



# Approved Budget

**Fiscal Year 2020**

January 1, 2020 – December 31, 2020

Presented to the Board of Directors by:  
Darren L. Brinkkoeter, Fire Chief & Angela Hemphill, Business Manager  
September 09, 2019



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Proposed Budget FY 2020

# INTRODUCTION





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# Comal County ESD No. 3 Commissioners



**Don Wagner**  
President



**Jane Bowen**  
Vice President



**Susan Shirley-Menzel**  
Secretary



**Alan Stahlman**  
Treasurer



**Holly Gill**  
Assistant Treasurer



Proposed Budget FY 2020

## Fire Chief

### Darren Brinkkoeter



Darren Brinkkoeter was appointed as the Comal County Emergency Services District No. 3's (Canyon Lake Fire/EMS) Fire Chief on September 18, 2017.

Brinkkoeter began his fire service career in 1990 as a volunteer for the City of New Braunfels. He received his Firefighter Certification from Texas A&M University in College Station. Chief Brinkkoeter attended CAPCOG Regional Law Enforcement Academy, obtaining his Texas Peace Officer License in 1995.

Chief Brinkkoeter has served as a Firefighter, Paramedic Specialist, Engineer, Fire Marshal and Battalion Chief with the City of New Braunfels from 1993 to 2017 before accepting his appointment as Fire Chief for Canyon Lake Fire/EMS.

He holds numerous certifications with the Texas Commission on Fire Protection. He is a member of the Texas Intrastate Mutual Aid System where he has been deployed throughout the State of Texas as well as to California to assist with extinguishing wildfires and assisting with other emergency incidents affecting communities during major disasters.



## COMMAND STAFF

Fire Chief ..... Darren Brinkkoeter

Chief Financial Officer ..... Angela Hemphill

### Battalion Chiefs and Division Chief

A Shift ..... Jeffrey Kahanek

B Shift ..... Justin Lowth

C Shift ..... Jason Rush

EMS ..... Brandon Kludt

### Mission Statement

Canyon Lake Fire / EMS exists to preserve and protect life and property in a safe and professional manner that enhances the quality of living for the Canyon Lake community and its guests.

### Vision Statement

The vision of Canyon Lake Fire / EMS is to provide care and protection that exceeds the expectations of the people we serve with highly satisfied and motivated employees and the assistance of a well-informed public that supports the mission of Canyon Lake Fire / EMS.



## DISTRICT HISTORY

The **Canyon Lake Area, Comal County Volunteer Fire Department, Inc. (CLVFD)** was formed in 1964 as a non – profit corporation of the State of Texas for the purpose of providing Fire and Emergency Medical Services for the Canyon Lake area of Comal County. A group of dedicated volunteers with a desire to improve the EMS capabilities of the department separated from CLVFD. The Canyon Lake Area, Comal County Volunteer Emergency Medical Services, Inc. (CLVEMS) was formed in 1989 as a non – profit corporation of the State of Texas for the purpose of providing Emergency Medical Services for the Canyon Lake area of Comal County.

The Comal County Rural Fire Prevention District No. 4 (RFPD No. 4) was formed through a local referendum election as a political subdivision of the State of Texas under the Health and Safety Code Chapter 794 in 1992 for the provision of Fire Department services in the CLVFD service area. The creation of the RFPD No. 4 allowed for the collection of ad valorem property taxes at a rate not to exceed \$0.03 per \$100 property evaluation in order to support fire prevention and suppression efforts within the service area. RFPD No. 4 contracted for fire prevention and suppression services with CLVFD.

The Comal County Emergency Services District No. 2 (CCESD No. 2) was formed through a local referendum election as a political subdivision of the State of Texas under the Health and Safety Code Chapter 776 in 1992 for the provision of Emergency Medical Services in the CLVEMS service area. The creation of CCESD No. 2 allowed for the collection of ad valorem property taxes at a rate not to exceed \$0.02 per \$100 property evaluation in order to support Emergency Medical Services efforts within the service area. CCESD No. 2 contracted for Emergency Medical Services with CLVEMS.

CLVFD and CLVEMS merged into one agency in 1998 forming Canyon Lake Fire / EMS, Inc (CLF/EMS) as a non – profit corporation of the State of Texas for the purpose of providing Fire and Emergency Medical Services for the Canyon Lake area of Comal County. The merger of the two organizations provided a substantial administrative and operational benefit to the community as all of the resources of the two organizations was now available to meet the needs of the community. CCRFPD No. 4 and CCESD No. 2 contracted for Fire Prevention and Suppression as well as Emergency Medical Services with CLF/EMS.

CCRFPD No. 4 was legislatively converted to Comal County Emergency Services District No. 3 (CCESD No. 3) in 2003. CCESD No. 3 is a political subdivision of the State of Texas under the Health and Safety Code Chapter 775. CCESD No. 2 No. 2 and CCESD No. 3 contracted for Fire Prevention and Suppression as well as Emergency Medical Services with CLF/EMS.

CCESD No. 3 assumed operations of CLF/EMS in 2008 and provides Fire Prevention and Suppression as well as Emergency Medical Services directly to the community through an Interlocal Agreement with Comal CCESD No. 2.



