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ANNUAL REPORT

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MESSAGE FROM THE FIRE CHIEF

The San Antonio Fire Department (SAFD) continues to play an important role in what makes our city a great place to live and raise a family. Our motto, “Our Family, Protecting Your Family”, coupled with our mission to safely prevent harm through caring service, are instilled in the men and women who protect our city every day. It is our members, both uniformed and civilian, committed to service and dedicated to improvement, that advance our department into the future.

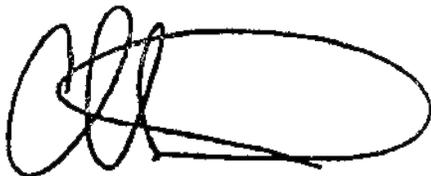
2013 has been a great year for this advancement. The San Antonio Fire Department completed its Strategic Plan “Transforming Our Vision”. Over 130 of our members spent many months of hard work to prepare the strategic vision for the department. The teams provided the road-map to move the organization forward developing 12 goals with multiple objectives. The initiative progresses as we continue to apply the action to see it through.

Facility replacements and equipment upgrades were also part of 2013’s improvements. We moved into our state-of-the-art Services and Logistics Center. The Center keeps our fleet repaired and maintained so that we can continue to provide effective service delivery. We have a more efficient warehousing operation by combining two supply operations into one location. New policies and procedures were established to make the operation run smoothly. Replacement Fire Station 28, dedicated to former Fire Chief I.O. Martinez, opened its doors in 2013 as well. This replacement station, like all of our recent replacements, is designed to grow with the community when resources need to be moved or added.

With over 80% of our incidents being medical related, equipment upgrades to improve patient survival were made. This year, department replaced all Automated External Defibrillators (AED’s) with new units. These devices assist the first responder with CPR efficiency and are compatible with the new 12-lead monitors the EMS units carry that were also completely replaced this year.

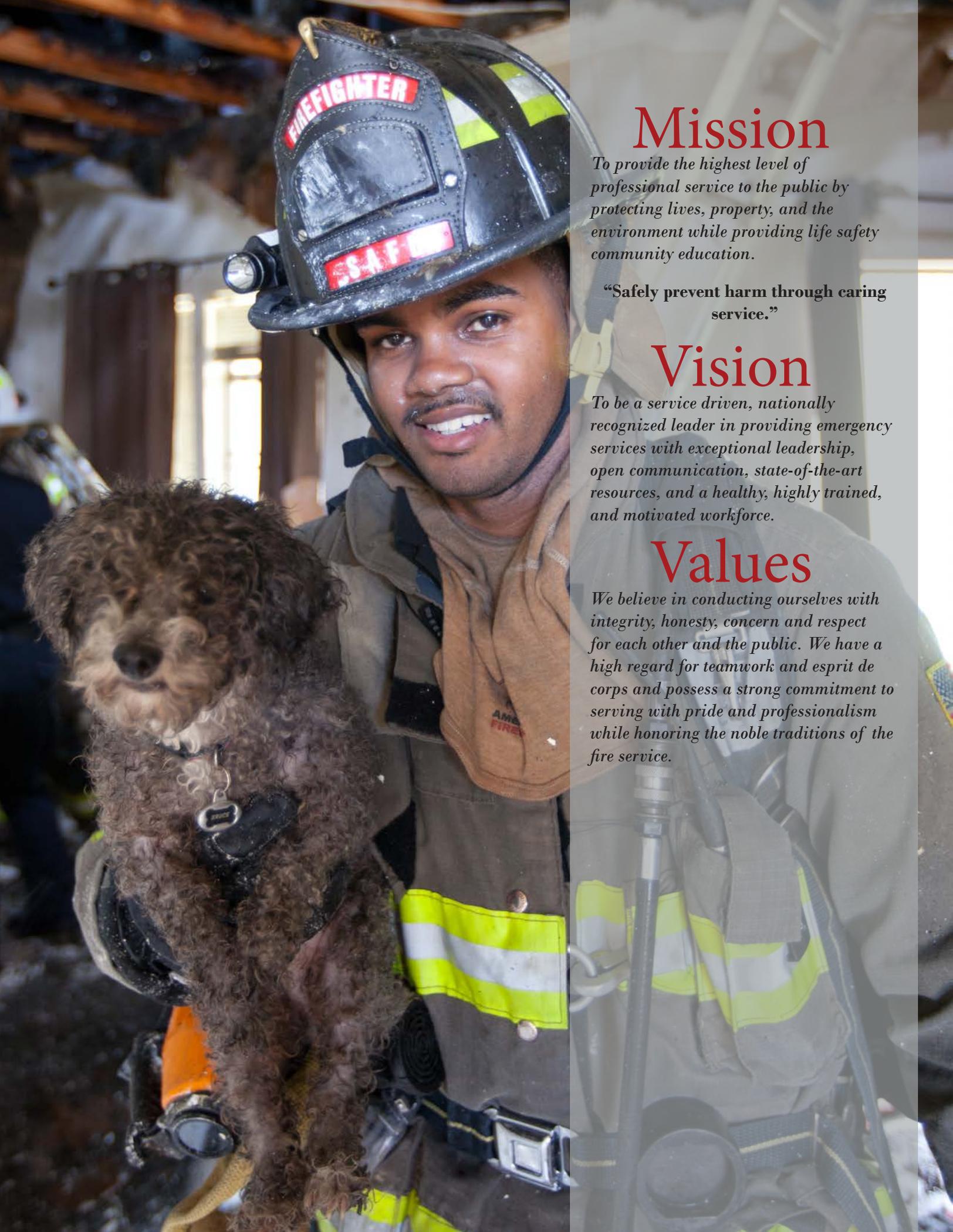
I am excited about the improvements we have made to our department and our plan for the future. I am pleased to present the 2013 annual report which showcases our dedication and commitment to service.

Yours in Service,



Charles N. Hood

Fire Chief



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.

“Safely prevent harm through caring service.”

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, and motivated workforce.

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.

DEPARTMENT 2013 HIGHLIGHTS

ACHIEVEMENTS

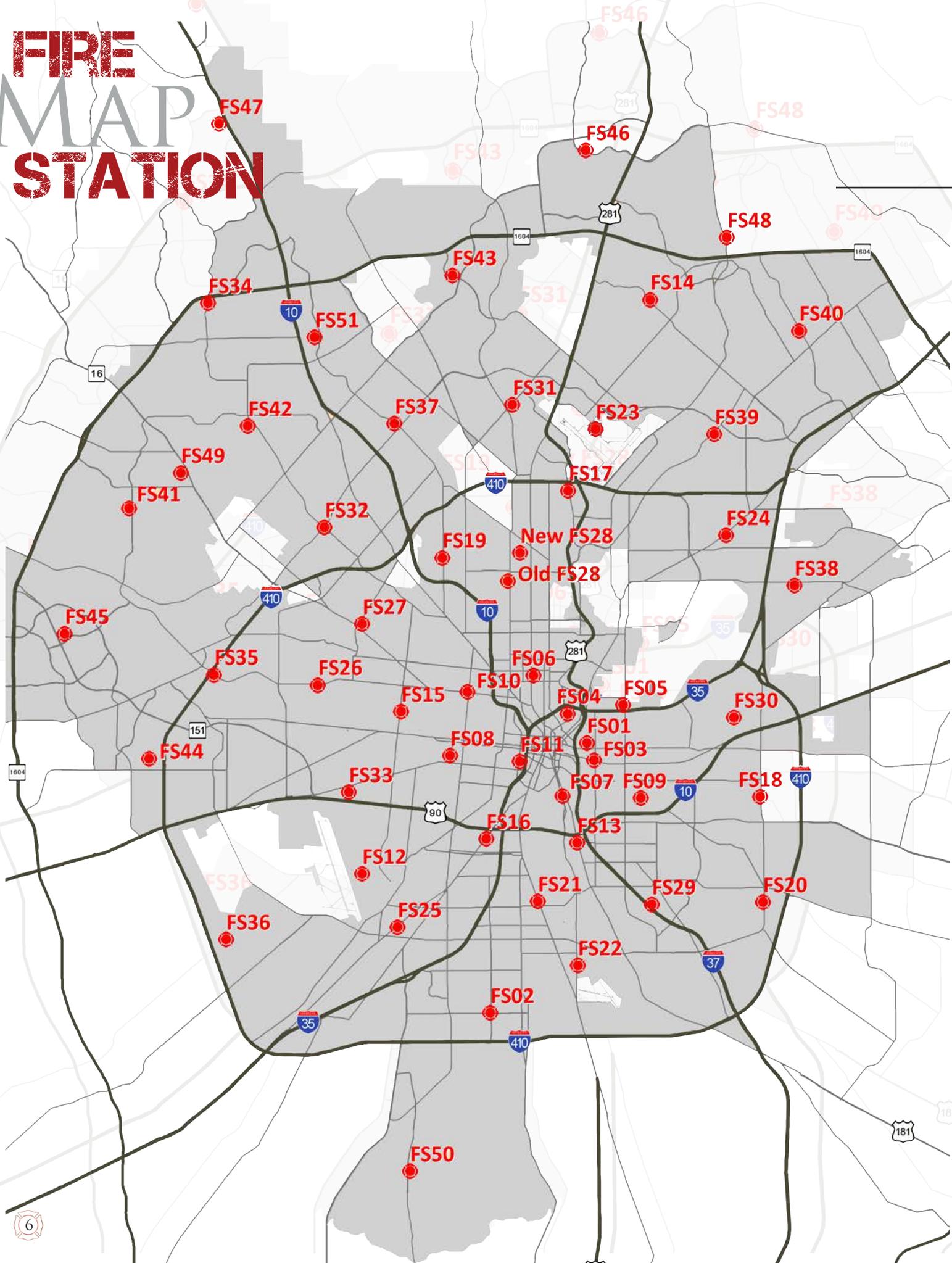
- ✱ Grand Opening of the NEW Services & Logistics Center in May 2013
- ✱ Grand Opening of Fire Station 28
- ✱ SAFD Strategic Plan with Team Goals and Objectives
- ✱ Established the New Fusion Center
- ✱ Delivery of new High Reaching Extendable Turret Aircraft Rescue Firefighting Apparatus
- ✱ Water rescue received 2 zodiac boats
- ✱ The Service Truck Program
- ✱ SAFD approved to receive a Texas Intrastate Mutual Aid System grant funded brush truck
- ✱ SAFD was integrated into SWTFC located at the Public Safety Headquarters for SAFD and SAPD
- ✱ EMS Ambus Team collaborated with the Texas Department of Public Safety instructors program to establish standards for Ambus operations
- ✱ SAFDMS trained all Pre-K for SA teachers and staff in CPR, Basic First Aid and the use of Automatic External Defibrillators for pediatrics and adults
- ✱ Received Additional Capital Outlay \$2.98 M including approval of 2 Hazmat Vehicles
- ✱ Implemented New Payroll System (Telestaff)
- ✱ Fill-the-Boot (\$206,025.83)
- ✱ Wildland Firewise Program established for home owners and landscapers
- ✱ Full Complement of Hoses
- ✱ Introduced new DWI Awareness Program
- ✱ Upgraded 12 lead EKG monitors in all medical units
- ✱ Replaced all 3 Lead AED's
- ✱ SAFD Fallen Firefighter Memorial

RECOGNITIONS

- ✱ FIRE CHIEF SERVICE AWARD
Shane O'Neil
- ✱ EXEMPLARY PERFORMANCE
Firefighter Natividad Rodriguez, Engineer Paul Watts, Engineer Richard A. Ortiz II
- ✱ UNIT CITATION
Rescue 11 "A", Engineer Mario Nerio, Firefighter Fredrick Denson, Engineer William H. Davidson
- ✱ LETTERS OF COMMENDATION
Firefighter Richard Anthony Trevino, Firefighter Samuel Guzman
- ✱ CITY OF SAN ANTONIO STAR AWARD & 32 YEARS OF SERVICE (RETIRES)
Jose Salame (Arson)
- ✱ OUTSTANDING ADVOCATE FOR MENTORING
Chief Charles Hood
- ✱ COMMUNITY LEADER FOR MENTORING PROGRAM
Captain Raul Chapa
- ✱ COMMUNITY SERVICE LEADER RECOGNIZED BY THE URBAN LEAGUE OF SAN ANTONIO, THE BLACK CHAMBER OF COMMERCE AND THE GEORGE GERVIN CENTER
Engineer Dereck Hillyer
- ✱ SAN ANTONIO CHAPTER OF THE TEXAS SOCIETY, SONS OF THE AMERICAN REVOLUTION - PUBLIC SAFETY COMMENDATIONS
Lt Brett T. Joner - Fire Safety Commendation Medal
Engineers Matthew W. Ripley and Gabriel Christopher Garcia.
Emergency Medical Services Commendations Medal.
- ✱ TWO MEMBERS SELECTED AS HELICOPTER RESCUE TECHNICIANS FOR TEXAS TASK FORCE ONE
- ✱ SELECTED TO THE NATIONAL FALLEN FIREFIGHTERS FOUNDATION BOARD OF DIRECTORS
Fire Chief Charles Hood



FIRE MAP STATION



FIRE STATION INFORMATION

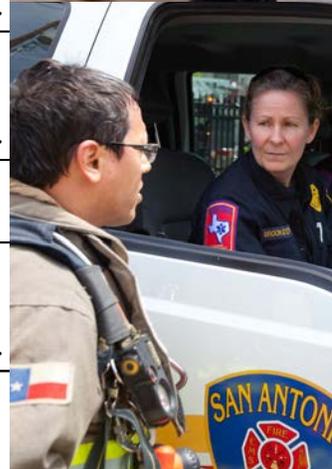
Station Number	Address	Zip Code	Council District	Year Built	Resources Available
1	515 North Cherry	78205	2	2011	Engine Platform Ladder Truck Squad Medic Fire Shift Commander Medic Shift Commander HAZMAT Response Team and Apparatus
2	601 Gillette Boulevard	78201	3	1957	Engine
3	1425 East Commerce Street	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





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 & Firefighting 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	1538 Hillcrest	78228	7	2012	Engine Medic
28	15 Burwood Lane	78216	1	2013	Engine Medic
29	827 Hot Wells Boulevard	78223	3	1988	Engine Aerial Ladder Truck Squad Medic Medic Officer Mobile Air Compressor
30	919 Gembler 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 Response Team
35	7038 Culebra Road	78238	6	1974	Engine Aerial Ladder Truck Squad/Brush Truck Medic

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



INFORMATION APPARATUS

Squad

Medic Officer

**Ambulance Bus
(Ambus)**

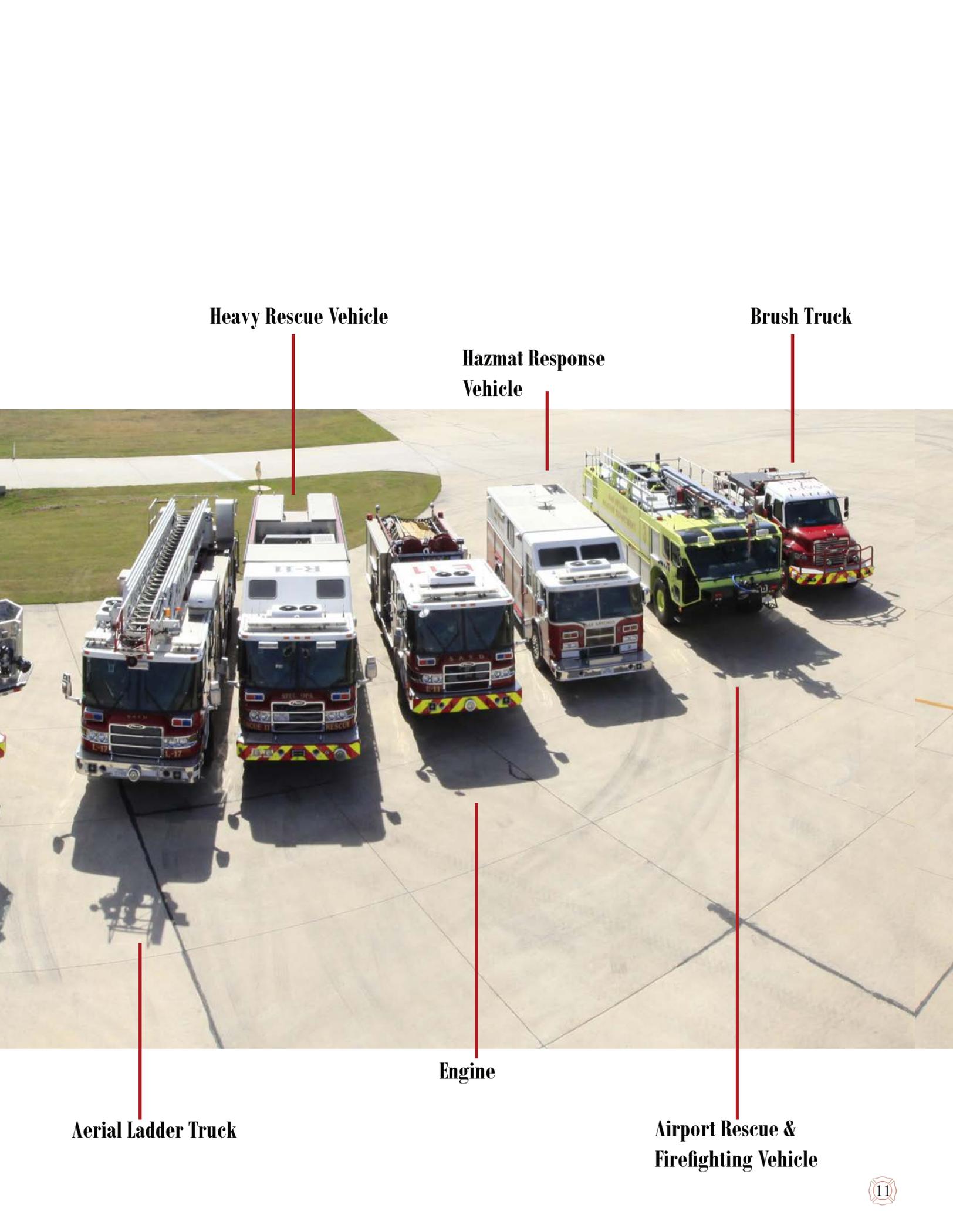
**Platform Ladder
Truck**



**Battalion & Command
Vehicle**

Medic (Ambulance)

