

**State of Texas  
County of Bexar  
City of San Antonio**



**FINAL  
Meeting Minutes  
City Council Special Session**

City Hall Complex  
114 W. Commerce  
San Antonio, Texas 78205

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**Tuesday, September 9, 2014**

**2:00 PM**

**Municipal Plaza Building**

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The City Council of San Antonio convened in the B Room of the Municipal Plaza Building. The City Clerk took the Roll Call with the following Councilmembers present:

**Present:** 10 - Mayor Taylor, Toney, Viagran, Saldaña, Gonzales, Lopez, Aguirre-Rodriguez, Nirenberg, Krier and Gallagher

**Absent:** 1 - Bernal

1. Staff presentation on the FY 2015 Proposed Budget focusing on, but not limited to, the following City Departments: [Sheryl Sculley, City Manager; Maria Villagomez, Director, Management and Budget]

A. Fire

B. Police

**FIRE**

Chief Charles Hood showed a video illustrating Fire personnel in action. Chief Hood referenced their 2013 Annual Report. He noted that the Fire Department was comprised of

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1,827 total positions. Chief Hood detailed the staffing compliment by Division and highlighted duties, trainings, and achievements.

Chief Hood reported that the Department managed 51 Fire Stations which were strategically located throughout the City. He stated that 7 Fire Stations had been replaced and 2 new Fire Stations added since 2006. He highlighted amenities for each of the stations and noted that new Fire Stations allowed the Department to house modern fire equipment.

In the area of Improvements, Chief Hood reported that the Department planned on hiring Hazmat Inspectors. He noted that the Department had identified 23,000 hazard occupancies in the City and that the 3 new staff members would conduct inspections on these buildings. He noted that staff was receiving training and would be on duty by April 2015.

Chief Hood noted that in FY 2006, the Department began requiring Paramedics to ride on all Fire Trucks. He highlighted medical and staffing advantages of the Plan to include providing patients with Advanced Life Support (ALS) sooner. He reported that ALS Response times improved by 1 minute and 13 seconds in FY 2014. As it relates to calls for Medical Assistance, he noted that EMS Units responded to 2,538 fewer calls than in previous years.

A history of the Peak Program Medical Unit was provided and it was reported that the Unit responded to 68% of its call load within a 12 hour time period. As such, the intent was to have Fire Personnel available during the highest call times of the day and in the most needed parts of the City. Another Efficiency highlighted by Chief Hood included the use of Taxi Cab Vouchers for individuals who did not need emergency medical services. He noted that the issuance of Vouchers saved Units an average of 36 minutes and decreased overall workload.

Chief Hood detailed career development opportunities available to personnel and stated that that the Department tried to promote from within.

Chief Hood reported that the Department planned on implementing a Mobile Integrated Health Pilot Program on October 1, 2014. He mentioned that citizens generated over 4,000 calls for emergency services in FY 2014 with approximately 2,400 citizens being transported to the hospital. He stated that the intent of the Program was to identify the health care needs of frequent callers so that future medical services could be coordinated by medical and community organizations. He noted that the Pilot Program would be initially staffed by 5 Paramedics who received training from Medics in Dallas and Fort Worth. He highlighted the Department's plan of action, partnerships developed, and anticipated outcomes of the Program. It was anticipated that the Department would see a decrease in EMS frequent callers by 85% resulting in improved response times by 1.3 seconds.

As it relates to the Proposed Budget, Chief Hood proposed a Budget Allocation of \$276.3 Million for FY 2015. Proposed Reductions include making changes to the Uniform Healthcare Plan, reducing the number of Cadets per EMS Class, better managing overtime, and eliminating 3 Vacant Civilian Positions. Chief Hood detailed the changes and stated that said reductions would not impact the delivery of service.

As it relates to Program Improvements, it was noted that 4 new positions would be added in FY 2015 and that 2 of the staff members would be paid from savings anticipated from the FY 2016 Ambulance Supplemental Payment Program. He noted that said savings were due to Medicaid and Medicare reimbursing the Department for fuel.