## DISTRICT HISTORY CONTINUED

Comal County ESD No. 2 (EMS) and No. 3 (FIRE) will be concluding their second five (5) year Interlocal agreement at the end of 2019. Discussions related to renewing this agreement have already occurred and there is no indication that the boards will not be continuing their partnership to deliver the most efficient and effective emergency services to the Canyon Lake community.



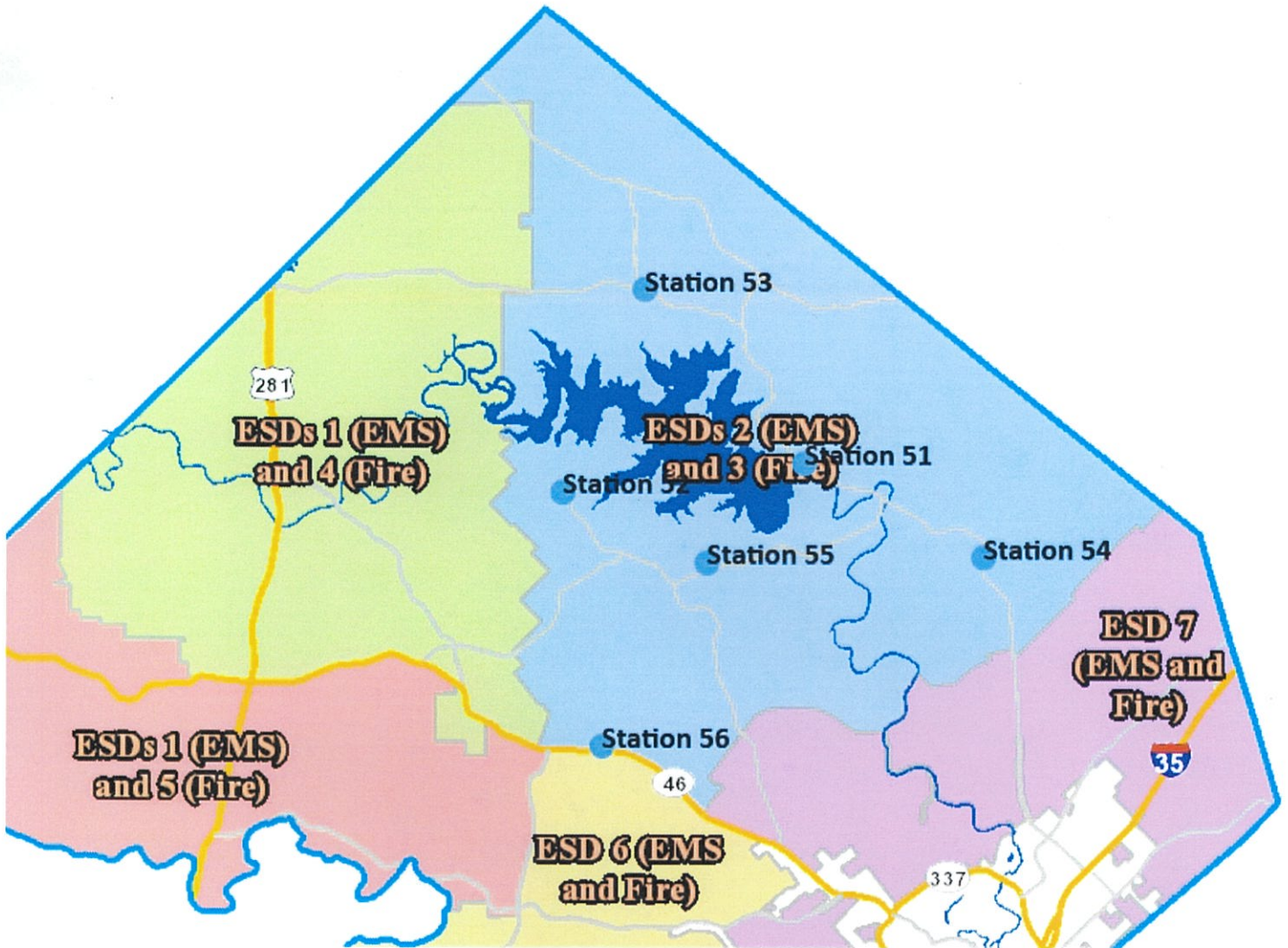
## Core Values

Integrity · Brotherhood · Compassion · Pride · Excellence · Tradition · Valor





DISTRICT MAP





Proposed Budget FY 2020

## CANYON LAKE FIRE/EMS LOCATIONS

### Station 51

1074 Scissortail  
Canyon Lake, TX 78133



### Station 52

160 Oblate  
Canyon Lake, TX 78133





## CANYON LAKE FIRE/EMS LOCATIONS CONTINUED

### Station 53

21750 FM 306

Canyon Lake, TX 78133



### Station 54

8685 FM 306 Canyon Lake, TX 78133





## CANYON LAKE FIRE/EMS LOCATIONS CONTINUED

### Station 55

1223 Island View Dr.  
Canyon Lake, TX 78133



### Station 56

1150 S. Cranes Mill Road, New Braunfels, TX 78132





Proposed Budget FY 2020

# FIRE CHIEF'S BUDGET REPORT





# Comal County ESD No. 3

"Proudly Protecting Those We Serve"

P.O. Box 2140

Canyon Lake, Texas 78133-0024

Phone: (830) 907-2922 Fax: (830) 907-2923

DATE: September 9<sup>th</sup>, 2019  
TO: Comal County ESD No. 3 Commissioners  
FROM: Darren L. Brinkkoeter, Fire Chief  
RE: Budget for the Fiscal Year Ending December 31, 2020

## BUDGET OVERVIEW

With the continued improvement in economic conditions, assessed property value growth with the District is estimated to result in a 16.6% increase in property tax revenues received by the District in FY 2020, continuing a 5-year trend of increasing property tax revenues following the Great Recession.

