



**BEXAR COUNTY  
EMERGENCY SERVICES DISTRICT #4  
STRATEGIC PLAN  
FISCAL YEARS 2017 THROUGH 2021**

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## INTRODUCTION

Bexar County Emergency Services District #4 (ESD #4) is a political subdivision of the State of Texas. We serve rural Bexar County as a taxing entity to support emergency services such as fire suppression and Emergency Medical Services (EMS) first response service. ESD #4 serves 6,262 single family and three multifamily residences outside of San Antonio, Texas in northwestern Bexar County. ESD #4 consists of a 37 square mile area bounded by: Kendall County on the north, Ralph Fair Road on the east, Cielo Vista Road on the south, and Toutant Beauregard on the West. Figure 1 below shows a map of the district.

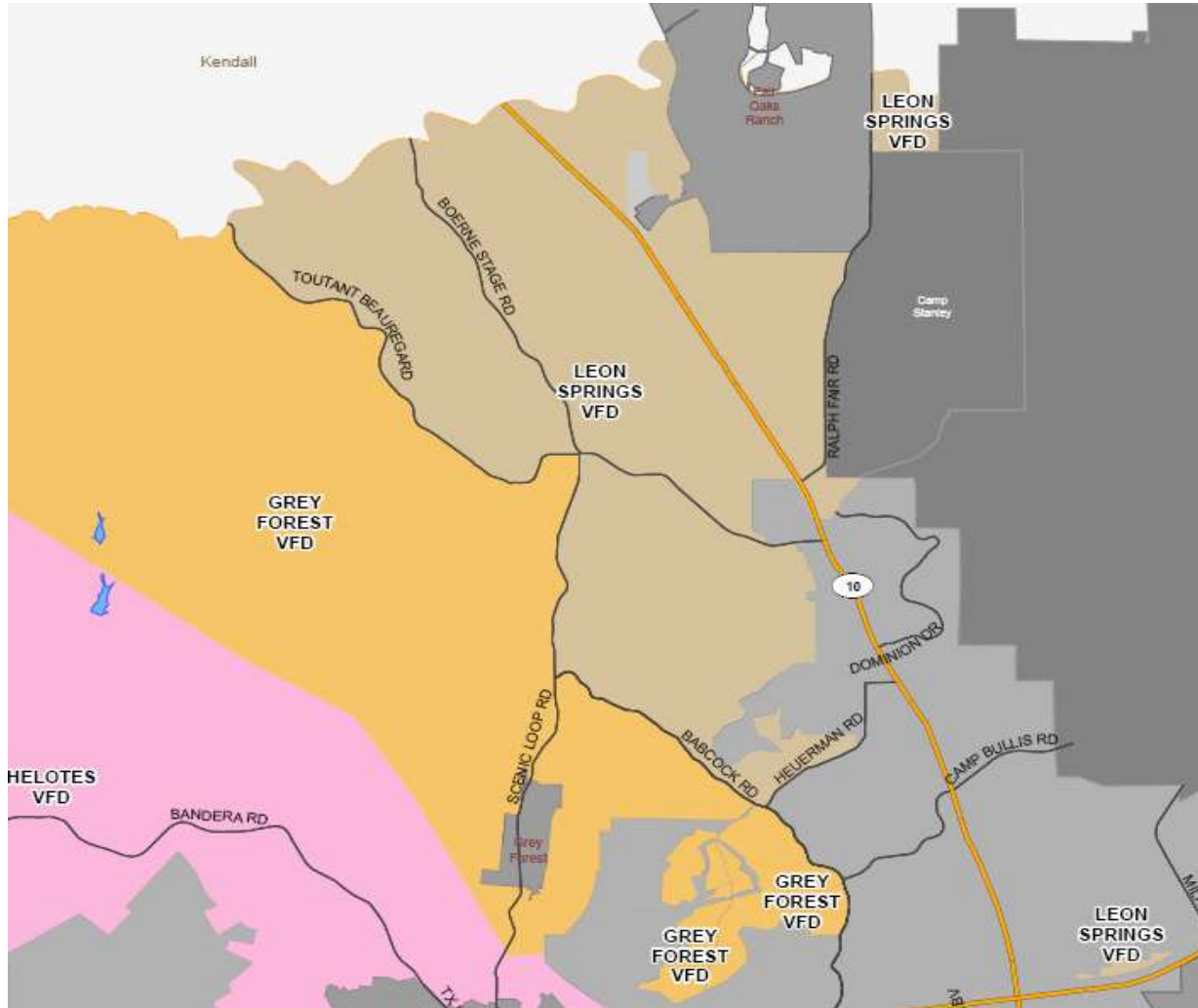


Figure 1. Map of Bexar County ESD #4

The City of San Antonio has announced a Limited Purpose Annexation of a substantial portion of the ESD #4 service area. The Limited Purpose Annexation information targets the population growth west of San Antonio and I-10 West is shown as a priority annexation area. Figure 2 shows the proposed annexation. The annexation timeline was a four-year process with Phase I planned in 2015, 2016 – 2018 was to initiate the Limited Purpose Annexation, and full annexation was to occur at the end of 2018. The full annexation will curtail the need for ESD Services within the new city boundaries. The proposed annexation will significantly impact the ESD required budget and tax base. The City of San Antonio delayed the proposed limited

annexation in December 2015 and the decision to proceed or table the action is pending as of the date of this plan.

