



*Travis County Emergency Services*

*District No. 2*

*Fiscal Year 2020*

*Approved Budget*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Mission

*Travis County Emergency Services District No. 2 is committed to serving the community's public safety needs through the preservation of life and property in that order.*

We will meet those needs by being a high performing fire department that educates the community, administers the fire code, prepares for and responds to incidents involving Emergency Medical Services, Fire, Hazardous Materials, Water Rescues, Trench Rescues, Confined Space Rescues, High and Low Angle Rescues, Building Collapses, Transportation Accidents, Unsafe Conditions, and Public Assistance.

### Vision

*We will continue to serve and protect health and safety and strive to enhance the quality of life. We are and will continue to be recognized as the Fire Department that goes above and beyond, providing superior levels of traditional and innovative services.*

Our vision outlines what our organization will be in the future. It is a beacon for planning for the future as we continue to meet demands of our constituency. We will maximize commonly accepted methodologies to go beyond traditionally accepted practices to better serve our community.

### Motto

"Because We Care", our core values, ethics and commitment to excellence are on display in all we do.



Information about the Travis County Emergency Services District No. 2 fiscal year 2020 Budget is available online at [www.pflugervillefire.org](http://www.pflugervillefire.org)

For more information about the budget you may contact the Finance Section at (512) 251-2801 or visit the Administration Building at 203 E. Pecan Street, Pflugerville, TX 78660



## **TRAVIS COUNTY COMMISSIONERS COURT**

Sarah Eckhardt, County Judge

Jeff Travillion, Precinct One

Brigid Shea, Precinct Two

Gerald Daughtery, Precinct Three

Margaret Gomez, Precinct Four

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Michael Bessner, President

Rico Reyes, Vice President

Michael Howe, Treasurer

April Griffin, Assistant Treasurer

Robert Turner, Secretary

## **TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2 MANAGEMENT**

Ronald Moellenberg, Fire Chief

Nicholas Perkins, Assistant Fire Chief

Jessica Frazier, Finance Director

Victor Gonzalez, Logistics Director

Robert Humphrey, Human Resources Director

## **TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2 MEDICAL DIRECTOR**

Dr. Michael Zimmerman



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

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## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Governance Background

The Travis County Commissioners Court is the governing body of Travis County. The Commissioners Court consists of the elected County Judge and four elected precinct Commissioners. The four precinct Commissioners traditionally represent their constituents on all precinct-specific issues before the Court. Other duties include nominating individuals for appointment to the boards of Emergency Services Districts located in their precincts.

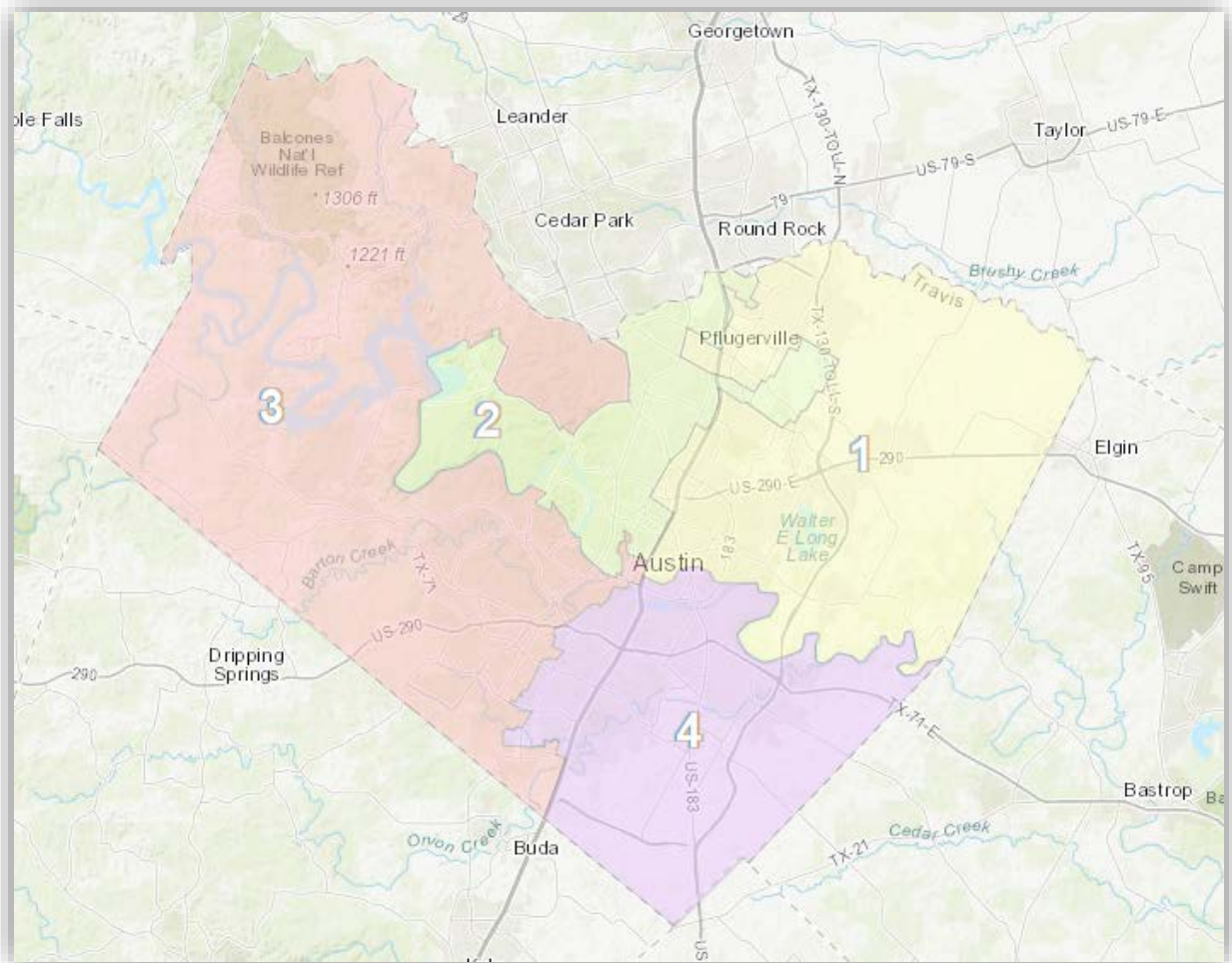


Figure 1 - Travis County Precincts

Source: <https://www.traviscountytexas.gov/maps/gis-comm-pct>





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Governance Background (continued)

An Emergency Services District (ESD) is a political subdivision of the State of Texas. There are 16 ESDs in Travis County. ESDs are subject to the provisions in the Texas Health and Safety code Chapter 775. ESDs have the authority to levy ad valorem (property) tax.

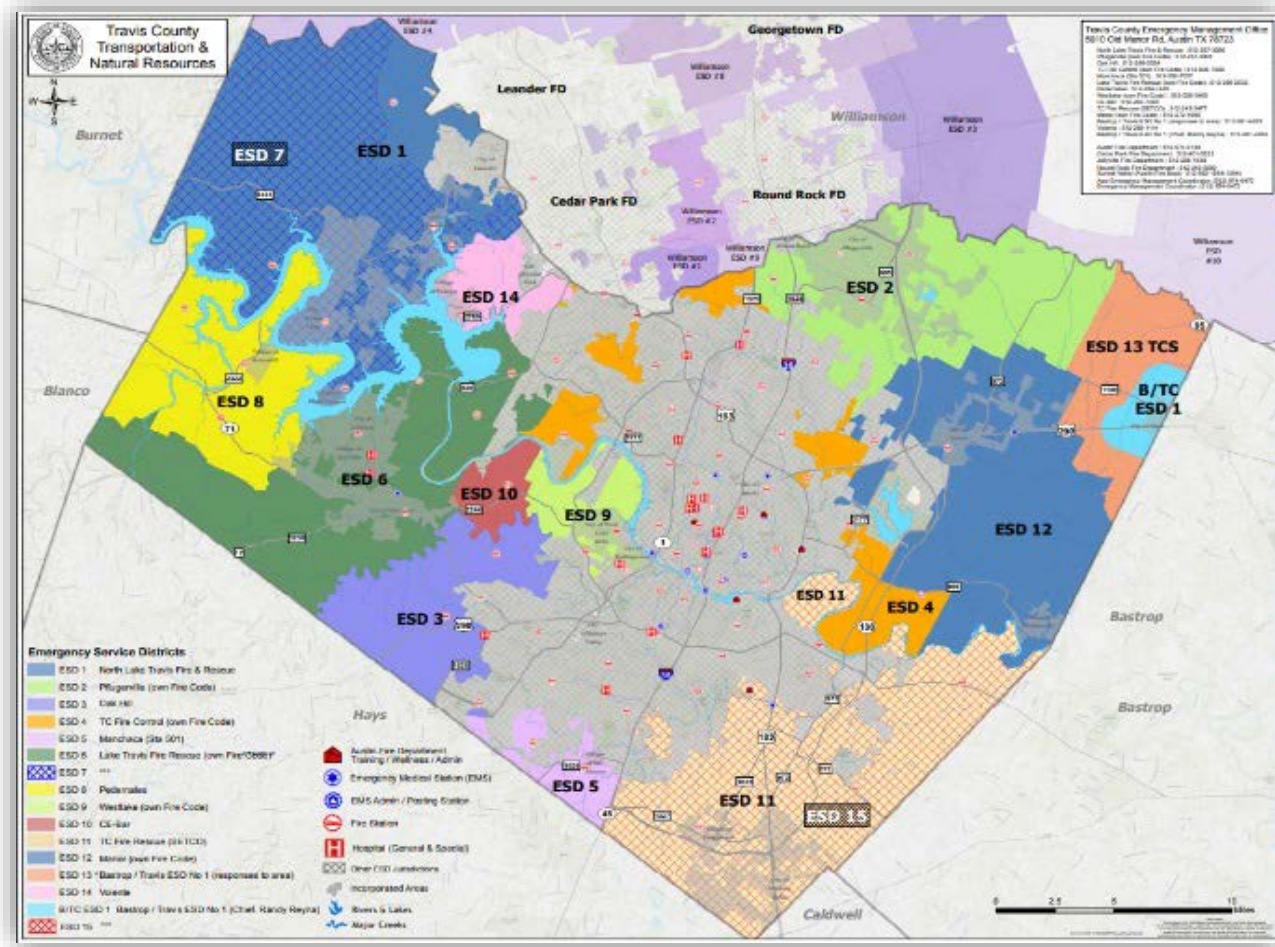


Figure 2- Travis County Emergency Services Districts

Source: [https://www.traviscountytexas.gov/images/maps/ESD\\_map.pdf](https://www.traviscountytexas.gov/images/maps/ESD_map.pdf)

The Texas Constitution states that ESDs may tax up to a max of \$0.10 per \$100 of property valuation (a home certified at \$100,000 will help fund the ESD by \$100 a year). The ESD's creation documents establish the district's initial tax rate. ESDs may also collect sales tax, provided an election is held and voters approve this power. In Texas, 8.25% is the maximum allowed sales tax rate. The state collects 6.25%, leaving 2% available to eligible local jurisdictions, including ESDs. An ESD may collect anywhere from 0.125% to 2% of the local sales tax rate depending on availability and subject to voter approval.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Governance Background (continued)

The Travis County Commissioners' Court appoints five members to the Travis County Emergency Services District Number 2 (TCESD2) Board of Commissioners who govern the operations of TCESD2. They are appointed to staggered two-year terms, represent a cross-section of the TCESD2 and meet on a regular basis to determine administrative policy and perform financial oversight.



Rico Reyes  
Board Vice President



Michael Bessner  
Board President



Mike Howe  
Board Treasurer



Robert Turner  
Board Secretary



April Griffin  
Board Assistant Treasurer

The TCESD2 Board of Commissioners appoints the District's Fire Chief. He/she is authorized to organize and direct the operations in an efficient and effective manner. The current Fire Chief is Ronald Moellenberg and he has been employed as the Fire chief since 1986.



Ronald G. Moellenberg, Fire Chief

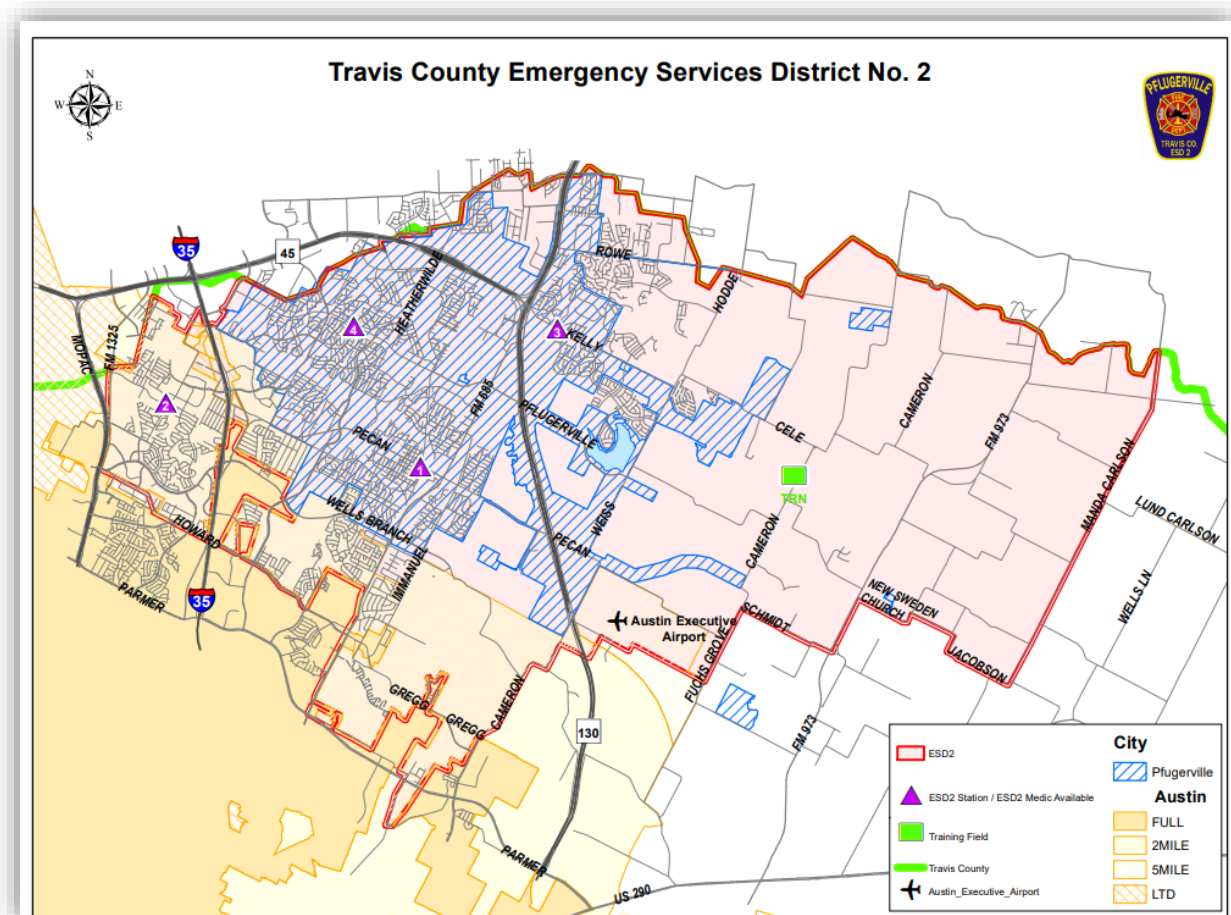




## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Service Area

TCESD2 was created according to Chapter 775 of the Texas Health and Safety Code. TCESD2 provides fire prevention, fire suppression and emergency medical services to an estimated population of more than 139,000 residents in an area of about 75 square miles in northeast Travis County. It was created in 1992 when local property owners voted to convert an existing rural fire prevention district to the current emergency services district.



The service area is roughly bounded by Farm-to-Market Road 1325 in the West, the Travis-Williamson County line on the North, Manda Carlson Road and Cameron Road on the East, and Yager Lane, Dessau Road and Howard Lane on the South. The city of Pflugerville lies within the boundaries of the District and there are two large municipal utility districts included, Wells Branch and Northtown.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Organizational Information

#### History of the Department

Before there was a formal fire department in Pflugerville, the local merchants took care of business by keeping fire buckets under the porch of Steger's Store which was located at the present-day corner of Pecan and First Street. Whenever there was a fire, someone would sound an alarm by firing a shotgun in the middle of the street and citizens gathered with fire buckets to form a bucket brigade to extinguish fires.

As the community grew and Central Texas was experiencing the historic drought of the 1950s, concerned citizens canvassed their neighbors seeking donations to purchase a fire truck. In 1955, the Pflugerville Volunteer Fire Department was formally chartered, and a fire truck was purchased for \$4,000. On the day the truck was delivered volunteer firefighters had to respond to a building fire. In October 1955, the Volunteer Fire Department purchased the land where the local men's shooting and bowling club "Schuetzen Kegel Verein" was located for just \$10.

