



**BEXAR COUNTY
EMERGENCY SERVICES DISTRICT #4
STRATEGIC PLAN
FISCAL YEARS 2021 THROUGH 2026**

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INTRODUCTION

Bexar County Emergency Services District #4 (ESD #4) is a political subdivision of the State of Texas. We serve an unincorporated area of Bexar County as a taxing entity to support emergency services such as fire suppression and first response Emergency Medical Services (EMS). ESD #4 serves 10,285 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 response area in green and the locations of the ESD #4 fire stations.

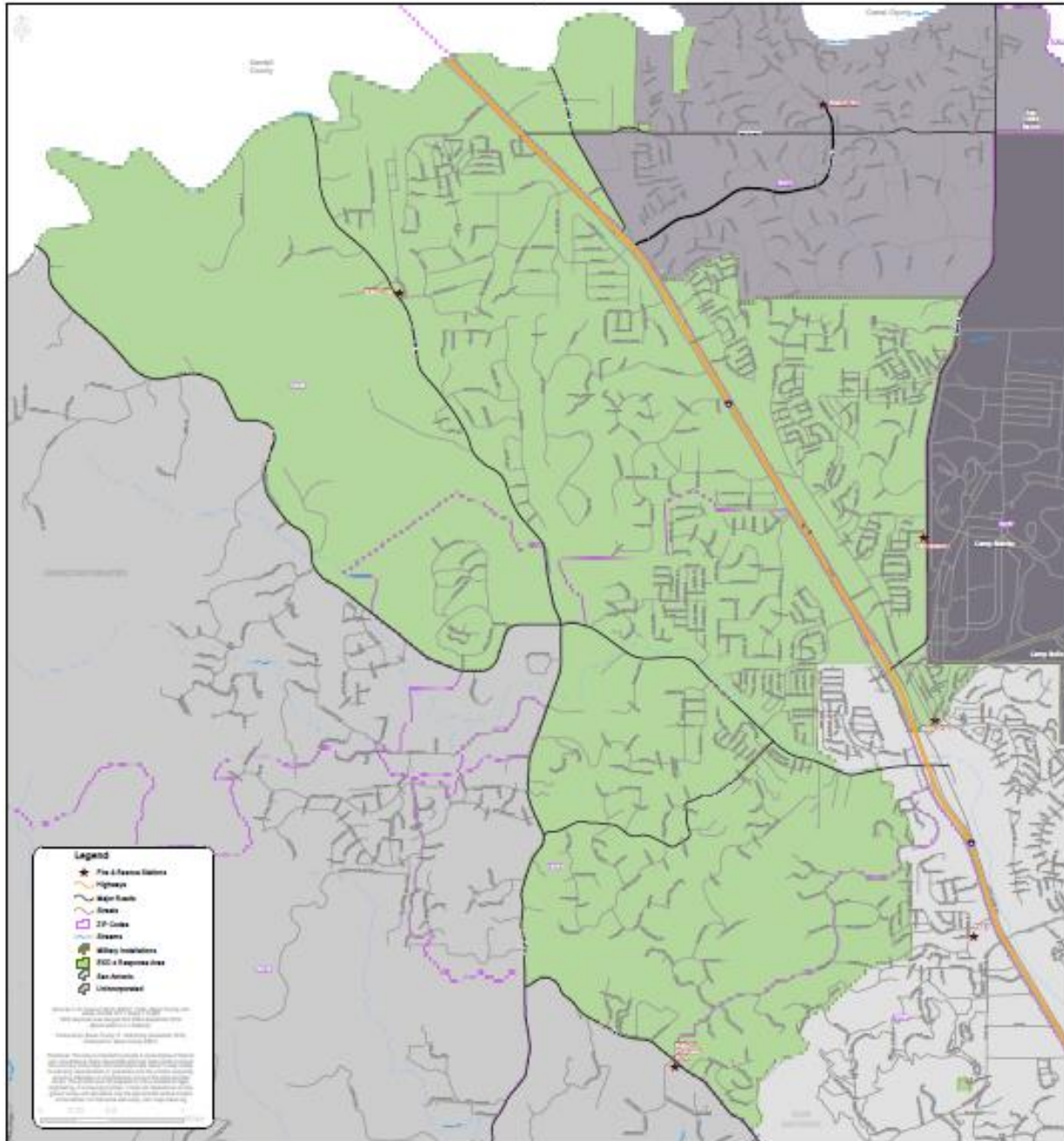


Figure 1. Response Area in Green for Bexar County ESD #4

MISSION

Our mission is to provide world class EMS and fire services to the 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. Station 132 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. Station 134 is in the center of the ESD #4 at 28036 Boerne Stage Road, Boerne, TX, 78006 near the Boerne Stage Road Airport. The ESD #4 is in the process of constructing a new station on three acres of property at the corner of Ralph Fair Road and Presidio Haven to replace the current Station 132. The new station should be complete in May 2021. Station 132 responds to the majority of 911 calls within the ESD #4 due to its proximity to IH-10 and neighborhoods along the highway corridor. The existing building will be retained as a storage facility for ESD #4 and LSVFD equipment.