In the area of Capital Outlay, it was noted that the Department was allocating \$1.1 Million for Commodity Improvements and \$1.08 Million for Deferred Maintenance of facilities. Chief Hood noted that 2 new Fire Stations were scheduled to be built at a cost of \$23.72 Million and highlighted amenities for each of the new Stations.

Chief Hood stated that the Department planned on increasing transport fees which would result in \$1.7 Million in additional Revenue for FY 2015. It was noted that the proposed fee of \$950 was less than that charged by Houston and Austin, respectively, for the same service. He provided a break down of payment options made by individuals to include Commercial Insurance, Medicare, Medicaid, and Self Pay. As it relates to the collection of fees for services rendered, it was reported that the Department had a 71% Collection Rate.

Chief Hood highlighted Initiatives to include Adopt-a-School, HomeCheck Fire Safety Program, SAFD Power, and the Cancer Firefighter Support Network. He stated that the Department had partnered with Educators to develop a Reading Program entitled Leaders in Fire Education with the intent to teach 2nd and 5th grade children how to read while educating them on fire safety. It was noted that Fire Safety Programs like the Home Check Fire Safety Program would be initiated in October to coincide with Fire Prevention Month. Chief Hood noted that the Department implemented the SAFD Power Initiative as studies show that more Firemen die from suicide than in the line of duty. He noted that the intent of the Program was to ensure that Fire Personnel have the needed medical resources to be emotionally and physically prepared for duty. As it relates to the Cancer Firefighter Support Network, Chief Hood spoke of educational efforts implemented by the Department to limit the exposure to contaminants. Lastly, Chief Hood spoke on the Strategic Planning Initiatives proposed for implementation in FY 2015.

Mayor Taylor thanked staff for the presentation and asked for more information on the proposed increase in HazMat Inspections. Chief Hood replied that new positions were approved in the FY 2014 Budget and that the Department had been active in hiring and

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training the personnel. Mayor Taylor recommended that the Department mentor more youth so that they seek Firefighting as a viable career choice. She also suggested that the Department collaborate with local community and religious leaders to identify new methods for assisting frequent callers. Chief Hood stated that he would provide the Mayor and Council with data on the Program in approximately 6 months. As it relates to identified efficiencies, it was reported that response time would not be compromised by reducing the number of Cadets per EMS Class to 40. Chief Hood reported that the impact would be seen in FY 2016.

Councilmember Gallagher asked of underserved areas of the City. Chief Hood stated that focus was placed on adding resources to Fire Stations to increase response time rather than building new facilities. He noted that due to population density, most activity was inside Loop 410. To ensure that there is enough coverage, resources were pulled from other fire houses as needed basis. Chief Hood noted that the Department was working with the Military on its Health Pilot Program. Councilmember Gallagher expressed concern with the Department not securing enough Grant Funding for Programs. Chief Hood reported that organizations were not distributing Grant Funds like before.

In response to Councilmember Viagran, Chief Hood confirmed that 81% of responses were for medical emergencies and that the average time spent on a call was 46 minutes. He noted that the use of Taxi Vouchers assisted in reducing this time. Councilmember Viagran spoke in support of efforts to recruit diverse personnel and in selecting appropriate mentors and leaders. Regarding the Mobile Integrated Health Pilot Program, Chief Hood reported that a total of 4,063 calls were made to 911 by 286 individuals in FY 2014. Councilmember Viagran spoke in support of the outreach efforts being made by the Department to inform individuals of available resources for the delivery of medications, food, and transportation to medical appointments. Councilmember Viagran asked of the impact of Proposed Reductions to response times. Chief Hood reported that core operations to include response times would not be negatively impacted in FY 2015 as a result of the identified efficiencies.