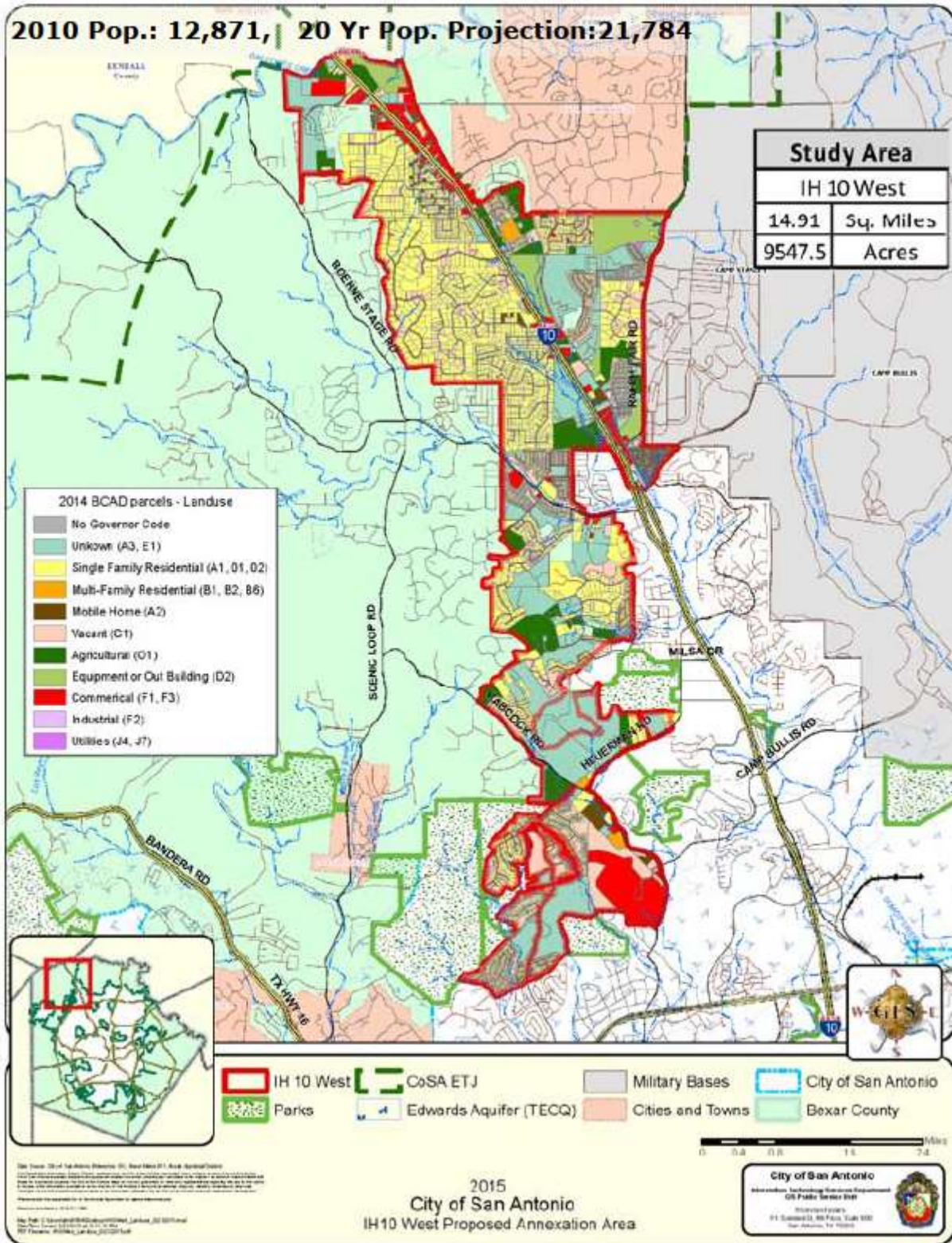


Figure 2. I-10 West Limited Purpose Annexation Map

## **MISSION**

Our mission is to provide world class fire and Emergency Medical Service (EMS) to citizens and visitors of ESD #4.

## **OBJECTIVE**

The objective of this strategic plan is to provide a framework for focused long-range planning to achieve our mission. The Leon Springs Volunteer Fire Department (LSVFD) is the ESD #4 service provider and partner in the establishment of this strategic plan. This plan will be updated annually to provide guidance during the preparation of the annual ESD #4 budget.

## **FACILITIES**

ESD #4 in conjunction with LSVFD has two fire stations within its jurisdictional boundaries. LSVFD Station One is located toward the southeast corner of the ESD #4 at 24810 Ima Ruth Parkway, San Antonio, TX, 78257 near the corner of Boerne Stage Road and IH-10. The District Four Fire and Rescue (D4FR) Station One is located in the center of the ESD #4 at 28036 Boerne Stage Road, Boerne, TX, 78006 near the Boerne Stage Road Airport.

LSVFD Station One responds to the majority of 911 calls within the ESD due to its proximity to IH-10 and neighborhoods along the highway corridor. Unfortunately, LSVFD Station One is an older structure and cannot accommodate the new pumper trucks procured by the ESD in 2008. The ESD Board investigated the possibility of expanding the station in 2009 but the location of the structure in a flood plain and property size limitations made replacement of the commercial building unfeasible. The San Antonio Annexation will include the LSVFD Station One and IH-10 corridor. If the San Antonio Annexation occurs, ESD #4 will no longer be the primary responder to highway motor vehicle accidents.

The D4FR Station One, opened in January 2011, is a 10-bay fire station and community training room located on two acres adjacent to the Boerne Stage Airport. This station serves as the head quarters for the ESD Board. The location of this station was chosen based upon several factors including:

