Ceremonies.

These events are held in an effort to honor SAFD firefighters' accomplishments of promotion, retirement and special achievements throughout the year.

Working closely with Personnel Services, the Payroll Office is responsible for every aspect of payroll administration for over 1,800 uniform and civilian employees. Their duties include payroll record management, payroll data research and analysis and the identification and reconciliation of payroll related issues.

In an effort to enhance payroll support, the SAFD was successful in adding two new civilian positions to the payroll staff in 2011. The additional staff members will support Fire and EMS Shift Commanders payroll needs, ensure segregation of duties, as well as assist with the implementation of a new manpower/callback system.

For the past 15 years, SAFD has been using an Access-based application that was developed in-house to track staffing, on-duty manpower, personal and payroll information. The Access database does not employ industry best practices for stability, redundancy, security, and accountability. Through the 2012 budget process, SAFD initiated the replacement of this system to meet these business practices. It is scheduled to be fully implemented in the summer of 2012.





# Health & Wellness

Betsy Dose

The Health & Wellness Division was created to promote complete employee wellness, including regular medical examinations, physical fitness activities, proper diet, weight management, disease risk reduction and mental and emotional wellness. Participation in these activities not only reduces the number and severity of injuries, but also reduces the costs associated with on-duty injuries in terms of worker's compensation claims, overtime, backfill and high-class pay.

In 2011, Health & Wellness began a mandatory Wellness Program to monitor the health and wellness of all uniformed personnel throughout their careers. The program consists of an annual physical and is designed to provide early detection of serious medical conditions and encourage better health. The program has been modeled after the International Association of Fire Fighters/International Association of Fire Chiefs (IAFF/IAFC) Wellness-Fitness Initiative and in accordance with National Fire Protection Association (NFPA) Standards 1582.

It is the goal of the Wellness Program that employees of the SAFD remain healthy and productive throughout their careers and on into retirement. From February to December 2011, 1360 physicals were conducted, which represents 82.9% of the San Antonio Fire Department.

All SAFD employees have access to the Health & Wellness Dietitian. Whether one-on-one or in a class of many, the Dietitian is available to provide the information necessary to assist in addressing medical challenges, meeting weight loss goals or just to improve a diet. In 2011, the Dietitian provided 246 diet reviews, 60 diet consults, classes at 40 fire stations, and two nutrition performance classes for cadets.

A Fire Fitness Program provides



employees with access to trained fitness professionals. Fire Fitness Trainers are SAFD employees who have volunteered their time and talents to promote multiple disciplines of physical fitness either one-on-one or to a class. Commercial grade exercise equipment was placed in 11 SAFD buildings around the City to allow employees the opportunity the exercise both on- and off-duty.

To assist employees and their families with their emotional wellbeing, the Health & Wellness

Division provides several options. The Employee Assistance Program (EAP) is provided by Deer Oaks and is designed to assist employees and their families with work and personal issues. The EAP can assist with alcoholism or substance abuse, marital/relationship problems, smoking cessation, living with depression or anxiety, coping with the impact of tragedy, controlling anger and emotions, managing a healthy weight, and addiction. The EAP process is confidential and, like any other medical issue is private, between the employee and the doctor/counselor.

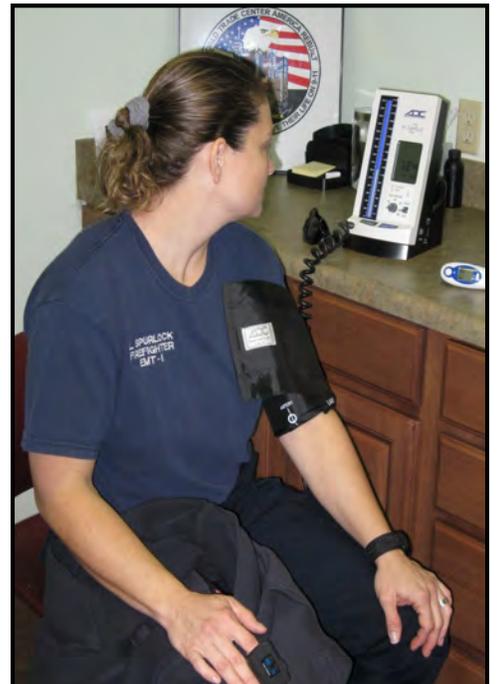
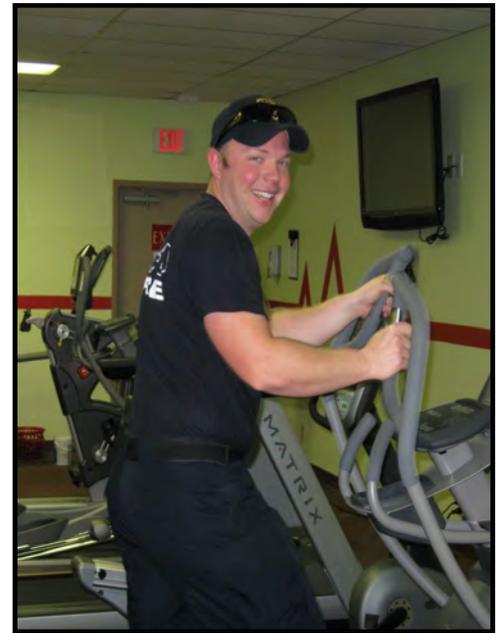
The Staff Psychologist is responsible for the psychological evaluation of fire applicants, provides psychological evaluation of other City employees as needed, advises and participates in the Critical Incident Stress Debriefing (CISD) Team and provides continual training and support for the Peer Support Program. The Staff Psychologist is also available to assist employees and their families with personal and professional issues.