Station 134, 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 #4 Board. The station is able to house all of the existing equipment procured by the ESD #4 at a central location and provide training facilities for the volunteer fire fighters.

Based upon the anticipate 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 #4 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.

- Replace Station 132
- Maintain the District ISO rating
- Maintain state-of-the-art first responder vehicles
- Maintain ESD funding reserves against catastrophic incidents
- Improve first responder training
- Acquire land for an additional fire station
- Maintain the current ad valorem tax rate
- Be environmentally responsible

REVENUE

ESD #4 revenue is generated through ad valorem taxation and 1.5% Sales and Use Tax (SUT) within the District boundaries. 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 2020 (FY20) tax rate is \$0.054060. The annual ESD #4 budget is based upon the needs of the district for the upcoming FY. The tax rate is set based on the upcoming FY21 budget needs and the district property valuations as established by the Bexar County Appraisal District in the previous calendar year 2019 (CY19). Note that the novel Coronavirus Pandemic experienced by the United States starting in March 2020 does not impact the property values as of December 31, 2019. The ESD #4 Board and the Bexar County Appraisal District recognize the financial hardships the pandemic has caused on many citizens of the County. Unfortunately, by law, the Appraisal District cannot adjust property values for the tax appraisal period ending in CY19. Any reduced or impacted property values due to the pandemic will be reflected in the CY20 appraisals.

Table 1 shows the total district preliminary valuation for CY19 per the Bexar County Appraiser. CY20 is a projected district valuation decrease of 10% due to the Coronavirus pandemic. CY21 through CY24 a 3% per year property value increase is anticipated.

The voters of ESD #4 approved a 1.5% SUT in a November 2020 election. The Texas State Comptroller estimates that the SUT in the ESD #4 will generate \$540,000 per year which does not include any on-line SUT collections. The ESD #4 Administrator is estimating \$700,000 SUT collections in FY21 and 3% per year increase from FY22 through FY26. Table 2 shows the planned FY21 ESD #4 budget and available budgets for FY22 through FY26.

The LSVFD currently has a service agreement with the city of Fair Oaks Ranch (FOR). The agreement ends September 30, 2021. LSVFD has indicated that they do not wish to renew the service agreement directly, however they are willing to continue to provide service to FOR under their service contract with ESD #4. Approximately, 25% of LSVFD 911 calls are to FOR. The service agreement with FOR provides for approximately 19% of the LSVFD operating and maintenance (O&M) budget. The ESD #4 is willing to enter into a service agreement with FOR at the same level of service currently provided by LSVFD. Any service agreement would make provisions for FOR to fund the LSVFD O&M budget at the percentage of 911 calls received. FOR has historically accounted for 25% of the LSVFD 911 dispatches. Table 2 shows the FOR contribution to LSVFD in FY21. FY22 through FY26 has an 8% per year increase to achieve the target 25% funding of the LSVFD O&M costs.

Table 1. ESD #4 District Property Valuations

Calendar Year					
2019	2020	2021	2022	2023	2024
\$3,318,193,792	\$2,986,374,412	\$3,075,965,645	\$3,168,244,614	\$3,263,291,952	\$3,361,190,711

Table 2. ESD #4 Projected Available Budget

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Ad Valorem Tax Rate	\$0.049052	\$0.055000	\$0.054000	\$0.053000	\$0.053141	\$0.053282
Ad Valorem Tax Revenue	\$1,691,572	\$1,696,269	\$1,715,390	\$1,734,133	\$1,790,895	\$1,849,515
SUT Revenue	\$700,000	\$721,000	\$742,630	\$764,909	\$787,856	\$811,492
Interest and Penalties	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
Previous Year Carryover	\$578,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
FOR Agreement	\$248,060*	\$267,905	\$289,337	\$312,484	\$337,483	\$364,482
Total Revenue	\$3,230,632	\$2,998,174	\$3,060,358	\$3,124,526	\$3,229,234	\$3,338,488

*Note: Funds paid directly to LSVFD under contract to FOR.

EXPENDITURES

MANPOWER

ESD #4 works with LSVFD on staffing of the two fire stations within the ESD #4 boundaries. LSVFD provides four, fire fighter paramedics for 24/7 coverage of the district. Two additional dayshift Lieutenants are being added in FY21. Also, a Community Paramedic conducts safety courses and works with elderly in the ESD #4. The part-time paid staff is augmented by volunteers as required for 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					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Manpower	\$1,087,200	\$1,132,200	\$1,212,200	\$1,248,566	\$1,286,023	\$1,324,604

ADMINISTRATIVE

Administrative planning expenditures are shown in Table 4. Recurring administrative costs are for operation of the ESD #4 offices including Administrator and Assistance Administrator wages, insurance, computers, office supplies, bookkeeping, and the annual independent audit. The ESD #4 Commissioners target is to keep administrative costs under 10% of revenues. The ESD Reserve are funds planned to carryover to start the next FY and targeted to build up the districts strategic cash reserve. The LSVFD recurring budget and inspections reflect the service provider administrative expenses required maintaining the EMS and fire equipment.