The FY 2020 Preliminary Budget reflects increase ongoing spending requirements resulting from labor cost escalation, including assumed wage increase and an increase in required pension contributions, and additional debt service payments resulting from the two new stations being financed last year. As in the past, management will continue to work collaboratively with the Board and labor to aggressively seek out new sources of revenue and cost saving opportunities. The budget for FY 2020 as well as projections for future years will continue to be refined as more information is known. Our overriding goals will be to optimize services to the greatest extent possible, ensuring that the ongoing all-risk fire, rescue and emergency medical needs of the District are met and to provide adequate reserves for future contingencies.

## BUDGET DISCUSSION

The FY 2020 Preliminary Budget is included in the attached document and summarized below. FY 2020 revenue is project to total \$9,543,179 compared to budgeted expenditures of \$9,459,001. After accounting for a transfer in from the Inter Local Agreement of \$3,339,181 and transfers out to the Capital Expenses and Debt Service accounts of \$1,938,414 the FY 2020 budget results in a \$7,604,765 total operating budget.

### FY 2020 Revenue

Projected FY 2020 revenues of \$9,543,179 represent an increase of 7% compared to the FY 2019 Projected YE budget of \$8,903,984. The primary factors contributing to this change include:

- **Property Taxes:** Property tax revenues of \$3,646,426 account for approximately 37% of total General Fund funding sources and represent an increase of 16% over the FY2019 budget of

[www.canyonlakefire-ems.org](http://www.canyonlakefire-ems.org)

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\$3,155,675. Projected property tax revenues are based on certified assessed values determined by the Comal County Appraisal District.

- **ESD 2:** In addition, an \$706,827 expected increase in the transfer from the Inter Local Agreement with Comal County ESD No. 2.

### **FY 2020 Expenditures**

Highlights of the major changes are as follows:

#### **Personnel**

General Fund budgeted payroll costs total \$5,082,308 for FY 2020, which represents a \$1,430,953 increase compared to FY 2019. Factors contributing to the increase in budgeted General Fund payroll expenses include assumed wage increases of 1.7% effective January 1, 2020, an increase in required pension, assumed increases in healthcare benefit premiums, and increased salaries for newly promoted personnel for new stations. A considerable increase is seen with additional firefighter positions for the two new stations along with the added Assistant Chiefs position.

Preliminary Budget, eighteen positions are recommended for the new stations and one Assistant Chief position for the district as detailed on the attached Positions and Authorization Document

#### **General Fund Operating Reserves**

The amount of General Fund Operating Reserves is expected to be \$2,954,815 at December 31, 2020. This amount represents 33% of budgeted expenditures.

### **CAPITAL EXPENDITURES / DEBT SERVICE FUND**

The Capital Expenditures Fund accounts for the costs of acquiring capital assets.

Budgeted capital expenditures for FY 2020 total \$1,180,000 and \$758,414 for debt service. The remaining capital expenditures and debt service payments are funded with an equal transfer from the General Fund.

Major capital purchases for 2020 include:

- Two new fire stations – \$5.3 Million
- Communications (Handheld Radios) - \$75,000.00
- Stations/FF&E \$910,000.00
- Future Land Acquisition - \$150,000.00

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## **Grants Fund**

The FY 2020 Grants Fund Preliminary Budget is currently zeroed out. The following grants are being considered to be applied for which may require a matching portion.

Lower Colorado River Authority (LCRA) Community Development Partnership Program Grant which requires a 20 percent match of the total project cost for grants of \$5,000 or more.

FEMA, Staffing for Adequate Fire and Emergency Response Grants (SAFER) which requires 25 percent of the actual costs incurred in each of the first and second years of the grant; and 65 percent of the actual costs incurred in the third year of the grant.

FEMA, Assistance to Firefighters Grants program (AFG) which requires some matching funds.

As additional grants are awarded and accepted, the associated revenues and expenditures will be reflected through revision to the budget.

## **RECOMMENDATION**

Staff recommends adopting the Preliminary Budget for the fiscal year ending December 31, 2020.