The Peer Support Program (PSP) provides employees with the opportunity to talk to a fellow employee who can relate and empathize with personal or professional problems that negatively affect their work performance, family unit or self. Through early intervention, many problems can be managed with the

care and guidance of a trained peer supporter. This assistance is confidential and without judgment. In many instances, a peer supporter can provide assistance without involving professional counseling services through the Employee Assistance Program.

The Volunteer Chaplaincy Program is available 24-hours-a-day, on-call, to both internal and external customers of the SAFD. Internal

customers are SAFD employees and their family members. External customers are the citizens served by the SAFD. The program provides guidance and spiritual counseling to SAFD employees for job-related and personal concerns, including counseling with immediate family members when fire personnel are seriously injured, ill or deceased. In 2011, volunteer Chaplains made over 300 contacts with employees and citizens.





Human Services

# Safety

Division Chief Art Villarreal



The Safety Division is dedicated to ensuring the safety of SAFD employees while they are on the job.

Safety is headed by a Division Chief assisted by an Executive Officer. In addition, three captains serve as field safety officers on each of the three Fire Suppression shifts.

The field safety officers assist an incident commander by adding a higher level of expertise in the area of safety. They ensure that the welfare of personnel is monitored and that changing conditions which could affect the safety of those operating at the incident are kept in check. In 2011, the safety officers responded to 171 incidents.

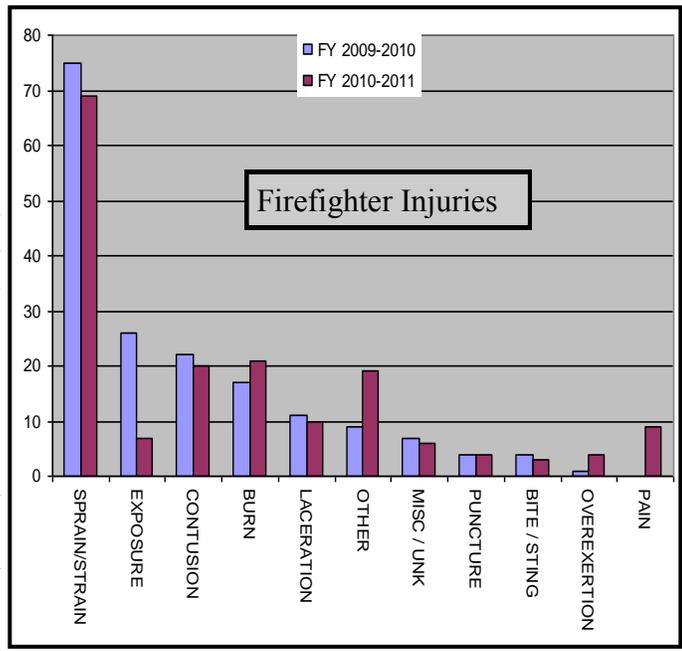
Safety officers are responsible for assisting in the development of lesson plans, conducting training that focuses on firefighter safety and the review and investigation of any issues that affect the safety of

personnel. The safety officers were instrumental in the review and the revision of the Heat Stress Policy and the on-scene Rehabilitation Policy in 2011. They also conducted meetings with supervisors from the Firefighting and EMS Divisions to explain the changes. The Safety Officers then monitored the progress of the implementation of these policies in the field. With temperatures of over 100 degrees for parts of 2011, there is no doubt that the application and oversight of these policies had a positive effect on the well being of the firefighters.

The Safety Division reviewed over 70 vehicle accidents last year as part of the Vehicle Accident Review Board program. The purpose of this program is to ensure that accidents involving SAFD vehicles are properly and fairly assessed. This information provides feedback to the drivers involved in preventable accidents so that future accidents are avoided. Statistics from this process were analyzed and used to formulate a driver training program through the SAFD Training Academy. This new driver course focuses on problematic fire apparatus maneuvers as identified by Safety staff. This training will hopefully result in fewer accidents and more proficient drivers.

The Safety Division investigates tool and equipment failures, contributes to Post Incident Analysis reviews of major incidents, issues safety notices and bulletins, reviews and analyzes personal injury accidents, determines Personal Protective Equipment (PPE) inspection, replacement and care, responds to safety related complaints by members of the SAFD, and inspects fire stations for safety.