Councilmember Gonzales asked for more information on the Crisis Response Training. Chief Hood stated that as part of the Patient Assessment process, the Department took into consideration quality of life issues and notified authorities when needed. He reported that the intent of implementing the Mobile Integrated Health Pilot Program was to assist individuals with seeking services. He added that a status report on the Pilot Program would be provided at a future B Session.

In response to Councilmember Saldaña, it was reported that all Dispatchers were Certified Paramedics. Chief Hood added that the Policy to utilize uniformed dispatchers was in place when he arrived in San Antonio. Councilmember Saldaña expressed concern with the decrease in the number of Annual Cadet Classes. Chief Hood stated that two Cadet Classes

were scheduled in FY 2015 with the plan to hire a total of 56 cadets. Councilmember Saldaña spoke of the planned improvements for Fire Station 2. Chief Hood stated that improvements would allow for the Department to house more equipment.

Councilmember Toney asked of cancer rates for Firefighters compared to the general population. Chief Hood noted that administrative policy changes as well as improvements in fire fighting methods and equipment have decreased Cancer Rates among Firemen. Despite this changes, he reported that cancer rates were still higher for first responders than the general public. He stated that taking annual physicals assisted in identifying and treating health issues sooner. He informed the Council that a report on said topic would be provided to the City Council.

Councilmember Lopez asked for a status report for Fire Station 44. Chief Hood noted that last year, the Council approved funding of an apparatus truck and that truck would be available during Peak Hours to address staffing issues. Due to the high call volume received, it was recommended to add a second fire engine at Fire Station 44. He noted that a portion of the funding had already been approved and that the balance was scheduled for approval by the City Council on September 11, 2014. Councilmember Lopez expressed concern with growth in the area. Chief Hood responded that the Department had the ability to move equipment from Station to Station based on needs of the community. In response to Councilmember Lopez, Chief Hood confirmed that the Department was anticipating a cost savings of \$5.7 Million due to changes in Health Care for Uniformed Personnel. Maria Villagomez reported that said amount was projected based on calculations developed by the Department of Management and Budget. Councilmember Lopez asked of the plan for managing vacancies. Chief Hood reported that the department anticipated future staffing needs based on retirements. With less projected retirements and the hiring of new Cadets, it was noted that the Department could have no vacancies by the end of the Year. Chief Hood clarified that there would also be a reduction in overtime paid once new Cadets were hired.

As it relates to the collection of outstanding bills for service, Chief Hood noted that the Collection Rate was at 71%. He reported that balances were written off if the Collection Agency was not able to collect on the outstanding debt. Councilmember Lopez asked for clarification on the contract with UTHSC. Chief Hood noted that UTHSC offered Paramedic Training while other trainings were taught by In-House Paramedics.

Councilmember Krier asked of the criteria for building Fire Stations. Chief Hood reported that several factors were considered to include current location of the Fire Station, availability of land, response times, and concentration of calls. He stated that factors not considered were road conditions, speed humps, and gated communities. Councilmember Krier asked of the difference in call volume received for EMS Calls compared to Fire Calls. It was stated that the Department received a total of 130,000 calls for medical

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emergencies compared to 22,000 calls for fire. Chief Hood stated that the Department responded to all types of hazards and that the increase in responding to emergency calls was typical for other Cities.

Chief Hood reported that the average response time was 7 minutes and 55 seconds. He reported that response times decreased by 1 minute and 13 seconds as a result of having a paramedic on a fire truck. Councilmember Krier asked for more information regarding additional responsibilities of emergency personnel. Chief Hood responded that emergency personnel were also required to maintain vehicles, attend trainings, and be physically fit. He noted that these tasks took emergency personnel away from the fire station; however, the use of GPS allowed for emergency personnel to respond to calls regardless of where they were in the community.

Councilmember Krier requested that the Adopt a School Program teach children on the proper way to cross a street. As it relates to the Baby Moses Law, Chief Hood stated that individuals still utilized the Program. At the request of Councilmember Krier, Chief Hood reported on partnerships developed with local emergency agencies and highlighted services offered to them. He noted that he would like to open up the Training Academy to local emergency responders.