Table 4. ESD #4 Administrative Planning

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
ESD Administrative	\$126,500	\$126,500	\$126,500	\$126,500	\$126,500	\$126,500
ESD Reserve/Carryover	\$300,000	\$424,925	\$429,200	\$441,500	\$322,750	\$397,000
LSVFD Administrative	\$164,862	\$169,808	\$174,902	\$180,149	\$185,554	\$191,120
LSVFD Inspections	\$46,300	\$47,689	\$49,120	\$50,593	\$52,111	\$53,674
Total	\$637,662	\$768,922	\$779,722	\$798,742	\$686,915	\$768,295

TRAINING

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

Table 5. ESD #4 Training Planned

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Training	\$38,500	\$39,655	\$40,845	\$42,070	\$43,332	\$44,632

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 #4 is committed to having the correct safety equipment needed for the district and the equipment required to maintain the current ISO rating of 3. 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					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
New Equipment	\$93,700	\$96,511	\$99,406	\$102,389	\$105,460	\$108,624
Recurring Cost	\$54,700	\$56,341	\$45,513	\$46,866	\$48,259	\$49,694
Total	\$148,400	\$152,852	\$144,920	\$149,254	\$153,719	\$158,318

FACILITIES AND NEW VEHICLES

Planned expenditures for ESD #4 facilities are shown in Table 7. The Facilities budget reflects the replacement of Station 132. There is also a continuing need to replace and upgrade Emergency Vehicles. These vehicles are owned by the ESD #4 for use by the first responders under the Service Agreement with LSVFD. The LSVFD does not procure any vehicles. A replacement rescue vehicle to be stationed at the new Station 132 is planned for FY21 and new pumper trucks in FY25 and FY26.

Table 7. ESD #4 Capital Planning

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Station 132 Construction	\$1,130,000	\$25,000				
Capital Equipment	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Station Upgrades	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Station 132 Loan Payment	\$511,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
New Vehicles	\$300,000	\$100,000	\$100,000	\$100,000	\$270,000	\$250,000
Total	\$1,966,000	\$800,000	\$775,000	\$775,000	\$945,000	\$925,000

VEHICLE MAINTENANCE

Planned expenditures for vehicle maintenance are shown in Table 8. Maintenance is for the existing ESD #4 vehicles and fuel is the annual cost of operating the vehicles.

Table 8. ESD #4 Vehicle Acquisition

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Maintenance	\$71,500	\$73,645	\$75,854	\$78,130	\$80,474	\$82,888
Fuel	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778
Total	\$101,500	\$104,545	\$107,681	\$110,912	\$114,239	\$117,666

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. Looking forward, the ESD #4 and LSVFD are facing the impact of the novel Coronavirus impact to the economy and uncertainty as to the growth rate in the District which has been rapid over the last five years. Adjusting to the impacts of COVID-19 and reaching a Service Agreement with FOR are the primary influences on the planning for the next five years as the ESD #4 assesses the impact on call volume. The ESD #4 will continue to work as a team with LSVFD and Fair Oaks Ranch and 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 the FY21 budget has a \$750,000 shortfall for construction of the new fire station. The difference in the budget will be made up from the \$1,000,000 reserve fund the ESD #4 has established for this contingency.

Table 9. Summary ESD #4 Projected Budget

	Fiscal Year					
	2021 (Planned Budget)	2022	2023	2024	2025	2026
Revenues	\$3,230,632	\$2,998,174	\$3,060,358	\$3,124,526	\$3,229,234	\$3,338,488
Expenditures						
Manpower	\$1,087,200	\$1,132,200	\$1,212,200	\$1,248,566	\$1,286,023	\$1,324,604
Administrative	\$637,662	\$768,922	\$779,722	\$798,742	\$686,915	\$768,295
Training	\$38,500	\$39,655	\$40,845	\$42,070	\$43,332	\$44,632
Fire Fighting Equipment	\$148,400	\$152,852	\$144,920	\$149,254	\$153,719	\$158,318
Facilities and New Vehicles	\$1,966,000	\$800,000	\$775,000	\$775,000	\$945,000	\$925,000
Vehicles	\$101,500	\$104,545	\$107,681	\$110,912	\$114,239	\$117,666
Total Expenditures	\$3,979,262	\$2,998,174	\$3,060,367	\$3,124,545	\$3,229,228	\$3,338,515