The members of the Safety Division have difficult and at times, trying jobs. The well being of their co-workers is taken seriously and the reward of a job well done is the knowledge that SAFD firefighters and paramedics have made it home safely after each shift.





# Recruitment

The Recruiting Office utilizes proven recruitment strategies in its effort to reach qualified applicants. These strategies include attracting college students by visiting schools in and outside of the local area; aggressively pursuing high school students in areas with high concentrations of target groups; initiating aggressive advertising campaigns in the months leading up to an application drive; targeting media that are utilized primarily by target groups; and visiting military bases, churches, health clubs and movie theaters.

Additionally, the Recruiting Office keeps a watchful eye on the effectiveness of, and potential impact created by, the local civil service rules and applicable state statutes. When problem areas are identified, the Recruiting Office takes all steps necessary to either initiate legislative change or to petition the Civil Service Commission for modification of the rules.

During the 2011 Texas Legislative session, the SAFD was successful in its effort to modify the Texas Local Government Code, Chapter 143. This legislative change allows the SAFD to utilize testing processes that create a level playing field for all applicants as an eligibility list is formed.

The Recruiting Office works

diligently to ensure the SAFD has a large and diverse pool of applicants capable of acquiring the knowledge, skills and abilities necessary to become certified by both the Texas Commission on Fire Protection and the Texas Department of State Health Services.

The Applicant Processing Office is responsible for ensuring consistent application of the hiring standards produced by the Fire Fighters' and Police Officers' Civil Service Commission during the hiring process. After administration of the written examination, applicants must successfully complete fitness testing, a behavioral assessment, a complete background investigation,

a polygraph exam, as well as physical and psychological evaluations in order to be considered for appointment to a cadet position.

The selection process is very grueling but the reward is a career with the best organization in the City of San Antonio, the Fire Department.

The Recruiting and Applicant Processing Offices are committed to identifying and implementing the changes necessary to move the SAFD closer toward its goal of employing a highly diversified and motivated workforce that mirrors the makeup of the community.





# Training

Division Chief Joe Jones

The Fire Training Academy (FTA) had a busy and exciting year. Two high-quality cadet classes produced 58 outstanding, young firefighters. Innovative, challenging, and timely continual education and training for firefighters and command level officers were the cornerstones of the year.

In addition to all of the fire-based training, the FTA also played host to various Special Operations training courses and to outside entities conducting diverse training evolutions.

The FTA is determined to provide the highest caliber firefighters in the world. In 2011, creative and constructive adjustments were applied to the Cadet Training Program which included simulated medical calls, intra-academy unit assignments, command system integration and a switch to CrossFit ideology and training measures for physical fitness.

Through the use of the FTA's modern facility and burn building, instructors are able to better prepare cadets for what they will encounter when they graduate and begin field work.

Cadets are expected to maintain high academic and physical standards while in the FTA, but it does not stop at graduation. The FTA will manage and orchestrate the Probationary Firefighter Program in addition to the Cadet



Training Program. Cadets entering the FTA can now expect regular training, constructive reviews and consistent performance evaluations to ensure their progress is continuing as expected. The San Antonio Fire Department can expect to see an increase in the quality of new firefighters as it pertains to service, integration and dedication.

The FTA continues to develop and institute cutting-edge incumbent training and command simulations.

Through the use of in-house audio and video production, the FTA was able to include challenging and relevant simulations that aided in organizing and successfully

mitigating large-scale incidents.

FTA staff participated in ride-outs with field units to stay immersed and up-to-date on the needs of the SAFD. Through these ride-outs, and generous feedback from employees in the field, FTA staff has delivered superior training products to augment and support an ever-improving department.

Staff at the FTA eagerly assist ongoing field training and large scale evolutions and take pride in providing excellent internal customer service, as well as excellent external customer service.

In addition to the basic and

advanced fire training we provide, the FTA hosted Special Operations training for such skills as trench rescue, high angle and hazardous materials, just to name a few.

Field personnel find innovative ways to contribute to the education of every firefighter and the FTA is often used to host various courses spawned and evolved directly from the field.