After the Schuetzen Kegel Verein was razed, some of the timbers were used in the construction of the first fire station that became known as the Fire Hall. Fire Hall was built close to Pecan Street where the Fire Administration Building currently stands. Many community group gatherings, sock hops, birthday parties and the annual Firemen's Bar-B-Que were held at the Fire Hall. To the rear of the Fire Hall property a little league baseball field was built, and the Volunteer Firefighters sponsored Little League Baseball Teams and kept the field ready for use.

The Fire Hall was dedicated in 1956 with the hope that "...the equipment housed...may not be needed, but at the same time it is the purpose and the desire of the Fire Department to stand ready at any and all times to make use of this equipment to the saving of property and of...lives" (excerpt from the actual dedication ceremony.)

The night of July 21, 1971 was a pivotal historic moment for the Pflugerville Volunteer Fire Department when a structure fire burned in downtown Pflugerville destroying an entire block. Inadequate water supply was an instrumental threat in efforts to combat the fire. The incident resulted in the Department realizing that their equipment was not sufficient to respond adequately and began initiatives to improve firefighting capability.



*Figure 3 – Main Street Pflugerville July 21, 1971*

In 1985, Pflugerville Volunteer Firefighters led an effort to form a rural fire prevention district to address increased service demands because of the rapid growth and development in the Pflugerville area.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### History of the Department (continued)

Travis County Rural Fire Prevention District (RFPD) No. 3 became a reality in August 1985 with voters overwhelming support thus providing a stable funding source for fire protection. The RFPD was supported with a 3-cent tax limit on each \$100 of appraised property value.

Growth in the community continued and demand for services steadily increased. In an effort to more adequately support the Department, a vote was called to convert the RFPD to an Emergency Services District. Travis County Emergency Services District Number 2 (TCESD2) became a reality on January 18, 1992. The voter-approved legislation allowed for the creation of the current TCESD2 and a new limit of 10-cents property tax per \$100 of appraised value.

Late in 1992 TCESD2 assumed responsibility for equipment and assets from the Volunteer Fire Department. Volunteer staff also became employees of the District. This move created a governmental umbrella of operations for fire and emergency services.

In 1996 the TCESD2 received voter approval for the sale of bonds that were used to acquire much needed emergency equipment and begin construction of facilities. The bond sales allowed the District to build Fire Station 3 on Kelly Lane; Fire Station 4 on Pflugerville Parkway; relocate Fire Station 2 on Thermal Drive and build the present Fire Station 2 on Bratton Lane; and, replace the old fire station on Pecan Street with the current Central Fire Station (Station 1). The Training Field located on Cameron Rd. was also included in the facility construction funded by the bond sale which all concluded in 1999 with the completion of the new Central Fire Station.

When the District assumed responsibility for employees in 1992, there were only two full-time employees, the Fire Chief and an Administrative Assistant. The firefighting force was mostly comprised of volunteers and a handful of part-time firefighters who also worked for other fire departments in the area. The first three full-time firefighters were hired in April 1996, then in February 1998 an additional 12 firefighters were hired.

Since that time the service demand and required staffing continued to grow. The District has since replaced all volunteer and part-time staff with full-time career firefighters who also are certified as EMTs or Paramedics and added support staff. In 2018 there were a total of 131 authorized firefighter positions and 21 civilian employees. During 2018 the District assumed full responsibility for the provision of emergency ambulance services. Previously that service was provided by Austin-Travis County EMS via a contract with Travis County, but that contract only provided two full-time ambulances to be stationed in TCESD2.



*Figure 4 – TCESD2 Paramedics*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### History of the Department (continued)

Whenever those units were busy or not available, other units from across the County were relied upon. Because of increased service demand and increasing growth and development in the service area, the District was compelled to act. Initially it was planned that the District would augment the existing system and grow service gradually. However, a rapid escalation of the expansion plan became necessary when Austin-Travis County EMS removed its two ambulances in response to changes in their contract with Travis County. In 2017 the District stepped up its plan and began operating four total ambulances along with paramedic squads as staffing levels permitted.

In 2019 the District delivers its services using the resources housed in its four fire stations. This includes one or more of the four engine companies with 4 persons each; one quint (aerial) with 4 persons; 4 ambulances (with 2 persons with at least one of which is credentialed as Firefighter/Paramedic); and, 2 paramedic squads (when staff are available). Appropriate command, accountability, and safety personnel are also dispatched as needed.

In 1998 there were 2,327 emergency incidents. By the end of 2019 it is estimated that the District will have responded to more than 10,000 emergency incidents with the majority (70%) of those being emergency medical in nature. This represents more than a 300% increase in service demand.

Two additional fire stations have been planned for Fiscal Year 2020. Fire Station #5 will complete construction in early 2020 and Fire Station 6 is in initial planning phases. A central supply facility is also nearing completion - this facility is designed to logistically support the growing demands in the District for supply and material needed to accomplish the mission.



*Figure 5 – TCESD2 Fire and EMS Operations Section Command Staff with Chief Moellenberg and AC Perkins*



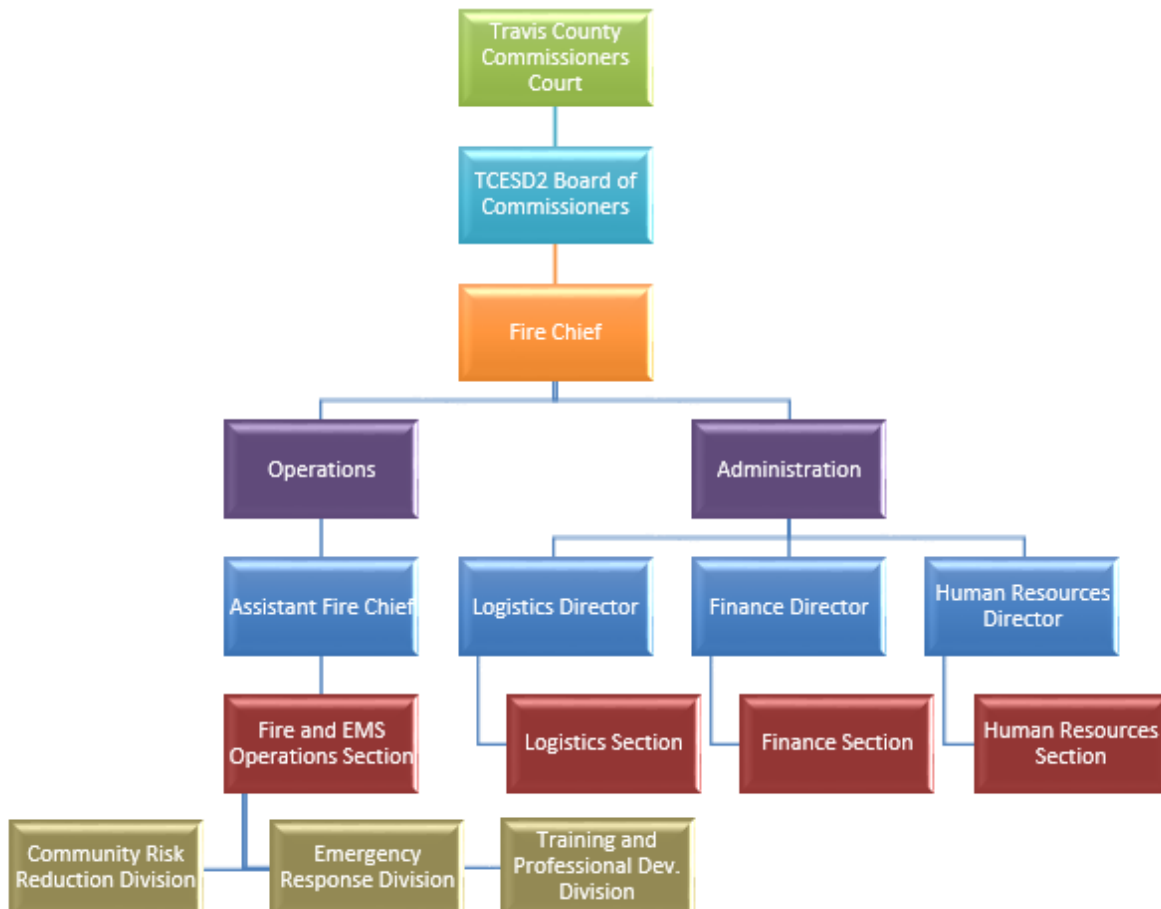
## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Organizational Information (continued)

#### Department Operations

TCESD2, also referred to as the Pflugerville Fire Department, and “The District”, has a great responsibility in providing fire suppression, fire prevention, and first response emergency medical care covering approximately 75 square miles with staff and equipment working out of four fire stations ready 24 hours a day. TCESD2 has 4 operational sections: Fire and EMS Operations, Finance, Human Resources and Administration, and Facilities and Logistics.

#### TCESD2 Organization Chart

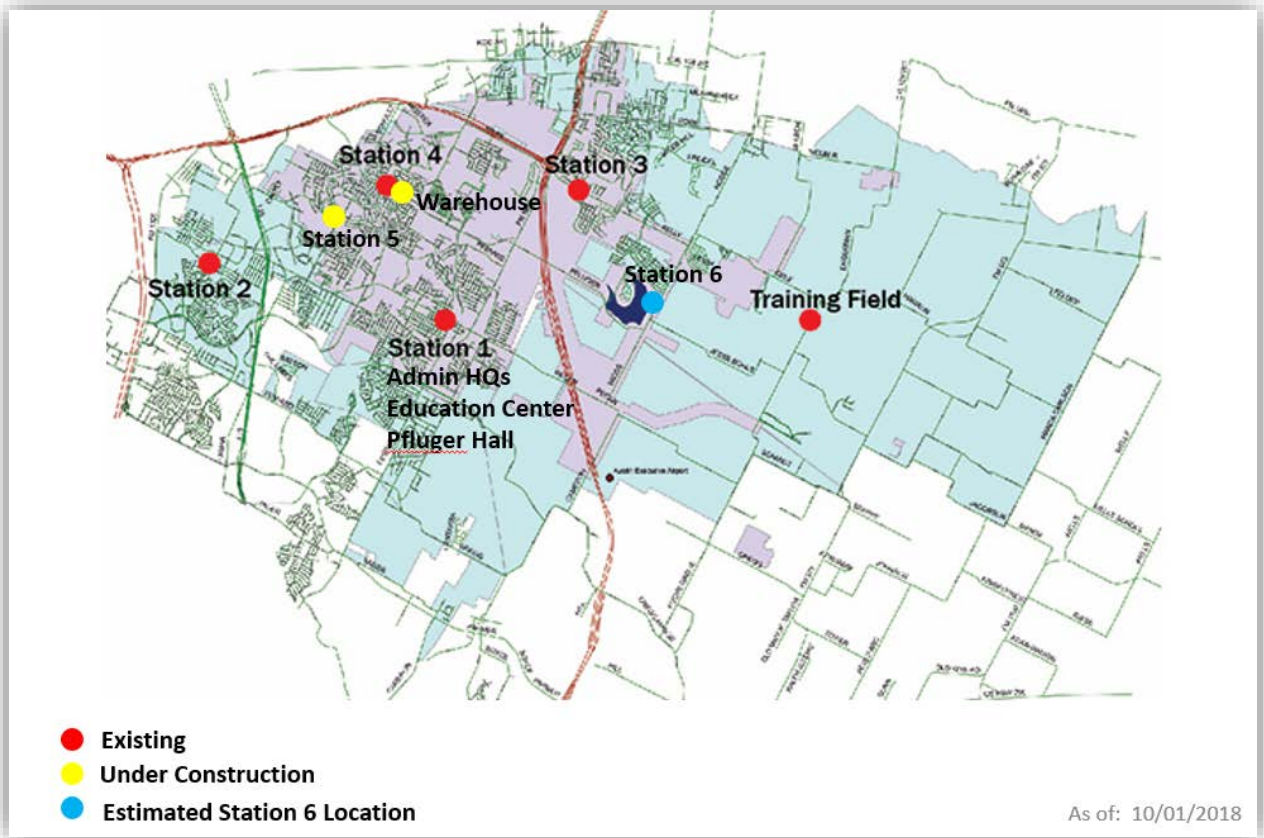






## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fire Stations and Facilities



#### Fire Stations

Fire Station #1 – 203 E Pecan Street, Pflugerville, TX 78660

Fire Station #2 – 15300 Bratton Lane, Austin, TX 78728

Fire Station #3 - 2301 Kelly Lane, Pflugerville, TX 78660

Fire Station #4 – 911 Pflugerville Parkway, Pflugerville, TX 78660

Fire Station #5 (under construction - expected completion March 2020) – 1541 W. Pflugerville Loop, Pflugerville, TX 78660

Fire Station #6 (planning phase) – Weiss Lane, Pflugerville, TX 78660

#### Facilities

Administration Building – 201 E Pecan Street, Pflugerville, TX 78660

Conference and Education Center (CEC) – 201B E Pecan Street, Pflugerville, TX 78660

Pfluger Hall – 203B E Pecan Street, Pflugerville, TX

Training Field - 18412 Cameron Road, Street, Manor, TX 78653

Central Supply Facility- 911B Pflugerville Parkway, Pflugerville, TX 78660



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### TCESD2 Budget Organization and Funds

#### Fiscal Year

TCESD2 operates with a fiscal year (FY) beginning October 1 and ending on September 30. The budget year is designated by the calendar year in which the fiscal period ends i.e. "FY '20" will end on September 30, 2020.

#### Basis of Budgeting

The basis of budgeting matches the modified accrual accounting method utilized. Accruals for revenue and expenses are created as required and for financial reporting purposes in accordance with GAAP and GASB 34 requirements.

#### Funds

General Fund - The General Fund is the primary fund for TCESD2 that all other active funds roll up to. This fund is also subdivided internally to only include operations and administrative support and exclude Pfluger Hall and Capital projects. Revenue is derived mostly from property and sales taxes.

General Fund Summary Matrix

General Fund Summary Roll-up Category	TCESD2 Operational Section	TCESD2 Budget Unit
Salaries & Benefits	All operational sections- Includes all District staff salary and benefit expenses	Human Resources (HR)
Operations	Fire and EMS Operations	Operations (OP)
General & Administrative	Finance, Human Resources, and Logistics	Administration/Finance (AD), Human Resources (HR), Facilities and Logistics (LG)
Community Risk Reduction	Community Risk Reduction	Community Risk Reduction (PR)
Debt Service Payments	Finance	Administration/Finance (AD)
Transfer to Capital Projects	Finance	Administration/Finance (AD)



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### TCESD2 Budget Organization and Funds (continued)

Facilities Fund – For FY20 the Facilities Fund contains revenue from the rental of and expenses for the operation of Pflugler Hall. All revenue is rolled up to the revenue category and expenses are rolled up to the expense category. In FY18 the revenue and expenditures from the CEC were contained in the Facilities Fund but are now in the General Fund.

Debt Service Fund - The Debt Service Fund is currently dormant as the expenses for bonds accounted for in this fund were paid off in 2017. It is only mentioned in this document as it appears in the TCESD2 audit documents as a result of immaterial amounts of accrued outstanding property tax receivables from prior year assessments.

Capital Improvements Project Fund - The Capital Improvement Projects (CIP) Fund is used to account for the acquisition of capital assets such as engines and apparatus as well and the construction of facilities or major facility improvements. Capital assets are generally in excess of \$5,000 cost and are estimated to have a useful life of two years or longer. The balances in the CIP Fund remain with the projects they were appropriated for and are carried forward to future fiscal years due to multi-year project timelines. The CIP fund is typically funded through loan proceeds or transfers from the General Fund.

The fund summary rollup contains three sources of funds: Transfers from the General Fund (cash), proceeds from loans, Interest Income and Miscellaneous, and three sources of uses: Vehicles and Equipment, Improvements, and Buildings.



Figure 6 - Station Tour



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan

TCESD2's 10-year Strategic Plan was approved in 2010 and provides goals and objectives for the years 2011 to 2020. The Strategic Plan was created through TCESD2 staff contribution, community input through focus groups, town hall meetings and community meetings, Board of Commissioner input, review and final approval/adoption.

The District's Strategic Plan provides a vision-based framework for the District that is evaluated and updated annually to account for the dynamic growth and changes throughout the year. Objectives and critical tasks from the Strategic Plan are included in the Annual Budget and Operational Plan and assist in determining the prioritization of budget requests and the overall allocation of resources.