Command Bus



Heavy Rescue Vehicle

Brush Truck

Hazmat Response Vehicle

Engine

Aerial Ladder Truck

Airport Rescue & Firefighting Vehicle

EMS & FIRE EQUIPMENT

Oxygen Bottle

Airway Kit

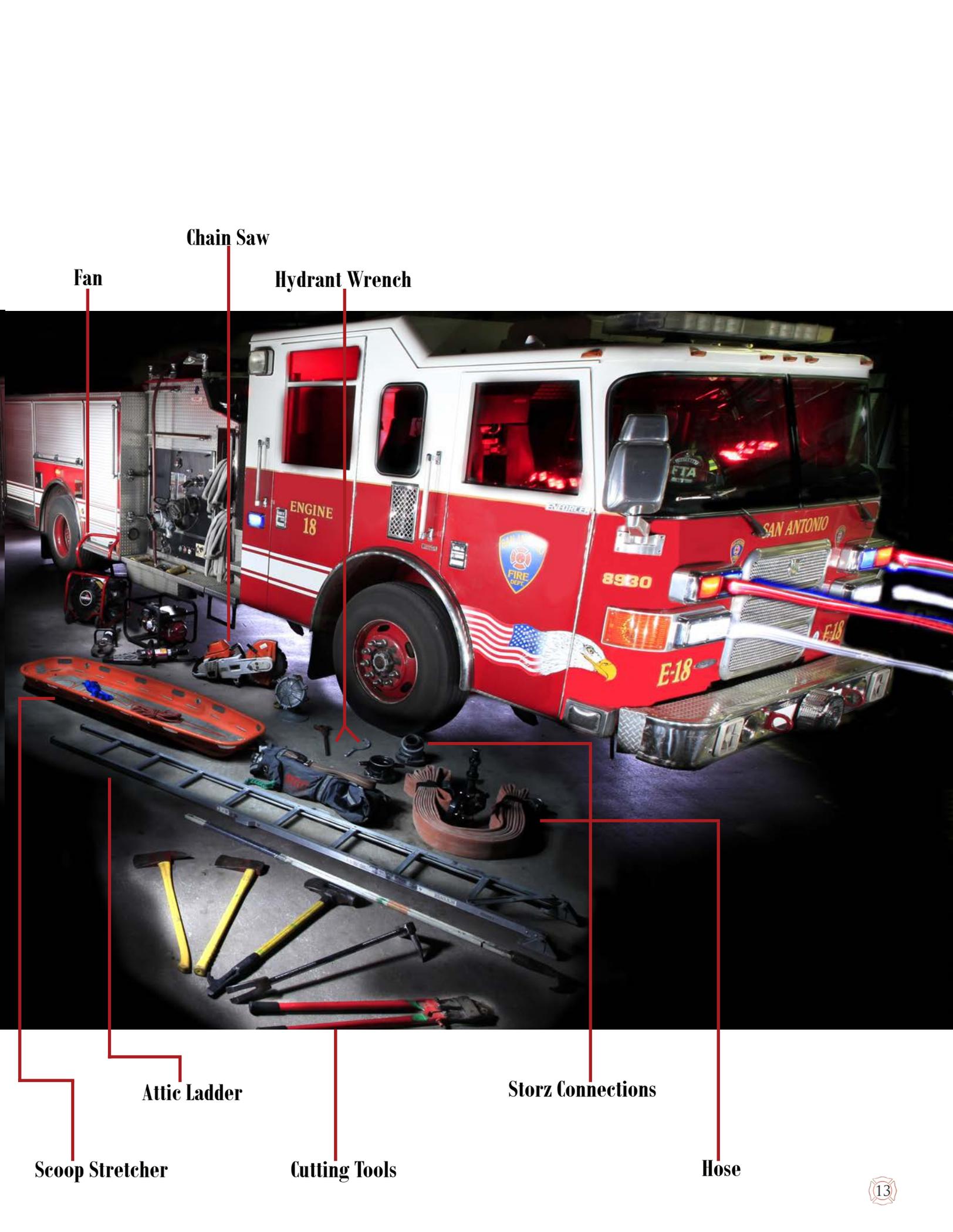
Monitor



Stretcher

Infusion Pump

Laryngoscope



Chain Saw

Fan

Hydrant Wrench

Attic Ladder

Storz Connections

Scoop Stretcher

Cutting Tools

Hose

ORGANIZATIONAL SAN ANTONIO FIRE CHART DEPARTMENT



David Martinez

Support Services
Deputy Chief



Carl Wedige

Administrative Services
Deputy Chief



William Meade
Information Services
Assistant Chief

Daniel Gonzalez
Personnel Services
Division Chief

Betsy Dose
Health & Wellness
Special Projects Mgr.

Stephen Reuthinger
Logistics/Services
Division Chief

Christopher Monestier
Planning
Division Chief

Deborah Foster
Public Information Office
Engineer

Claude Overman
Fiscal Management & Research
Dept. Fiscal Administrator





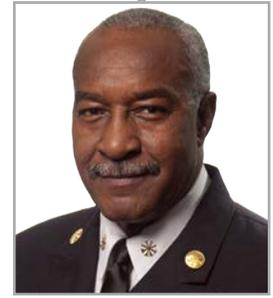
Charles N. Hood
Fire Chief

Lawrence Trevino

Office of Emergency
Management (OEM)
Division Chief



Noel Horan
Emergency Services
Deputy Chief



Earl Crayton
Fire Prevention
Assistant Chief

Oscar Gonzales
Fire Operations
Assistant Chief
C shift



Robert Mikel
Fire Operations
Assistant Chief
A shift



Yvette Granato
EMS Operations
Assistant Chief



Mike Walsh
Fire Operations
Assistant Chief
B shift



Art Villareal
Safety
Division Chief

Steven Jones
Training
Division Chief

Matias Jimenez
Inspections
Division Chief

Randy Jenkins
Community Safety
Division Chief

Christopher Casals
Arson
Captain



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 fire departments in the nation. We provide service to almost 1.4 million citizens covering over 460 square miles. We respond to over 167,000 emergency incidents with over 308,000 individual unit responses. We maintain 51 fire stations and operate the second largest General Fund Operating Budget in the City.

The FCO sets the priorities for the San Antonio Fire Department every year. The Fire Department is divided into 4 major areas: Emergency Services, Administrative Services, Support Services, and Fire Prevention. In 2013, the department developed our strategic plan "Transforming our Vision". Over 130 members, uniformed and civilian, along with a citizen stakeholder group, developed a strategic vision with 12 goals and multiple objectives. The initiative continues with an operational component putting action to the strategy.

Our department responds to a significant amount of emergency medical incidents making up over 80% of our total incident volume. To enhance this service, all 3-lead Automated External Defibrillators (AED) were replaced on all the fire units. These units allow better monitoring of effective CPR and are compatible with our recently replace 12-lead EKG's. These devices were completely replaced on all of our EMS units this year as well.

In May of 2013, we opened our new Services and Logistics Center where we combined our warehousing operations under one roof for better efficiency. This modern, state-of-the-art facility maintains and repairs our fleet so we can continue to provide effective service to our citizens.

We have also added increased situational awareness and safety for our members by integrating with the South West Texas Fusion Center housed in the Public Safety Headquarters. A staff Division Chief serves as a liaison with SAPD and other agencies collaborating with the Fusion center to provide pertinent information in a timely manner to our first responders as well as the command staff.



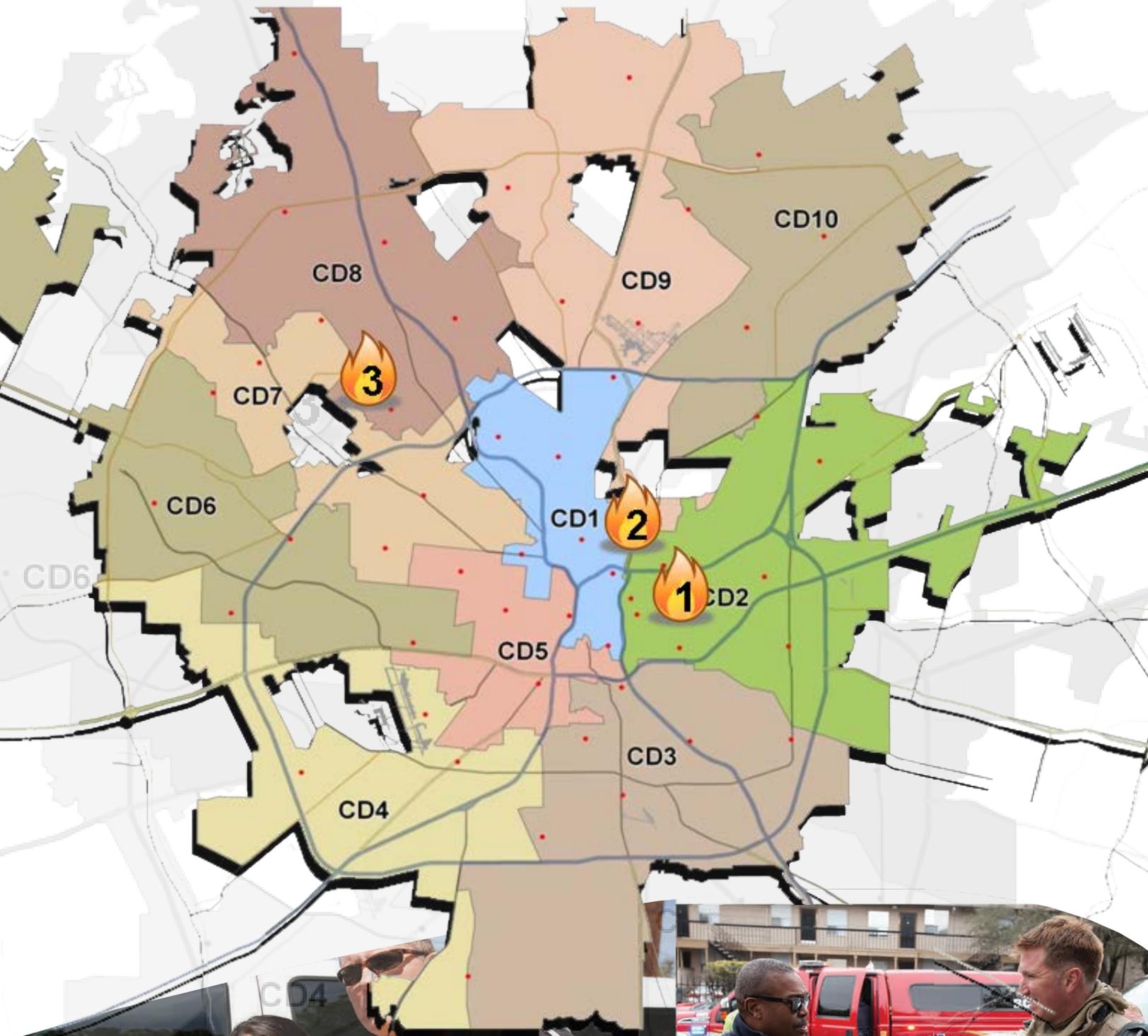
San Antonio Fire Department Strategic Plan

“Transforming our Vision”

- Goal 1:** PROMOTE HEALTH AND WELLNESS
- Goal 2:** ACTUALIZE TEAM AND PERSONAL SAFETY
- Goal 3:** LIVE CUSTOMER SERVICE
- Goal 4:** ENHANCE SERVICE DELIVERY
- Goal 5:** NURTURE TRAINING AT ALL LEVELS
- Goal 6:** FOSTER LEADERSHIP
- Goal 7:** CULTIVATE PROFESSIONALISM, PERFORMANCE AND ACCOUNTABILITY
- Goal 8:** IMPROVE COMMUNICATION
- Goal 9:** EMBRACE DIVERSITY
- Goal 10:** INCREASE COMMUNITY SAFETY THROUGH MITIGATION EFFORTS
- Goal 11:** ENSURE FISCAL RESPONSIBILITY AND ACCOUNTABILITY
- Goal 12:** ADVANCE TECHNOLOGICAL INNOVATIONS AND CAPITAL EQUIPMENT MODERNIZATION