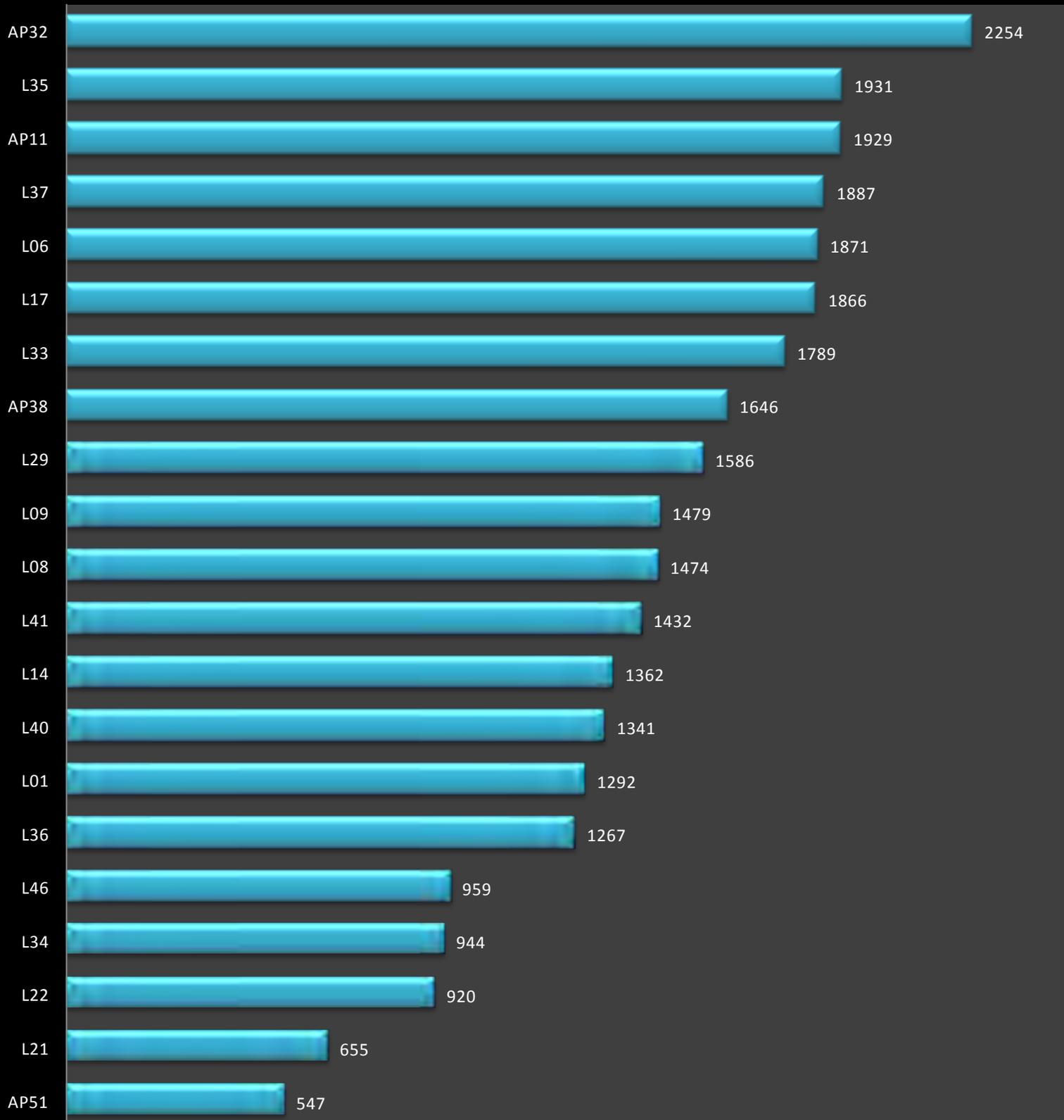
The community is important to the FTA, which has a unique opportunity to help community organizations. Whether hosting the Bureau of Alcohol, Tobacco and Firearms or wrapping Christmas gifts to be delivered by SAFD field personnel, the FTA staff and facility serve the community in myriad ways.