The following are the priorities from the 10-year plan:

1. Employee Safety
2. Organizational Stability
  - a. Financial
  - b. Operational
  - c. Logistical
3. Enhanced Level of EMS Service
4. Innovative Service Delivery Methods
5. Comprehensive Community Risk Reduction Plan
6. Comprehensive Standard of Coverage
  - a. Population Based Response Time Goals
  - b. Rationalized Unit Utilization and Distribution

The goals that were created in the Strategic plan started with first assessing and evaluating the current state to create the base level to then improve upon. The initial tasks of the plan were to: formalize/update (or create) operating processes and procedures, establish definitions surrounding the priorities, and ultimately create performance metrics and reporting to evaluate effectiveness. Much of the framework has been established and FY20 will be focused on continuing that momentum and formalizing performance metrics. The understanding for this plan and ongoing operations is that the plan is never complete and will need to be consistently reviewed and updated as the organization and environment are constantly changing.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Goals Plan (continued)

#### Employee Safety

Ensuring and increasing employee safety is the highest priority for the Executive Team and the Board of Commissioners. Safety is difficult to quantify, but the overall goal is for everyone to go home in the same or better condition than when they arrived for work. Safety issues for TCESD2 include exposure to hazardous or extreme weather environments and potential related health conditions such as cancer and heart disease, mental and physical fatigue. A major expense in Operations is personal protective equipment (PPE) for the support of the safety goal. PPE includes the day-to-day uniforms, bunker gear necessary for engaging in firefighting, self-contained breathing apparatus (SCBA), gear specifically for water rescues, and related tools and supplies. The goal of the staff responsible for managing PPE is to comply with all federal, state, and local laws, best practices, policies of the organization and to meet or exceed National Fire Protection Association (NFPA) standards for the selection, maintenance and replacement of PPE.

Employee Safety Goals include:

- Maintain and improve strategies and programs to ensure personnel do not die on the job; minimize injuries and time lost due to injuries.
- Maintain and improve a healthy-in and healthy-out workforce with robust cancer prevention initiatives. This refers to daily firefighter health and throughout their careers.
- Identify District facility upgrades to ensure employee safety.

Several initiatives have already been implemented to increase/ensure employee safety since 2011 including:

- Developed and implemented equipment maintenance and replacement plans for vehicles, personal protective equipment (PPE), self-contained breathing apparatus, hose, monitors, and communications equipment. (FY13-FY15)
- Established a 24-hour safety officer position. (FY15)
- Minimum four-person staffing on all fire engines and aerials. (FY16)
- Relocated all PPE equipment to segregated/dedicate storage areas from Fire Engine bays. (FY17)
- Vehicle exhaust removal systems installed in all Fire Station bays. (FY17)
- Extractors installed at Fire Station #3 and #4. (FY18)
- All Fire Station bay floors refinished resulting in a non-slip surface. (FY18)
- Training Field burn building repairs. (FY19)
- Movement from a 7-year replacement plan to a 5-year replacement plan for structural turnout gear to implement cancer prevention practices. (FY19)

The FY20 Budget includes the following initiatives to increase employee safety:

- Training Field improvements.
- Installation of fire sprinkler systems in all the fire stations and in Pfluger Hall.
- Second set of bunker gear for all firefighters.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

#### Organizational Stability

Organizational stability is the key to sustaining quality service and long-term success. The Strategic Plan focused on three main components of stability for TCESD2: Financial, Operational, and Logistical.

Financial Stability – ensuring that the District has financial resources available for day-to-day operations and is prepared for varying economic environments. Planning and budgetary forecasting is the backbone of achieving financial stability. Many of the implementation plans for the Strategic Plan goals include additional staffing, equipment or facilities requirements.

Financial Stability goals include:

- Develop a long-term financial plan that supports present and future needs
- Identify, support, and develop revenue opportunities

A main initiative already implemented to achieve financial stability - TCESD2 has implemented a five-year forecast projection that is created prior to the annual Planning Conference (typically occurs in June) which illustrates the long-term implications of implementation of the Strategic Plan. The forecast is updated each year to monitor the financial outlook and provide long-term forecasts each year prior to the development of the Proposed Budget.

Operational Stability – ensuring that the District has established structure, policy, and process and is prepared for any foreseeable event.

Operational Stability Goals include:

- Documentation/update of processes and policies
- Establishment of a standard hiring and training process

Several initiatives have already been implemented to increase/ensure Operational Stability.

Beginning in the 1990's, before the current ESD structure existed, a wide-range of policies and procedures have been documented. Policies are essential for organized and successful incident command and organizational continuity. The ongoing goal for operational stability is to ensure processes are updated as change occurs, and new processes/procedures are documented. In FY18 an iteration of system-wide policy/procedure review and update was initiated and is expected to be completed in FY20. The policies and procedures are dynamic, living documents that require constant review and continual updates.

Hiring follows a standard application and testing process with a focus on fair and non-discriminatory evaluation criteria.

A Battalion Chief position was created in FY15 to manage the Training Division. The Battalion Chief oversaw creation of comprehensive training programs for each operational position title.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

He also, implemented programs for leadership and professional development, enhanced EMS training, and health and fitness (which included adding a new health and fitness coordinator in 2016).

The FY20 Budget includes the following initiatives to increase Operational Stability:

- Increase in total FTE positions for expansion of service locations and maintenance of the District's 3.72 FTE staffing requirement per riding position.

Logistical Stability – The logistics of running a 24-hour a day, 365-day a year operation can be complicated. Goals to improve logistical stability included improving systems and processes and becoming less reliant on paper. TCESD2 has implemented the following initiatives:

- Formalized the Project Management Process. (Began in FY18, continues through FY19)
- Upgraded records management, reporting and payroll processing software. (FY18)
- Created a formal Purchasing Division to perform purchasing for the District. (FY18)
- Addition of diesel-powered Generators to Stations 3 and 4. (FY19)
- Fleet Technician position to assist fleet management and maintenance scheduling. (FY19)
- Workforce Telestaff software – increase staff scheduling efficiency through automation. (FY19)

The FY20 Budget includes the following initiatives to increase Logistical Stability:

- Construction completion of a new Central Supply Facility. (Project began in FY18)
- Implementation of an asset and inventory management software. (Purchased in FY18)

### **Enhanced Level of Emergency Medical Services**

Providing emergency medical services is a core component of the day-to-day responsibilities of the District. In the Strategic Plan, TCESD2 set a goal to transition from an EMS first response organization to a transport provider agency which provides advanced life support (ALS). The District planned to phase this change by adding one new unit per year as ALS services were being performed in the District by a third party through a contract. Due to change in support levels, the District was forced to escalate their plans and became a direct provider of ALS service in 2017.

Several initiatives have already been implemented to enhance emergency medical services:

- Executed a contract with a Doctor to provide Medical Direction. (FY16)
- Added paramedic first response vehicles. (FY16)
- Two medic units were added in FY17 and another two were added in FY18 along with two paramedic squads that are staffed as availability allows.
- Credentialed 36 staff as paramedics. (FY16-FY18)



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

- 3 additional FTEs to staff one Paramedic Field Training Officer per shift for increased skill training, quality assurance, and improved overall quality. (FY19)
- Additional FTEs to add additional medic unit to Station 5. (FY19)
- Add additional FTEs to ensure staffing of the two paramedic squads full time. (FY19)

The FY20 Budget includes the following initiatives to continue to enhance emergency medical services:

- Enhance key performance indicators for EMS performance.

#### **Innovative Service Delivery Methods**

The Fire Chief strives to have “the right people on the right equipment doing the right job with the right training.” His goal is to ensure the organization is “right-sized.”

TCESD2 takes pride in their ability to embrace change and shift operations to enhance efficiency and effectiveness. The District is consistently focused on innovation specifically in the field of emergency medical services. Another area of focus for the District is hiring and recruiting as the growth of the area has created an ever-increasing need for additional, qualified, operational staff.

It has been difficult for the District to identify qualified candidates that are prepared and credentialed to become probationary first year firefighters and EMTs. One reason for this challenge is the current economic climate and resulting difficult hiring market – there are more jobs available than there are candidates to fill them.

The District has developed multiple training and hiring programs to begin creating and filling the pipeline with candidates needed for the District and the Central Texas area as a whole.

The following initiatives have already been implemented:

- Implemented a hiring process that included the candidate physical ability test. (FY12)
- Established a State-certified Fire Academy. (FY15)
- Partnered with Pflugerville Independent School District to create a District-wide High School Fire Academy and a High School Emergency Medical Technician school (EMT). (FY17)
- Completed two EMT Academy classes and met requirements to start a State-certified paramedic training center. (FY18)
- Created a post-high school Firefighter/EMT internship program. (FY18)
- Completed first year of paramedic training center classes. (FY19)
- Funding for firefighting gear to support High School Fire Academy Students. (FY19)
- Continuation of intern program.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

The FY20 Budget includes the following initiatives to continue to work toward innovation in service delivery methods:

- Investigate community-based paramedicine, integrated health and/or social care and consider implementation for future budget years.



*Figure 7 – Station Tour*

### Comprehensive Community Risk Reduction Plan

A Community Risk Assessment is the first step to create a comprehensive community risk reduction plan as it should identify problem areas, gaps in coverage, highest risk areas, and gathering/business locations with large numbers of people. TCESD2's mission includes a public assistance and education component. The Strategic plan goal is to increase public outreach through development and delivery of community self-care programs as well as provide prevention services and resources to the community.

The following initiatives have already been implemented:

- Outreach programs include educating school age children in fire and life safety concepts, apartment manager fire safety education, hands only CPR, bleeding control, and limited fall prevention classes.
- Community Risk Assessment conducted. Additional work is needed to develop goals regarding the assessment results which included a large number of false alarm activations, a large number of EMS calls as a result of "falls", a large number of CPR calls, etc.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

The FY20 Budget includes the following initiatives to continue to work toward a comprehensive community risk reduction plan:

- Develop enforcement programs to ensure compliance with the fire code.
- Analyze the community risk assessment results to formalize the Community Risk Reduction Plan which will serve as a basis to target and develop inspection, education, outreach programs and improve standard of coverage mobilization.
- Update fees for services, and upgrade inspections and plans review process utilizing technology and e-government practices.

#### **Comprehensive Standard of Coverage**

The Commission on Fire Accreditation International defines Standards of Response Coverage as “those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an organization.” The key to success with this goal is ensuring that resources (staff and equipment) are ready and available and located strategically throughout the District related to known risks.

TCESD2 is working toward improving the utilization of ambulances, staffing, and reducing response time.

The following initiatives have already been implemented:

- Evaluation of future station sites based on most frequent/concentrated call locations.
- Construction of Fire Station #5. (Began in FY18 and continues through FY20)
- Planning phases of Fire Station #6. (Began in FY18 and continues through FY20)
- Implementation of a 3.72 FTE staffing requirement per riding position calculation to staff FTE levels in excess of minimum daily staffing to address daily scheduling issues that arise from approved leave usage (vacation, sick, etc.), training and professional development, work related injuries and standard operating procedures.

The FY20 Budget includes the following initiatives toward improving the comprehensive standard of coverage:

- Construction of Fire Station #5 and #6.
- 15 new FTEs requested – Engine company at Fire Station #6.
- Establishment of Population Based Response Time Goals.
- Rationalized Unit Utilization and Distribution.
- Finalize the Standards of Cover Report.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Strategic Plan (continued)

#### Long-Term Outlook

The 2010 Strategic Plan was intended to provide long term guidance toward a new paradigm for Travis County ESD No. 2. Senior management came together to form a shared vision for the future of the District. That vision was not bound by the constraints of day-to-day operations, but rather took day-to-day activities and used them to direct better utilization of our resources to provide service to our community. The District is proud that many of goals that have been not only achieved, but already improved upon. The 2010 Strategic Plan established forecasted needs through 2020, so a new strategic plan is needed.

The District is growing at an unprecedented rate, in fact the City of Pflugerville was identified in 2018 as the 3<sup>rd</sup> fastest growing city through U.S. Census population estimates which is an increase from 11<sup>th</sup> fastest in 2016. The long-range approach for the District is focused on continuing to grow at a responsible rate while maintaining quality and control over operations, which is a difficult balance to maintain. An analysis will be completed in FY20 to determine ideal locations for new fire stations.

The focus of the future will be based on the rate of growth and correlating demands for service on the District. In FY20 TCESD2 will begin the process of developing a new 10-year strategic plan. The process will include extensive public outreach and input, and consideration from surrounding agencies as well as focus on data and trends we have seen in our District. As an example, 70% of our emergency response requires emergency medical care services. That means we need to use this as a marker to drive us to ensure that we are providing the best possible emergency medical care. Seventy percent of any workload is an indicator of need and should not be treated lightly. Another large component of future plans will be a detailed analysis of call volume and response locations and projections based on future development. Variables such as housing type, population density and traffic patterns must be considered when evaluating locations for future fire stations and for improving efficiencies at current fire stations.

A major strategic plan goal for the future will involve initiating and achieving accreditation with the Texas Fire Chiefs Association and the Commission on Fire Accreditation International. Accreditation is an international recognition of achievement and it will demonstrate to the community that the District is performing to industry best practices and is holding itself accountable through an external peer review. Many of the FY20 initiatives are continuing steps toward preparing to initiate and complete the formal accreditation process.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Budget Development and Amendment

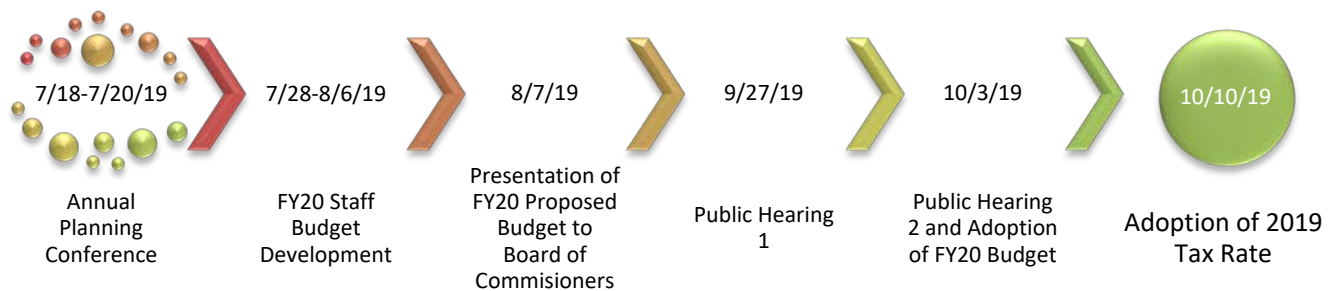
#### Budget Development Process

The TCESD2 budget process is formally initiated with the Planning Conference which is an annual retreat of the District's executive team and the Board of Commissioners. The purpose of the retreat is to discuss the upcoming fiscal year budget and the related goals and priorities from the Strategic Plan.

The Planning Conference held in July 2019 included an update from the three Fire and EMS Operations shift commanders regarding facilities, equipment and staffing as it related to the District's 2010 Strategic Plan. A five-year financial forecast was presented regarding implementation of the Strategic Plan goals and objectives and the Commissioners provided their feedback and direction which informed the FY20 Proposed Budget.

Throughout July and August 2019, the TCESD2 staff developed and finalized the proposed unit budgets. Once the staff complete their review, the rest of the budget cycle leans heavily on the Board of Commissioners review and input from the public through a series of public hearings. To set the property tax rate the Board is required hold two public hearings and publish tax information.