FCO HIGH PROFILE FIRE MAP



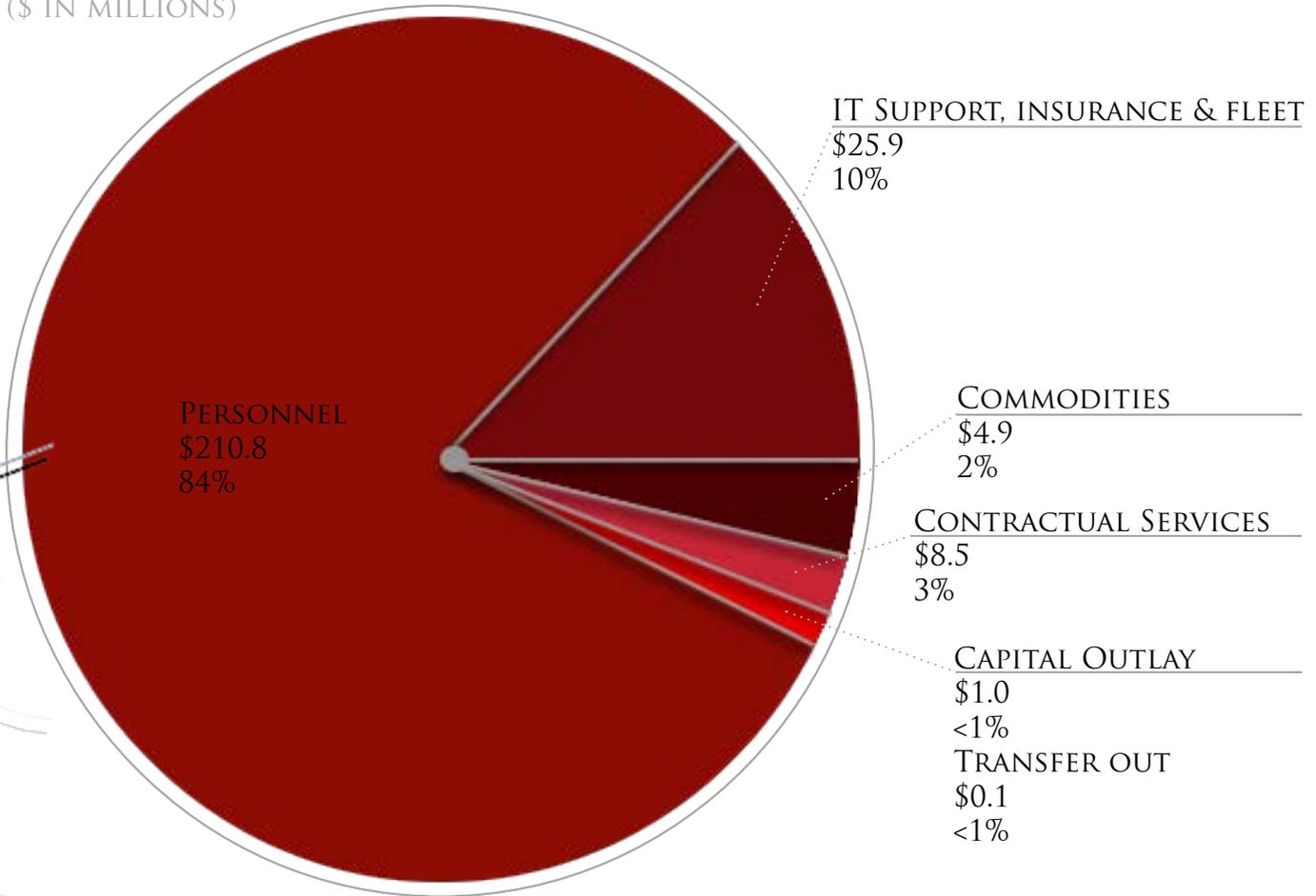
1. CHILDRESS CHURCH FIRE
FEBRUARY 2013

2. WOOD HOLLOW APARTMENTS
FEBRUARY 2013

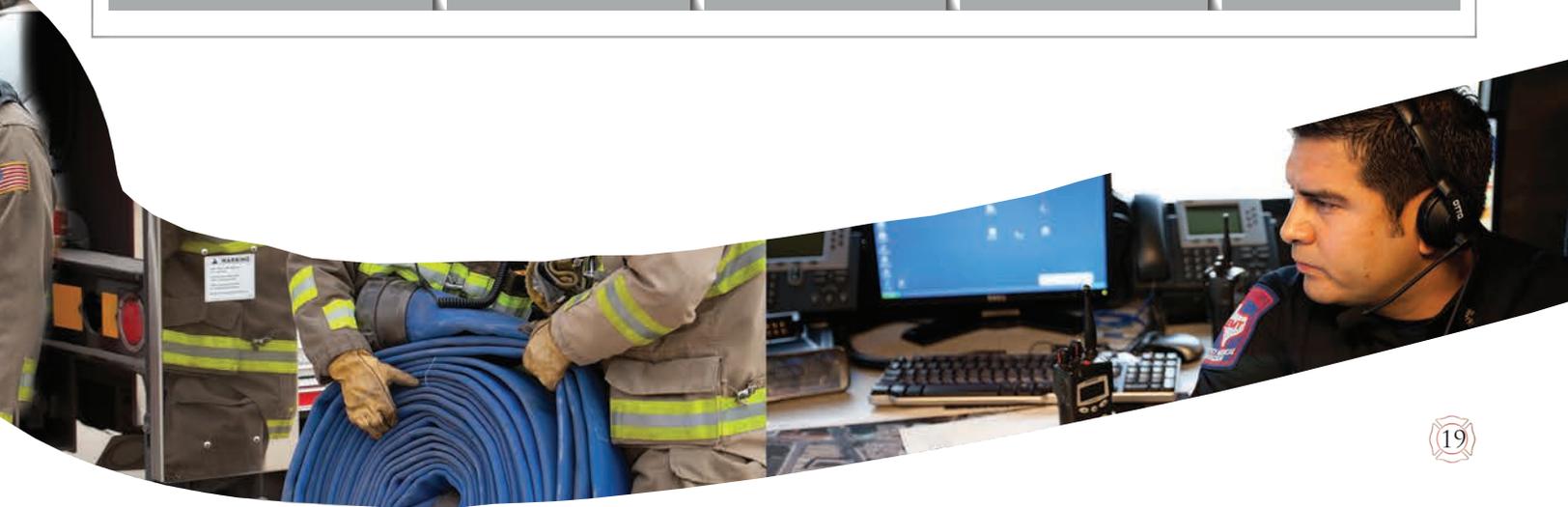
3. CASTLEWOOD APARTMENTS
APRIL 2013

BUDGET BREAKDOWN

FY 2013 BUDGET BY EXPENDITURE TYPE
(\$ IN MILLIONS)



FIRE GENERAL FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	VARIANCE (\$)	VARIANCE (%)
	\$239.3 M	\$251.2 M	\$11.9 M	5.0%



OFFICE OF EMERGENCY MANAGEMENT

The San Antonio Office of Emergency Management (SAOEM) is a division of the San Antonio Fire Department. Our mission is to prevent, prepare, respond and recover from and mitigate all hazards; natural or manmade. Our philosophy is to build community partnerships before a disaster occurs so that we are able to provide capable leadership during high stress community wide disasters while deploying highly trained emergency response forces.

The Emergency Management Coordinator (EMC) is appointed by the mayor and is responsible for all full-time emergency management functions. The EMC also serves as the Homeland Security Director for the City.

The Emergency Operations Center (EOC) continues to serve as the nucleus to the City of San Antonio's large-scale emergency response platform. The 25 million dollar facility houses both City and County Emergency Management programs and the 311 Customer Call Center.

Emergency Planning

The SAOEM is responsible for maintaining the Emergency Management Basic Plan which outlines COSA's approach to emergency operations. It provides general guidance for emergency management activities and an overview of COSA methods of mitigation, preparedness, response, and recovery. The plan describes the COSA emergency response organization and assigns responsibilities for various emergency tasks. This plan is intended to provide a framework for more specific functional Annexes that assign more precise responsibilities, depending on the emergency event. This plan applies to all COSA officials, departments, and agencies.

The Homeland Security Presidential Directive/HSPD-7 defines critical infrastructure protection roles and responsibilities for local governments. The National Infrastructure Protection Plan (NIPP) provides a comprehensive risk management framework. As a result of the Presidential Directive and the NIPP, the SAOEM established the Regional Critical

Infrastructure Protection Program (CIP). SAOEM leverages the Risk Analysis Center (RAC) to assist with identification, prioritization and protection of the region's critical infrastructure and key resources.

Professionalism

Our staff is committed to continuous improvement and professional growth. In pursuit of this value, four SAOEM staff members have become Certified Emergency Managers (CEM) through the International Association of Emergency Managers (IAEM). The IAEM certification program bestows the certification if the applicant's contributions, accomplishments and commitment to the emergency management field have met their stringent standards. Additionally, 4 other SAOEM staff members are certified geographic information systems (GIS) professionals (GISP), and 1 possesses the Level 1 Professional Continuity Practitioner Certification.

Community Outreach

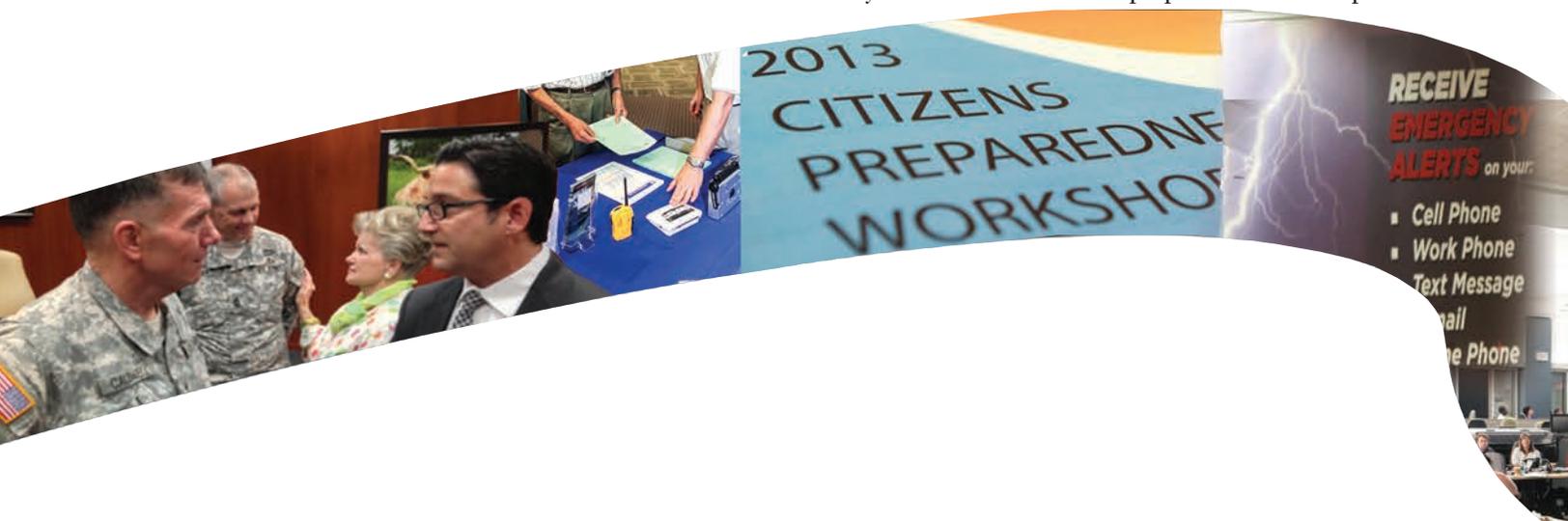
Our two primary vehicles for the delivery of community outreach are the San Antonio Flood Emergency System (SAFE) www.safloodsafe.com, and the all hazards Ready South Texas (www.readysouthtexas.gov). Both programs have received regional and state-wide acceptance as the model for citizen's preparedness and education programs.

Social Media

For the first time ever, SAOEM has started to utilize Face Book and Twitter to communicate and distribute critical public information about emergency events. Today we have over 1,901 followers on twitter and over 1,177 on Face Book.

Functional Needs Support Service (FNSS)

SAOEM has developed and facilitated a regular FNSS meeting with community partners and other key agencies in order to continuously address the needs of the disabled community as it relates to disaster preparedness and response.





JANUARY Sleet/Ice Severe Weather Activation

FEBRUARY Influenza Preparedness Activities with SAMHD
 COSA Boarding Home Table-top Exercise
 Severe Wind Event (50MPH Winds)
 FNSS Biannual Meeting

MARCH JESA Activate Shooter Exercise Building 171
 Broadway and 4th / 3rd Alarm Fire

APRIL Alamodome Table-top Exercise
 Boston Marathon Bombing (local security measures)
 Chemical Storage Fire Response
 West Texas Explosion/STRAC Coordination and Deployment

MAY Major City Wide Flooding & Shelter Operations
 Alamodome Full-scale Exercise
 Heat Plan Activation Level II

JUNE Texas State Disaster Declaration Issued
 Disaster Loan Outreach Center Opens
 George Strait Concert Emergency Preparedness

JULY BIO WATCH Exercise

AUGUST Heat Plan Activation Level II / Cooling Center Operation
 Citizen's Preparedness Workshop
 FNSS Biannual Meeting

SEPTEMBER River Walls Fuel Spill Coordination Response

OCTOBER USAA Active Shooter exercise
 UTSA Mass Casualty exercise
 Access Ability Fest
 National Night Out

NOVEMBER Operations "Home Cooking" coordination and support

DECEMBER Winter Weather Advisory Hard Freeze/Ice/Sleet
 JBSA Active Shooter Exercise

District Chief Lawrence Trevino was appointed Emergency Management Coordinator for the City of San Antonio by Mayor Castro on April 28th, 2011. District Chief Trevino has over 29 years of service with the San Antonio Fire Department and since 2000 he has served as a District Fire Chief. He has been a key SAFD representative to the City's emergency management program for the last three years. Since 2008, he has served as the Deputy Incident Commander for the Alamo Regional Command Center. As Deputy Incident Commander, he was responsible for shelter operations and coordinating with the State Operation Center's Emergency Manager, City staff and providing briefings. District Chief Trevino has also served as the Incident Commander for the State of Texas All Hazard Incident Management Team.



EMERGENCY SERVICES



- MANAGEMENT OF FIREFIGHTING OPERATIONS (3 ASSISTANT FIRE CHIEFS)
- MANAGEMENT OF EMERGENCY MEDICAL SERVICES (1 ASSISTANT FIRE CHIEF)
- MANAGEMENT OF THE TRAINING DIVISION (1 DIVISION CHIEF)
- MANAGEMENT OF THE SAFETY DIVISION (1 DIVISION CHIEF)
- MANAGEMENT OF SPECIAL OPERATIONS (TECHNICAL RESCUE, HAZARDOUS MATERIALS RESPONSE TEAM, MEDICAL SPECIAL OPERATIONS UNIT, AIRCRAFT RESCUE FIREFIGHTING, WILDLAND RESPONSE TEAM)



F

rom the emergency responders that arrive in fire trucks and medic units to the personnel that ensure our incumbent firefighters and cadets are properly trained and responding in the safest manner possible, Emergency Services is the largest and most recognizable division of the San Antonio Fire Department. Emergency Services is under the direction of a Deputy Fire Chief, and includes the Firefighting, Emergency Medical Services, Training and Safety Divisions. Within these divisions are found the special operations teams which include the Technical Rescue Team, Hazardous Materials Response Team, Medical Special Operations Unit, Aircraft Rescue Firefighting and Wildland Response Team.

Whether you are looking at emergency response, training or community service, the Emergency Services Division was extremely active during the last year. The division had 308,496 unit responses in 2013, ranging from fires, medical, rescue and hazardous materials incidents to calls for assisting the public. The Emergency Services Division was extremely active in 2013, responding to several multiple alarm fires. Some of the more notable incidents included a two alarm fire in January that destroyed an apartment building, two alarm fires in February that destroyed an apartment building and a historic east side church, a three alarm fire in February that damaged multiple apartment buildings on the north side, and a two alarm fire in March that produced heavy damage to local television station WOAI in downtown San Antonio. In April of 2013, our firefighters went to extraordinary measures to rescue a handicapped citizen from the third floor at a two alarm apartment fire in northwest San Antonio, and in May the SAFD responded to 323 water rescue calls over a two day period during heavy spring rains.

In addition to emergency response, a focus area for the Emergency Services Division in 2013 was incumbent training, and the men and women of the division trained extensively. A wide variety of technical and professional development classes were offered to our personnel and the Training Academy began conducting Fire Officer II classes for our Chief and Company officers.

The safety and accident prevention programs developed and implemented by our Safety Division in 2013 proved to be extremely effective, as our Department saw new workers compensation claims are down 10% from Fiscal Year 12 to Fiscal Year 13. The number of fire ground injuries was down 27%, and total lost time days due to injuries went down 44%.

While it was an incredibly active and successful year for the Emergency Services Division, we look forward to 2014, as we will continue our efforts to provide the highest quality customer service possible to our community.



FIRE OPERATIONS



The Firefighting Division provides fire protection, rescue services, and medical first responder service to over 1.4 million citizens and responded to 118,046 emergency incidents in FY2013.

The Firefighting Division is divided into three 24-hour shifts (A, B and C) and each shift is managed by an Assistant Chief. The City of San Antonio is divided into 8 Battalions, or response areas, supervised by Battalion Chiefs. Each Battalion Chief is responsible for leading the stations within their assigned Battalion. The Division operates 51 Engine companies, 20 Ladder companies, 18 Medical First Responder Squads, and a variety of specialized vehicles and equipment staffed by over 1,100 personnel.

Although Fire 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 services include assisting the Emergency Medical Services Division in providing basic and advanced life saving care. Medical responses now comprise the majority of emergency calls for the Firefighting Division. To provide a higher level of service, the Division continues to enhance the quality of medical care delivered by providing more advanced equipment, additional medical training and steadily increasing the number of paramedics in the Division. In 2013, the Firefighting Division had 246 personnel with Paramedic certification.

Training, practical exercises, and the ability to work with other agencies is critical to the Fire Department's ability to mitigate larger, all-hazards incidents. In 2013, the Department participated in a number of joint training exercises, including:

- 1 Major Commercial Facility Incident
- 1 Major Medical Incident (with US Military)

Professional development is an important aspect of providing quality service to our community as well. In 2013, 105 members of the Firefighting Division took training courses and received Fire Officer I certification with 7 receiving Fire Officer II certification. Seventy-seven individual fire units participated in Multi-Company Training Evolutions (H.O.T.- Hands on Training). A vertical ventilation and roof operations course was also given to 65 firefighters.



SPECIAL OPERATIONS

The SAFD Special Operations Teams each have an area of expertise that makes them specialists in their field and are supervised by the on-duty Special Operations Chief (SOC) assigned to Battalion 8. In addition to emergency responses within the City of San Antonio, team members also respond regionally with other agencies in the San Antonio area. Several team members respond with Texas Task Force One, the most deployed urban search and rescue task force in the country. The SAFD added six new members to the task force team in 2013. The Special Operations Teams include:

Aircraft Rescue & Firefighting (ARFF)

ARFF specialized team is housed at Fire Station #23 located at the San Antonio International Airport and at Fire Station #22 near Stinson Municipal Airport. This team is responsible for the mitigation of all events that deal with in-flight emergencies, Aircraft Fire Suppression, and passenger rescue. 2013 saw the delivery of a new High Reaching Extendable Turret (HRET) Aircraft Rescue Firefighting Apparatus that replaced a model that had been in service since 1987.

Technical Rescue Team (TRT)

The TRT specializes in Urban Search & Rescue (USAR), high angle rescue, confined space rescue, swift water rescue, trench rescue, building collapse, cave rescue, advanced auto and big rig extrication, industrial accidents, as well as wilderness rescue. The Technical Rescue Teams operate out of Fire Station 11 and Fire Station 51.