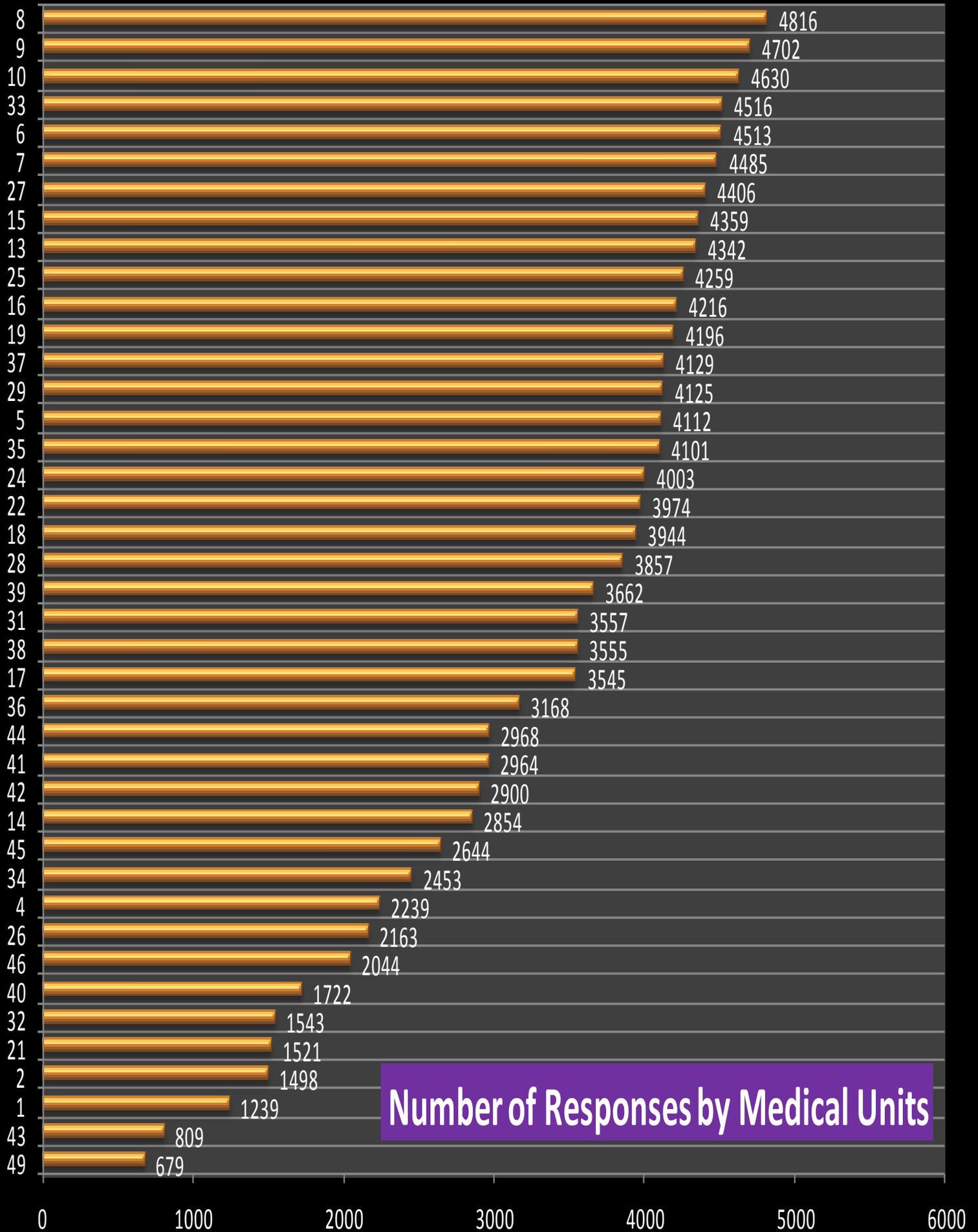


# Statistics

Engines, Medics, and Ladders/Platforms respond to the majority of SAFD incidents. Each company's response are outlined below for Calendar Year 2011.

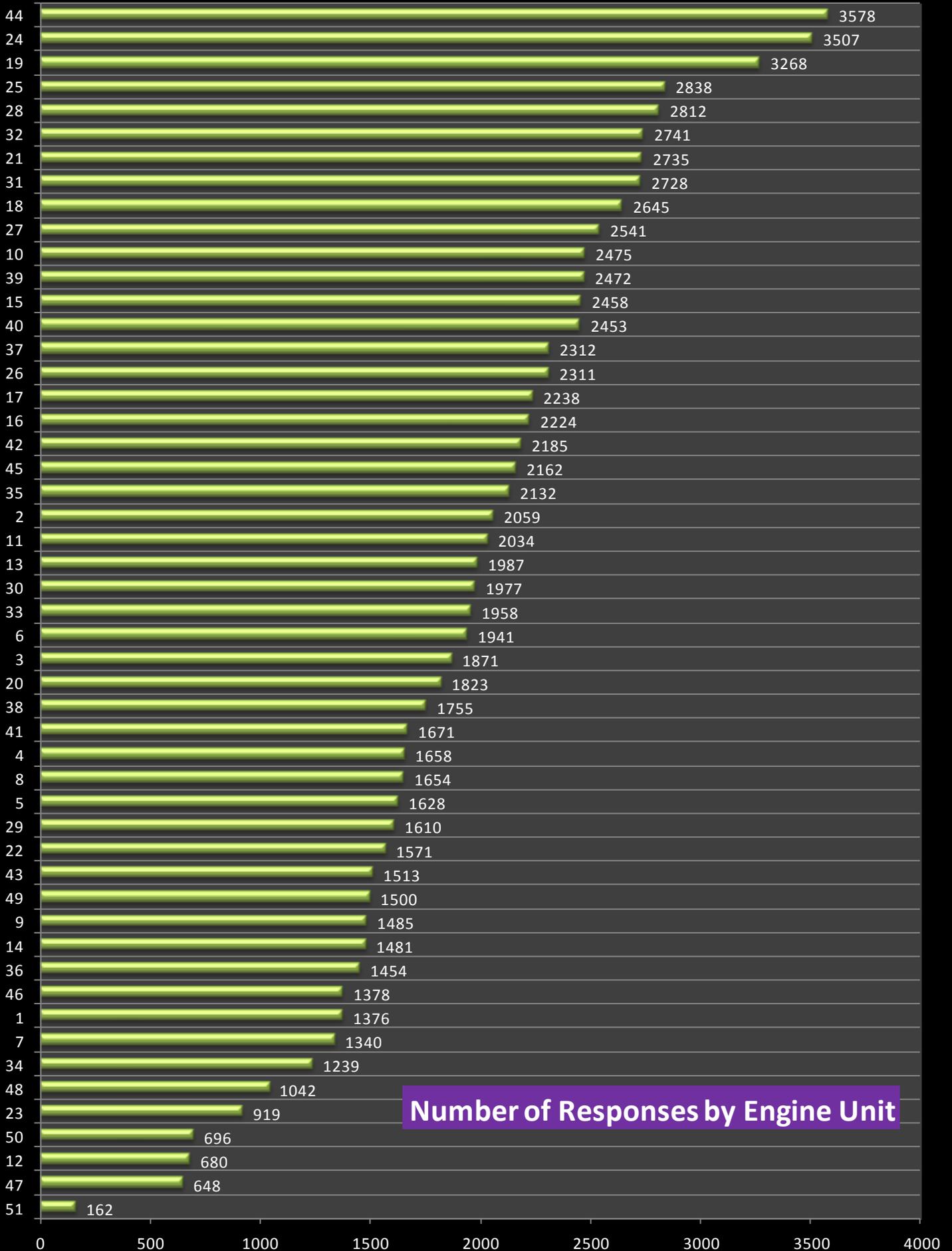
## Number of Responses by Ladder/Platform Companies