#### Budget Development Calendar



#### Budget Amendment Process

Budget amendments are permitted once the fiscal year budget has been approved by the Board of Commissioners throughout the fiscal year. The budget is approved at a fund summary category level by the Board of Commissioners. Amendments to the Approved Budget that would require movement of funds between fund summary categories must be reviewed and approved by the Board of Commissioners at publicly held meetings. Amendments to the Approved Budget that include line-item changes that are within budget units must be reviewed and approved by the Finance Director and the Fire Chief.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Entire District Fund Summary

	<u>FTEs</u>	152	175	175	192
		FY2018 Actual	FY2019 Amended Budget	FY2019 Actual	FY2020 Approved Budget
<b>Beginning Balance</b>		\$ 9,034,049		\$ 15,055,974	\$ 12,233,942
<b>REVENUE</b>					
Property Taxes, Including Penalties and Interest		\$ 10,499,398	\$ 11,734,474	\$ 11,972,234	\$ 12,868,482
Sales Tax Receipts		\$ 10,617,743	\$ 11,156,647	\$ 12,289,261	\$ 12,831,917
Fire & EMS Revenue		\$ 1,306,685	\$ 1,440,621	\$ 1,940,145	\$ 2,000,000
Other Revenue		\$ 469,155	\$ 880,098	\$ 1,620,719	\$ 643,076
Pflugler Hall Revenue		\$ 240,803	\$ 100,000	\$ 122,321	\$ 120,000
<b>TOTAL REVENUE</b>		<b>\$ 23,133,784</b>	<b>\$ 25,311,840</b>	<b>\$ 27,944,679</b>	<b>\$ 28,463,475</b>
<b>EXPENDITURES</b>					
Salaries		\$ 15,299,170	\$ 17,366,532	\$ 16,933,126	\$ 20,867,319
Operations		\$ 1,806,653	\$ 2,831,034	\$ 2,227,207	\$ 3,316,651
General and Administrative		\$ 2,490,040	\$ 3,194,434	\$ 2,173,318	\$ 3,045,150
Community Risk Reduction		\$ 101,425	\$ 72,950	\$ 57,334	\$ 157,559
<b>Operational Expenditures</b>		<b>\$ 19,697,288</b>	<b>\$ 23,464,950</b>	<b>\$ 21,390,985</b>	<b>\$ 27,386,679</b>
Debt Service		\$ 1,837,365	\$ 2,347,153	\$ 2,319,186	\$ 2,587,741
Capital Expenditures		\$ 2,045,262	\$ -	\$ -	\$ -
Capital Projects		\$ -	\$ 13,694,652	\$ 7,458,543	\$ 11,924,416
FAC Capital Projects		\$ -	\$ -	\$ -	\$ 311,000
<b>Capital Project Expenditures</b>		<b>\$ 3,882,627</b>	<b>\$ 16,041,805</b>	<b>\$ 9,777,729</b>	<b>\$ 14,823,157</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 23,579,915</b>	<b>\$ 39,506,755</b>	<b>\$ 31,168,714</b>	<b>\$ 42,209,836</b>
Other Financing Sources and Uses		\$ 6,468,056	\$ 1,750,000	\$ 1,783,697	\$ 9,109,229
<b>ENDING BALANCE</b>		<b>\$ 15,055,974</b>		<b>\$ 13,615,636</b>	<b>\$ 7,596,810</b>
Restricted Balance		\$ 3,500,000		\$ 3,500,000	\$ 3,613,178
<b>Total Fund Balance</b>		<b>\$ 18,555,974</b>		<b>\$ 17,115,636</b>	<b>\$ 11,209,988</b>
Reserve Requirement		\$ 4,755,028	\$ 5,840,913	\$ 5,840,913	\$ 6,819,334



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fund Level Budget Detail

The accounting for the District all rolls up to the General fund for auditing and financial statement purposes, but for functional reporting purposes there are three funds that are described within the District: General Fund, Facilities Fund and Capital Fund.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fiscal Year 2020 Budget Significant Changes

#### Operating Budget (General Fund)

##### Revenue

The FY20 Budget revenue is projected to increase \$3.1 million or 12% from the FY19 Approved Budget.

Significant items include:

Tax Revenue: Property tax revenue projected increase of \$1.1 million or 10% from FY19 to FY20. The increase can be attributed to an increase in assessed values and new properties within the District boundaries. Sales tax revenue projected increase of \$1.7 million or 15% from FY19 to FY20. The increase can be attributed to construction of new retail establishments and increased population patronizing retail in the area.

Emergency Medical Services (EMS) revenue is projected to increase from FY19 to FY20 by \$560,000. The District is updating their billing policies to increase revenue in this area, so a portion of the increase is due to the policy changes. Revenue will also continue to increase as the service area population grows and call volume continues to increase.

##### Expenditures

The FY20 Budget expenditures are projected to increase \$3.5 million or 12% from the FY19 Approved Budget.

Significant items include:

Base Budget items: Approximately \$2 million in increase is due to regular business cost drivers such as pay increases, annualization of FY19 new firefighter FTEs hired in January 2019, increased overtime usage due to additional EMS services being provided and increased call volume, insurance, and inflationary cost increases. Also included in the base budget is one new Financial Analyst FTE and an FTE for a Fleet Coordinator position currently being funded as a temporary employee.

Payments will begin in FY20 for an additional \$1.75 million construction loan that was put in place to supplement the prior year's financing for the construction of the new Fire Station 5 located at 1541 Pflugerville Loop and a new Central Supply Facility located next to Fire Station 4 at 911 Pflugerville Parkway. The annual payments are \$124,877 and will continue for the next 20 years. Also, for Fire Station 5, financing and payments for a new Quint are expected to begin in FY19 at \$214,801 for 7 years.

Preparation for the New Fire Station 6: \$1.4 million for salaries and benefits for 15 new FTE Firefighters are budgeted to begin in January 2020 to staff the new Quint Company (Quint, Ambulances and related equipment are included in the Capital Budget). An additional 6 FTEs will be needed to staff the Ambulance.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fiscal Year 2020 Budget Significant Changes (continued)

Cash funded capital projects (improvements and lower cost vehicle purchases) are decreasing in FY20 which represents an operating budget savings of \$600,000 when compared to FY19.

#### Capital Budget (Capital Fund)

The FY20 Capital Budget includes expenditures for the continuation of construction projects for New Fire Station #5 and #6, the Central Supply Facility and the Training Field Repair and Improvement project with debt financing payments to begin in FY20/FY21. Also included for FY20 are two new engines, an ambulance and related equipment and supplies. The engines will be financed and the Ambulance along with the equipment for both the engine and ambulances are cash funded.



*Figure 8- Truck Visit to Local Neighborhood Event*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fiscal Year 2020 Operating Budget Detail

OPERATING BUDGET	FY19 Amended Budget	FY19 Actual	FY20 Approved Budget
Salaries & Benefits	\$ 17,366,532	\$ 16,933,126	\$ 20,867,319
5000 Payroll Expenses	\$ 14,090,830	\$ 13,843,412	\$ 16,963,862
5100 Employee Benefits	\$ 3,275,702	\$ 3,089,714	\$ 3,903,457
Operations	\$ 2,831,034	\$ 2,227,212	\$ 3,316,651
5170 Wellness Program	\$ 219,930	\$ 177,728	\$ 236,078
5200 Supply & Material Mgmt	\$ 569,442	\$ 455,274	\$ 560,682
5310 Systems & Equipment Maintenance	\$ 54,271	\$ 49,372	\$ 58,118
5340 Communication Systems	\$ 24,000	\$ 21,197	\$ 15,000
5350 Communication Fees	\$ 46,000	\$ 42,636	\$ 54,000
5400 Fleet Operations	\$ 196,600	\$ 130,895	\$ 156,000
5500 Fleet Maintenance	\$ 338,866	\$ 260,774	\$ 363,165
5610 SCBA and Structural PPE	\$ 310,234	\$ 311,192	\$ 502,953
5620 PPE Testing and Maintenance	\$ 69,997	\$ 32,961	\$ 62,000
5630 Wildland and Water PPE	\$ 77,506	\$ 51,495	\$ 92,114
5640 Uniforms	\$ 130,667	\$ 109,037	\$ 193,714
5810 Training Conference & CEU	\$ 183,850	\$ 105,914	\$ 192,705
5820 Training Manuals & Books	\$ 20,982	\$ 34,569	\$ 28,405
5830 Training Equipment	\$ 83,762	\$ 54,228	\$ 146,552
5840 Training Supplies	\$ 23,340	\$ 16,742	\$ 47,200
5850 Training Travel (Training Program)	\$ 50,215	\$ 46,850	\$ 62,055
5880 Certifications	\$ 35,000	\$ 34,933	\$ 51,540
6100 Dues & Subscriptions	\$ 4,994	\$ 4,403	\$ 70,195
6640 Other Professional Services	\$ 58,750	\$ 17,824	\$ 133,450
7600 Non Capital Expense	\$ 332,628	\$ 269,188	\$ 290,725
General and Administrative	\$ 3,194,434	\$ 2,173,316	\$ 3,045,150
5200 Supply & Material Mgmt	\$ 71,200	\$ 63,281	\$ 86,500
5310 Systems & Equipment Maintenance	\$ 162,100	\$ 128,949	\$ 63,500
5340 Communication Systems	\$ 105,200	\$ 91,767	\$ 102,500
5350 Communication Fees	\$ 490,000	\$ 67,740	\$ 206,200
5400 Fleet Operations	\$ 5,000	\$ 2,419	\$ 5,000
5500 Fleet Maintenance	\$ 14,600	\$ 5,419	\$ 12,250
5640 Uniforms	\$ 5,820	\$ 1,165	\$ 2,620
5700 Recruiting & Retention	\$ 160,395	\$ 133,533	\$ 110,906
5810 Training Conference & CEU	\$ 11,500	\$ 5,544	\$ 10,860
5820 Training Manuals & Books	\$ 1,600	\$ 378	\$ 750
5850 Training Travel (Training Program)	\$ 21,900	\$ 2,297	\$ 15,139



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fiscal Year 2020 Operating Budget Detail (continued)

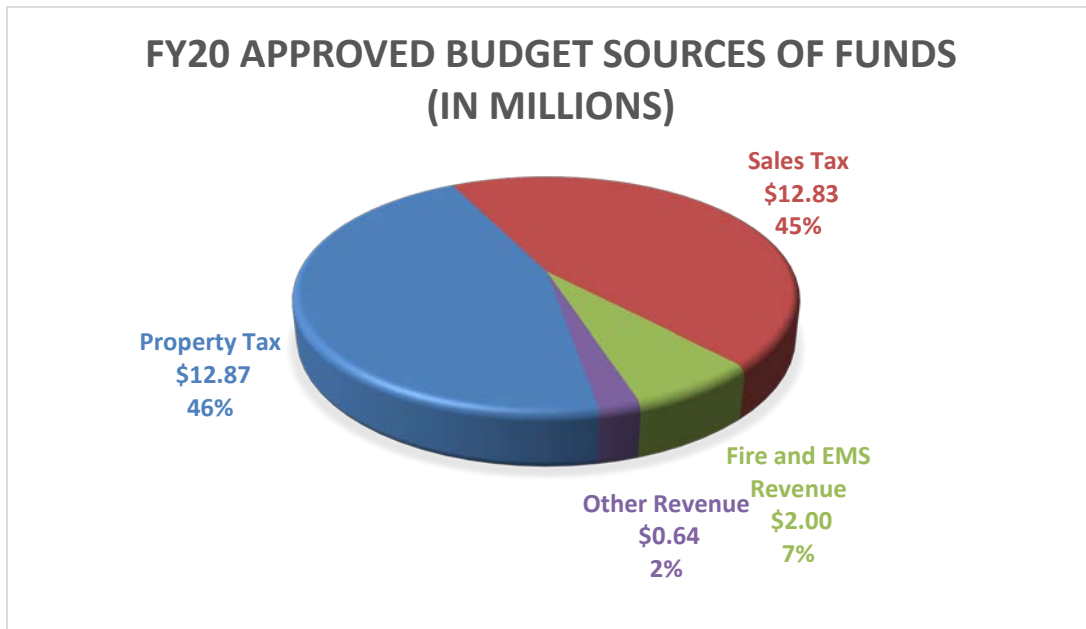
OPERATING BUDGET	FY19 Amended Budget	FY19 Actual	FY20 Approved Budget
6100 Dues & Subscriptions	\$ 92,630	\$ 65,088	\$ 83,241
6200 Administrative Services	\$ 226,050	\$ 124,123	\$ 271,674
6310 Commissioners	\$ 15,500	\$ 6,338	\$ 9,240
6320 Commissioners - Travel	\$ 9,613	\$ 3,589	\$ 8,200
6360 Staff - General Business Travel	\$ 14,473	\$ 12,900	\$ 15,470
6610 Legal Counsel	\$ 136,000	\$ 97,516	\$ 146,800
6620 Financial Services	\$ 633,133	\$ 543,877	\$ 510,113
6640 Other Professional Services	\$ 432,000	\$ 266,934	\$ 654,790
6710 Utilities	\$ 201,320	\$ 186,509	\$ 283,697
6750 Maintenance	\$ 206,050	\$ 191,567	\$ 228,950
6770 Services	\$ 126,350	\$ 125,762	\$ 150,250
7500 Capital Outlay	\$ -	\$ -	\$ -
7600 Non Capital Expense	\$ 52,000	\$ 46,621	\$ 66,500
<b>Community Risk Reduction</b>	<b>\$ 72,950</b>	<b>\$ 57,334</b>	<b>\$ 157,559</b>
5200 Supply & Material Mgmt	\$ 500	\$ 43	\$ 500
5400 Fleet Operations	\$ 5,400	\$ 2,103	\$ 2,500
5500 Fleet Maintenance	\$ 4,850	\$ 1,395	\$ 13,050
5640 Uniforms	\$ 5,300	\$ 4,383	\$ 4,900
5810 Training Conference & CEU	\$ 9,075	\$ 8,358	\$ 9,655
5820 Training Manuals & Books	\$ 1,000	\$ 1,000	\$ 500
5840 Training Supplies	\$ 500	\$ 52	\$ 250
5850 Training Travel (Training Program)	\$ 8,900	\$ 6,845	\$ 13,584
5880 Certifications	\$ -	\$ 287	\$ 2,950
5900 Public Education / Outreach	\$ 26,500	\$ 22,365	\$ 84,050
6100 Dues & Subscriptions	\$ 2,000	\$ 1,666	\$ 4,795
6640 Other Professional Services	\$ 7,325	\$ 7,325	\$ 13,025
7600 Non Capital Expense	\$ 1,600	\$ 1,512	\$ 7,800
<b>Grand Total</b>	<b>\$ 23,464,950</b>	<b>\$ 21,390,988</b>	<b>\$ 27,386,679</b>



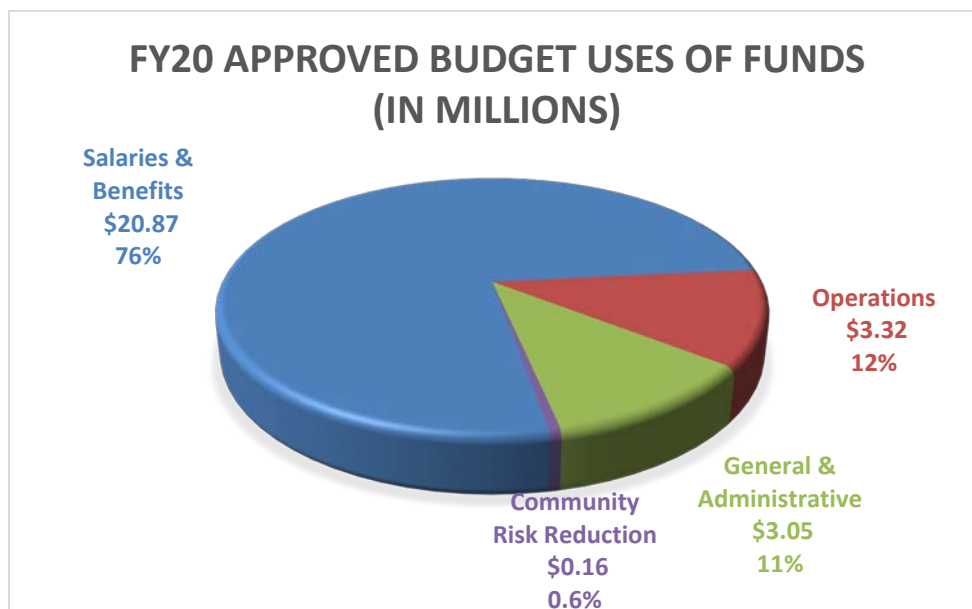
## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Fiscal Year 2020 Budget Sources and Uses of Funds

General Fund revenue is composed predominately of property and sales tax. Revenue from grants, EMS services provided, plan inspection/review fees, Fire Marshal services, and other miscellaneous revenue sources are also included. The total FY20 General Fund Revenue Budget is \$28.3 million



General Fund Expenditures represent the “Operating” budget for the District. The expenditures include staff salaries and benefits, day-to-day expenditures for facilities including utilities and maintenance, Fire, EMS and office-type supplies, equipment, tools, and debt service payments. The total FY20 General fund budget is \$29.9 million.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Staffing

The table below summarizes the Full-time Equivalent(FTE) counts for the prior and current fiscal years. All position salary and benefits expense roll up to Salaries and Benefits on the TCESD2 Fund Summary.

	FY 18 Approved FTEs	FY 19 Approved FTEs	FY 20 Approved FTEs
<b>Administration</b>			
Fire Chief	1	1	1
Finance Section	3	4	5
Human Resources Section	4	4	4
Logistics Section	9	9	9
<b>Administration Total</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>Operations</b>			
<u>Fire and EMS Operations Section</u>			
Assistant Fire Chief	1	1	1
Battalion Chief – Shift Commander	3	3	3
Battalion Chief – Training & Safety	1	1	1
Captain – Safety Officer	3	3	3
Captain – Company Officer	3	3	6
Captain – Training Officer	2	2	2
Lieutenant – Company Officer	12	12	12
Lieutenant – Accountability Officer	3	3	3
Lieutenant – Risk Reduction Officer	1	1	1
Lieutenant – EMS Coordinator	1	1	1
EMS Field Trainer (EFT)		3	3
Apparatus Specialist	15	15	18
Firefighter	81	99	108
HS Academy Coordinator	1	1	1
Medical Education Coordinator	1	1	1
Health & Fitness Coordinator	1	1	1
Fleet & Equipment Coordinator			1
Community Risk Reduction Manager	1	1	1
Fire Inspector	3	4	4
Public Educator	2	2	2
<b>Operations Total</b>	<b>135</b>	<b>157</b>	<b>173</b>
<b>Department Total</b>	<b>152</b>	<b>175</b>	<b>192</b>





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Staffing (continued)

All Staff in the District are accounted for and budgeted in the General fund. The overall full-time equivalent (FTE) authorization approved in the FY20 Budget is 192, an increase of 17 FTEs above FY19. New positions include: one Analyst in the Finance Section, 15 firefighters in the Fire and EMS Operations Section to staff Station #6 and one fleet equipment coordinator. The increase in staffing aligns with multiple District priorities including employee safety, organizational stability, enhanced level of EMS, and comprehensive standard of coverage. The increase in volume and demand for emergency response drives the compounding need for additional employees.