The Technical Rescue Team focused on increasing their proficiency in the areas of structural collapse and cave rescue training in 2013. Two members of the team were also selected as Helicopter Rescue Technicians for Texas Task Force One. Still others began working with the local aviation Division of the Department of Public Safety (DPS) to provide a more rapid response for regional helicopter rescue operations that will utilize a powered hoist capability. Water rescue resources were also added this year with the addition of 2 zodiac boats.

Hazardous Materials Response Team (HMRT)

The HMRT takes 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). Additionally, 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 HMRT operates out of Fire Station 1 and Fire Station 34. The Hazmat Team participated in large scale exercises with regional agencies and they continued to refine their expertise in fighting fuel fires by training additional personnel at Williams Firefighting and Hazard Control's Industrial Firefighting course.

Medical Special Operations Unit (MSOU)

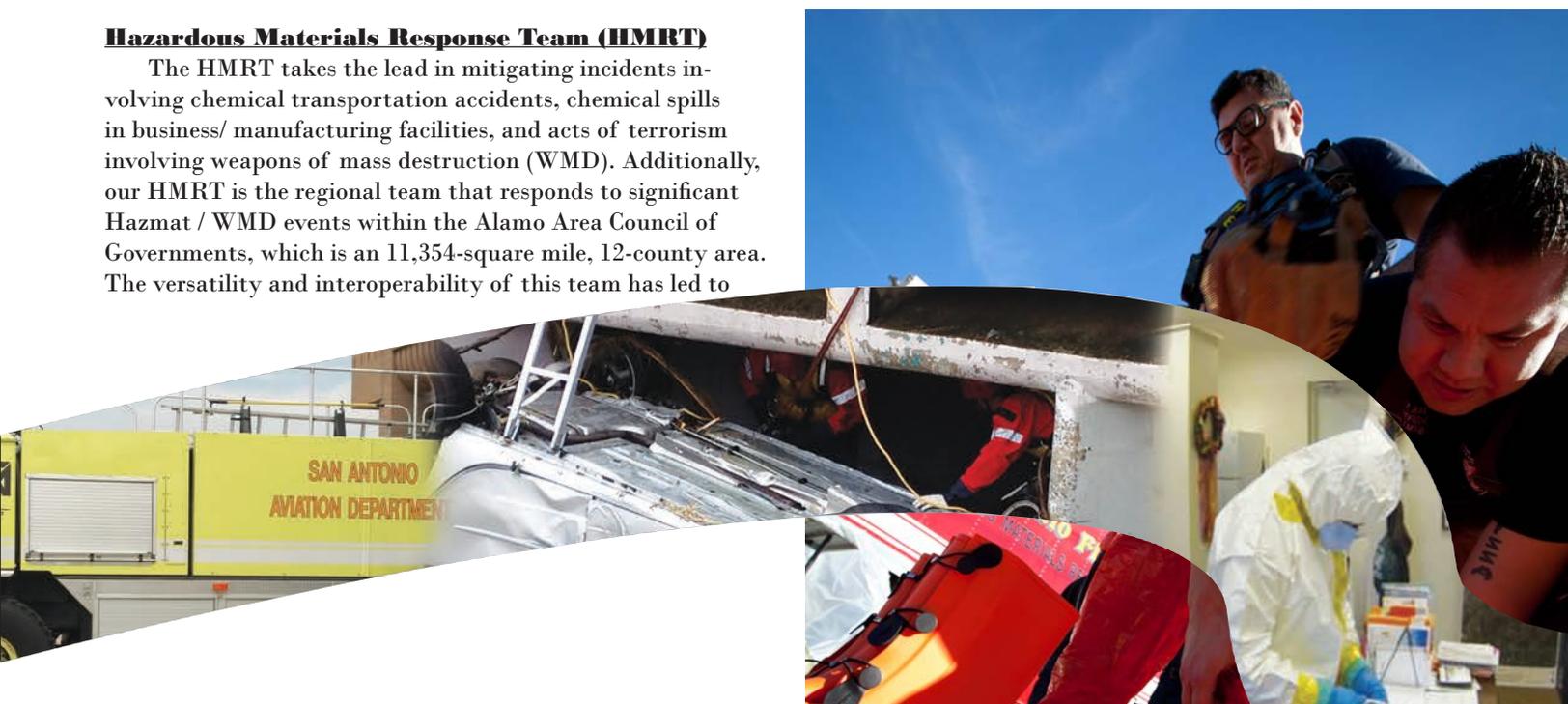
The MSOU receives advanced medical training to provide emergency medical skills that are typically more advanced than the normal medical service delivered by paramedics. The department staffs two MSOU units that respond to situations such as weapons of mass destruction events and tactical rescues with the SWAT team, hazardous materials exposures, and helicopter rescue operations.

Wildland Urban Interface Team (WUIT)

The WUIT is tasked with mitigating the risk and incidence of fires where wildland areas intersect with neighborhoods. WUIT members participate in direct fire suppression of wildland fires, which often require working closely with regional fire departments and the Texas Forest Service.

The department's Wildland Firefighting priorities for 2013 included emphasis on prevention of wildland fires and training members to protect structures in the Wildland Urban Interface (WUI). Wildland Team members presented information to homeowners and civic groups about creating Firewise Communities. The Firewise Communities Program encourages local solutions for safety by involving homeowners in taking individual responsibility for preparing their homes from the risk of wildfire.

Training classes for 2013 included a Structure Protection for the Wildland Urban Interface presentation to all firefighters designed to teach them wildland fire behavior and firefighting tactics specifically for the Wildland Urban Interface.



EMERGENCY MEDICAL SERVICES

The San Antonio Fire Department EMS Division (SAEMS) has been serving the citizens of San Antonio since 1974 by providing excellence in customer service and improvements in medical care and transportation of patients to local area hospitals.

SAEMS is a national leader in providing best practice pre-hospital medical care to the sick and injured in their critical time of need. The Division deploys highly trained medics, in top of the line vehicles, with state of the art equipment to mitigate medical emergencies. In 2013, EMS personnel responded to 132,546 medical incidents.

The EMS Division is under the command of an Assistant Chief, with the support of an Executive Officer, 4 Medical Shift Commanders, 16 Medical Field Officers and 2 civilians. There are 33 full-time Medic Units staffed by 371 paramedics. Daily staffing may be increased up to 8 supplementary units with the activation of the EMS peak hour units. Utilizing historical data, peak units are deployed during projected high volume call periods.

All EMS personnel are trained to meet the standards set by the National Registry for Emergency Medical Technicians (EMT) – Paramedic level. This education and training is conducted by the University of Texas Health Science Center at San Antonio (UTHSCSA). The UTHSCSA School of Allied Health provides SAFD both the initial education for certification and the continuing education mandates. Two Medical Directors and their staff oversee medical direction, continuing education, and quality assurance and improvement.

The Office of the Medical Director works in conjunction with SAFD in making improvements to the medical delivery system with the implementation of best practice interventions.

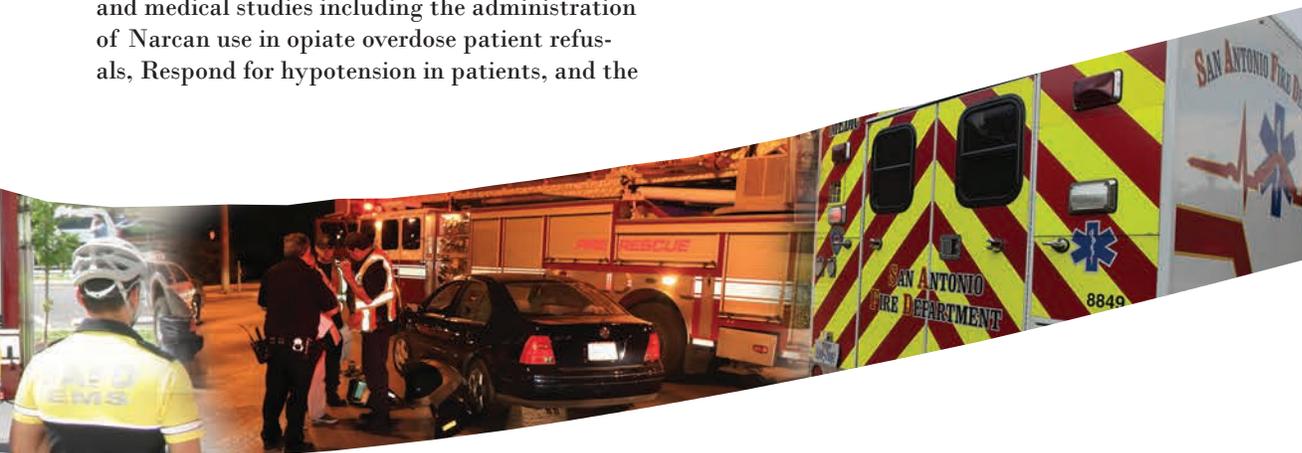
With the partnership of UTHSCSA, San Antonio Fire Department personnel participate and contribute in nationally recognized medical research and medical studies including the administration of Narcan use in opiate overdose patient refusals, Respond for hypotension in patients, and the

Hypothermia treatment in patients with Return of Spontaneous Circulation (ROSC) post cardiac arrest.

The San Antonio Fire Department upgraded 12 lead EKG monitors on all medic units and provided a month of training to all medics. The new monitors are lighter and more durable for emergency service use. Upgraded capabilities include improved wireless integration of the patient's vital statistics into the electronic patient case reporting tablets which the medics use for documentation. The new monitors also provide for wireless 12 lead transmission to area hospitals which, based on the patient's EKG reading, may mobilize the hospital's cardiac team for prompt interventions upon the patient's arrival. Area hospitals partnership with SAEMS in this program, has lend itself to decrease the precious minutes to life saving interventions. This is an example of best practice of pre-hospital medicine along with our continued phasing in of new medications administered on scene and in route prior to hospital arrival.

The San Antonio Fire Departments EMS Ambus team collaborated with the Texas Department of Public Safety's instructors in taking the lead to create a standard for a driver training program for Ambus operations. This training will be held at the DPS drivers training track located in Florence Texas. This program will be available to all emergency services departments' state wide. Currently, the SAEMS Ambus is one of 13 throughout the State of Texas, which may be deployed for local, regional and State wide operations to provide care and transport of patients resulting from large events. Our Department's Ambus team is comprised of Medics from the EMS Division and the Technical Services Division.

SAEMS trained all Pre-K for SA teachers and staff in CPR, Basic First Aid and the use of Automatic External Defibrillators (AED) for pediatrics and adults.



SAFETY



The San Antonio Fire Department Safety Division is responsible for the safety of all uniformed personnel who protect our citizens. The Division functions in an internal risk management capacity to ensure that safety remains a top priority while we deliver our services to the community.

The Safety Division is lead by a Division Chief and has a Fire Captain as its Executive Officer. The Executive Officer oversees the Vehicle Accident Review Board in addition to other administrative duties. The Division includes 3 Fire Captains serving as Incident Safety Officers for each Fire shift. The Division also has a Fire Captain assigned as the program manager for the advanced inspection and cleaning of the protective ensemble.

Accident Reviews

A Vehicle Accident View Board was established to create a program to conduct fair and consistent assessments of vehicle accidents that Fire personnel are involved with. The board considers all factors involved in the accident and recommends a course of action. Outcomes may include the development of training programs or, on occasion, a more elaborate investigation may be recommended.

Incident Responses

The Incident Commander is ultimately responsible for the safety of personnel operating at an incident. However, the Incident Safety Officer is a valuable resource to the Incident Commander by providing a higher level of expertise in personnel safety at the scene. Our Incident Safety Officers responded to approximately 150 incidents during FY2013 ranging from vehicle accidents to fires in large hazardous buildings.

Advanced Cleaning and Inspection Program

Managed by a Fire Captain, the advance inspection and cleaning program was established to ensure that helmets, hoods, gloves and boots remain in compliance with legal requirements. Recently, an audit by the Texas Commission of Fire Protection revealed the success of the Advance Cleaning and Inspection Program as there were many fewer deficiencies when compared to previous audits.

The Safety Division provides many other services to the Department including:

- Responding to internal safety related complaints and inquires
- Compiling information for Departmental Post Incident Analysis
- Safety program development and policy review
- Issuance of safety notices and bulletins
- Equipment review and specification development
- In-service training that enhances firefighter operational safety

As our department advances into the future, the Safety Division will continue to evaluate and monitor the activities of its members to ensure the path we take is the safest possible.



TRAINING

The City of San Antonio Fire Training Academy (FTA) spent 2013 at an amazingly high operational tempo. Our team of 13 dedicated, uniformed firefighters and four civilians worked extremely hard to build 30 new firefighters, refine and augment existing incumbent training programs, and enhance our media-based capabilities.

Cadets and Incumbents

Our FTA began the year with 35 cadets who composed Cadet Class 13 Alpha. After 25 intense weeks of training, 30 new firefighters graduated and were assigned to the Emergency Services Division. Class 13 Alpha experienced new developments and enhancements never before attempted at the FTA. Our team continues to work towards improving our training plans, systems and programs.

The Cadet Training Program is only one example of our commitment to our department and to our community. However, our team also worked feverishly towards developing and providing the best education and training courses for our incumbent firefighters.

Perpetual Improvement.

The FTA's Incumbent Training Office (ITO) continued their innovations and offered a menu of courses for skills development at the certification and non-certification levels. At the certification level, the Officer Development Program (ODP) created and scheduled Fire Instructor I, Fire Officer I, and Fire Officer II classes. At the non-certification level, ODP provided Professional Development, Transitional Training, and Re-immersion Training courses.

Our ITOs designed and implemented the first true Live Burn program in our SAFD history. The ITOs worked hand-in-hand with our Field Training Officers (FTOs) to develop and deliver timely and globally training sessions for our incumbent sisters and brothers.

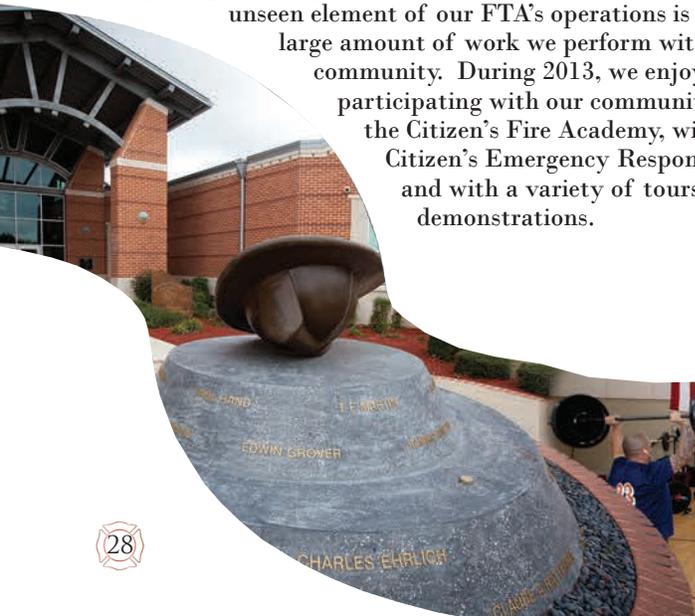
Community Outreach Service

While Cadet training and Incumbent training are visible and prestigious programs at the FTA, a constant and often unseen element of our FTA's operations is the large amount of work we perform with our community. During 2013, we enjoyed participating with our community at the Citizen's Fire Academy, with the Citizen's Emergency Response Team, and with a variety of tours and demonstrations.



The community outreach aspect of the FTA's operations is informative for our citizens, is rewarding for our personnel and builds productive critical relationships with our community organizations and individuals.

These programs would not have been possible without the support of our Operations sisters and brothers. They dedicated many hours in preparing and providing numerous demonstrations and presentations throughout our community. Our Operations colleagues also provided critical support by hosting ride-outs, conducting extensive presentations at the FTA, and teaching focused classes. Together with our sisters and brothers across the department, our FTA has been able to produce improved programs and timely classes with dynamic and useful content.



SOUTH WEST TEXAS FUSION CENTER



As with most fusion centers around the nation, the South West Texas Fusion Center (SWTFC) focuses on coordination and collaboration with different agencies to provide a better strategic picture of criminal and terrorist threats to the region. This is a combined effort with many agencies at the local, state and regional levels of government, including those disciplines, which traditionally have not been involved in the “intelligence process”. Although fusion centers have typically been centered around law enforcement, fire departments can greatly contribute and benefit from having personnel assigned to broaden the myopic perspective of both disciplines.

SAFD’s integration into the SWTFC focuses on strategies aimed at taking advantage of the collaborative environment to solve communication and coordination problems that may come about from misinformation (lack of, wrong, not current, etc.).