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Proposed Budget FY 2020

# ALL FUNDS SUMMARIES





## 2020 Proposed Budget Snapshot

Budget Categories	2019 Approved Budget	One Time Expenses	Remainder	2020 Proposed Budget	One Time Expenses / Additional Personnel	Remainder
Administrative	\$56,950.00		\$56,950.00	\$59,847.30		\$59,847.30
Professional Services	\$167,200.00		\$167,200.00	\$199,040.31		\$199,040.31
Personnel Protective Equipment	\$157,900.00		\$157,900.00	\$184,072.00	\$75,000.00	\$109,072.00
Fire Apparatus	\$165,250.00		\$165,250.00	\$172,012.50		\$172,012.50
Fire Stations	\$181,215.00		\$181,215.00	\$219,300.00		\$219,300.00
Services	\$136,597.83		\$136,597.83	\$141,634.74		\$141,634.74
Communications	\$25,500.00		\$25,500.00	\$18,926.00		\$18,926.00
District Insurance	\$100,000.00		\$100,000.00	\$125,000.00		\$125,000.00
Payroll	\$3,790,515.62		\$3,790,515.62	\$5,082,308.13	\$1,224,664.32	\$3,857,643.81
Personnel Associated Expenses	\$916,928.07		\$916,928.07	\$1,170,122.13	\$286,890.62	\$883,231.51
District Training	\$109,800.00		\$109,800.00	\$148,324.00	\$45,000.00	\$103,324.00
Debt Service	\$764,184.92		\$764,184.92	\$758,414.76		\$758,414.76
Capital Expenses	\$1,769,900.00	\$1,769,900.00	\$62,873.74	\$1,180,000.00	\$1,135,000.00	\$45,000.00
<b>TOTAL</b>	<b>\$8,341,941.44</b>	<b>\$1,769,900.00</b>	<b>\$6,634,915.18</b>	<b>\$9,459,001.87</b>	<b>\$2,766,554.94</b>	<b>\$6,692,446.93</b>

2019 vs 2020 Change in Budget - Routine Expenses 101%

OVERALL Budget Change 113%



Proposed Budget FY 2020

Revenue

ESD 3 Budget	Approved 2019 Budget	One Time Costs	Projected YE 2019	Proposed 2020 Budget	One Time Costs	Budget Less 1 Time Costs
<b>Income</b>						
	Adjusted Taxable Value (Certified)		\$3,964,416,340.00	\$4,558,033,411.00		\$4,558,033,411.00
101	Est. M&O Tax Revenue (@ .07/\$100)		\$3,155,675.41	\$2,848,770.88		\$2,848,770.88
	Est. I&S Tax Revenue (@ .07/\$100)			\$797,655.85		\$797,655.85
	Less 2% Uncollectible		(\$63,113.51)	(\$72,928.53)		(\$72,928.53)
103	Sales Tax		\$1,350,000.00	\$1,500,000.00		\$1,500,000.00
104	ESD 2 Funding		\$2,183,093.00	\$3,339,181.77		\$3,339,181.77
			\$304,940.33	\$304,940.33		
			\$144,321.23	\$144,321.23		
	Fire Billing		\$15,000.00	\$15,000.00		\$15,000.00
105.1	WORD Contract		\$25,000.00	\$30,000.00		\$30,000.00
105.2	WWA Contract		\$7,500.00	\$10,000.00		\$10,000.00
105.3	CISD Contract		\$2,500.00	\$2,500.00		\$2,500.00
107	Contributions Drive		\$0.00	\$0.00		\$0.00
108	Donations		\$2,500.00	\$2,500.00		\$2,500.00
109	Interest Income		\$20,000.00	\$50,000.00		\$50,000.00
111	Other Income		\$14,000.00	\$17,500.00		\$17,500.00
112	Grant/Deployment Income		\$0.00	\$25,000.00		\$25,000.00
113	Training Income		\$0.00	\$0.00		\$0.00
114	Community Health Program Revenue		\$0.00	\$78,000.00		\$78,000.00
	General Fund Balance Use		\$1,369,000.00	\$900,000.00		\$900,000.00
	<b>Total</b>		<b>\$8,530,416.46</b>	<b>\$9,543,179.96</b>		<b>\$9,543,179.96</b>

Debt Service / Capital Expenditure

Debt Service

216	Station 51 / 55 Consolidated	\$368,069.92	\$0.00	\$368,069.92	\$368,069.92	\$368,069.92
217	Station 54 / 56 Consolidated	\$396,115.00	\$0.00	\$390,344.84	\$390,344.84	\$390,344.84
	<b>Total</b>	<b>\$764,184.92</b>	<b>\$0.00</b>	<b>\$758,414.76</b>	<b>\$758,414.76</b>	<b>\$758,414.76</b>

Capital Expenditures

401	Bunker Gear	\$55,000.00	\$0.00	\$55,000.00	\$45,000.00	\$45,000.00
402	SCBA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
403	Firefighting Equipment	\$7,200.00	\$0.00	\$7,200.00	\$0.00	\$0.00
404	Communications Equipment	\$40,000.00	\$39,830.30	\$169.70	\$75,000.00	\$0.00
405	Apparatus	\$1,402,700.00	\$1,402,700.00	\$0.00	\$0.00	\$0.00
406	Stations / FF&E	\$115,000.00	\$114,495.96	\$504.04	\$910,000.00	\$0.00
407	Land Acquisition /Strategic Plan	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00	\$0.00
408	Other Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	<b>Total</b>	<b>\$1,769,900.00</b>	<b>\$1,707,026.26</b>	<b>\$62,873.74</b>	<b>\$1,180,000.00</b>	<b>\$45,000.00</b>

Operating Funds

	Income	\$8,530,416.46	\$8,967,984.48	\$9,543,179.96	\$0.00	\$9,543,179.96
	Debt Service	(\$764,184.92)	(\$758,414.76)	(\$758,414.76)	\$0.00	(\$758,414.76)
	Capital Expenditures	(\$1,769,900.00)	(\$1,769,900.00)	(\$1,180,000.00)	(\$1,135,000.00)	(\$45,000.00)
	<b>Total</b>	<b>\$5,996,331.54</b>	<b>\$6,439,669.72</b>	<b>\$7,604,765.20</b>		