- Availability of commercial land at a reasonable price
- Central location in the ESD boundaries
- Proximity to the San Antonio boundaries and likelihood of being annexed
- Major growth area within the ESD
- Proximity to planned Alamo Community College Northwest Campus

The D4FR Station One is able to house all of the existing equipment procured by the ESD at a central location and provide training facilities for the volunteer fire fighters. Based upon the planned growth of San Antonio, there is a need for additional facilities out Toutant – Beauregard for use as a staging area within the district during heavy rains. The ESD Board is attempting locate property suitable for a staging area or fire station.

## **STRATEGIC PRIORITIES**

The ESD #4 Board has established the following strategic priorities for this plan in order of importance.

- Maintain the District ISO rating

- Hire additional paid first responders
- Maintain state-of-the-art first responder vehicles
- Maintain ESD funding reserves against annexation unknowns and catastrophic (for example, tornados) incidents
- Improve first responder training
- Reduce the current tax rate
- Acquire land for an additional fire station
- Be environmentally responsible

## REVENUE

ESD #4 revenue is generated through ad valorem taxation. The Bexar County Appraisal District establishes the value all real estate and improvements within the ESD #4 taxation area. The ESD #4 Board establishes the taxation rate required to meet the ESD budget with a maximum rate allowed by law of \$0.10 per \$100 of assessed value. The current fiscal year 2016 (FY16) tax rate is \$0.072674. The annual ESD #4 budget is based upon the needs of the district for the upcoming fiscal year. The tax rate is set based on the upcoming fiscal year budget (FY 17) needs and the district valuation in the previous calendar year 2016 (CY16).