Although Fusion Centers were created as a strategic platform used to fuse information at the different levels of government (“connect the dots”), another benefit seen is the use of an intelligence-based approach to provide real time information for better situational awareness during emergency responses. One way this has been achieved at the SWTFC is through a multi-organizational Tactical Information Operation Center (TIOC).

The TIOC is a watch center that leverages a wide array of technology and puts police officers and firefighters together in an environment to monitor real time information and current actions of both organizations. One way this is accomplished is by screening many of the emergency calls for each organization through the Computer Aided Dispatch (CAD) system. When a call is dispatched the TIOC operator for both, fire and police take a look at what type of call it is to determine if further attention is warranted. If the call warrants further monitoring, personnel from each organization act as a liaison to exchange information and pass it on to responding police and fire units. This provides a level of situational awareness to emergency responders they have not had before.

Fire/EMS units that are called out for a stabbing at an address will be privy to the history of the address prior to their arrival and will also know if police are on the way. Police Officers that are responding to a traffic accident involving hazardous materials will get information regarding approach and the location of the incident command post (ICP) so they can avoid downwind toxins.

The coordination and sharing of information from the onset of an emergency call provides responding agencies with representatives in the TIOC a common operating picture with timely information to make the best decisions in an unforgiving environment.



The San Antonio Fire Department (SAFD) and San Antonio Police Department (SAPD) are changing how both agencies achieve domain awareness, making San Antonio a safer city. The initiative provides situational awareness for both agencies during emergency responses through the use of a regional fusion center. The city’s new Public Safety Headquarters (PSHQ) houses the command staff for both Fire and Police agencies and is home to the Southwest Texas Fusion Center.



ADMINISTRATIVE SERVICES



- MANAGEMENT OF PUBLIC INFORMATION OFFICE
- MANAGEMENT OF FISCAL MANAGEMENT AND RESEARCH
- MANAGEMENT OF THE PLANNING DIVISION
- MANAGEMENT OF THE SERVICES AND LOGISTICS DIVISION
- CAPITAL IMPROVEMENTS



T

he Administrative Services Division is under the direction of a Deputy Fire Chief, and includes the Public Information Office (PIO), the Planning, the Fiscal Management and Research, and the Logistics/Services Divisions. These Divisions are responsible for serving and supporting department personnel and external customers by providing the necessary administrative infrastructure required to sustain business operations. The Division also coordinates with the City of San Antonio Capital Improvements Management Services (CIMS) Department all capital projects including replacement of existing facilities and fire stations, or the addition of new Fire Stations and other facilities.

The largest component of the Administrative Services Division is the Services and Logistics Division which is comprised of Fleet Management, Facilities Management, Supplies (Fire and EMS), and the Air Management Group. The Fiscal Management and Research Division is responsible for managing the Department's financial operations, budget preparation and monitoring, and conducts procurement and contracting activities. The Public Information Office handles information requests and other external communications for the department.

In 2013, we opened the replacement Fire Station 28 and moved into the new Services and Logistics Center. Warehousing operations were combined under one roof and new policies and procedures were developed to improve efficiencies. The department is also in the construction document phase for the replacement of Fire Stations 2 and 32 with construction to begin in early 2015. The San Antonio Fire Department is in the land acquisition phase for Stations 18 and 30, which are being replaced as part of the City of San Antonio 2012-2017 Bond Program. These two replacement stations are expected to begin the design phase in mid 2014 with construction to begin in late 2015.

The Planning Division, along with over 130 SAFD employees, was charged with developing the strategic plan document "Transforming Our Vision". The strategic vision took many months to prepare and even utilized a citizen stakeholder committee to vet the 12 goals and multiple objectives to ensure the plan included the public's expectations of a department. The Planning Division also analyzes response times, resource coverage for annexation and coordinates the SAFD's performance measures and survey requests.



PUBLIC INFORMATION OFFICE

The Public Information Office is the hub of communication and community outreach for the San Antonio Fire Department. The office is staffed by both a uniformed and a civilian PIO officer responsible for information dissemination and coordination of SAFD participation in events throughout the city.

Information relevant to our members is disseminated on a daily basis through email and social media outlets. Information is also conveyed through the FDC: Fire Department Connection, a monthly newsletter focused on issues that impact our uniform and civilian personnel.

Fire and EMS activities are a constant media focus. The PIO is responsible for maintaining open and reliable communication with our media partners. Information may be communicated through emergency scene response or general information about the daily operations of the SAFD.

Fire Department personnel are an integral part of the Alamo City. Although the men and women of the SAFD serve the citizens on a daily basis through emergency response they are also active members of the community. The Public Information Office coordinates SAFD participation in numerous events throughout the year. In 2013, these events focus on department activities such as the unveiling of the Fallen Firefighter Memorial at our Training Academy, the opening of our new Services Facility and other events sponsored by outside agencies such as the SA110 September 11th Memorial Tower Climb.

Other responsibilities of the PIO include:

- Management of Open Records Request relevant to the SAFD.
- Daily requests by citizens for information about the department.
- Maintaining open communication between the SAFD and the Mayor and City Council.
- Recognition and Commendation programs for SAFD personnel and citizens.
- Management of social media applications.
- SAFD website contributions.
- Coordination of media relations for the SAOEM.
- Development of written media to include press releases, magazine articles, brochures and other internal and external informational documents.



PLANNING



The Planning Division consists of two personnel: one Division Chief and one civilian Senior Management Analyst. The Division functions include performance-measure development and monitoring, effective resource allocation, research and development, annexation analysis and long term strategy initiative development.

The Planning Division is responsible for developing the San Antonio Fire Department's Strategic Plan Initiative. During 2013, the division completed the Strategic Plan and entered phase two for developing the operational plan. This included defining teams, coordinating meetings to define key objectives, analyzing team inputs and receiving the Steering Committees approval for the objectives. The Steering Committee received approximately 84 team objectives with numerous programs and projects. The division organized a public meeting with



shareholders, coordinated a governance presentation, and produced the initial draft of the "Transforming our Vision" document. The Steering Committee continued to meet to review and approve the strategic plan and to provide direction.

The Planning Division assisted in the development of the State of Department Address and introduced a new electronic clicker system. The system was applied during live surveys conducted at each of the 19 sessions. Information was received from Fire uniform and civilian personnel. This system merged the data from all sessions and generated demographic reports which management reviewed. These reports assisted with the development of team Strategic Objectives. The system received favorable feedback and was utilized by the City Manager's Office for the initial core value pilot program and presentations. The system was also used by management consultants employed by the City Manager's Office and City departments to conduct executive and management sessions.

The Division continues to participate in Annexation Studies. For 2013, studies included the City South Annexation Project, Westside Annexation Study, and various studies involving adjacent municipalities and non-annexation agreements. The division works with the Planning Department and with the Public Safety GIS and Fiscal Divisions. From the information received, Planning performs analysis and submits recommendations on all SAFD resources related to an annexation study. SAFD aims at providing a consistent emergency service response throughout our City.

Planning presents quarterly performance reports to budget and the city managers offices. This division works with various SAFD divisions on fiscal and operational impact studies. It analyzes response data and uses specialized computer software for new station placement and resource deployment. It develops, maintains, and monitors SAFD performance measures and statistics often used for budget reporting, national studies and reports, and city comparisons. The division works closely with Fire Fiscal, MIS, and the Public Safety GIS Group to retrieve cost analysis data, response data, statistics, and graphical representation with mapping.

Planning coordinated the collection of data required for National organizations, publications, and municipality comparison requests (ICMA, NFPA, Firehouse, IAFC and JEMS).



FISCAL MANAGEMENT & RESEARCH

The Fiscal Management and Research Division is comprised of 16 civilian personnel. It is responsible for the budget preparation and monitoring, financial operations, and contract coordination of the Fire Department's General Fund Operating Budget. It is also responsible for the financial management of the Fire Watch in the Security Trust Fund, as well as the many donations and contributions the Fire Department receives, and grants not managed by the Office of Emergency Management.

The Division is comprised of three teams:

- The Budget Team prepares and monitors the annual budget and supports the other Divisions in the areas of procurement, analysis, and research. It acts as a liaison with the Budget Department. In Fiscal Year (FY) 2013, the Department received a budget of \$268,769,598, which included General Fund (\$251.2M), Categorical Grants (\$7.6M) and Capital Projects (\$9.9M) For FY 2013, the Budget Team was responsible for securing \$308,613 and \$8,208,936 for improvements and mandates respectively. Improvements included creating a new Technical Services Division with one uniform and one civilian positions, additional funds to promote the Enhance Diversity Management Program and convert contractual wellness positions to City positions. Mandates included 3.4% contractual salary increases according to the terms and conditions of the Collective Bargaining Agreement, added 1 Facilities Manager position, one-time funds for equipment for the new Services Facility and maintenance cost for the new Public Safety Headquarters and PSAP.

- The Contract Compliance Team provides contract compliance and monitoring support for all the Fire Divisions, and particularly to the Services/Logistics Division. It acts as liaison with the Purchasing Division of the Finance Department.

In 2013, the Division saw further reorganization through the implementation of shared services for finance and procurement. The Public Safety Procurement Coordinator moved to the Public Safety Headquarters as well as a Procurement Specialist II. These moves further assist the Department in acquiring the goods and services needed to fulfill our mission.



- The Finance Team is responsible for general ledger accounting, Accounts Payable (A/P), Accounts Receivable, procurement oversight, audit, and acts as a liaison with the Finance Department. It is responsible for ensuring compliance with the City financial Administrative Directives. It also manages the Fire Watch and all donations. In August 2013, the Fiscal staff that had been reorganized for procurement and A/P data entry in 2012, relocated to their new offices in the completed Logistics and Services facility.

SERVICES & LOGISTICS

The Services & Logistics Division is a large operational division which serves the SAFD in a variety of capacities. The Division is comprised of two uniform personnel and 47 civilian staff. The division is responsible for the delivery of quality services that relate to Fleet Maintenance and Facilities Management including supply and logistics.

Fleet Maintenance

Our Fleet Maintenance staff delivers services which involve preventative maintenance, repairs and quality control. These have a direct impact on the performance of SAFD emergency vehicles. Each year, Emergency Vehicle Equipment Technicians perform more than 1,200 preventive maintenance services on various vehicles, in addition to repairs. Along with the normal vehicle systems like engines, transmissions, suspension and brake repairs, technicians also 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 also responsible for annual engine pump tests, aerial ladder testing and ground ladder testing. Fleet Maintenance is responsible for managing and maintaining over 280 emergency vehicles and over 90 non-emergency vehicles.

Facilities Warehouse and Supply/Logistics

The warehousing of supplies for emergency services, fire protection, training, and facility maintenance is extremely important. This function has a direct impact on the state of readiness of our Fire and EMS capacity to deliver emergency services to our community.

The Facilities Warehouse and Supply manager is responsible for all resources and processes that relate to warehousing, deliveries, maintenance, and storage. The group warehouses and distributes all supplies to the Firefighting and EMS Divisions. They distribute hoses, nozzles, tools, janitorial supplies, and medical equipment to the 51 fire stations. They maintain the fire department medical supply inventory for emergency medical services including controlled substances and medicines. The group is also responsible for the repair of small engines, Automated External Defibrillators (AED), and extrication equipment.

Air Management Systems Group

Our firefighters use Self-Contained Breathing Apparatus (SCBA) to protect their respiratory systems during firefighting and Hazmat operations. The Air Management Systems (AMS)

group provides the critical tasks of annual testing, repair and maintenance of the department’s 521 Self-Contained Breathing Apparatus (SCBA) and breathing air compressors. The group also maintains and repairs Thermal Imaging Cameras (TIC) and gas detection monitors.

Facilities Management Division

The Facilities Division, comprised of 3 civilians, 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 and grounds maintenance among others.

In 2013, this group was responsible for overseeing the design and building standards and codes for Fire Station 28 which had its Grand Opening on November 5, 2013. The division is overseeing the design and development of new Station 2 located at 1070 W. Villaret and new Station 32 located at 4919 Charles Katz Dr. in the medical center.

What’s new?

After a major endeavor of relocating personnel, offices and resources to a new facility, the team coordinated and participated in its grand opening in May of 2013. The new SAFD Services and Logistics Facility is located on Callaghan Road next to the San Antonio Fire Training Academy. Management of the division led a major reorganization after moving to its new facility. This is an extremely exciting accomplishment and provides a wonderful new working environment that will assist in the performance of services to our customers.

A new Fleet Manager was employed and assisted in leading the project with the redesign of the physical work area, supply inventory management and administration operations. This team member manages, directs, organizes and controls business activities related to the warehousing, inventory and procurement at the new center. The addition will have a direct impact on all of the customers the facility serves.

A new service truck was introduced to deliver maintenance and repair service for our fleet. Technicians travel to a fire station and perform repairs on apparatus. This system reduces travel for repairs and keeps our fleet in service longer while ensuring that our vehicles meet standards for emergency response.



SUPPORT SERVICES



- MANAGEMENT OF PERSONNEL SERVICES
- MANAGEMENT OF THE HEALTH AND WELLNESS DIVISION
- MANAGEMENT OF THE PAYROLL DIVISION
- MANAGEMENT OF THE INFORMATION SERVICES DIVISION (COMMUNICATIONS, TECHNICAL SERVICES, IT SERVICES)



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he Fire Department employs 1,660 uniformed personnel (1,629 in the General Fund and 31 in the Aviation Fund) and 164 civilians (including 12 grant funded and 30 cadet positions). The Support Services Division provides support to SAFD's employees. Whether it be assisting with a worker's comp claim, providing information to first responders from the Dispatch Center, conducting an annual physical, processing a request for Family Medical Leave, or coordinating a promotional exam, the Support Services team works behind the scenes providing a wide array of services. They are committed to ensuring that the needs of all employees, both civilian and uniform, are addressed from date of hire to date of separation. The different services offered vary, but all components are essential and beneficial to every employee as they carry out the mission of the department.

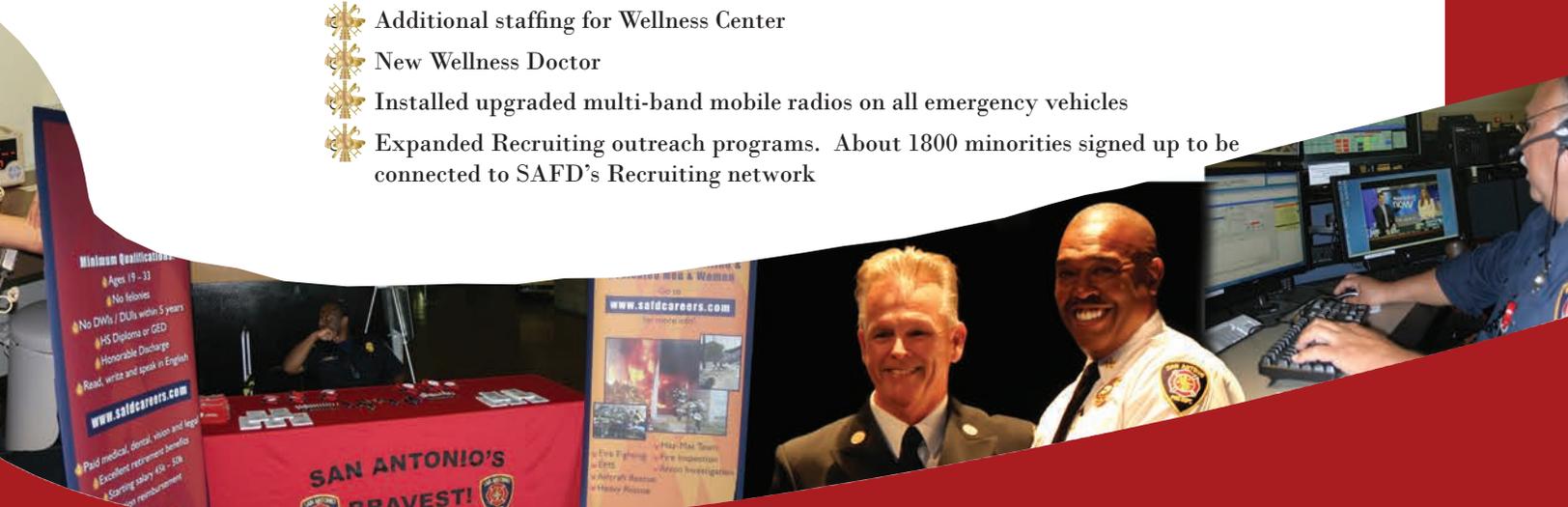
Examples of support services are as follows:

- Personnel services such as recruiting, applicant processing, hiring, transfers, promotions, grievance processing, worker's comp processing, employee benefits, retirement processing, coordinating bi-annual Awards and Recognition Ceremonies, maintaining employee work records, etc.
- Health and Wellness services such as a chaplaincy program, annual physicals, nutrition services, a peer counseling program, an employee fitness program, etc.
- Information Services which include:
 - Fire Department Communications which includes emergency dispatching, emergency and non-emergency call processing, resource coordination, etc.
 - Technical Services such as radio repair and maintenance, specialty vehicle maintenance and support, etc.
 - IT services such as hardware support and maintenance; software support, emergency vehicle mobile data device maintenance, etc.
 - Payroll Services such as paycheck processing, record keeping, leave processing, etc.