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**Operating Budget**

**Administrative**

1001	Dues & Subscriptions	\$3,000.00	\$3,020.44	\$3,090.00	\$0.00	\$3,090.00
1002	Tax Assessor - Collector Fee	\$700.00	\$473.31	\$700.00	\$0.00	\$700.00
1003	Pro Rata Apprial District Fee	\$32,000.00	\$31,087.56	\$34,169.80	\$0.00	\$34,169.80
1004	Administrative Expenses	\$1,000.00	\$955.53	\$1,030.00	\$0.00	\$1,030.00
1005	Bank Charges	\$3,500.00	\$1,655.74	\$3,605.00	\$0.00	\$3,605.00
1008	Postage	\$1,250.00	\$990.29	\$1,287.50	\$0.00	\$1,287.50
1009	Business Office Expenses	\$500.00	\$407.52	\$515.00	\$0.00	\$515.00
1010	Office Supplies	\$10,000.00	\$10,241.21	\$10,300.00	\$0.00	\$10,300.00
1011	Travel Reimbursement	\$1,000.00	\$993.00	\$1,030.00	\$0.00	\$1,030.00
1012	Meals / Incidentals	\$500.00	\$597.77	\$515.00	\$0.00	\$515.00
1013	Commissioner Meeting Expenses	\$500.00	\$500.00	\$515.00	\$0.00	\$515.00
1014	Specialty T Shirts	\$3,000.00	\$3,000.00	\$3,090.00	\$0.00	\$3,090.00
	<b>Total</b>	<b>\$56,950.00</b>	<b>\$53,922.36</b>	<b>\$59,847.30</b>		<b>\$59,847.30</b>

**Professional Services**

2001	Legal / Human Resources	\$20,000.00	\$19,910.50	\$20,507.82		\$20,507.82
2002	Public Relations	\$3,500.00	\$3,504.10	\$3,609.22		\$3,609.22
2003	CPA Services	\$12,000.00	\$14,400.00	\$14,400.00		\$14,400.00
2004	Annual Audit	\$13,000.00	\$12,000.00	\$13,000.00		\$13,000.00
2005	NFPA 1583 Annual Medical / Pre-EMP	\$14,000.00	\$13,980.00	\$20,000.00		\$20,000.00
2006	Medical Claims	\$500.00	\$648.00	\$515.00		\$515.00
2007	Comal County SO - Dispatch	\$0.00	\$0.00	\$33,000.00		\$33,000.00
2009	Software Annual Fees	\$24,200.00	\$23,902.00	\$29,619.06		\$29,619.06
2010	Sales Tax Consultant	\$12,000.00	\$12,000.00	\$12,000.00		\$12,000.00
2011	Information Technologies	\$12,500.00	\$12,438.75	\$12,811.91		\$12,811.91
2012	Website	\$3,500.00	\$3,473.11	\$3,577.30		\$3,577.30
2013	Consulting	\$52,000.00	\$36,000.00	\$36,000.00		\$36,000.00
	<b>Total</b>	<b>\$167,200.00</b>	<b>\$152,256.46</b>	<b>\$199,040.31</b>		<b>\$199,040.31</b>

**Fire Equipment / PPE**

3001	Fire Equipment Preventative Maintenance	\$3,250.00	\$3,227.37	\$3,347.50		\$3,347.50
3002	Fire Equipment Repair	\$3,750.00	\$3,689.95	\$3,862.50		\$3,862.50
3003	New / Replacement Fire Equipment / Loose Equipment	\$72,500.00	\$72,465.68	\$100,000.00	\$75,000.00	\$25,000.00
3004	Special Operations New/Replacment Equipment	\$15,000.00	\$14,731.32	\$20,500.00		\$20,500.00
3005	NFPA 1851 Repair & Maintenance Service	\$15,000.00	\$14,313.94	\$16,000.00		\$16,000.00
3006	New / Replacement PPE	\$30,000.00	\$29,073.30	\$22,000.00		\$22,000.00
3007	Air Testing	\$400.00	\$400.00	\$412.00		\$412.00
3008	SCBA Repair/PM	\$15,000.00	\$14,894.66	\$15,450.00		\$15,450.00
3009	Hydrant/Preplanning/ Hose Testing Needs	\$3,000.00	\$2,911.99	\$2,500.00		\$2,500.00
	<b>Total</b>	<b>\$157,900.00</b>	<b>\$155,708.21</b>	<b>\$184,072.00</b>	<b>\$75,000.00</b>	<b>\$109,072.00</b>



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Operating Budget Cont.