The salary and benefit expense for all 17 new FY20 FTEs appear in the Human Resources budget unit but are assigned to the TCESD2 organizational section as described above. Expenditures for compensation and benefits are the largest component of the General Fund Budget.



*Figure 9 – Truck Visit to Local School*

FY20 employee benefit coverage is the same as in FY19. The District covers the premiums for each employee who participates in the medical, dental and basic life and AD&D insurance programs and also covers half of employee dependent's medical and dental premiums. All other voluntary benefit program premiums are paid by the employee which include vision, supplemental life, and legal services. Employees continue to have access to both an Assistance Program and Medical Advocacy services which are covered by the District.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Staffing (continued)

Compensation expenditures in FY20 are projected to increase due to new FTEs, increased overtime from expansion of EMS services, and anticipated merit increases related to annual performance reviews. Additional expenditures in this category are due to new FTE expenses from the prior fiscal year (FY19) being annualized in FY20 (a full year of expenditures was necessary to be budgeted in FY19 due to planned hiring start dates in January).

The District also just ended the last year of the current three-year collective bargaining agreement with the Pflugerville Professional Firefighters Association Local 4137. Negotiations for a new agreement began in June 2019 and were finalized in November 2019 and included provisions regarding firefighter pay and benefits. Projected pay increases were included in the FY20 Approved Budget.



*Figure 10 - Firefighter at a Brush Fire*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Revenue

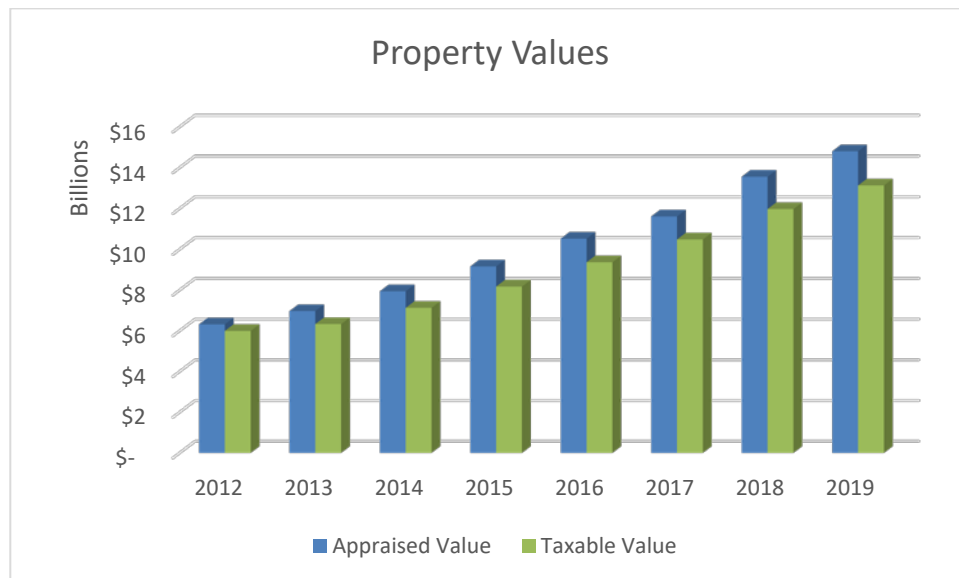
### Property Tax Revenue

One of the major sources of tax revenue for TCESD2 is Property Tax revenue. The District is permitted a maximum tax rate of \$0.10 per \$100 valuation per State law. The District is required to calculate a few different tax rates in preparation for the public notice required for setting property tax rates:

The effective tax rate is the rate for 2019 that would result in the same amount of revenue from the previous year on the new assessed values; rollback tax rate is the maximum increase percentage allowed before triggering a potential election to “rollback” the taxes.

	2018	2019
Property Tax Rate	\$0.1000	\$0.1000
Effective Tax Rate	\$0.0911	\$0.095
Rollback Tax Rate	\$0.0983	\$0.1026

A huge impact on the future of property tax revenue was the passage of Texas Senate bill 2. This bill limits certain taxing authority’s ability to increase taxes above a certain rate and decreases the rollback rate calculation percentage from 8 to 3.5%. The bill also renamed the effective tax rate to the “No new Revenue” rate and the Rollback rate to the “Voter-Approval” rate. These changes will take effect with the FY21 budget.



The FY19 End of Year Estimate for property tax revenue (which includes penalties, interest, and prior year tax collections) is \$11.9 million and the FY20 Budget is \$12.9 million. The projected tax revenue for FY20’s Budget is based on the 2019 certified tax roll valuation provided by the Travis Central Appraisal District’s office multiplied by the Board of Commissioners approved tax rate of \$0.10 and a 98% collection rate assumption.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Revenue (continued)

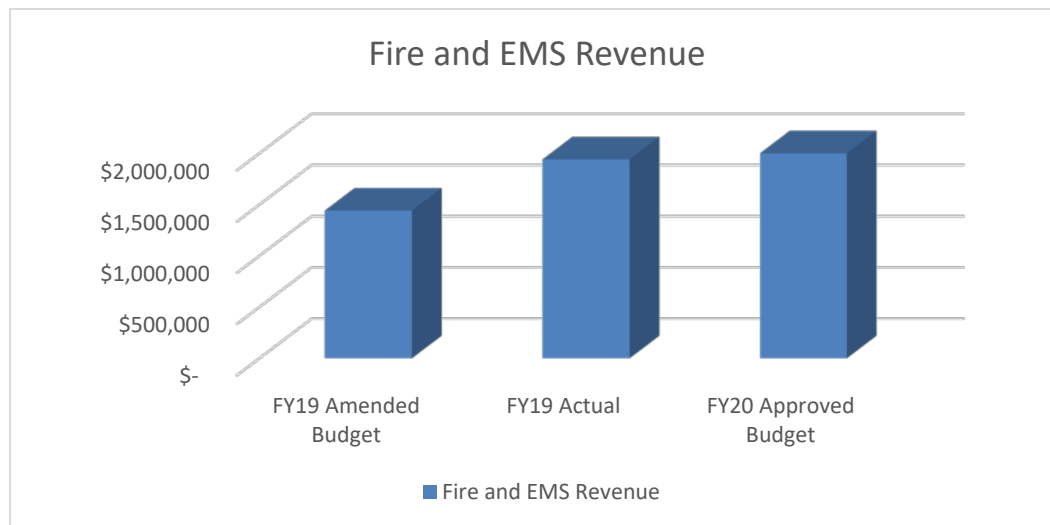
#### Sales Tax Revenue

The other major source of tax revenue for TCESD2 is Sales Tax revenue. The District has two collection areas – District 2 and District 2A. The District collects 0.5% in District 2 and 0.5% in District 2-A. The FY19 End of Year Estimate for sales tax is \$12.0 million which exceeds the FY19 Approved Budget of \$11.2 million. The FY20 revenue for sales tax is \$12.8 million which represents a nearly 15% increase in sales tax revenue from FY19's Approved Budget. The projection of sales tax revenue for FY20 is a conservative 7% increase due to an increase in population in the district and new retail locations.

#### Fire and EMS Revenue

The District began providing ambulance service in January 2017 with one ambulance, added a second in May 2017 and two more in October 2017. The revenue amounts budgeted are gross as the District contracts with a billing company to perform billing and accounts receivable services and receives a payment for their service that is accounted for in the expenditures section.

The FY20 Budget for EMS Revenue is 4% higher than the FY19 Approved Budget for billing related to the District's practice of not balance billing, but in an effort to increase revenue to offset property tax revenue limitations, the District will begin exploring balance billing and collections of patient balances and has included an additional \$500,000 revenue to represent these efforts.



The District continues to receive payments from prior years' fire response fee billings, but the FY20 Budget revenue consists of EMS transport billing projected revenue only as the fire response fee outstanding receivables and expected receipts are insignificant in size and amount and unpredictable in timing.



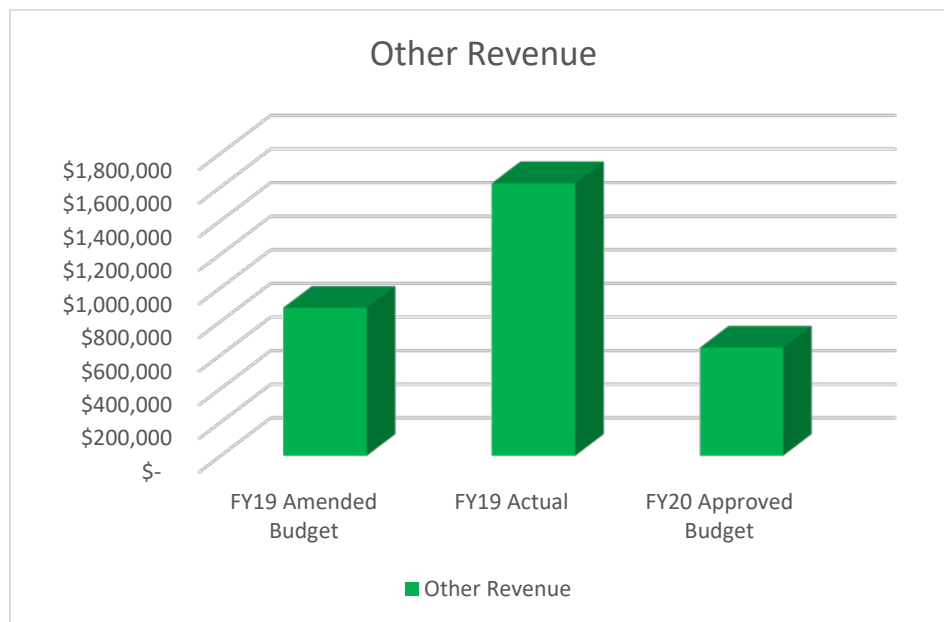


## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Revenue (continued)

#### Other Revenue

Other revenue is the default category for the smaller sources of revenue the District receives. This includes revenue from public information request fees, grants, community risk reduction fees, facilities rental and management fees, bank and investment account interest, revenue for Fire Marshal services, and other miscellaneous revenue received by the District.



#### Fire Marshal Revenue

TCESD2 has an interlocal agreement with the City of Pflugerville to perform Fire Marshal services on their behalf. The Community Risk Reduction Division performs inspections and reviews plans for compliance with the City's fire codes. The FY19 End of Year Estimate is \$89,000 which represents the annual payment billed and received from the City of Pflugerville. FY20 revenue is also set at \$89,000 as activity is expected to remain the same in the next fiscal year.

#### Grant Revenue

TCESD2 is a frequent applicant and recipient of Federal Emergency Management Agency (FEMA) grants including the Assistance to Firefighters Grant (AFG) and the Staffing for Adequate Fire and Emergency Response (SAFER) grant. In August 2017 TCESD2 was awarded a \$2.4 million SAFER grant to provide funding to hire new firefighters. The SAFER grant is a 3-year cost-share grant with FEMA providing a 75% share of total salary and benefit expense for 12 firefighters in the first two years and a 35% share in year three. The grant performance period began in March 2018 and ends in March 2021. The FY19 End of Year Estimate includes reimbursements for SAFER expenses of \$662,000 and the FY20 budget will represent the third year of the grant with a lower reimbursement rate and budget of \$300,000.

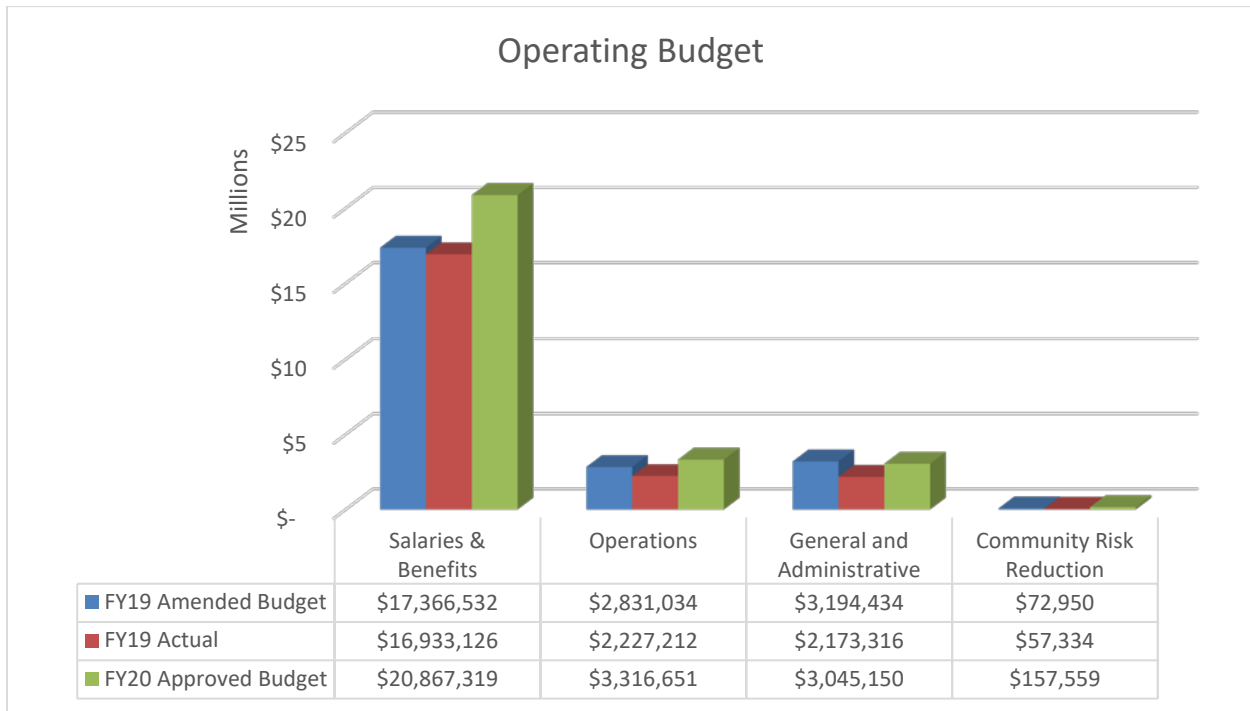




## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund - Operating Expenditures

General Fund expenditures represent the “Operating” budget for the District. The expenditures include staff compensation and benefits, day-to-day expenditures for facilities including utilities and maintenance, and Fire, EMS and office-type supplies, equipment, and tools. The total FY20 General Fund Operating Budget is \$27.3 million.



### Field Operations

Field operations for the District includes the Fire and EMS Operations Section and the Community Risk Reduction Division.

### Fire and EMS Operations Section

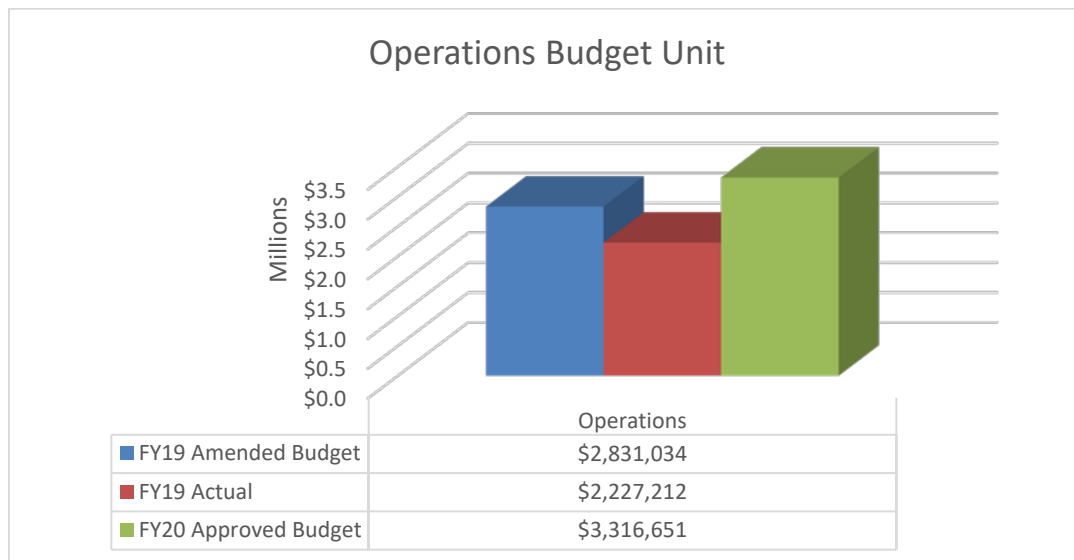
Fire and EMS Operations is the largest Section in TCESD2 and is responsible for providing the core function of the District. The Fire and EMS Operations Section is managed by the Assistant Fire Chief and includes the following divisions: Emergency Response, Training and Professional Development, and Community Risk Reduction. Each Division has a manager who is responsible for day-to-day management of these areas, typically a Battalion Chief or equivalent. Fire and EMS Operations contains a total of 157 FTEs in FY19 with an additional 16 FTEs added in the FY20 Budget.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

The Emergency Response and Training and Professional Development Divisions are contained under the Operations Budget Unit and Community Risk Reduction is contained under the Prevention Budget unit.