Table 1 shows the total district preliminary valuation for CY16 per the Bexar County Appraiser. CY17 is a project district valuation increase of 3% per year. The Table 2 shows the current (FY16) ESD #4 budget and available budgets FY17 through FY21 using the current taxation rate (\$0.072674 per \$100 valuation. As maintaining the current tax rate is one of the ESD #4 higher priorities, this strategic plan is based upon the current FY16 \$0.072674 ad valorem tax rate. The ESD is assessing the impact of the San Antonio annexation. The impact will significant decrease the available revenue, however, the LSVFD anticipates a reduction in the number of 911 calls due to not being the primary responder to the most densely populated portion of the district and no longer having a major highway in the district. Any reduction due to annexation is not shown. This 5 Year Plan will be updated when the San Antonio City Council formally approves annexation of a portion of the ESD 4.

Table 1. ESD #4 District Property Valuations

	Calendar Year				
	2016	2017	2018	2019	2020
Valuation	\$2,513,096,270	\$2,588,489,158	\$2,666,143,833	\$2,746,128,148	\$2,828,511,992

Table 2. ESD #4 Projected Available Budget

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Tax Rate \$0.072674	\$1,556,685 (Current Budget)	\$1,826,368	\$1,881,159	\$1,937,593	\$1,995,721	\$2,055,593

## EXPENDITURES

### MANPOWER

ESD #4 works with LSVFD on staffing of the two fire stations within the ESD #4 boundaries. LSVFD currently has three full time staff providing 24/7 coverage of the district. Due to the number of emergency calls and for the safety of the first responders, the one person is being added to the full time staffing in FY 17-21. The full time staff is augmented by volunteers as required for the each emergency. Manpower costs reflect the continuing payroll of LSVFD. The costs reflect an annual 3% inflation rate.

Table 3. ESD #4 Manpower Planning

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Manpower	\$381,421	\$544,563	\$560,900	\$577,727	\$595,059	\$612,910

### ADMINISTRATIVE

Administrative planning expenditures are shown in Table 4. Recurring administrative costs are for operation of the ESD #4 offices including insurance, computers, office supplies, bookkeeping, and the annual independent audit. There are currently no paid ESD #4 staff, all are volunteers. The ESD #4 Commissioners target is to keep administrative costs under 10% of revenues. The ESD Reserve are funds targeted to build up the district strategic reserved. The LSVFD recurring budget and inspections reflect the service provider administrative expenses required inspections for fire equipment.

Table 4. ESD #4 Administrative Planning

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Recurring Cost	\$45,045	\$69,500	\$71,585	\$73,733	\$75,945	\$78,223
ESD Reserve	\$202,576	\$100,000	\$10,000	\$10,000	\$10,000	\$10,000
LSVFD Recurring	\$81,788	\$99,563	\$102,549	\$105,626	\$108,795	\$112,058
LSVFD Inspections	\$12,244	\$22,425	\$23,098	\$23,791	\$24,504	\$25,240
Total	\$341,652	\$291,488	\$207,232	\$213,149	\$219,244	\$225,521

### TRAINING

Planned training expenditures are shown in Table 5. Training is conducted by LSVFD at the required intervals to ensure that all of their first responders have the required state certifications. The LSVFD recurring budget reflect the service provider training expenses.

Table 5. ESD #4 Training Planned

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Training	\$30,000	\$28,950	\$29,819	\$30,713	\$31,634	\$32,583

### FIRE FIGHTING EQUIPMENT

Expenditures for firefighting equipment are shown in Table 6. The recurring costs represent the rehabilitation and upgrade of existing equipment. The ESD is on maintaining the correct safety equipment needed for the district and the equipment required to maintain the good ISO rating. The ISO rating is used by most insurance companies for setting home insurance rates and a good rating (lower number on a scale of 1 to 9) generally means lower insurance policy rates

Table 6. ESD #4 Fire Fighting Equipment Planning

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
New Equipment	\$45,750	\$85,000	\$52,530	\$54,106	\$55,729	\$57,401
Recurring Cost	\$38,700	\$32,625	\$33,604	\$34,612	\$35,650	\$36,720
Total	\$84,450	\$117,625	\$86,134	\$88,718	\$91,379	\$94,121

### FACILITIES

Planned expenditures for ESD #4 facilities are shown in Table 7. The Capital Construction budget reflects saving for the purchase of new facilities located along Toutant-Beauregard. The District 4 Fire and Rescue (D4FR) Administrative is the cost of operating the ESD #4 not for profit corporation that owns and maintains equipment for the district. The D4FR Station upgrades reflects the addition of solar panels to the fire station in FY 17 and maintenance of the station.