ESD 3 Budget	Approved 2019 Budget	One Time Costs	Projected YE 2019	Proposed 2020 Budget	One Time Costs	Budget Less 1 Time Costs
<b>Fire Apparatus</b>						
4001	Fire Apparatus Preventative Maintenance	\$21,250.00	\$30,667.08	\$22,312.50		\$22,312.50
4002	Fire Apparatus Repair	\$69,000.00	\$50,476.39	\$72,450.00		\$72,450.00
4004	Fuel	\$75,000.00	\$77,162.70	\$77,250.00		\$77,250.00
	<b>Total</b>	<b>\$165,250.00</b>	<b>\$158,306.17</b>	<b>\$172,012.50</b>		<b>\$172,012.50</b>
<b>Fire Stations</b>						
5001	Fire Station Preventative Maintenance	\$26,000.00	\$34,488.60	\$34,500.00	\$12,661.50	\$34,500.00
5002	Fire Station Repair	\$52,000.00	\$46,084.06	\$52,000.00	\$19,084.00	\$52,000.00
5004	Electricity	\$32,960.00	\$30,479.49	\$42,500.00	\$15,597.50	\$42,500.00
5005	Water	\$15,450.00	\$16,359.96	\$20,000.00	\$7,340.00	\$20,000.00
5006	Liquefied Petroleum Gas	\$10,300.00	\$9,328.30	\$13,500.00	\$4,954.50	\$13,500.00
5007	Cable, DSL, Internet, Telephone	\$16,995.00	\$17,779.68	\$23,500.00	\$8,624.50	\$23,500.00
5008	Waste Disposal Service	\$6,695.00	\$6,319.18	\$9,000.00	\$3,303.00	\$9,000.00
5009	Fire Station Living Quarter Supplies	\$10,815.00	\$10,735.68	\$14,000.00	\$5,138.00	\$14,000.00
5013	Peat Moss / Foam	\$10,000.00	\$10,000.00	\$10,300.00		\$10,300.00
	<b>Total</b>	<b>\$181,215.00</b>	<b>\$181,574.94</b>	<b>\$219,300.00</b>	<b>\$76,703.00</b>	<b>\$219,300.00</b>
<b>Emergency Medical Services</b>						
6002	Emergency Medical Supplies	\$127,308.00	\$123,148.24	\$131,127.24	64720.98	\$131,127.24
6003	Oxygen	\$4,376.21	\$4,489.20	\$4,507.50		\$4,507.50
6004	Medical Waste Disposal	\$4,913.62	\$3,750.00	\$6,000.00		\$6,000.00
	<b>Total</b>	<b>\$136,597.83</b>	<b>\$131,387.44</b>	<b>\$141,634.74</b>		<b>\$141,634.74</b>
<b>Communications</b>						
7001	Radio Tower	\$8,500.00	\$1,375.80	\$1,416.00		\$1,416.00
7002	Cellular	\$12,000.00	\$12,671.31	\$12,360.00		\$12,360.00
7003	Communications Repair / PM / Equipment	\$5,000.00	\$4,969.34	\$5,150.00		\$5,150.00
	<b>Total</b>	<b>\$25,500.00</b>	<b>\$19,016.45</b>	<b>\$18,926.00</b>		<b>\$18,926.00</b>
<b>Property, Contents, Vehicle Insurance</b>						
8001	Insurance	\$100,000.00	\$107,400.50	\$125,000.00		\$125,000.00
	<b>Total</b>	<b>\$100,000.00</b>	<b>\$107,400.50</b>	<b>\$125,000.00</b>		<b>\$125,000.00</b>
<b>Payroll</b>						
9001.1	Operations	\$3,016,965.73	\$2,851,584.96	\$3,984,014.89	\$1,039,308.23	\$2,944,706.66
9001.2	Training	\$100,000.00	\$150,380.45	\$150,538.46		\$150,538.46
9001.3	Administration	\$370,000.00	\$369,282.68	\$526,587.50	\$149,000.00	\$377,587.50
9001.4	WORD/WWA/CISD	\$35,000.00	\$34,938.67	\$35,000.00		\$35,000.00
9001	Deployment	\$0.00	\$1,849.21	\$25,000.00		\$25,000.00
9001.5	Seasonal	\$0.00	\$0.00			\$0.00
9002	Payroll Taxes (IRS/TWC)	\$268,549.89	\$243,318.35	\$361,167.28		\$270,261.70
	<b>Total</b>	<b>\$3,790,515.62</b>	<b>\$3,651,354.33</b>	<b>\$5,082,308.13</b>	<b>\$1,188,308.23</b>	<b>\$3,803,094.32</b>



Proposed Budget FY 2020

Operating Budget Cont.