Support Services personnel have a passion for customer service and continuously strive to set the tone for internal customer service knowing that exceptional internal customer service will lead to exceptional external customer service. It is a great privilege to serve the dedicated and talented employees of the San Antonio Fire Department.

Key events accomplishments for 2013 include:

- ✿ Implementation of new workforce staffing software (TeleStaff)
- ✿ Additional staffing for Wellness Center
- ✿ New Wellness Doctor
- ✿ Installed upgraded multi-band mobile radios on all emergency vehicles
- ✿ Expanded Recruiting outreach programs. About 1800 minorities signed up to be connected to SAFD's Recruiting network



PERSONNEL SERVICES

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 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.

Along with 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 including promotions, retirements and special achievements throughout the year.

For many years, the SAFD had been using an Access-based application that was developed in-house to manage staffing, on-duty manpower, personnel, and payroll information. 2013 saw the full implementation of a new system, TeleStaff, to improve stability, eliminate redundancy, improve security, and ensure better accountability. The new system is also expected to bring efficiencies in the callback system by using state-of-the-art technology and should free up valuable administrative time for shift commanders.

The Recruitment Division is an integral part of showcasing our department to attract people to our profession. It is committed to identifying and attracting well qualified Minority and Female candidates. In an effort to build a workforce that better reflects the diversity of the community, the Recruitment Division partners with community leaders, organizations, and SAFD members to communicate with targeted groups. Established in 2012 but taking root in 2013, is a partnership between SAFD and the SA Education Partnership. This increased community outreach has had a positive impact on our efforts

to hire qualified minorities. The Recruitment Division utilizes multiple methods to help fulfill the mission including:

- Advertising to communicate upcoming events and information,
- Marketing to promote the opportunities that the SAFD provides,
- Recruiting to inform and attract potential candidates,
- Outreach to identify stakeholders within the community that will assist in the mission,
- Research to continually evaluate the annual entrance exam process to help identify potential adverse impacts and improvements.

Year	African American	Hispanic	Other	Total Hires	AA/H/O as % of total hires
2007	1	31	1	96	34%
2008	5	36	3	96	46%
2009	3	34	1	84	45%
2010	2	34	3	78	50%
2011	2	23		58	43%
2012	1	12		25	52%
2013	2	17		35	54%
Total	16	187	8	472	45%



PAYROLL



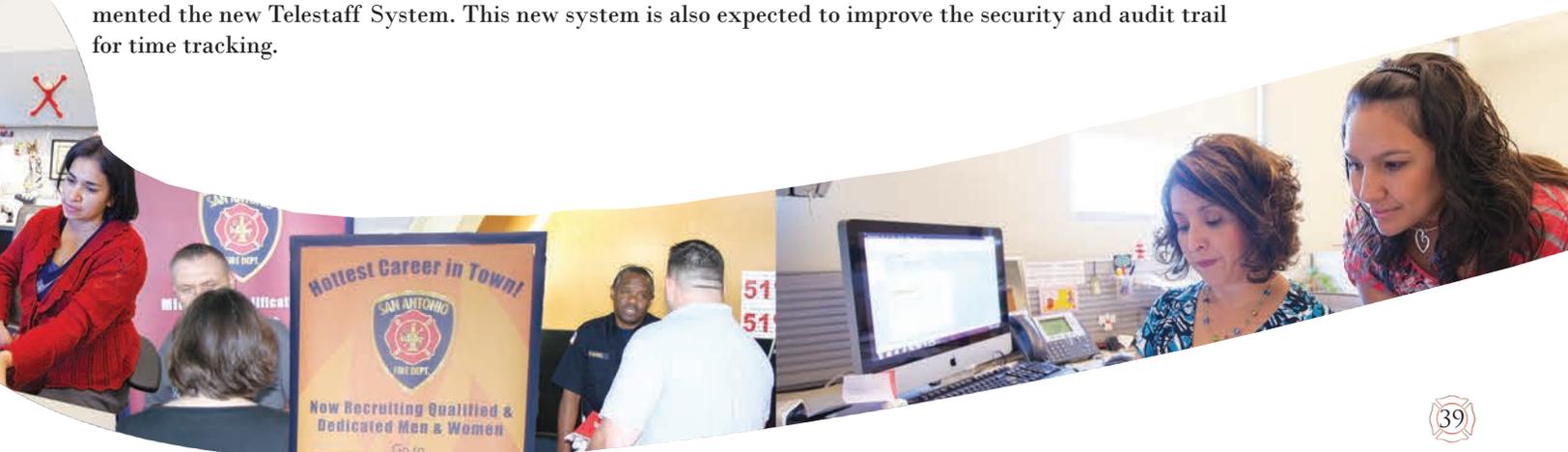
The Payroll Office is primarily responsible for ensuring that proper payment is provided to all uniform and civilian employees. The Office is comprised of four civilian personnel supervised by a Division Chief.

The Payroll Office is located in the Public Safety Headquarters (PSHQ) building located at 315 S. Santa Rosa St, Suite 2000. Payroll also houses a Payroll Specialist at Fire Station #1.

With the city-wide implementation of the Time Administration Shared Services initiative, the responsibility for time data entry for civilian personnel is administered by the Finance Department. This allows the Office to more effectively direct resources towards managing payroll for uniform employees. Besides managing services related to the regular pay cycle, the Office also oversees the delivery of Bonus Leave payouts, Vacation Buy Back, clothing allowances, other off cycle events and remuneration activities related to the Collective Bargaining Agreement.

The Payroll Specialist assists the Shift Commanders and field employees with the majority of Payroll/Personnel items. The location and accessibility of the Specialist enhances service delivery to our customers.

During the summer of 2013, the Payroll Office, MIS, Fire Command and Personnel worked as a team with an approved contractor and the City's ITSD staff to replace the manpower system and initially implemented the new Telestaff System. This new system is also expected to improve the security and audit trail for time tracking.



HEALTH & WELLNESS



The Office of Health and Wellness provides multiple services including medical physicals, fitness programs, infection control, nutritional programs, and emotional wellbeing programs in caring for our personnel.

Approximately 1000 medical physicals were administered to uniformed employees to detect any serious medical conditions and educate employees on ways to improve their health.

To promote a fit workforce, the Department provided and distributed fitness equipment totaling over \$67,000 to 36 fire facilities throughout the city. This allowed employees the opportunity to exercise while on duty. Crossfit classes were designed and developed. These classes were conducted daily at the SAFD Training Academy and on Tuesdays, Wednesdays and Thursdays at the Wellness Center.

Our Infection Control Officer conducted 32 classes about how to reduce or eliminate the risks associated with exposure to potentially transmissible infections while caring for the sick and injured. The Infection Control Officer also provided direction on approximately 155 exposure calls.

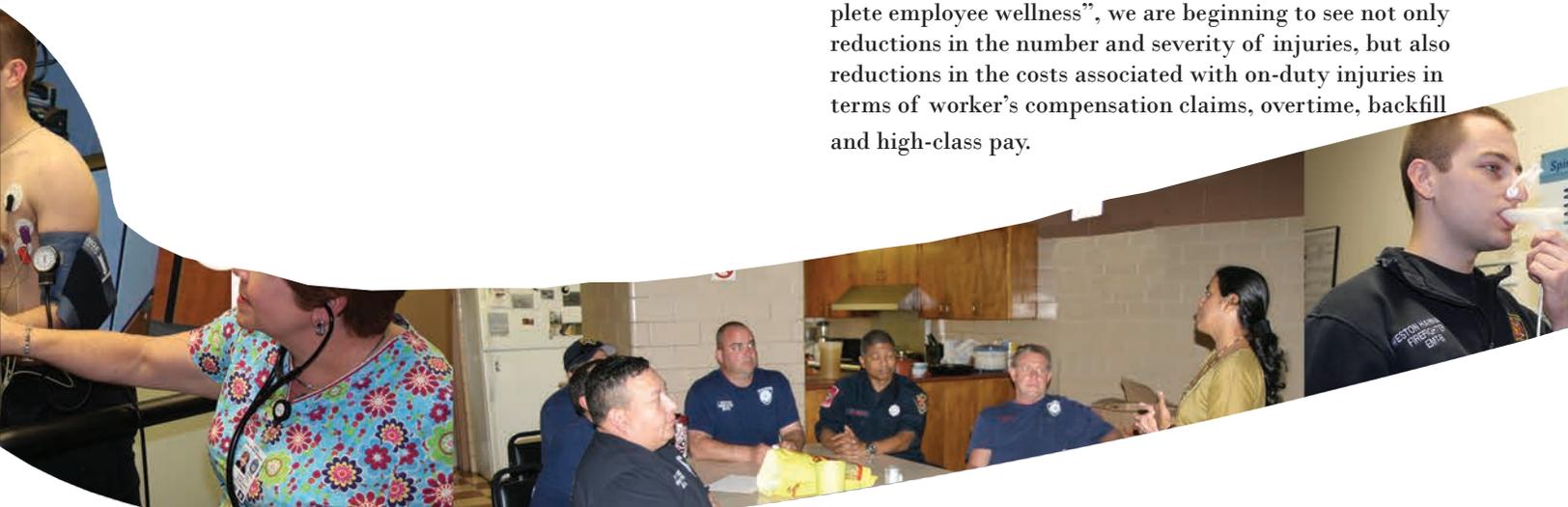
Our Dietitian delivered 67 classes on nutrition and healthy eating to assist our employees' in achieving their nutritional goals.

Our staff Psychologist advised and participated with the Critical Incident Stress Debriefing Team, provided continual training and support for the Peer Support Program and also assisted employees and their families with personal and professional issues.

To assist with emotional wellbeing, the City provided employees and their families with two special programs:

1. The Employee Assistance Program by Deer Oaks is designed to assist with work and personal issues.
2. Our Peer Support and Chaplaincy Programs provide an opportunity to talk to a fellow employee or seek spiritual guidance.

The Office of Health and Wellness remains an effective resource to foster the Department's goal of personnel "survivability". With our on-going promotion of "complete employee wellness", we are beginning to see not only reductions in the number and severity of injuries, but also reductions in the costs associated with on-duty injuries in terms of worker's compensation claims, overtime, backfill and high-class pay.



PUBLIC SAFETY ANSWERING POINT (COMMUNICATIONS)

The SAFD Communications Division is lead the Assistant Fire Chief of Information Services. The division's supervisory group consists of six SAFD Lieutenant positions. An Executive Officer is responsible for the administrative duties of the division, representing the Division at meetings with external divisions or agencies. A Training Officer is responsible for managing all of the initial training and continuing educational needs of Communications personnel. Each of our personnel has been formally trained in Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD). Crews provide round-the-clock service to our external customers, 911 callers, and to our internal customers, SAFD field personnel. All of our personnel are required to have EMS field experience. Our staff also includes SAFD veterans with experience in such fields as EMS Preceptor, Aircraft Rescue Firefighting, Medical Special Operations, Fire Prevention, EMS Bike Team, Critical Incident Stress Debriefing, Incident Command Technician, and Incident Management Team. The SAFD Communications Division also has a cross-trained staff that maintains and operates the SAFD Command Bus.

In addition to our call-taking and dispatch duties, the Communications Division is also responsible for:

- Monitoring and managing SAFD resources
- Providing a dedicated tactical dispatcher to working 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 and adjusting our response levels – the number of responders to specific incident types
- Providing medical information to hospitals, care providers, SAPD, and other approved outside agencies, as appropriate.

In 2013 the SAFD Communications Division began its second year at the San Antonio Public Safety Answering Point, or PSAP, located at 8039 Challenger Drive inside of Brooks City Base. Approximately forty thousand square feet in size, the PSAP is a modern, state-of-the-art facility, which was built with an eye on the future. The area for SAFD call takers and dispatchers has room for as much future expansion as can reasonably be imagined. Additionally the building was designed to be able to expand the Dispatch portion by another 50%.

In 2013 we continued our guided tour of the PSAP by bringing in all Fire personnel that missed the tour in 2012 and began bringing in EMS personnel. During the tours personnel are shown the facility and given an overview of our technology and business practices. Field personnel are able to listen in on live 911 call-taking and dispatching. These tours have been a great opportunity for face to face interaction between the Communications staff and our brothers and sisters in the field. As we move into 2014 we want to continue to bring in all EMS personnel that haven't had the tour and begin giving the PSAP tour to Battalion Chiefs.

In June of 2013 after three years on the same TriTech version of CAD, we made a significant improvement by upgrading to the newest version of CAD. The newest version of TriTech's CAD has a feature called Advisor which allows us to create unique field notifications for our dispatch personnel. Unlike many agencies that rely on off-site vendors for much of their CAD administration, the SAFD Communications Division has trained an internal staff of highly motivated individuals as CADS Subject Matter Experts (SME) in addition to ITSD personnel. Our CAD SMEs are all SAFD personnel consisting of eight of our own dispatchers.



TECHNICAL SERVICES

The San Antonio Fire Department Technical Services Division is an all hazards team that specializes in deploying our state of the art mobile command & communications platforms, tactical radio communications networks, and land and satellite based wireless data networks. Our aim is to enhance situational awareness and communications capability whenever first responders are called to provide emergency services. Technical Services operates and maintains our new Multi Patient Vehicle or Ambulance Bus (AmBus).

The Technical Services Division office are located in the SAFD Warehouse near downtown San Antonio and is a subdivision of Support Services.

Technical Services is staffed by Fire Engineers & Paramedics and consists of 1 Fire Lieutenant, 1 civilian project coordinator (vacant), and 1 shared services radio technician. At times, special assignment staff are detailed to Technical Services as needed for special assignments or projects.

Our team attends training courses and performs vehicle and equipment maintenance. The team responds to a variety of emergency situations and attends and monitors special events. Some of these events include The Fiesta Battle of Flowers and Night Parades, the Martin Luther King march, the Rock and Roll Marathon, the annual disaster drills for USAA and City Public Services, and the Texas Division of Emergency Management Conference.

In anticipation of the needs of our command staff from all public safety

disciplines, our team members have completed special training and received professional certifications to extend their level of skills and knowledge base. Several team members have received certifications in Communications Unit Leaders (COML) and Communications Technicians (COMT). Members have also attended numerous leadership level Incident Command System (ICS) courses.

Technical Services personnel have deployed the Command Bus to and assisted with numerous multiple alarm structure fires, Wildland fires, Hazardous Materials incidents, and other large scale events including the evacuation of the San Antonio International Airport. The Command Bus and Communications trailer automatically respond to 3rd alarm fires, and at the request of the incident commander, respond to smaller incidents.

Technical Services personnel assist & train with SAPD, STRAC, Bexar County, and the Texas Department of Public Safety. These agencies have various mobile command and communications platforms.

Operating large specialized apparatus requires specialized driver training. The SAFD Technical Services Division has partnered with the driving instructors at the Texas Department of Public Safety Emergency Vehicle Operations Center, and has developed an extensive driver safety program that is custom tailored for our Command Bus and Ambulance Bus. All Technical Services Engineers have attended the driver training in the AMBUS.



MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Division is an internal support Division of the SAFD. During FY13, the personnel in the division became part of the shared services initiative of the City. There are still 9 personnel wholly dedicated to fire support. This support consists of providing hardware, software, maintenance and support for multiple systems and network connectivity support to the fleet, the stations and the various work locations of the San Antonio Fire Department.

MIS works 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. In FY13, SAFD opened 2 replacement facilities and has contracted design and development on an additional 4 stations.

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.