#### Emergency Response Division

Emergency response represents the most visible aspect of the District's mission. A major consideration in the delivery of effective emergency services is the timeframe, or emergency response time, in which these services are delivered. Emergency response time is defined as the elapsed time from the moment a call is placed until the first unit arrives on scene.

There are multiple programs within the Emergency Response Division. There are service-focused programs such as Fire Suppression and Emergency Medical Service and product-focused programs that work to ensure that employees have the proper, functioning, and safe equipment, supplies, vehicles and tools, including: PPE, SCBA, Fleet management, Emergency Communications and Minimum Equipment.

**Fire Suppression** - The first objective is stopping the escalation of a fire. Typically, this includes search and rescue for victims, confining the fire to the room of origin, and limiting the heat and smoke damage to the immediate area of the room of origin. The first arriving engine company initiates search/rescue and fire attack operations. The second arriving engine company provides a back-up line and/or a Rapid Intervention Crew (RIC), and water supply. The first arriving ladder company provides ventilation and loss control measures as necessary.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

An effective fire force is comprised of a minimum of seventeen staff deployed via engine companies, ladder/ladder tender(s), rescue unit(s) and battalion chief(s). Upon notification of a “working fire”, additional personnel will be automatically dispatched via engine companies, ladder trucks, and various other vehicles. This response is comprised of twenty-two staff.



*Figure 11 - Training Exercise*

**Emergency Medical Service** - The objective of Emergency Medical Services is to stop the escalation of a medical emergency within the capabilities of the effective response force. Specifically, this includes assessment of patients and prioritizing care to minimize death and disability. This also includes successful intervention in life-threatening emergencies, stabilizing patients to prevent additional suffering, and providing basic and/or advanced life support and transportation to a treatment facility as necessary.



*Figure 12 - TCESD2 Ambulance*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

A District priority is to continue to facilitate an EMS Training Program which provides a large portion of the re-certification training requirements in-house thus reducing offsite travel costs. In-house Paramedic and recertification processes meet the standards as established by the State of Texas.

**Personal Protective Equipment Program** - This program oversees personal protective equipment (PPE) identification, acquisition, maintenance, and related supplies. The District strives to acquire and maintain the appropriate tools for employees to safely and effectively perform the services necessary to protect themselves and District residents. The PPE program ensures that all District firefighting employees possess two sets of structural PPE clothing, PPE suitable for wildland and water environments, fire station uniforms, and related equipment and all is also maintained in a safe and functional condition.

The District initiated a Cancer Reduction Program based on a review of the 2013 National Institute for Occupational Safety and Health (NIOSH) Cancer Study. Components of the Program include: 1. Dual turnout program to reduce health and cancer risks; 2. Hood exchange program to reduce carcinogen exposures; 3. Turnout cleaning standard operating procedures; 4. "Cancer Prevention Initiative" standards of practice based on the Firefighter Cancer Support Network White Paper; 5. Implement station clean zones and Station Shoe Policy to minimize transport of toxins into station living quarters. This Program was expanded to include all District suppression personnel in 2018 and will be maintained with ongoing education and resource support in order to enhance the wellness of District employees and manage or minimize the potential overarching costs that accompany a cancer diagnosis.

#### FY20 Budget Highlights:

- The increase in the protective equipment budget includes expenditures for the addition of 15 new firefighter positions.
- The final items for the FY19 change in replacement, life cycle, and maintenance of two sets of gear for each person in support the Districts cancer prevention initiatives.

**Self-Contained Breathing Apparatus (SCBA)** - The Self-Contained Breathing Apparatus (SCBA) Program ensures all necessary SCBA equipment is maintained in a safe and functional condition, and provides for the regular service, replacement and/or repair of any SCBA equipment components. The Program is also responsible for performing fit testing on SCBA and filtration masks for emergency response employees.

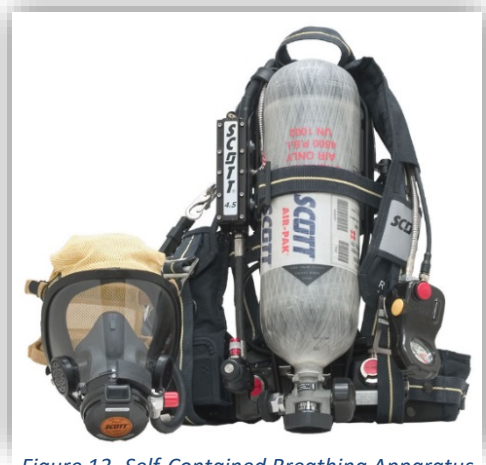


Figure 13- Self-Contained Breathing Apparatus



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

**Fleet Management Program** - exists to allow the District to deliver its services to the citizens using fire, EMS, and command vehicles.

**Minimum Equipment Program** – equipment aboard fire, EMS, and command vehicles contribute as much value as the vehicles themselves.

Both the Fleet Management and Minimum Equipment Programs include designing specifications for vehicles and equipment that meet the need of the District, while ensuring safe and efficient operations once in service. The objective is maximizing the number of incidents successfully attended, while maintaining safety for employees and citizens, and to ensure a high level of reliability in a cost-effective manner.



**Emergency Communications Program** – employees need to send and receive information via handheld radios, mobile radios, mobile data computers, and cell phones. This program considers the need for a robust interoperability plan that allows staff to communicate in times of local and national disasters (natural or manmade), as well as redundancy to allow for contingency operations in the event of one single system failure to the local infrastructure.

#### Training and Professional Development Division

The primary focus of this Division is to provide ongoing training for emergency response employees. The Occupational Health and Safety Program is also contained in this division.

**Training and Professional Development** - Continuing education is required by local, state, and federal regulations and standards (including Department of State Health and Human Services, National Fire Protection Association (NFPA) Standards Volume 10, OSHA Regulations 29 CFR 1910, the Texas Commission on Fire Protection, and Austin/Travis County Automatic-Aid Agreement).





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

This Division coordinates continuing education and instruction on any new organizational procedures and guidelines.

The Training Division's responsibility, and its associated efforts, is to provide employees with the best possible preparatory knowledge, skills, and abilities to do their jobs in the safest manner, while subsequently establishing the Pflugerville Fire Department as a recognized ESD on the safe, efficient, and effective delivery of all-hazards emergency response training. Furthermore, the safety and effectiveness of our employees and emergency scene operations is enhanced through the provision of diverse training programs being developed in accordance with established federal, state, and local requirements as well as the *ISO Fire Suppression Rating Schedule*, the *ISFSI Training Self-Assessment*, *Texas Chiefs Best Practices*, and *CFAI Fire and Emergency Services Self-Assessment Manual*.



Figure 14 - Training Exercise

#### Occupational Health and Safety Program

The Occupational Health and Safety Program exists to ensure employees can perform the high-risk job-essential tasks of firefighting safely and efficiently. Goals for this program include developing criteria to ensure employees maintain a high level of fitness to combat the stresses of the job and to maintain longevity for a full career and retirement. The program consists of the following components:



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

- NFPA 1582 Medical Physicals (pre-employment and annually thereafter) for each sworn employee. Conducted and overseen by the District's Occupational Physician.
- NFPA 1583 Health Related Fitness Program which is executed and overseen by the District's Health and Fitness Coordinator who provides coordination for both the training and development of current employees, as well as providing an active role in the recruitment of new District employees.
- Behavioral Health Resources to combat the mental stresses of the job. The District contracts with a clinical psychologist to train employees and is available to employees in their time of need. Facility safety upgrades and maintenance. Evaluation of facilities for hazards to ensure employees are not hurt or injured while living and working in District facilities.



*Figure 15 - Swiftwater Training*

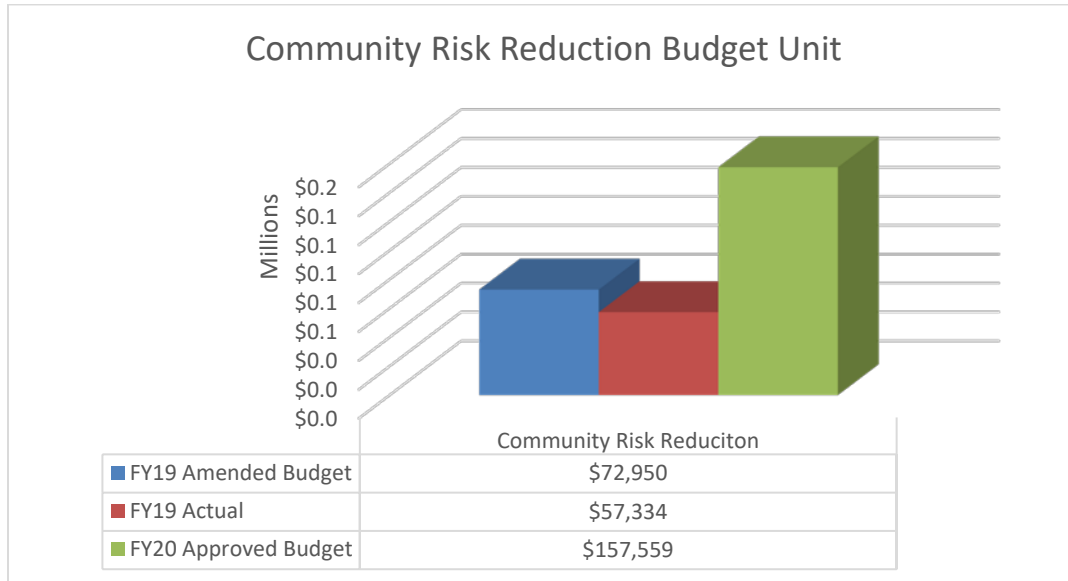


## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

#### Community Risk Reduction Division

The Community Risk Reduction (CRR) Division is managed by a CRR Manager who reports to the Assistant Fire Chief. This section contains a total of 7 FTEs, but the related salary and benefit expenses appear in the HR budget unit. The CRR section is contained under the Prevention Budget Unit (PR).



The Community Risk Reduction Division (CRR) mission is to reduce the frequency and magnitude of fires



Figure 16 - Community Outreach Event

and emergency incidents through cost-effective, service-oriented fire prevention programs. Equally important to this mission is the fire and life safety education component. The Division is responsible for annual fire and safety inspections and fire code enforcement; plans review (to include the issuance of construction permits associated with both new structures and renovations); fire investigation support; planning and development of District resources to include potential annexations; community fire and life safety education, community/media relations, and disaster preparedness.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

#### Administration

Administration for the District includes the Human Resources, Logistics, and Finance Sections.

#### Human Resources Section

The Human Resources Section is responsible for the care and well-being of all employees and the administrative support necessary for District governance by the Board of Commissioners. This section is managed by the Human Resources Director and includes the following areas: Board Administration and Human Resources. This Section contains a total of 4 FTEs and is contained under the Human Resources Budget Unit (HR) which is the grouping of the funding lines in the accounting system.



*Figure 17 - Station Tour*

The Board Administration responsibilities include direct support to each individual District Commissioner and their collective activity as Board members. Specific responsibilities are publication of all notices in accordance with the Texas State Code, recording and maintenance of all Board proceedings, resolutions and actions, tracking and administration of state required training for each Commissioner, and coordination and maintenance of all communications with outside governmental entities to include the City of Pflugerville, Travis County Commissioners Court, and the Travis County Clerk. Board Administration is further responsible for the management and filing of all public information requests.

The Human Resources (HR) Division responsibilities include delivery of quality customer service to each employee and their families with integrity, responsiveness and sensitivity through equitable treatment, accountability, trust and mutual respect. The HR Division also provides support, guidance and effective

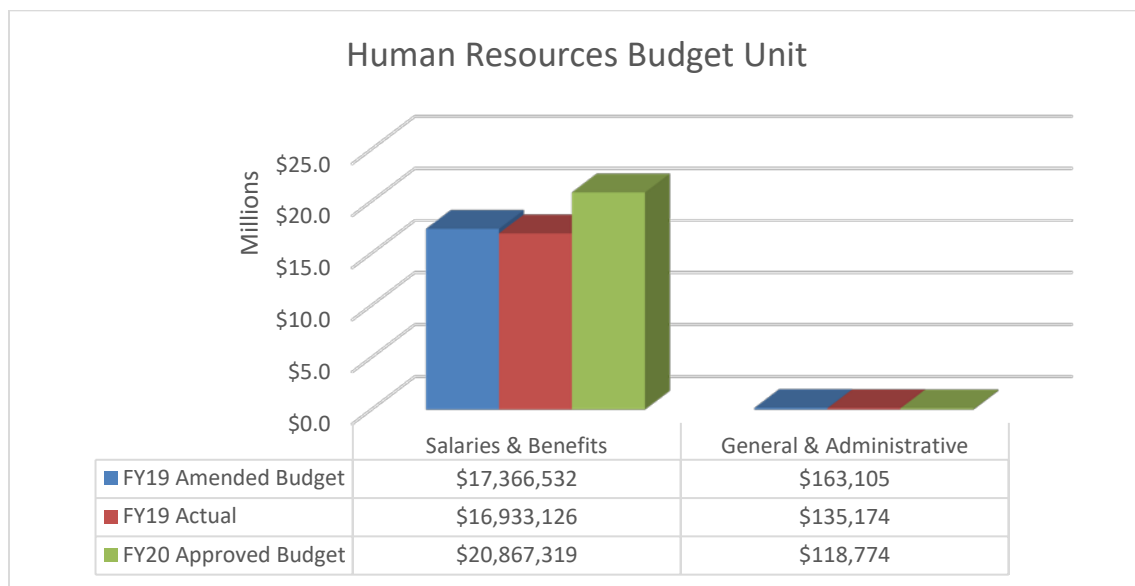


## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

communication with all employees through proactive relations, records management, benefits and compensation management, payroll administration, health & wellness programs, recruitment, training and development, and policy procedure and risk management.

The HR unit of the budget contains the funding for all FTE salary and benefit expenses and rolls up to the Salaries and Benefits section of the fund summary. The HR unit also contains administrative expenses for recruiting and hiring and employee recognition events and these expenses are rolled up to the General and Administrative section of the fund summary.



The FY20 HR budget includes 17 new FTEs for the District. The new FTEs coupled with increased medical insurance, and correlated tax and retirement plan expenses increase the FY20 Budget by \$3.8 million.

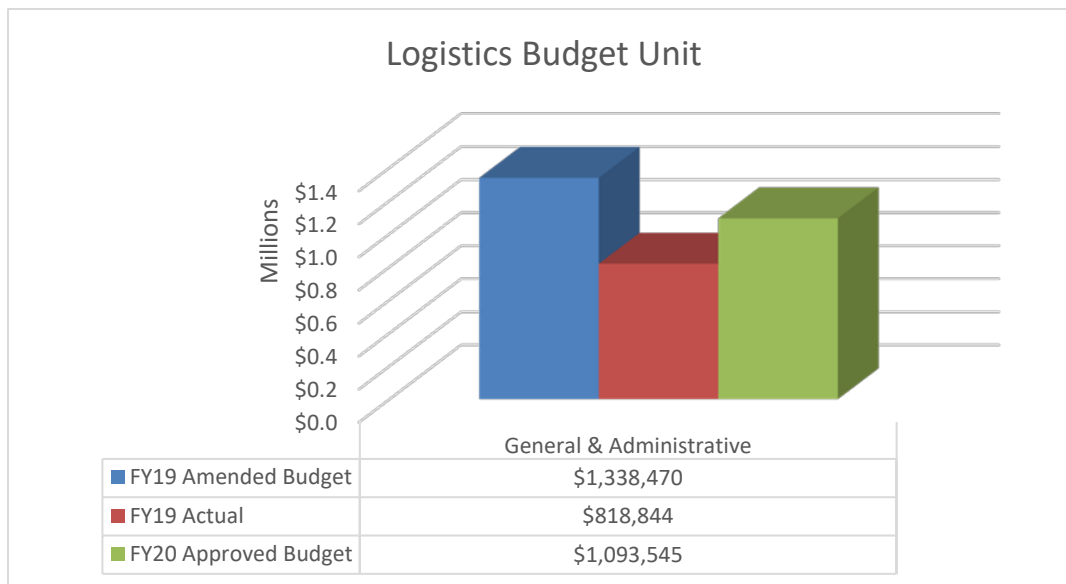




## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)

The Logistics Section partners with other Sections of the organization to provide strategic support in pursuit of the District's Mission by leveraging personnel, vendors, and budget for the operations and maintenance of District assets, infrastructure, and logistical support, including, but not limited to: maintenance and repairs for all District facilities and grounds using a computer-based trouble ticketing system; Purchasing and receiving including RFPs and vendor management; Managing IT infrastructure including local and wide area networks, software and websites; Managing mobility assets including cell phones and tablets/laptops; Operational metrics reporting; and managing Pfluger Hall event rentals.