ESD 3 Budget	Approved 2019 Budget	One Time Costs	Projected YE 2019	Proposed 2020 Budget	One Time Costs	Budget Less 1 Time Costs
<b>Personnel Associated Expenses</b>						
10001	Workers Compensation Insurance		\$107,064.00	\$148,000.00	\$0.00	\$148,000.00
10003	TCDRS Retirement	\$301,128.07	\$291,557.48	\$419,237.31	\$105,521.77	\$337,714.78
10004	Health Insurance	\$425,000.00	\$440,576.54	\$586,272.32	\$140,705.36	\$445,566.96
10005	Dental Insurance	\$20,000.00	\$18,006.72	\$27,589.29	\$6,621.43	\$20,967.86
10006	Disability Insurance	\$16,000.00	\$16,393.80	\$22,071.43	\$5,297.14	\$16,774.29
10007	Life Insurance	\$8,500.00	\$6,337.42	\$11,725.45	\$2,814.11	\$8,911.34
10012	Vision	\$11,500.00	\$9,465.98	\$15,863.84	\$3,807.32	\$12,056.52
10013	Supplemental Insurance	\$0.00	\$0.00	-\$139,366.98	-\$33,448.08	-\$105,918.90
10008	Uniforms	\$30,000.00	\$32,219.40	\$41,383.93	\$9,932.14	\$31,451.79
10008	Duty Tshirts	\$7,500.00	\$7,439.23	\$10,345.98	\$2,483.04	\$7,862.95
10010	TCFP Certification Fees	\$7,500.00	\$7,432.30	\$10,729.17	\$2,575.00	\$8,154.17
10011	DSHS Certification Fees	\$3,500.00	\$3,562.10	\$4,522.64	\$1,085.43	\$3,437.20
10014	Employee Assistance Program (LMS)	\$2,300.00	\$2,208.00	\$3,172.77	\$761.46	\$2,411.30
10015	Employee Awards & Recognition	\$3,500.00	\$5,170.03	\$6,000.00	\$1,440.00	\$4,560.00
10016	Health & Wellness Program (NFPA 1583)	\$2,500.00	\$0.00	\$2,575.00	\$618.00	\$1,957.00
	<b>Total</b>	<b>\$916,928.07</b>	<b>\$947,433.00</b>	<b>\$1,170,122.13</b>	<b>\$250,214.13</b>	<b>\$943,907.24</b>
<b>District Training</b>						
11001	ESD Commissioner Training	\$3,000.00	\$2,532.00	\$3,090.00		\$3,090.00
11002	Officer Training	\$25,000.00	\$24,840.00	\$15,000.00		\$15,000.00
11003	Live Fire / Fire Operations Related	\$22,000.00	\$21,591.51	\$67,000.00	\$45,000.00	\$22,000.00
11004	Meals & Incidentals	\$7,500.00	\$4,645.13	\$7,725.00		\$7,725.00
11005	Travel & Lodging	\$10,000.00	\$6,051.12	\$10,300.00		\$10,300.00
11006	Fire Prevention Month (PR)	\$4,000.00	\$4,000.00	\$6,000.00		\$6,000.00
11007	EMS Operations Related	\$22,800.00	\$22,667.39	\$23,484.00		\$23,484.00
11007	EMS Meals & Incidentals	\$2,000.00	\$1,642.92	\$3,000.00		\$3,000.00
11007	EMS Travel & Lodging	\$2,500.00	\$2,426.00	\$4,500.00		\$4,500.00
11007	EMS Training Equipment	\$1,000.00	\$978.66	\$1,030.00		\$1,030.00
11009	New/Replacement Training Equipment	\$1,500.00	\$1,323.63	\$1,545.00		\$1,545.00
11010	Citizen's Fire Academy	\$1,000.00	\$388.58	\$500.00		\$500.00
11011	EMS Community Education	\$2,500.00	\$2,500.00	\$0.00		\$0.00
11012	Administration/HR Training	\$5,000.00	\$4,995.00	\$5,150.00		\$5,150.00
	<b>Total</b>	<b>\$109,800.00</b>	<b>\$100,581.94</b>	<b>\$148,324.00</b>	<b>\$45,000.00</b>	<b>\$103,324.00</b>
	Total Income	\$8,530,416.46	\$8,967,984.48	\$9,543,179.96		
	Total Expense (Includes Debt Service and Capital Expenditures)	\$8,341,941.44	\$8,187,256.55	\$9,459,001.87		
	Addition to Reserve	\$0.00	\$400,000.00	\$0.00		
	Net / Hold in General Operating for Future Deficits	\$188,475.02	\$380,727.92	\$84,178.09		



# PERSONNEL





## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

<b>SUMMARY</b> Full-time Positions				
	Authorized Positions 2019	Actual Filled Positions 2019	Funded Positions 2020	Proposed Changes 2020
<b>Administration</b>	5	5	6	1
<b>Operations</b>	51	50	69	18
<b>Total</b>	56	55	75	19





**POSITIONS AND AUTHORIZATION DOCUMENT (PAD)**

<b>ADMINISTRATION</b>					
<b>Position</b>	<b>Auth'd Positions 2019</b>	<b>Actual Filled Positions 2019</b>	<b>Funded Positions 2020</b>	<b>Proposed Changes 2020</b>	<b>Employee</b>
Fire Chief	1	1	1		Darren Brinkkoeter
Deputy Chief	0	0	1	1	<i>New position</i>
Chief Financial Officer	1	1	1		Angela Hemphill
Division Chief	1	1	1		Brandon Kludt
Administrative Assistant	1	1	1		Shawna Bantis
Community Paramedic	1	1	1		Juanita Billeiter
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>1</b>	