Table 7. ESD #4 Facilities Planning

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Land Purchase		\$135,000	\$10,000	\$10,000	\$10,000	\$10,000
D4FR Admin	\$3,600	\$13,000	\$13,000	\$13,390	\$13,792	\$14,205
D4FR Station Upgrades		\$110,000	\$0	\$60,000	\$60,000	\$60,000
Total	\$478,600	\$258,000	\$23,000	\$83,390	\$83,792	\$84,205

## VEHICLES

Planned expenditures for vehicles are shown in Table 8. The ESD procured a small SUV response vehicle in 2014 which provides a much more cost effective way to respond to medical calls which represent the majority of the LSVFD calls. The vehicle is driven by the volunteer on duty to provide improved response time from the volunteer’s home. Another such vehicle is planned for FY17 and another slightly heavier rescue vehicle (heavy duty pick-up truck) which can carry gasoline powered equipment. These two vehicles are less expensive to dispatch and provide the necessary equipment for the majority of the emergency calls. The ESD is starting a planned activity to upgrade the districts vehicle fleet over the next 5 years. Maintenance is for the maintenance of the existing ESD and LSVFD vehicles and fuel is the annual cost of operating the vehicles.

Table 8. ESD #4 Vehicle Acquisition

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Vehicle Fund	\$0	\$315,000	\$100,000	\$120,000	\$90,000	\$270,000
Maintenance	\$52,500	\$52,500	\$54,075	\$55,697	\$17,500	\$18,025
Fuel	\$37,500	\$30,000	\$30,900	\$31,827	\$10,000	\$10,300
Total	\$202,386	\$397,500	\$184,975	\$207,524	\$117,500	\$298,325

## SUMMARY

In summary, the ESD #4 board in partnership with our LSVFD service provider has established this strategic plan and associated priorities to ensure that first responder services are available throughout the district. The partnership has met our top three priorities for the FY13 – 17 timeframe ahead of schedule, specifically:

- Improved the District ISO rating
- Eliminated the mortgage on D4FR Station One
- Maintained the tax rate
- Paid off the LSVFD fire truck loan, thus making the ESD and LSVFD debt free

Looking forward, the ESD and LSVFD are facing the rapid growth of our district and the potential of San Antonio annexation. These factors will influence the planning for the next five years as the ESD assesses the impact and plans for the changes in call volume and revenues. The ESD will continue to work as a team with LSVFD and Fair Oaks Ranch. The ESD will continue to maintain a fiscally responsible approach for providing emergency services to the district. Table 9 below is a summary planning of ESD revenues and expenditures to over the next five years.

Note that revenues in FY17 are projected to be less than the planned budget. This is due to the conservative approach the ESD took in FY16 based upon the planned annexation. Many purchases were delayed thus providing excess funds on-hand for the district. These funds will be used to upgrade vehicles in FY17 thus allowing the first responders to have new equipment while maintaining the current tax rate.



Table 9. Summary ESD #4 Projected Budget

	Fiscal Year					
	2016 (Current FY)	2017	2018	2019	2020	2021
Revenues	<b>\$1,556,685</b>	<b>\$1,233,307</b>	<b>\$1,270,306</b>	<b>\$1,308,415</b>	<b>\$1,347,668</b>	<b>\$1,388,098</b>
Expenditures						
Manpower	\$381,421	\$544,563	\$560,900	\$577,727	\$595,059	\$612,910
Administrative	\$341,652	\$291,488	\$207,232	\$213,149	\$219,244	\$225,521
Training	\$30,000	\$28,950	\$29,819	\$30,713	\$31,634	\$32,583
Fire Fighting	\$84,450	\$117,625	\$86,134	\$88,718	\$91,379	\$94,121
Facilities	\$478,600	\$258,000	\$23,000	\$83,390	\$83,792	\$84,205
Vehicles	\$202,386	\$397,500	\$184,975	\$207,524	\$117,500	\$298,325
Total Expenditures	<b>\$1,368,307</b>	<b>\$1,638,126</b>	<b>\$1,092,059</b>	<b>\$1,201,221</b>	<b>\$1,138,608</b>	<b>\$1,347,666</b>

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