For the FY19 Budget the CEC revenue and expenses have been moved to the General Fund as it is a facility used in day-to-day operations.

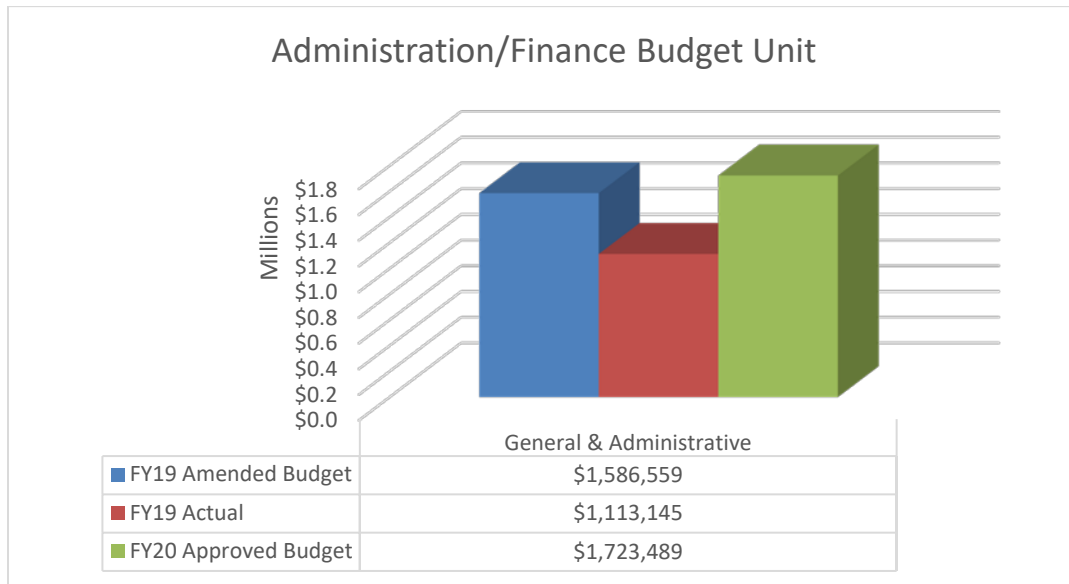
### Finance Section

The Finance Section is responsible for fund accounting which includes accounts payable and receivable, reconciliation of medical billing, GAAP/GASB accounting entries and financial reporting, budget development, monitoring and reporting, and the annual audit. The Finance Section also manages Debt Service Payments and Transfer to Capital Projects. This Section is managed by the Finance Director and includes the following functional divisions: Accounting and Budget. This Section contains a total of 3 FTEs that perform cross-functional duties. One additional FTE for the Accounting division is in the Budget to assist with increased workload – the expense for this FTE will appear in Human Resources Budget unit.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### General Fund Expenditures (continued)



#### Debt Service

TCESD2 has a combination of lease/purchase agreements and bank loans to fund operations. Total Debt service payments for FY20 include ongoing payments for existing debt as well as \$1.75 million loan that was secured to finalize the construction of Fire Station #5 and the Central receiving facility. All other debt service payments of financing for Capital projects that will be secured in FY20 are not expected to impact FY20.

#### Capital Expenditures

Capital outlay expenditures are now accounted for out of the Capital projects fund beginning in FY19. Total transfer to the Capital fund for FY20 is \$1.84 million for cash purchases of vehicles, equipment and improvements to District Facilities.

Please refer to the Capital Improvements Project Plan later in this document for more detailed information.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Facilities Fund

The Facilities Fund contains revenue and expenses for the operations of the District's meeting and event facility, Pfluger Hall. In FY18 the Facilities Fund also contained revenue and expenses for the District's Conference and Education Center (CEC). Beginning in FY19 the CEC revenue and expenses were moved to the General Fund as it is a facility used in day-to-day operations.



### Pfluger Hall History

Pfluger Hall is a multi-function building situated on the main campus of TCESD2. It had its beginning with the Pfluger Family's desire to memorialize their spirit of community involvement and to have a place where social celebrations would be continued as they had since days of the early settlers. The building would also serve as a site where the family could always come home to visit and enjoy the company of others.

A committee of family members began fund raising and planning for the memorial. A partnership agreement was reached with the Pflugerville Volunteer Fire Department that the building would be built at the site of the old Schuetzen Kegel Verein and that the building could be used by the Department as needed to help raise funds for its operation.

The building became a reality in 1986 because of funding from the Pfluger Family and the efforts of many individuals and groups from the Pflugerville Community. On July 4th of each year, the Pfluger Family continues its traditional family reunion with members "returning home" from all over the United States. At other times of the year social events like weddings, birthday parties, reunions, non-profit fund raisers and other similar events are held in Pfluger Hall.

### Pfluger Hall Operations

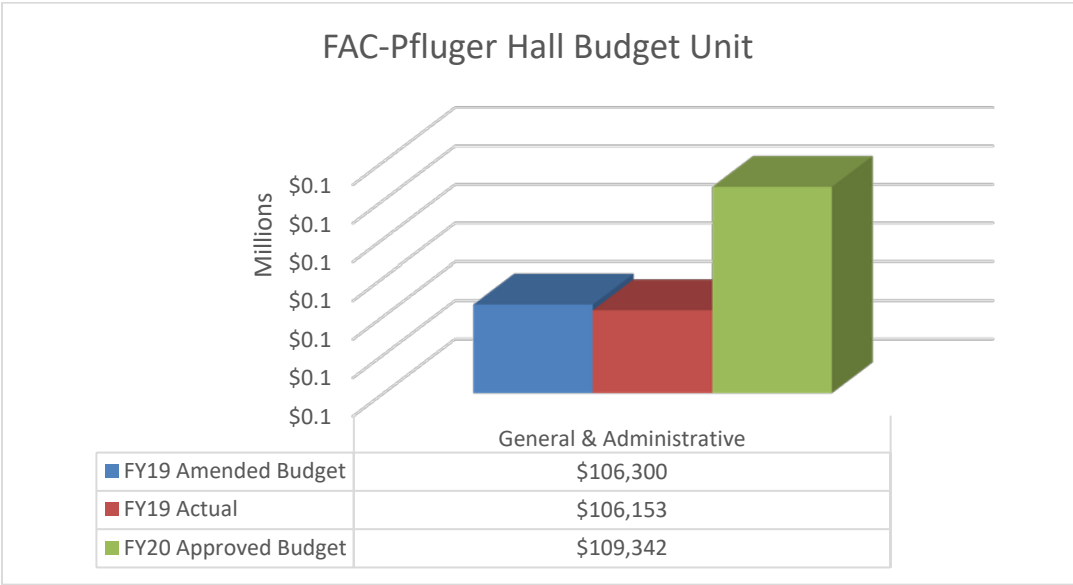
TCESD2 utilizes Pfluger Hall for employee training, recognition events and other large District meetings. Training classes and programs are conducted in the building and it is frequently engaged to host emergency services training at the national level. The District makes the facility available for special functions like town hall meetings and other community events. The District has also continued to make the Hall available to the public for a fee for private events when not in use by the District.



# TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

## Facilities Fund (continued)

Revenues to the District from event rental fees are used to fund maintenance and operations of the Pfluger Hall facility. There are no FTEs assigned directly to operations of Pfluger Hall, rather management and maintenance functions are addressed by various General Funded District Staff and that expense is tracked and resolved through a transfer of funds from the Facilities Fund to the General Fund. Expenses such as utilities and supplies are posted directly to the Facilities Fund budget lines.



For the FY20 Proposed Budget, Pfluger Hall related capital expenditures have been moved from the General Fund to the Facilities Fund. This move accounts for the large increase in expenditures from FY19 to FY20 Facilities Fund Proposed Budget. There are two projects included in FY20 budget: Parking lot and drainage improvements (\$250,000) and installation of Fire Suppression Sprinklers (\$60,000).



Figure 18 - Event at Pfluger Hall



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Project Plan Budget

#### Capital Fund Summary

	GEN Fund					
	FY18 Actual	FY19 Approved Budget	FY19 Amended Budget*	FY19 End of Year Estimate	FY20 Proposed Budget	FY21 Forecast
Spending Plan (cash flow, project schedule)	\$ 860,615	\$ 13,694,652	\$ 12,007,071	\$ 7,273,178	\$ 11,060,396	\$ 6,386,672
<b>Appropriations</b>	<b>\$ 3,075,000</b>	<b>\$ 17,660,618</b>	<b>\$ 19,661,617</b>		<b>\$ 3,889,050</b>	<b>\$ 2,736,726</b>
Appropriation Balance	\$ 2,214,385	\$ 6,180,351	\$ 9,868,931	\$ 14,602,825	\$ 7,431,478	\$ 3,781,532
Spending Plan						
Cash	\$ 479,872	\$ 2,580,161	\$ 2,580,161	\$ 2,006,775	\$ 1,774,827	\$ 988,363
Debt (Amount funded, NOT payment)	\$ 6,100,000	\$ 11,571,065	\$ 1,750,000	\$ 1,750,000	\$ 9,109,229	\$ 3,262,938
Other (Loan proceed transfer from GEN)	\$ -	\$ -	\$ 5,734,152	\$ 5,734,152	\$ -	\$ -
<b>Total</b>	<b>\$ 6,579,872</b>	<b>\$ 14,151,226</b>	<b>\$ 10,064,313</b>	<b>\$ 9,490,927</b>	<b>\$ 10,884,056</b>	<b>\$ 4,251,301</b>
Funding Balance		\$ 456,574	\$ (1,942,758)	\$ 2,217,750	\$ 2,041,409	\$ (93,962)

Capital Improvement Projects (CIP) are categorized into "Projects" which typically have start and end dates such as construction projects, acquisition of vehicles and equipment, and improvements. Prior to FY19 Capital Projects were budgeted in the GEN fund. The table below shows further detail regarding the projects for FY20. Forecast columns are for informational purposes only.

Spending Plan Components	FY18 Actual	FY19 Approved Budget	FY19 Amended Budget*	FY19 End of Year Estimate	FY20 Proposed Budget	FY21 Forecast
Construction of Warehouse and Station 5	\$ 855,135	\$ 5,333,191	\$ 5,995,000	\$ 5,304,597	\$ 2,311,712	\$ -
Construction of Station 6	\$ 5,480	\$ 2,362,390	\$ -	\$ -	\$ 3,185,893	\$ 2,135,371
Training Field Updates and Construction	\$ -	\$ 2,221,105	\$ 2,221,105	\$ -	\$ 712,383	\$ 1,514,575
FY19 Capital Equipment and Vehicles	\$ -	\$ 2,667,330	\$ 2,680,330	\$ 1,159,854	\$ 1,633,493	\$ -
FY19 Capital Improvements	\$ -	\$ 1,110,636	\$ 1,110,636	\$ 808,726	\$ 290,000	\$ -
FY20 Capital Equipment and Vehicles	\$ -	\$ -	\$ -	\$ -	\$ 2,811,916	\$ -
FY20 Capital Improvements	\$ -	\$ -	\$ -	\$ -	\$ 115,000	\$ 314,150
Forecast Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,422,576
<b>TOTAL</b>	<b>\$ 860,615</b>	<b>\$ 13,694,652</b>	<b>\$ 12,007,071</b>	<b>\$ 7,273,178</b>	<b>\$ 11,060,396</b>	<b>\$ 6,386,672</b>

\*Reflects 8/7/19 Amendments





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Plan Projects

#### Construction of Central Receiving Facility and Fire Station #5 Project

The District began the process of planning and bidding out the components necessary for the construction of a new Fire Station (#5) and a Central Receiving Warehouse in FY18. The projected total cost for the two projects is \$8.4 million. The District utilized \$500,000 of available cash balance for the first component of the project which was the land purchase the \$6.1 balance was financed. In July 2018 a \$6.1 million 20-year loan was secured with annual payments that began in FY19 and in August 2019 another \$1.75 million was borrowed to finance the remaining projected expense with payments beginning in FY20. The spending for this project will be accounted for in the Capital Fund, but the debt service payments are accounted for out of the General fund and appear in the Debt Service Payments category on the General Fund Summary. Construction for both projects is projected to begin in September 2018 and be completed in FY20.



*Figure 19 - Fire Station 5 Groundbreaking Ceremony*

Fire Station #5 will be located at 1541 W. Pflugerville Loop in Pflugerville, Texas. The plans for the station include three 80-foot bays for apparatus and equipment, sleeping quarters to accommodate up to 10 staff, as well as common areas and training spaces with a total 11,000 estimated square feet. Fire Station #5 will be staffed by relocating an engine and engine company from nearby Fire Station #2. A new medic unit will be established at Fire Station #5. The staffing and equipment for this new service was included in the FY19 Operating and Capital budget (respectively) and carried forward to FY20.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Plan Projects (continued)



*Figure 20 – Architect Rendering of Central Receiving Facility*

The Central Receiving Facility is located at 911B Pflugerville Parkway in the lot next door to Fire Station #4 that is owned by the District. The Facility will be approximately 10,000 square feet and will serve multiple purposes for the District. The Facility will be utilized as a central receiving location for day-to-day supplies including a large volume of EMS supplies, and to store inventory of other supplies and PPE. Due to significant growth in staffing and related equipment there isn't enough space at the stations or administrative buildings to provide proper storage and logistical efficiency for operations. The Facility will also have offices and workspaces for the Facilities maintenance staff. There will also be an air shop where SCBA equipment can be maintained and repaired and other PPE can be stored and maintained.

### Construction of Fire Station #6 Project

TCESD2 began planning for Fire Station #6 in FY18 and it will be located by Weiss High School on Weiss Lane. Planning and initial construction expense for Station #6 is included in the FY20 Budget in the amount of \$3.2 million with the project extending in to FY21. Fire Station #6 will require additional new staff and equipment that will be requested in the upcoming budget cycle to coincide with estimated construction completion.



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Plan Projects (continued)

#### Training Field Updates and Construction

The District owns a large parcel of land located at 18412 Cameron Road in Manor, Texas that is utilized for training. The "Training Field" as it is called, is in much overdue need of improvements, additional components and repair of existing components. The Training Field currently has a multi-story drill tower that has burn rooms attached, a 6,000 square foot building that serves partially as a warehouse and partially as a training course, concrete pads and a looped driveway that surrounds the drill tower and building areas, a covered pavilion area, propane-fueled live-fire props, above ground water tanks, a shed and a carport.



*Figure 21 - Current Training Field Facilities*

The FY20 Budget contains a \$712,000 CIP project for the Training Field and is planned to be funded through loan financing. The project would begin in FY20 after the construction of the Fires Station #5 is complete which is planned for the early 2020. New items included in the update include a concrete driving course, indoor Candidate Physical Ability Test (CPAT) area, indoor classroom facility, two-story clean burning (class b fueled) live fire building and props, local replica structure simulators and a leadership reaction course. The project plan includes adding each new item in phases each year, with FY20 funding to prepare design plans and complete the concrete driving course.



*Figure 22 - Rendering of Training Field with Project Updates*



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Plan Projects (continued)

#### Equipment and Vehicles Project

Fire and EMS operations relies heavily on equipment and vehicles that support their mission and having that equipment reliable and functioning. Operations has a robust maintenance and replacement plan that is reflected in the in FY20 Operating and Capital Budgets. Engines, Aerials, and Brush trucks should serve 10 years as front-line equipment and 5 years in reserve; Ambulances should serve 5 years as front-line equipment and 3 years in reserve. There is also a reserve requirement established to serve as back-up for the front-line equipment when in use or out of service for repairs or maintenance: One reserve for each single Engine, Aerial, and Brush Truck; then one for every two, two for every three, two for every five, and three for every six. Since the District has five front line engines/aerials then three reserve units should be maintained.

The total projected spending for the Equipment and Vehicles project is \$4.5 million and the list of equipment included in the FY20 Capital Budget include:

- Quint Fire Apparatus – which is a five-function fire engine. The five functions are: pump, water tank, fire hose, aerial device and ground ladders. This new apparatus has an estimated \$1.38 million cost. The purchase of the quint will be financed with payments estimated to begin in FY20.
- Two Engines to replace fleet engines at the end of their useful life. The cost for the two engines is budgeted at \$1.7 million. Equipment will also be needed and is budgeted at \$717,000 but will be paid with cash transferred from the General Fund.

The equipment listed below is planned to be purchased with cash transferred from the General Fund.

- Equipment outfitting for the Quint Fire Apparatus with an estimated cost of \$168,000. Equipment was purchased beginning in FY19 and this funding will represent the balance of equipment needed.
- One Ambulance – one ambulance that will be located at Station #6 for the new medic unit. The Ambulance has a total estimated cost of \$292,000 and will be purchased with cash funding transferred in from the General Fund along with the equipment budgeted at \$106,000.