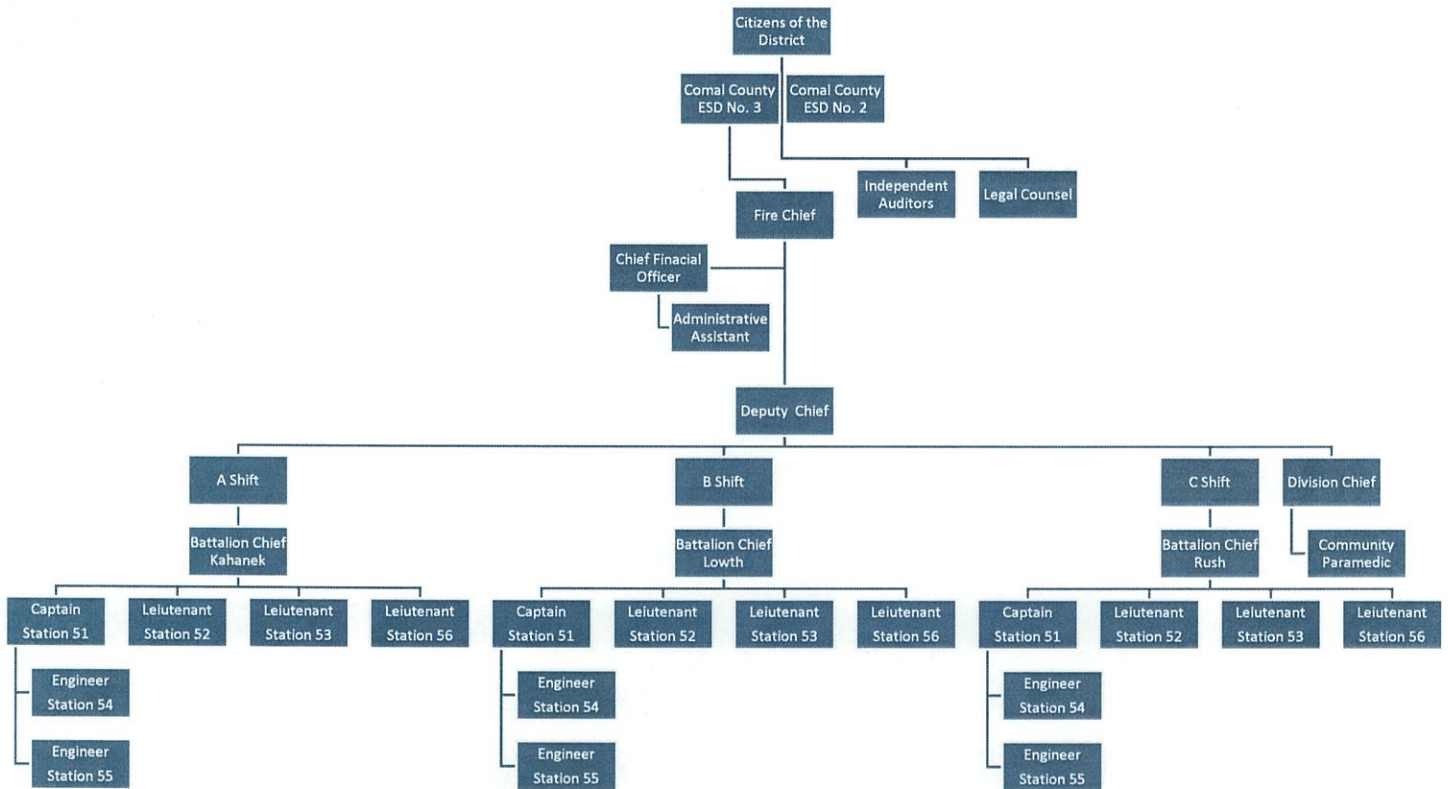


**POSITIONS AND AUTHORIZATION DOCUMENT (PAD)**

<b>OPERATIONS BRANCH</b>							
Position	Auth'd Positions 2019	Actual Filled Positions 2019	Funded Positions 2020	Proposed Changes 2020	Employee		
<b>FIRE SUPPRESSION</b>					A	B	C
Battalion Chief	3	3	3		J. Kahaneck	J. Lowth	J. Rush
Captains	3	3	3		D. Bednorz	R. Thoele	C. Clapper
Lieutenants	6	6	9	3			
Engineers	12	12	18	6			
Firefighters	27	26	36	9			
Part-time	0	0	0		vacant - not funded		
<b>Total</b>	<b>51</b>	<b>50</b>	<b>69</b>	<b>18</b>			



# Organizational Chart for 2020





## 2020 Station Staffing

Station 51	(1074 Scissortail)		
	Battalion Chief	1	Battalion Chief
	Truck Company & Squad	3	Captain, Engineer, 1 Firefighter
	Medic unit	2	2 Firefighters
	Tender		
	Boat 51		
Station 52	(160 Oblate)		
	Engine Company	2	Lieutenant, Engineer
	Medic unit	2	2 Firefighters
	Brush truck		
	Boat 52		
Station 53	(21750 FM 306)		
	Engine Company	2	Lieutenant, Engineer
	Medic unit	2	2 Firefighters
	Brush truck		
	Medic unit (Reserve)		
Station 54	(8685 FM 306)		
	Engine Company	3	Engineer, 1 or 2 Firefighters
	Medic unit	0	2 Firefighters
	Brush truck		
	TIFMAS Engine		
Station 55	(1223 Island View Dr.)		
	Engine Company (Type 3)	2	Engineer, 1 Firefighter
	Medic unit	0	2 Firefighters
	Tender		
	Utility		
Station 56	(1150 S. Cranes Mill Rd.)		
	Engine Company	2	Lieutenant, Engineer
	Medic unit	2	2 Firefighters
	Brush truck		
	Engine 50 (Reserve)		
Total staff per shift		23	

Notes:

Truck Company consist of 3 personnel and 4 fully staffed  
 Engine Company consist of 2 minimum and 3 fully staffed  
 Medic unit consist of 2 personnel  
 Minimum Staffing 22 per shift