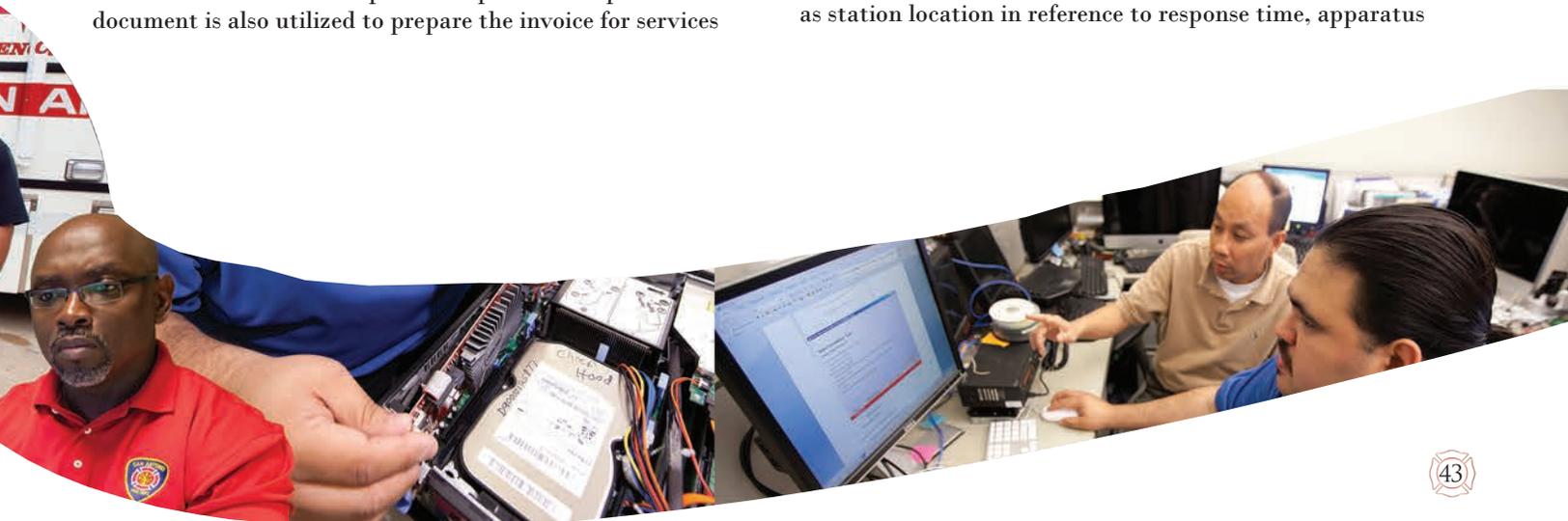
The First Responder Units (Fire and EMS) also utilize a rugged laptop, called penpad, with internal cellular modems to create the Electronic Patient Care Report (ePCR) which documents the treatment personnel provided to patients. This document is also utilized to prepare the invoice for services



rendered. The 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 System (NFIRS) and PrePlans. 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 also 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



FIRE

PREVENTION



- MANAGEMENT OF THE FIRE INSPECTIONS DIVISION
- MANAGEMENT OF THE COMMUNITY SAFETY AND EDUCATION DIVISION
- MANAGEMENT OF THE ARSON BUREAU



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, including the Arson Bureau, is comprised of 44 uniform personnel and 5 civilian staff led by an Assistant Chief who also serves as the City's Fire Marshal. The Fire Marshal and his immediate staff, as well as the Arson Bureau moved into the new Public Safety Headquarters in September 2012. Fire Prevention Inspection and the Special Projects staff led by two District Chiefs remained at the Development Services Department building located at 1901 S. Alamo.

The three Divisions under Fire Prevention are:

- Inspections
- Arson Bureau
- Community Safety & Education

The Community Safety and Education Division includes the Special Events and Special Projects Office.

The Hazardous Materials (Hazmat) Inspections Team was created in 2012 to dedicate an inspector to only hazmat locations in San Antonio. The FY14 budget, developed in 2013, has added one Lieutenant and two (2) Fire Engineers to the HAZMAT Inspections Team. These additions will allow the team to expand and conduct more inspections to ensure code compliance and safety for our citizens.

The Inspections group works closely with the Development Services Department of the City to ensure code compliance in new construction, life safety systems testing, and certificates of occupancy. The Fire Engineer position solely responsible for inspecting boarding homes created through the "Boarding Homes Code Amendment Ordinance" also works closely with the city team for boarding home code compliance and safety.



INSPECTIONS

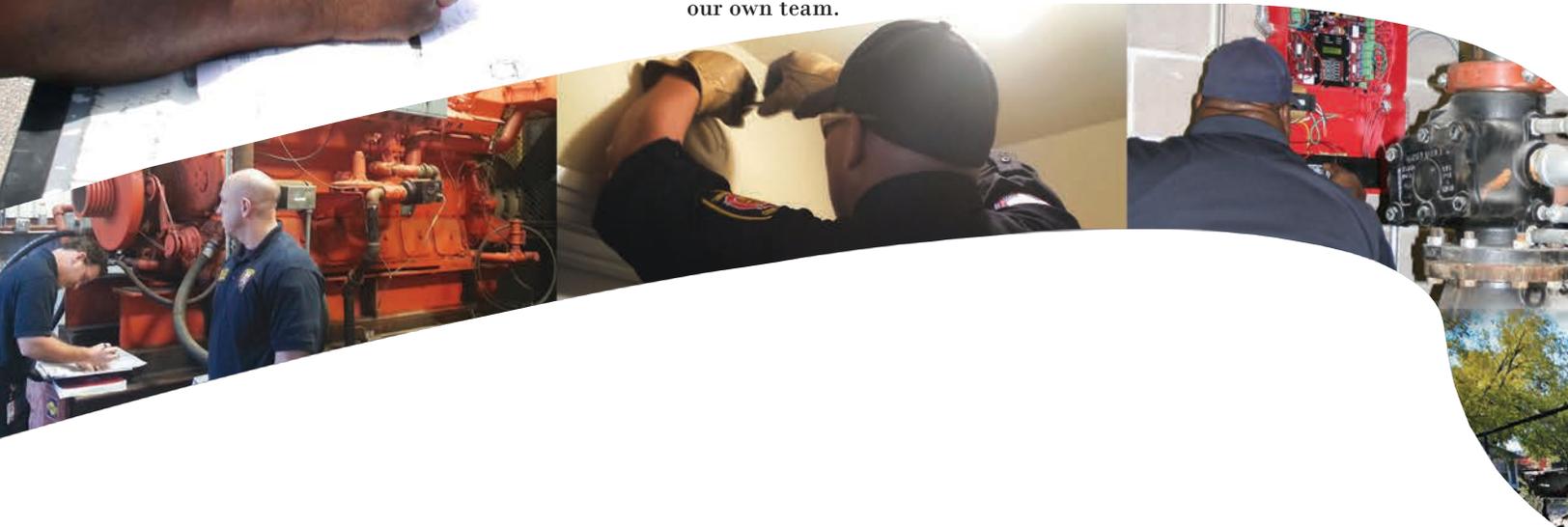


Fire Inspection is responsible for enforcement of the Fire Code that the City of San Antonio adopts based on the International Code Council's International Codes. The 2012 codes, with the associated amendments, were approved and adopted by City Council in December 2011 and went into effect on March 1, 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 the greatest life safety benefits to the citizens of San Antonio which is one of our primary goals. Another goal of the Inspections Division is to protect the lives of the citizens that occupy the many structures in the city while protecting the safety of Firefighters that respond and enter these structures during emergency situations. The Fire Inspection Division performed nearly 24,000 inspections in FY2013.

The Inspections Division also shares critical information with the Chief of Operations, Chief of Communications, Fire Shift Commanders, and the Training Division. Information may relate to existing or new building construction with impaired life safety systems, temporary street closures that may impede response, and code enforcement recommendations through training. Not only does this close communication with these other divisions improve the safety for our responders, it also assists the department with creating the fire prevention advocate in all employees.

Providing excellent customer service is paramount for the Fire Prevention Division. Service delivery enhancements were developed at our "permits intake" desk to improve the ability to streamline intake responsibilities to meet the growing needs of our customers. Upgrading computer hardware systems with the addition of printers and scanners allowed for increased efficiency and expedient review of plans and issuance of permits.

The dynamic portal project also represents Fire Prevention's commitment to customer service. The portal is an electronic application that will allow business owners and contractors to apply for permits, pay for permits, and schedule inspections online. Phase I, which includes on-line application, payment and scheduling of inspections, as well as the ability to schedule Certificate of Occupancy, is scheduled to go live in the second week of May 2014. Future phases which allow application, payment and scheduling for fire systems are currently in process and will be ready for production in early 2015. These enhancements expand our ability to provide good customer service for the development community as well as our own team.



ARSON BUREAU

The Arson Bureau is part of the Fire Prevention Division serving our community since 1970. Our bureau is located in the Public Safety Headquarters for SAFD.

Our primary service is to determine the cause of fires when requested by first responders and to conduct a criminal investigation when the cause is determined to be arson. In addition, we regularly conduct investigations with agencies at local, state, and federal levels of law enforcement.

In 2013, the Arson Bureau responded to over 520 incidents of which nearly half were determined to be arson.

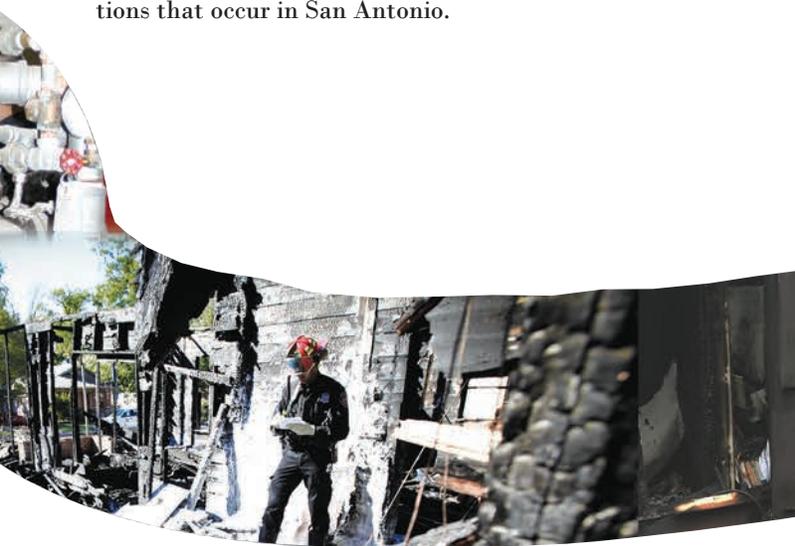
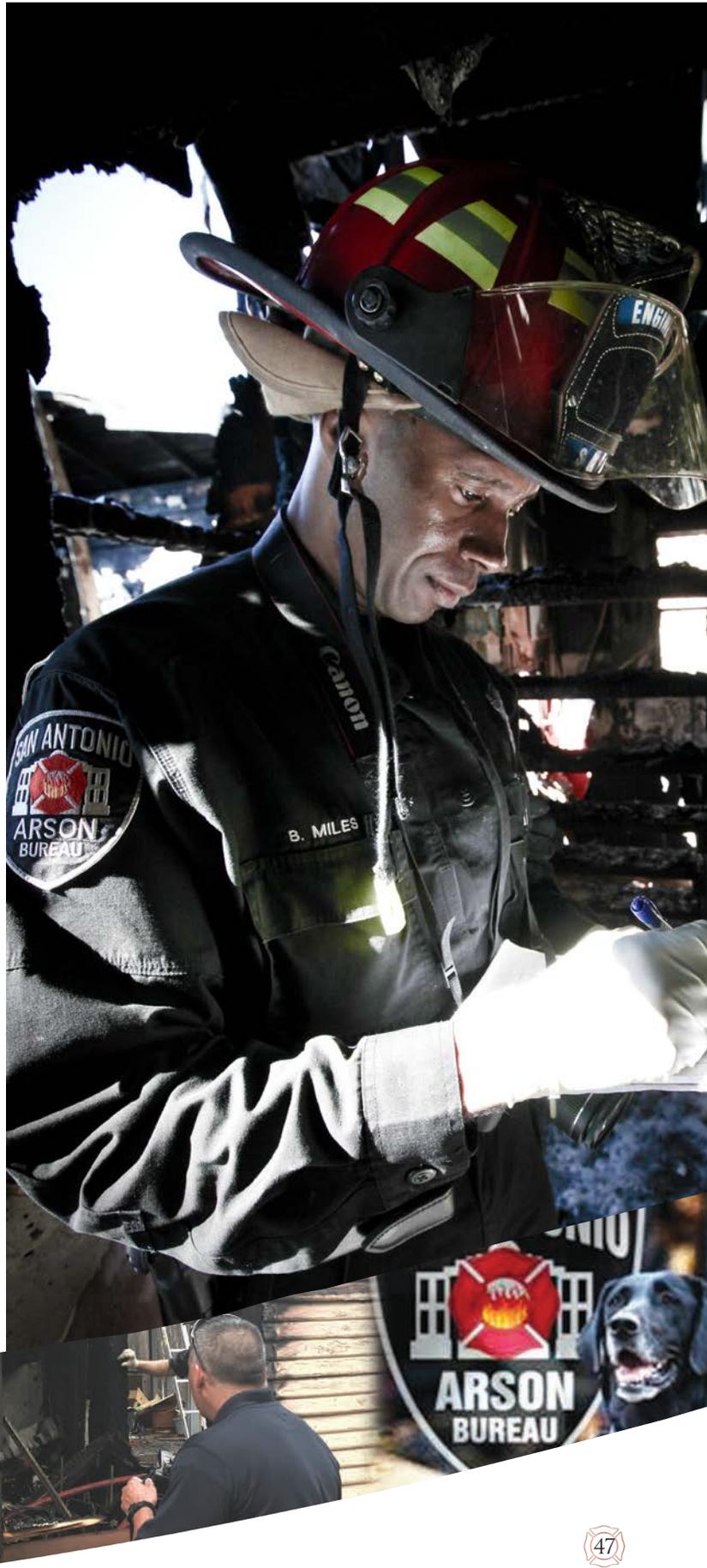
Arson is comprised of 17 uniform positions, one civilian and a K9 team. All arson investigators are both certified firefighters and peace officers. We serve our community primarily in a law enforcement capacity.

Our team includes three investigators who are certified polygraph examiners. Their special investigation skills provide a service to conduct exams for the SAFD. Arson also shares this service with SAPD and other agencies as requested.

The K9 team consists of an arson investigator handler and an Accelerant Detection Canine called Kai. The Accelerant Detection program developed Kai's special skills to detect flammable liquids, such as gasoline and lighter fluids often used to accelerate fires. Kai helps local arson investigators find evidence at the scene of fires and saves the SAFD a lot of time and man hours because she can locate accelerants so quickly. According to a study conducted by the Sensory Research Institute at Florida State University, dogs can smell 10,000 times better than humans. The SAFD K9 team also extends their services to our community by visiting many schools throughout the year to educate children and our community about fire safety. Kai's services are available to other community areas upon request.

Arson Investigators initiated and developed DWI awareness classes in support of the City's Employee Assistance Program. This service was delivered to all employees of the SAFD and to some surrounding agencies.

The unique connection Arson has with SAFD and SAPD has allowed investigators to work within the newly formed regional intelligence unit, the South West Texas Fusion Center. Arson's role is to act as a liaison between agencies at large scale or high profile emergency scenes, such as, active shooter situations that occur in San Antonio.



COMMUNITY SAFETY & EDUCATION

Community Safety and Education

A community safety and education program is vital to our Fire Department's mission. Community Safety and Education is the subdivision of the Fire Marshal's Office responsible for many of the community outreach programs for the San Antonio Fire Department. We network with citizens, community organizations and corporate citizens to support our many endeavors. Programs we manage include fire drills, community safety talks, fire safety demonstrations, the San Antonio Fire Education (S.A.F.E.) House, smoke alarm and carbon monoxide detector installations, fire extinguisher training, Sparky appearances and our antique fire truck program.

In 2013, we received nearly nine hundred smoke alarm requests installed by our San Antonio firefighters. Most of these requests were through our partnership with United Way of Texas, 211. The goal of this program is to save lives with the early detection of fires.

Our annual poster contest was a great success. For more than twenty years, the Fire Department has hosted an annual fire safety poster contest. Over 250 posters were received from students throughout Bexar County. This year, we partnered with Sea world and honored the poster contest winners with a day at the park.

This year, working with the Independent Insurance Agents of San Antonio (IIASA) and Industrial Brake and Clutch, we completed the 1956 Mack restoration project. This truck was originally bought by the SAFD back in 1956 for a little more than \$17,000.

In 1982, after many years of service in our fleet, the truck was sold to a number of volunteer fire departments. In 2004, SAFD reacquired this truck for the City for just one dollar. Through a generous donation of money, parts and labor from the IIASA and Industrial Brake & Clutch, the antique truck was restored and will now serve as a tool to teach fire safety education.

In 2013, the Community Safety and Education Division provided public education and other outreach services to over 108,000 residents and visitors in San Antonio. Every year, we strive harder to achieve more and make San Antonio safer.