Figure 23- Battalion 201 Truck



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Capital Improvement Plan Projects (continued)

- A new vehicle safety monitoring system with an estimated cost of \$118,000. This system provides proactive driver feedback and performance system recording and monitoring to improve safety, reduce costs associated with daily vehicle operations and enhance the culture of safety throughout normal and emergency responses. This project was started in FY19 so the remaining \$88,000 budgeted in FY20 is for the remainder of project expenses.



*Figure 24- National Night Out Event*

#### Improvements Project

The Improvements Project contains the funding for facilities improvements and large-scale repairs and totals \$290,00 for FY20. The projects include a roof replacement at Station #1 (\$100,000) and fire suppression sprinkler systems at each fire station (\$190,000).



## **TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2**

### APPENDIX





# TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

## Appendix A – FY 2020 Fee Schedule

### General Fees

Fee Category	Description	FY19 Approved Amount	Measure	FY20 Approved Amount	Measure	Change
Open records	Request for Incident Report or Public Record	\$ 2.00	Per record request	\$ 2.00	Per record request	
<b>EMS Transport Charges</b>						
	ALS 2 Travis County	\$ 966.00		\$ 966.00		
	ALS 2 Half Charge Travis County	\$ 615.00		\$ 615.00		
	ALS ER Half Charge Travis County	\$ 515.00		\$ 515.00		
	ALS ER Travis County	\$ 901.00		\$ 901.00		
	ALS NON ER Travis County	\$ 901.00		\$ 901.00		
	BLS ER Half Charge Travis County	\$ 415.50		\$ 415.50		
	BLSER Travis County	\$ 831.00		\$ 831.00		
	BLS Non ER Travis County	\$ 831.00		\$ 831.00		
	Mileage Half Charge Travis County	\$ 6.75		\$ 6.75		
	Mileage Travis County	\$ 13.50		\$ 13.50		
<b>Fire Inspection*</b>						
	Open Burning Permit Fee	\$ 50.00		\$ 50.00		
	Adoption/Foster Care Fire Inspection Fee	\$ 50.00		\$ 50.00		
	Requested Fire Inspection Fee	\$ 100.00		\$ 100.00		
	Fire Re-inspection Fee	\$ 100.00	Per inspection	\$ 100.00	Per inspection	
	After Hours Fire Inspection Fee or Standby Fee	\$ 100.00	per hour with 2 hour minimum	\$ 100.00	per hour with 2 hour minimum	
*Fire Inspection fees apply to Travis County ESD No. 2 District boundaries exclusive of the City of Pflugerville city limits						
<b>Development Services*</b>						
Building Plan Reviews	Building Plan Review Fee	\$100 plus \$0.10 per square foot		\$100 plus \$0.10 per square foot		
	Building Shell Plan Review Fee	\$100 plus \$0.05 per square foot		\$100 plus \$0.05 per square foot		
	Building Finish Out or Remodel Plan Review Fee	\$100 plus \$0.05 per square foot		\$100 plus \$0.05 per square foot		
	Subdivision Plan Review Fee	\$ 100.00	per section or phase	\$ 100.00	per section or phase	
	Commercial Site Plan Review Fee	\$ 200.00	per section or phase	\$ 200.00	per section or phase	
	Special Project Plan Review Fee	\$ 200.00		\$ 200.00		
Fire System Permit Fees	Fire Alarm System Permit Fee	\$200 plus \$0.50 per device quantity over 100	per building	\$200 plus \$0.50 per device quantity over 100	per building	
	Fire Sprinkler Permit Fee	\$ 400.00	per riser	\$ 400.00	per riser	
	Fire Standpipe Permit Fee	\$ 100.00	per riser	\$ 100.00	per riser	
	Fire Pump Permit Fee	\$ 250.00		\$ 250.00		
	Fire System Acceptance Test Fee (for fewer than 20 heads. If more than 20 heads must do Fire Sprinkler Permit)	\$ 100.00	per test	\$ 100.00	per test	
	Automatic Extinguishing System Permit	\$ 200.00	per system	\$ 200.00	per system	
Miscellaneous Permit Fees	Access Control Gate Permit Fee	\$ 100.00		\$ 100.00		
	Hazardous Materials Tank Installation Permit Fee	\$ 250.00		\$ 250.00		
	High-Piled Storage Permit Fee	\$ 250.00		\$ 250.00		
	Paint and Powder Coating Operations Permit Fee	\$ 250.00		\$ 250.00		



# TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

## Appendix A – FY2020 Fee Schedule (continued)

### Facilities Fees

Fee Category	Description	FY19 Approved Amount	Measure	FY20 Approved Amount	Measure	Change
	Special Event Permit Fee	\$ 200.00		\$ 200.00		
	Tent or Membrane Structure Permit Fee	\$ 100.00		\$ 100.00		
*Development Services fees apply to Travis County ESD No. 2 District boundaries exclusive of the City of Pflugerville city limits						
<b>Conference and Education Center (CEC)</b>						
	CEC Classroom Deposit	\$ 100.00	per classroom	\$ 100.00	per classroom	
	Rental fee for 1 Classroom - 1st hour	\$ 75.00	for first hour	\$ 75.00	for first hour	
	Rental fee for 1 Classroom - Additional Hours	\$ 50.00	each additional hour	\$ 50.00	each additional hour	
	Rental fee for 2 Classrooms - 1st hour	\$ 125.00	for first hour	\$ 125.00	for first hour	
	Rental fee for 2 Classrooms - Additional Hours	\$ 75.00	each additional hour	\$ 75.00	each additional hour	
	Rental fee for 3 Classrooms - 1st hour	\$ 150.00	for first hour	\$ 150.00	for first hour	
	Rental fee for 3 Classrooms - Additional Hours	\$ 100.00	each additional hour	\$ 100.00	each additional hour	
	Audio-visual usage fee	\$ 250.00	per day	\$ 250.00	per day	
<b>Pfluger Hall</b>						
	Weekday (excludes Friday) Rental Deposit	\$ 250.00		\$ 250.00		
	Weekday (excludes Friday) Rental Base Fee - first 4 hours	\$ 750.00	for first 4 hours	\$ 750.00	for first 4 hours	
	Weekday (excludes Friday) Rental Base Fee - each additional hour	\$ 175.00	per hour	\$ 175.00	per hour	
	Friday Rental Deposit	\$ 500.00	per event	\$ 500.00	per event	
	Friday Rental Base Fee - first 4 hours	\$ 750.00	for first 4 hours	\$ 750.00	for first 4 hours	
	Friday Rental Base Fee - each additional hour	\$ 175.00	per hour	\$ 175.00	per hour	
	Friday Rental Base Fee - entire day (includes security fee)	\$ 2,500.00	per event	\$ 2,500.00	per event	
	Saturday or Sunday Rental Deposit	\$ 500.00	per event	\$ 500.00	per event	
	Saturday or Sunday Rental Base Fee - entire day (includes security Fee)	\$ 2,500.00	per event	\$ 2,500.00	per event	
	Security Fee - required if alcohol is served	\$ 250.00	per event	\$ 250.00	per event	
	Table rental Fee	\$ 10.00	per table	\$ 10.00	per table	
	Cancellation Fee (with at least 60 days notice)	\$ 100.00	per event	\$ 100.00	per event	
	Weekday (excludes Friday) Rental Cancellation fee (with less than 60 days notice)	\$ 250.00	per event	\$ 250.00	per event	
	Friday, Saturday, or Sunday Cancellation fee (with less than 60 days notice)	\$ 500.00	per event	\$ 500.00	per event	
	Facility repair or cleaning	actual cost		actual cost		
	Audio-visual usage fee	\$ 250.00	per day	\$ 250.00	per day	



# TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

## Appendix B – Certificate for Resolution Adopting the Budget

### CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS     §  
                                           §  
 COUNTY OF TRAVIS       §

The undersigned officer of the Board of Commissioners ("Board") of Travis County Emergency Services District No. 2 hereby certifies as follows:

1. The Board of Travis County Emergency Services District No. 2 ("District") convened in special session on the 3<sup>rd</sup> day of October 2019, at the regular designated meeting place, and the following officers and members of the Board:

Michael Bessner	-	President
Rico Reyes	-	Vice President
Robert Turner	-	Secretary
Mike Howe	-	Treasurer
April Griffin	-	Assistant Treasurer

were present, except Commissioner(s) \_\_\_\_\_, thus constituting a quorum. Among other business, a:

### RESOLUTION ADOPTING BUDGET

was introduced for the consideration of the Board. It was then moved and seconded that the Resolution Adopting Budget ("Resolution") be adopted, and, after discussion, the motion prevailed and carried by majority vote.

2. A true, full and correct copy of the Resolution adopted at the meeting described above is attached to this certificate. The Resolution has been recorded in the District's minutes of the meeting. The persons named in the paragraph above are the duly chosen, qualified and acting officers and members of the Board as indicated in paragraph 1. Each of the officers and members of the Board was notified officially and personally, in advance, of the time, place and purpose of the Board meeting and that the Resolution would be introduced and considered for adoption at the meeting. Each of the officers and members consented, in advance, to holding the meeting for such purpose. The meeting was open to the public as required by law, and public notice of the time, place and subject of the meeting was given as required by Chapter 551 of the Government Code.


SIGNED AND SEALED the 3<sup>rd</sup> day of October 2019.

(SEAL)

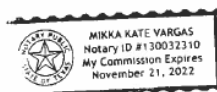
  
 Robert Turner, Secretary  
 Board of Commissioners

THE STATE OF TEXAS     §  
                                           §  
 COUNTY OF TRAVIS       §

This instrument was acknowledged before me on October 3, 2019, by Robert Turner, Secretary of the Board of Commissioners of Travis County Emergency Services District No. 2, on behalf of the District.

  
 Notary Public Signature

(seal)





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Appendix C – Resolution Adopting the Budget

#### RESOLUTION ADOPTING BUDGET

THE STATE OF TEXAS       §  
                                          §  
COUNTY OF TRAVIS       §

BE IT RESOLVED BY THE BOARD OF EMERGENCY SERVICES COMMISSIONERS OF TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2 THAT:

WHEREAS, the Board of Emergency Services Commissioners of Travis County Emergency Services District No. 2 (the "District") has projected the operating expenses and revenues for the District for the period October 1, 2019 through September 30, 2020;

NOW, THEREFORE, KNOW ALL PERSONS BY THESE PRESENTS:

Section 1.     The Operating Budget attached hereto as Exhibit "A" is hereby adopted.

Section 2.     The Secretary of the Board of Commissioners is directed to file a copy of this Resolution Adopting Budget in the official records of the District.

ADOPTED the 3<sup>rd</sup> day of October 2019.

(SEAL)

TRAVIS COUNTY EMERGENCY SERVICES  
DISTRICT NO. 2

A handwritten signature in black ink, appearing to read "Michael Bessner".

Michael Bessner, President  
Board of Commissioners

ATTEST:

A handwritten signature in black ink, appearing to read "Robert Turner".  
Robert Turner, Secretary  
Board of Commissioners



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Appendix D – Certificate for Order Levying Taxes

#### CERTIFICATE FOR ORDER

THE STATE OF TEXAS     §  
                                          §  
COUNTY OF TRAVIS     §

The undersigned officer of the Board of Commissioners ("Board") of Travis County Emergency Services District No. 2 hereby certifies as follows:

1. The Board of Travis County Emergency Services District No. 2 ("District") convened in regular session on the 10<sup>th</sup> day of October 2019, at the regular designated meeting place, and the following officers and members of the Board:

Michael Bessner	-	President
Rico Reyes	-	Vice President
Robert Turner	-	Secretary
Mike Howe	-	Treasurer
April Griffin	-	Assistant Treasurer

were present, except Commissioner(s) Reyes, thus constituting a quorum. Among other business, an:

#### ORDER LEVYING TAXES

was introduced for the consideration of the Board. It was then moved and seconded that the Order Levying Taxes ("Order") be adopted, and, after discussion, the motion prevailed and carried by majority vote.

2. A true, full and correct copy of the Order adopted at the meeting described above is attached to this certificate. The Order has been recorded in the District's minutes of the meeting. The persons named in the paragraph above are the duly chosen, qualified and acting officers and members of the Board as indicated in paragraph 1. Each of the officers and members of the Board was notified officially and personally, in advance, of the time, place and purpose of the Board meeting and that the Order would be introduced and considered for adoption at the meeting. Each of the officers and members consented, in advance, to holding the meeting for such purpose. The meeting was open to the public as required by law, and public notice of the time, place and subject of the meeting was given as required by Chapter 551 of the Government Code.





## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Appendix E – Order Levying Tax

#### ORDER LEVYING TAXES

THE STATE OF TEXAS     §  
                                          §  
COUNTY OF TRAVIS     §

WHEREAS, the appraisal roll of Travis County Emergency Services District No. 2 (the "District") for 2019 has been prepared and certified by the appraiser for the District and submitted to the District's tax assessor/collector; and

WHEREAS, the District's tax assessor/collector has submitted the certified appraisal roll for the District, dated August 16, 2019, showing \$11,849,481,167 to be the total appraised, assessed and taxable values of all property and the total taxable value of new property, to the Board of Emergency Services Commissioners of the District; and

WHEREAS, based upon the certified appraisal roll, the employee or officer designated by the Board of Emergency Services Commissioners of the District has calculated a tax rate to be levied for 2019 sufficient to provide tax revenues to meet the District's obligations;

NOW, THEREFORE, BE IT ORDERED BY THE BOARD OF EMERGENCY SERVICES COMMISSIONERS OF TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2 THAT:

Section 1. The District has previously adopted a budget for the upcoming fiscal year, which will be funded from the revenues generated by the tax rate established in this order levying taxes.

Section 2. There is levied an ad valorem tax of \$0.1000 on each \$100.00 of taxable property within the District in order to provide funds for maintenance and operating purposes. THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 5.19 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$4.94.

Section 3. All taxes collected pursuant to this levy, after paying costs of levying, assessing and collecting the taxes, will be used for paying costs of providing emergency services and organization and administrative expenses, including legal fees, and for paying principal of and interest on bonds, warrants, certificates of obligation or other lawfully authorized evidences of indebtedness issued or assumed by the District.

Section 4. The Travis County Tax Assessor/Collector is authorized to assess and collect the taxes of the District employing the above tax rate.

Section 5. The taxes levied by this Order are due presently and will be delinquent if not paid by January 31, 2020.

Section 6. This Order Levying Taxes is effective from and after its adoption.

PASSED AND APPROVED the 10<sup>th</sup> day of October 2019.

TRAVIS COUNTY EMERGENCY SERVICES  
DISTRICT NO. 2

  
Michael Bessner, President  
Board of Commissioners

ATTEST:

  
Robert Turner, Secretary  
Board of Commissioners



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Appendix F – Glossary and Acronyms

**Capital expenditures** are those that typically exceed \$5,000 in total, result in an asset, and the life of the asset will exceed 2 years

**CEC** – Conference and Education Center

**CIPP** – Capital Improvement Project Plan

**CIP** – Capital Improvement Projects

**CFAI** – Commission on Fire Accreditation International

**CPAT** – Candidate Physical Ability Test: The International Association of Fire Fighters and International Association of Fire Chief Joint Labor Management Wellness Fitness Task Force (WFI Task Force) developed the Candidate Physical Ability Test Program to provide fire departments with a tool that would enable them to select inherently physically capable individuals to be trained as fire fighters.

**EMS** – Emergency Medical Services

**EMT** - Emergency Medical Technician

**ESD** – Emergency Services District

**FTE** - Full-Time Equivalent. This is an authorized position for a full-time employee.

**Fund balance** refers to the cash balance remaining in a fund at the end of a period. The Fund balance is calculated by taking the beginning balance of the fund, adding all revenue and subtracting all expenses. TCESD2 has a “restricted” fund balance displayed on their fund summary which is prepared on a budgetary basis not to be confused with GAAP/audit perspective is actually an unassigned fund balance.

**FY** – Fiscal Year. October 1 to September 30 is the Fiscal year for TCESD2.

**FY18 End of Year Estimate** – Estimation of FY18 actual end of year revenue or expenditures

**FY19** – Fiscal Year 2019. October 1, 2018 to September 30, 2019

**FY20** – Fiscal Year 2020. October 1, 2019 to September 30, 2020

**GAAP** – Generally Accepted Accounting Principles

**GASB** – Governmental Accounting Standards Board

**ISFSI** – International Society of Fire Service Instructors

**ISO** – Insurance Services Office

**NFPA** – National Fire Protection Association

**PPE** – Personal Protective Equipment



## TRAVIS COUNTY EMERGENCY SERVICES DISTRICT NO. 2

### Appendix F – Glossary and Acronyms (continued)

**RFPD** - Rural Fire Prevention District

**SCBA** – Self-Contained Breathing Apparatus

**TCESD2** – Travis County Emergency Services District Number Two – also known as the Pflugerville Fire Department. Also referred to as “The District” or “The Department” throughout the document.