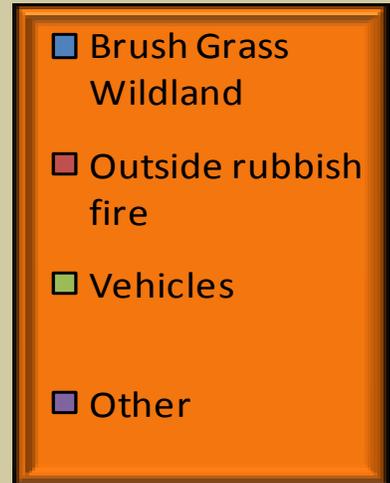
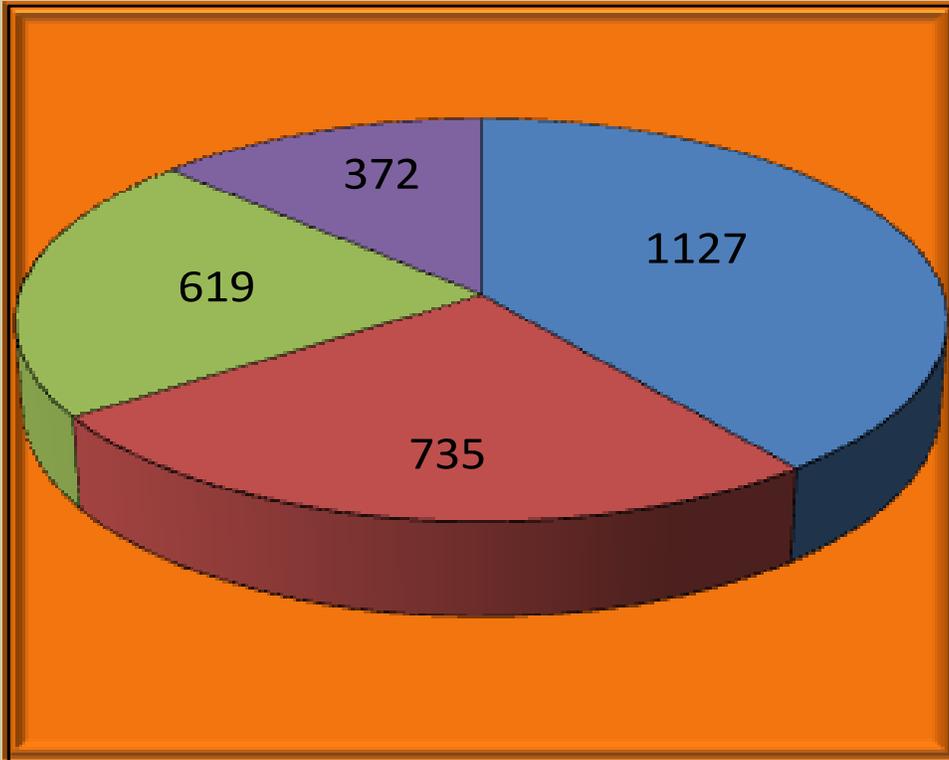
Number of Responses by Medical Units