Ms. Sculley reported on the Mutual Aid Agreement with Bexar County for Fire Services. She stated that the City was not compensated for assisting other entities.

Councilmember Nirenberg thanked Chief Hood and his staff for their hard work and dedication. He spoke of the important role the Council had in maintaining streets and sidewalks while increasing transportation options so that the public received timely emergency services.

## POLICE

Chief McManus showed a video of Police Officers in the Line of Duty. After the video, he spoke of the changes made to the Organizational Structure since 2006. He reported that according to a 2012 FBI Report, the City of San Antonio ranked 12th out of 9,602 Police Departments in the U.S. in number of sworn personnel. As it relates to Crime Rates, Chief McManus spoke on Violent and Property Crimes for the City of San Antonio in comparison to the 10 largest Cities in the U.S.

One FY 2014 Accomplishment highlighted was the Patrol Resource Allocation Model (PRAM). Chief McManus noted that the intent of the Program was to increase officer safety, distribute workload equitably, and improve response times. He provided a history of the Program and stated that PRAM was implemented in January 2014. It was reported that

the Department received over 1.2 million calls for service in FY 2014 which was about a 3% increase from previous years. As it relates to Response Times, it took Police Officers an average of 7 minutes and 8 seconds to respond to Emergency Calls and 15 minutes and 56 seconds to respond to Non-Emergency Calls. It was noted that response times for Emergency Calls improved from previous years due to the implementation of the SMART Initiative and CAD System.

Chief McManus spoke on quality of life issues to include Graffiti, Vehicle Burglaries, Property Crimes, and Panhandling. In the area of Property Crimes, it was reported that Graffiti decreased by 9%, Vehicle Burglaries decreased by 7%, and Property Crime Clearance Rates improved by 11%. He spoke on the use of the Vehicle Burglary Task Force during specific times of the year in specific communities to decrease crime. As it relates to Panhandling, it was reported that Panhandling arrests increased by 34% in FY 2014. Chief McManus spoke of efforts to clean up homeless camps.

It was noted that Violent Crimes decreased by 4% in FY 2014 due to the implementation of new tactics and detailed the types of crimes defined as violent. Another Program highlighted included the DWI Initiative. Chief McManus highlighted outreach efforts and noted that DWI Fatalities decreased by 62%, DWI crashes decreased by 2%, and Arrests decreased by 7%.

It was noted that Department was proposing a FY 2015 Budget Allocation of \$428 Million. Chief McManus detailed allocations by Fund and noted that 94% of the Budget was derived from the General Fund. Cost Saving Measures proposed for FY 2015 include changes to Uniform Healthcare options and maintaining 40 Vacant Uniform Positions. Said changes were estimated to save approximately \$11.8 Million in FY 2015. Chief McManus stated that service levels would not be impacted by these changes. Improvements highlighted include adding \$300,356 to the Budget for the COBAN Mobility Team. He stated that additional funds would be used to hire 6 additional technicians who would travel to the substation to work on the COBAN Unit.

Chief McManus spoke of Initiatives scheduled for implementation in FY 2015 which include Panhandling, Drug Market Intervention, and Prostitution. Lastly, he stated that the Department's Budget aligned with Community and City Council Priorities and that the Department would continue to improve on customer satisfaction ratings.

Councilmember Taylor asked of the Proposed Cost Savings Measure to maintain Vacancies and the impact on the delivery of service. Chief McManus reported that the 66 Vacancies were due to retirements. He stated that a class of Cadets was scheduled to graduate soon which would offset the total number of Vacancies. He added that there would be no negative impact on response times. As it relates to the Drug Market Intervention Program,

Chief McManus highlighted partnerships developed and strategies to be utilized to identify and decrease drug activity. Mayor Taylor cautioned on demolishing buildings and suggested collaborating with community leaders to find ways to remodel and repurpose the buildings.