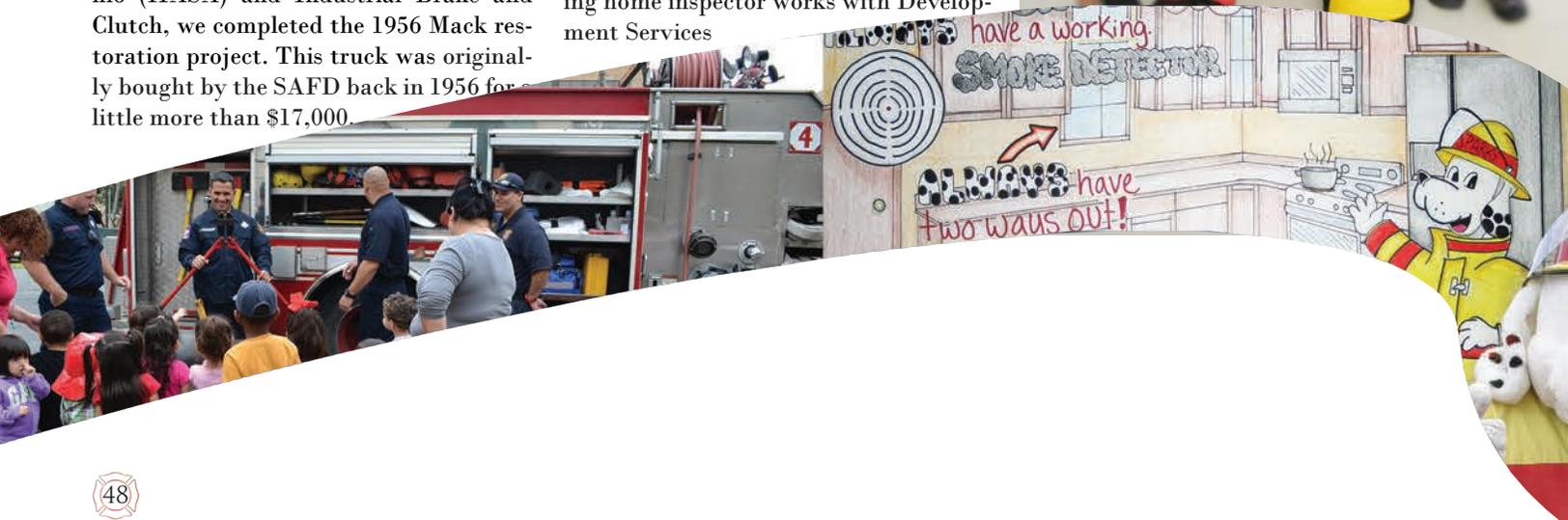
Special Events

San Antonio is known for tourism, hospitality and customer service. Everyday there are entertainment events, conferences or other assembly gatherings for visitors and citizens to enjoy. The Special Events office is responsible for the inspection of these venues to ensure public safety. They ensure that permits are obtained and will inspect fire protection systems at locations such as the HBG Convention Center, the AT & T center and the Alamodome. They are also responsible for night club inspections, pyrotechnic displays and food booth inspections. During 2013, over nine thousand inspections and other activities were conducted by the Special Events staff.

Special Projects

The Special Projects team formed in 2012 and is responsible for boarding homes, hazardous material facilities, hospitals and school inspections. The boarding home inspector works with Development Services

staff to ensure fire code compliance at boarding homes. Although we have always inspected Hazmat locations, the program will expand in fiscal year 2014 with the addition of one Lieutenant and two Fire Engineers to inspect the 2000+ Hazmat locations in San Antonio. In 2013, the Hazmat inspection team performed 869 hazmat inspections. The Special Projects team performed over 6,300 inspections in 2013 including 600 school inspections and nearly 500 hospital inspections.

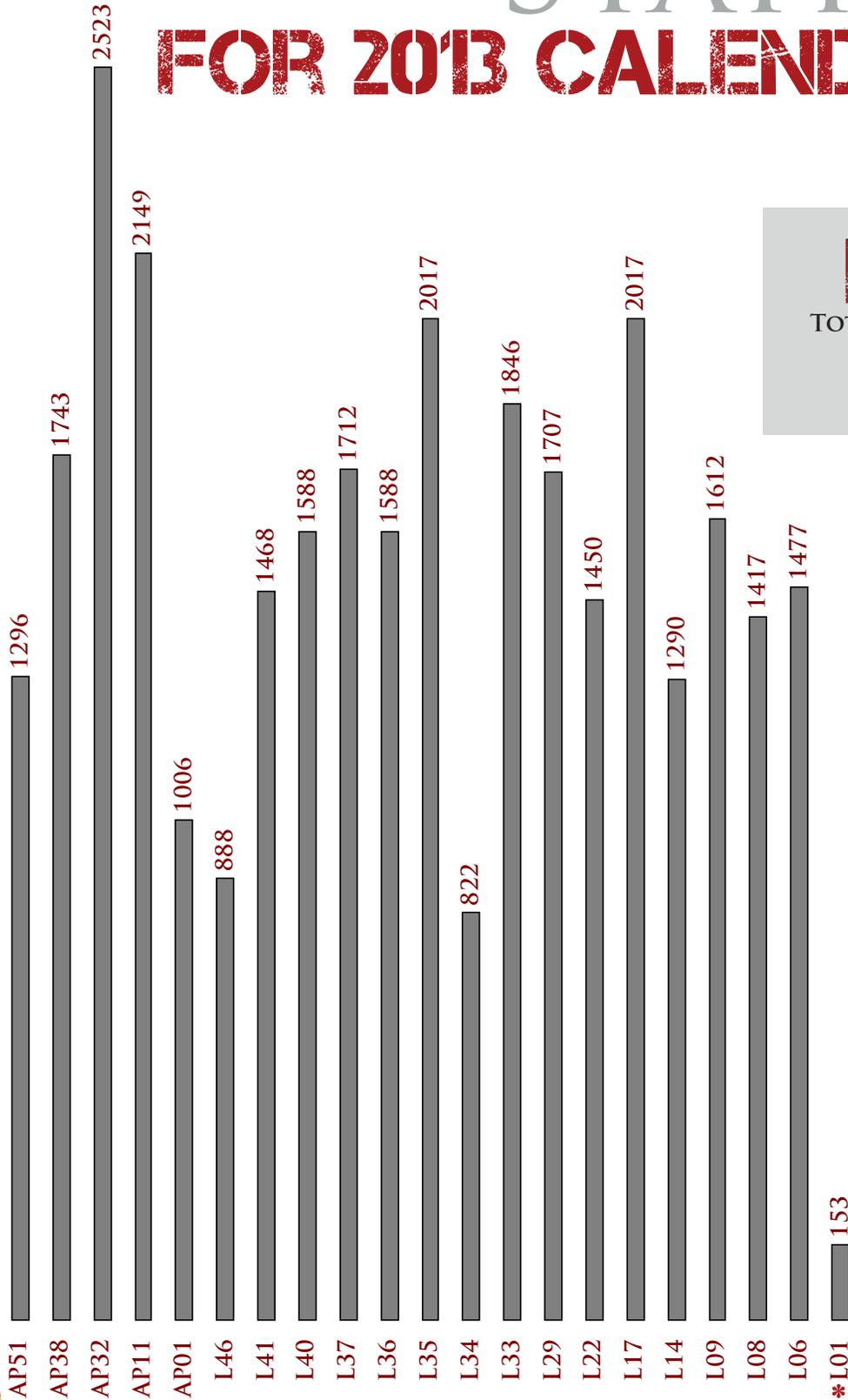


STATISTICS FOR 2013 CALENDAR YEAR

LADDERS

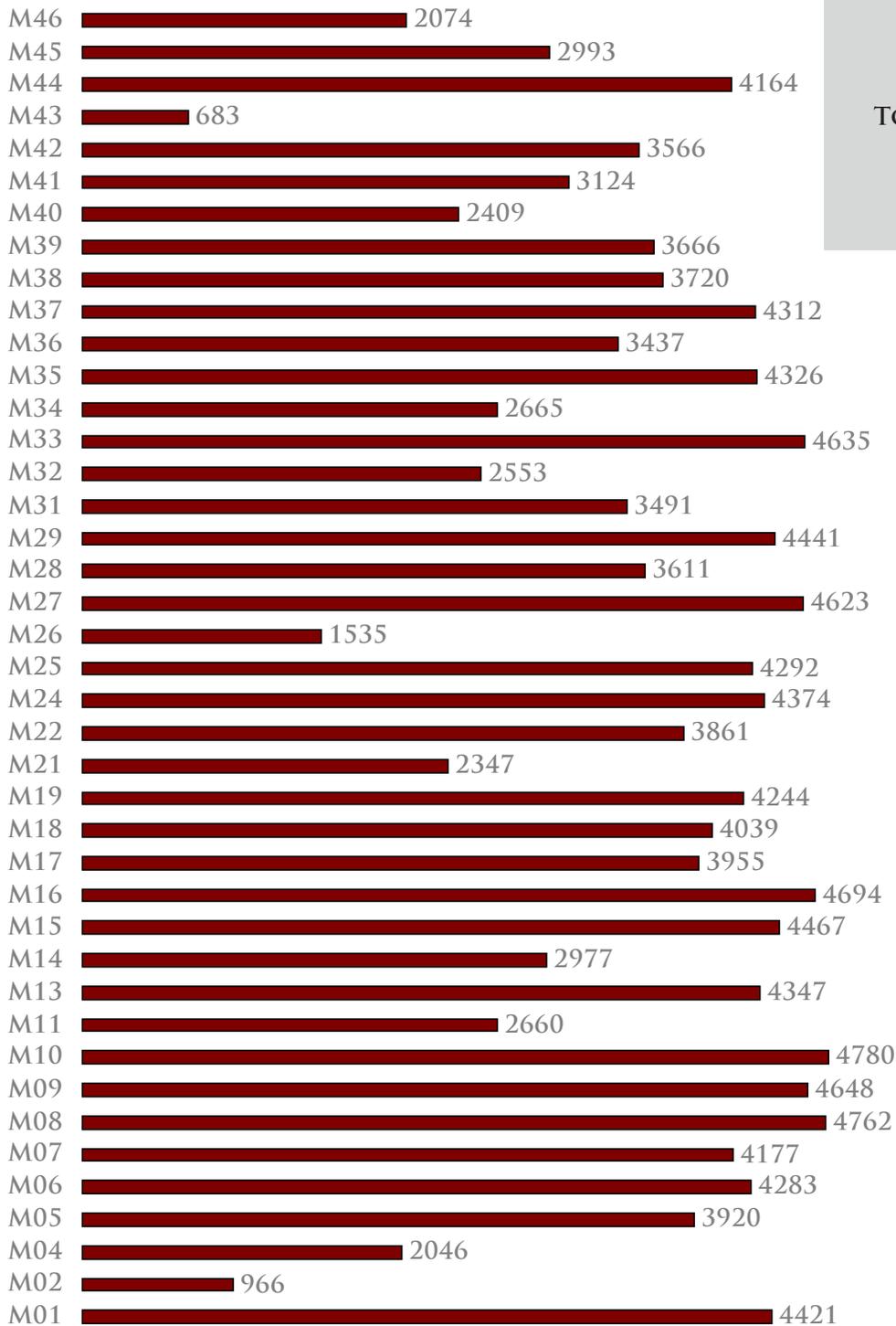
TOTAL NUMBER OF RESPONSES FOR
2013 CALENDAR YEAR

31,769



* New Platform was delivered on March 2013



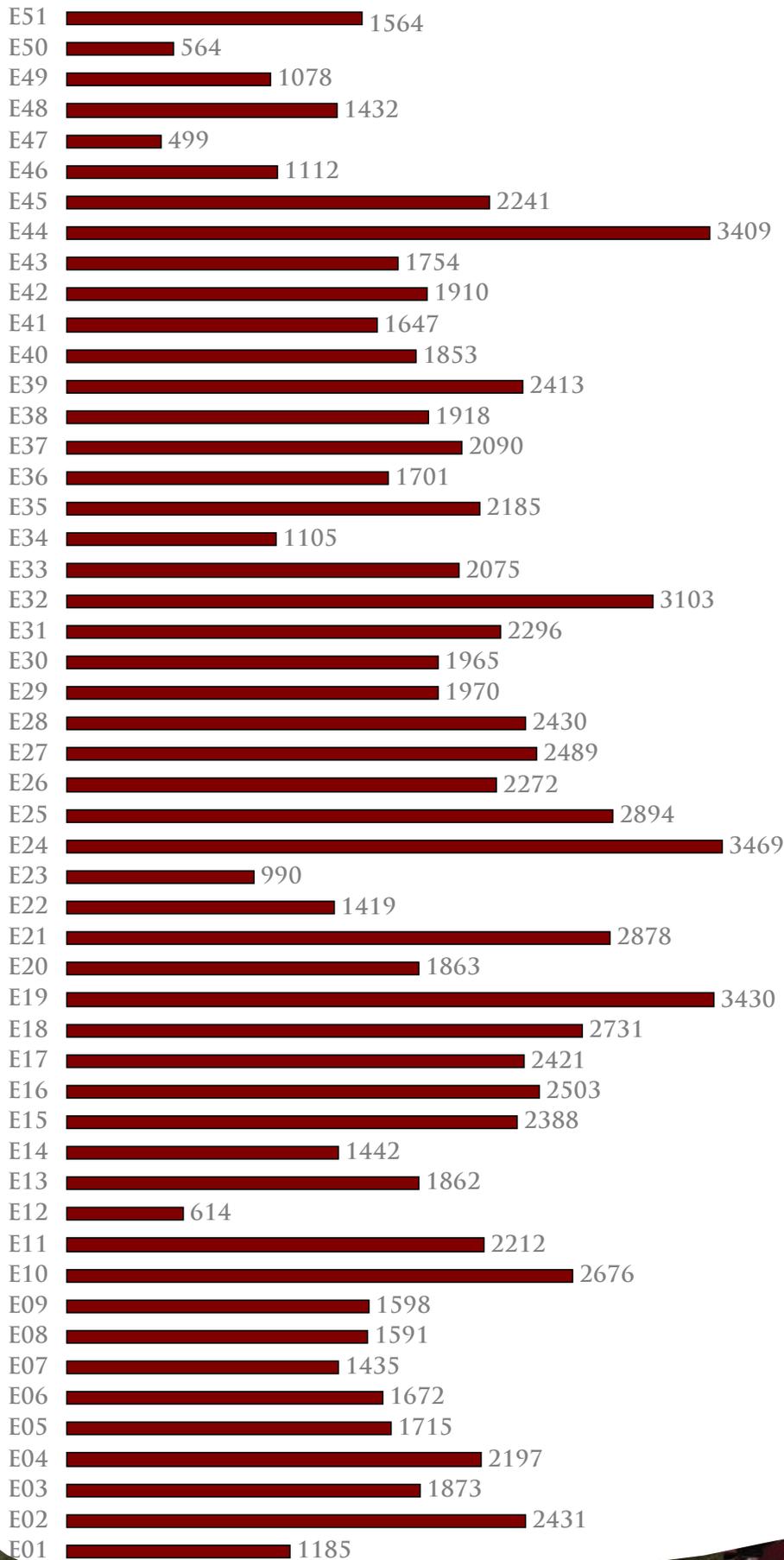


MEDIC

TOTAL NUMBER OF RESPONSES FOR
2013 CALENDAR YEAR

146,288

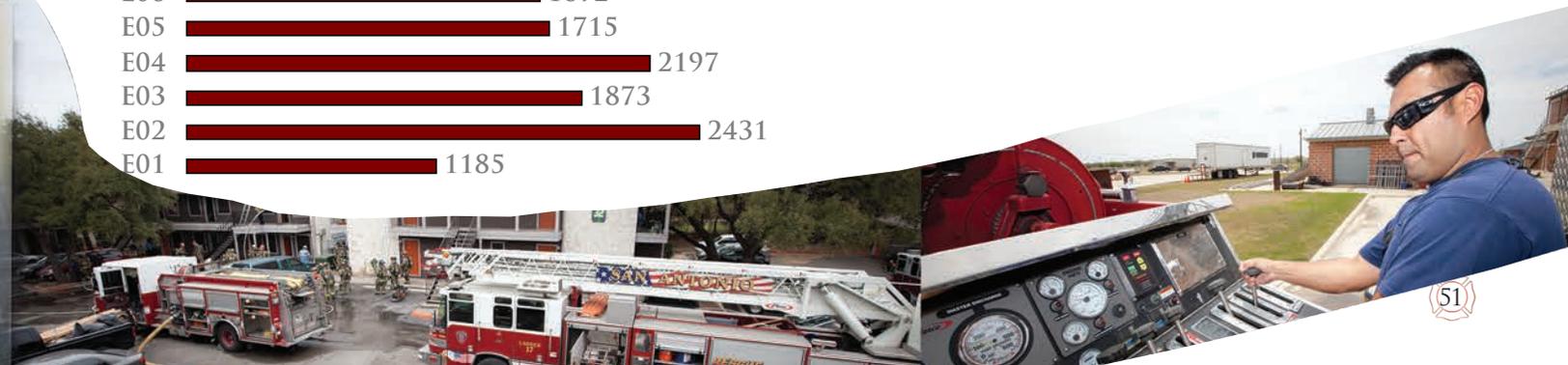




ENGINE

TOTAL NUMBER OF RESPONSES FOR
2013 CALENDAR YEAR

100,564





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