Engine Companies

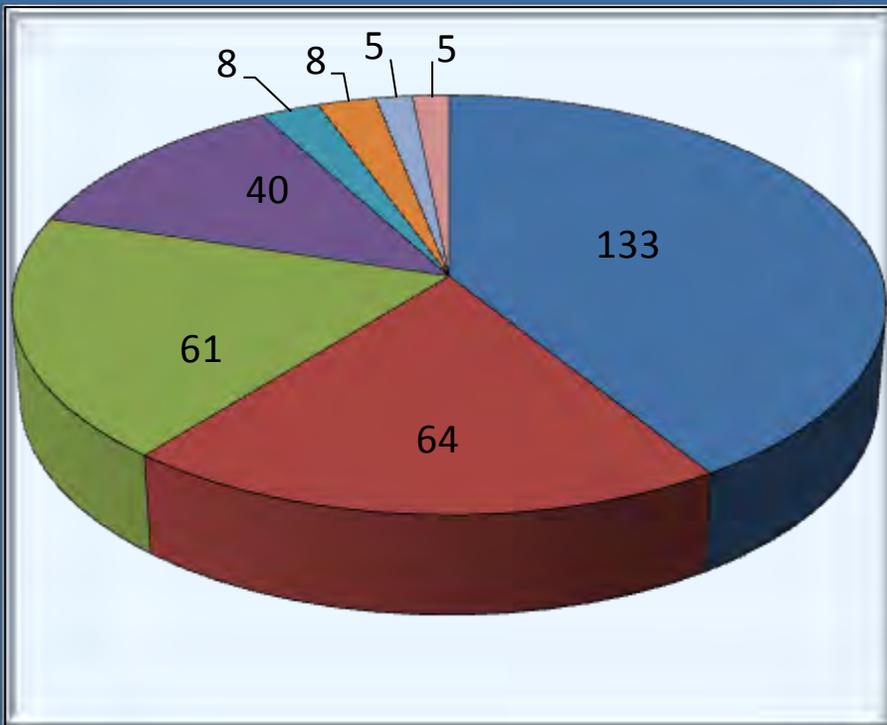


Number of Responses by Engine Unit

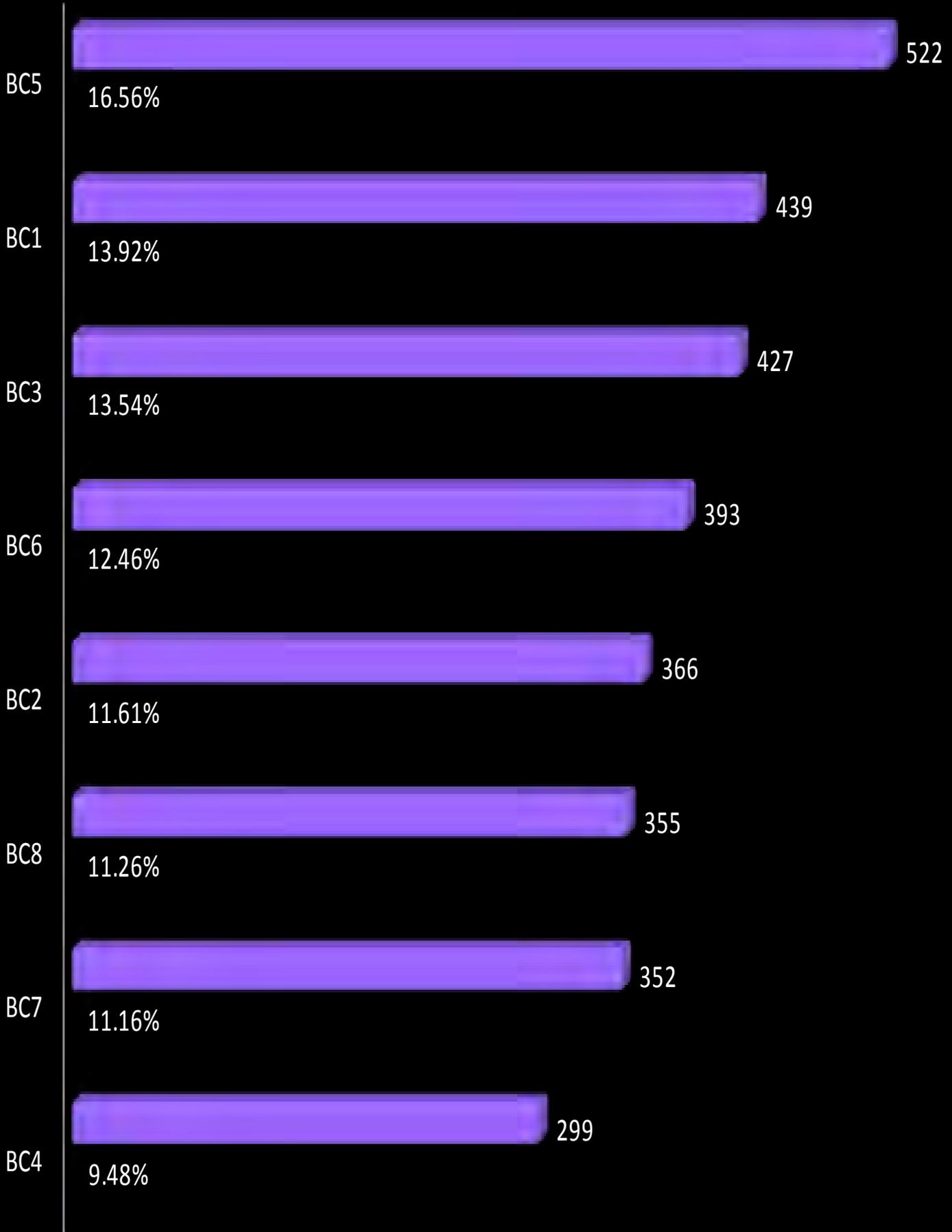
# Non-Structure Fires

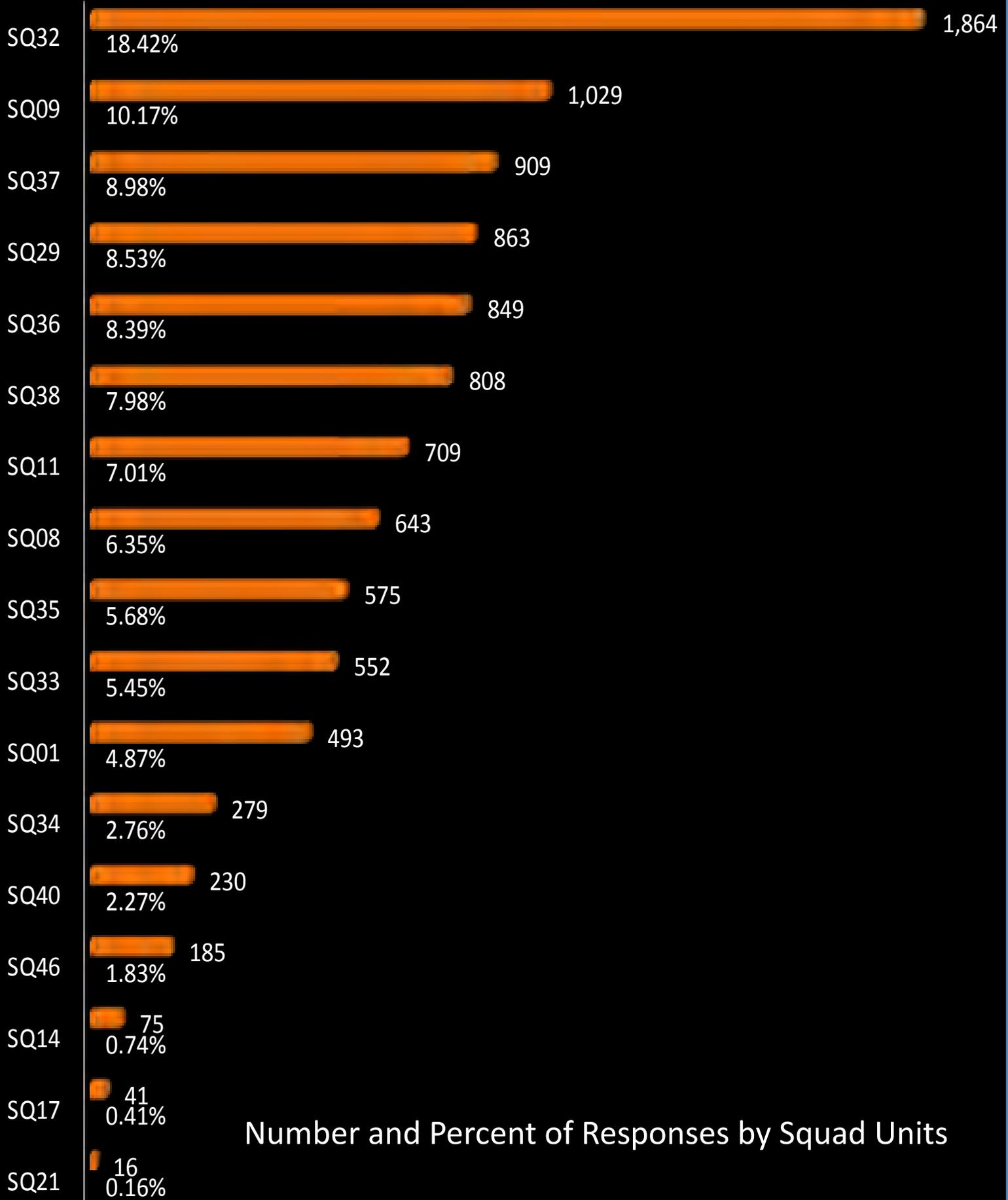


# Non-Residential Fires



# Number and Percent of Responses by Battalion Units





Number and Percent of Responses by Squad Units

**San Antonio Fire Department**  
**115 Auditorium Circle**  
**San Antonio, Texas 78205**  
**210.207.8400**  
**[www.sanantonio.gov/safd](http://www.sanantonio.gov/safd)**