Councilmember Lopez asked of the 40 Vacancies anticipated for FY 2015 in comparison to other years. Chief McManus reported that said number was lower than in years past. Mrs. Sculley explained that the Cost Savings Measure to maintain 40 Vacancies in FY 2015 was proposed by the Department as a means to maintain Public Safety funding levels at 66% of the City's Budget as requested by the City Council.

Councilmember Lopez asked of IT Funding allocations and if response times would improve once the Radio System was replaced. Deputy City Manager Erik Walsh explained that said replacement was funded under the IT Capital Outlay Budget and stated that the RFP would be issued by the Department for said item. He noted that replacement of the Radio System would allow local law enforcement agencies to better communicate with each other. At the request of Councilmember Lopez, Chief McManus reported that \$2 Million in revenue was generated annually from the sale of vehicles. Gang activity was discussed and it was noted that the Department had mechanisms and programs in place to decrease gang activity and associated crimes. Chief McManus highlighted collaborative efforts with local law enforcement agencies and spoke on outreach efforts to inform the community of progress on neighborhood criminal activity.

Councilmember Nirenberg asked of the Problem Oriented Policing Program. Chief McManus noted that the intent of the Program was to identify causes of chronic quality of life issues such as having vacant buildings and overgrown lots. He stated that prostitution and other crimes were deterred once these sources were removed. As it relates to the use of Body Worn Cameras, Chief McManus reported that the Public Safety Committee would be provided with an update once testing was completed and that a Final Recommendation would be made to the City Council in December. Councilmember Nirenberg suggested that social issues like domestic violence be addressed as it manifested other crimes.

Councilmember Viagran asked of the funding allocations for the Child Safety Program. Chief McManus reported that revenue from tickets issued funded the use of Crossing Guards as part of said Program. He confirmed that the Proposed FY 2015 Departmental Budget increased by \$16.3 Million from last year.

Councilmember Krier asked of the standard for determining the number of Police Officers per capita. Chief McManus stated that there was not a formula but that the number of Police Officers was based on the type of police force the City desired to have. He explained that a proactive response would be illustrated by having a strong police force with

Specialized Units like the City of San Antonio.

Councilmember Gonzales highlighted the support she received in curbing crime in her District and noted that the quality of life for residents improved as a result of increased patrols.

Councilmember Gallagher spoke of the importance of utilizing SAFFE Officers. Chief McManus reported that the number of SAFFE Officers had increased over time. At the request of Councilmember Gallagher, Chief McManus stated that a Police Sub-Station would be needed in the far Northwest Side of the City based on future annexation plans.

Councilmember Saldaña spoke in support of officers wearing body cameras and asked of a funding plan. Mrs. Sculley noted that funding was based on Council approval of said Initiative and provided the Council with funding options. Councilmember Saldaña spoke of the possibility of obtaining Federal Funding for the purchase of the devices. He also asked for Councilmembers to be proactive when the final recommendation was presented in December. Chief McManus highlighted challenges and concerns with the use of Body Cameras to include privacy, safety, maintenance, and funding. Councilmember Saldaña expressed concern with the time needed to complete reports. Chief McManus reported that less time was needed to complete reports as a result of streamlining the Reporting Process. He also explained that legislative requirements mandate complete and accurate reports as well as the proper inventory of evidence. Thus, completion of reports will always be time consuming.

Mayor Taylor thanked staff for the presentation.

### **EXECUTIVE SESSION**

Mayor Taylor recessed the meeting into Executive Session at 5:05 pm to discuss the following:

- A. Discuss legal issues related to collective bargaining pursuant to Texas Government Code Section 551.071 (consultation with attorney).

### **RECONVENED**

Mayor Taylor reconvened the meeting at 6:23 pm and announced that no action was taken in Executive Session.

**ADJOURNMENT**

There being no further discussion, Mayor Taylor adjourned the meeting at 6:23 pm.

APPROVED



IVY R. TAYLOR  
MAYOR

ATTEST.



LETICIA M. YACEK, TRMC/MMC  
CITY CLERK