



Budgeting:

A Portrait of Success

“Don’t Let Others Paint it for You!”



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The Typical Budget

A well-thought-through spreadsheet!

Bexar County Emergency Services District No. 2
 Budget Overview: FY2023-2024 Budget
 October 2023 - September 2024

	TOTAL
Income	
4000 Tax Property Ad Valorem Revenue	55,000.00
4003 Ad Valorem - Delinquent Taxes	13,750,000.00
4004 Ad Valorem - Tax Revenue	13,805,000.00
Total 4000 Tax Property Ad Valorem Revenue	14,000,000.00
4050 Sales Tax Revenue	2,000.00
4051 Sales Tax Revenue - Gross	2,000.00
Total 4050 Sales Tax Revenue	100,000.00
4300 Grants and Contributions	16,000.00
4301 Donations	16,000.00
Total 4300 Grants and Contributions	16,000.00
4400 Interest Income	25,000.00
4401 Interest Income	10,200,000.00
Total 4400 Interest Income	2,665,000.00
4700 Other Income	7,344,000.00
4704 Reimbursements	5,548,000.00
Total 4700 Other Income	333,469,000.00
4800 Special Income	100,000.00
4810 Fire Billing Services Income	100,000.00
4811 EMS Billing Services Income	200,000.00
4812 Contract Income	
4813 Allowance for Uncollectible EMS	
Total 4800 Special Income	400,000.00
Total Income	480,000.00
GROSS PROFIT	
Expenses	
6000 Administrative Fees - Oth Govnt	36,000.00
6005 Bexar Appraisal District Fees	36,000.00
6010 Bexar Tax Assessor Fees	
6015 State Comptroller Service Fee	59,800.00
Total 6000 Administrative Fees - Oth Govnt	59,800.00
6020 Commissioner Expenses	
6021 Commissioner Compensation	8,000.00
Total 6020 Commissioner Expenses	8,000.00
6030 Dues and Subscriptions	
6031 Dues and Subscriptions	
Total 6030 Dues and Subscriptions	
6040 Publications and Communications	
6041 Legal Notices	
Total 6040 Publications and Communications	

PROPOSED BUDGET ESD 2023-2024			
Adopted 8/12/2023			
		Received this fiscal year:	8/11/2023
			Still expecting:
Tax Revenue	\$		\$
Revenue	\$		\$
Income	\$		\$
2022 - 2023 budget	\$		\$
INCOME TOTAL	\$		\$
ADMINISTRATIVE	\$		\$
AND TAXES	\$		\$
payroll	\$		\$
taxes	\$		\$
legal	\$		\$
accounting	\$		\$
audit	\$		\$
consulting	\$		\$
tax collection	\$		\$
stipends	\$		\$
membership	\$		\$
training	\$		\$
sundries	\$		\$
commercial package	\$		\$
auto	\$		\$
workers comp	\$		\$
planet floater	\$		\$
P & sickness	\$		\$
health	\$		\$
firefighters	\$		\$
writers	\$		\$
850,000.00	\$		\$
3,600,000.00	\$		\$
120,000.00	\$		\$
1,500,000.00	\$		\$
446,000.00	\$		\$
7,461,000.00	\$		\$
YTD Income	\$		\$
YTD Expenses	\$		\$

Good Portrait



Great Portrait



What can make your
portrait great?

Who Are You? Your Brand

Mission / Values

Explain Your Purpose

Show Who You Represent

Show How You Service

Show Your Greatness

Who are You?
What's Your Brand?

Who Are You? Your Brand

Branding is
Everything!

The portrait is about your brand!

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BC 2 FD

Who Are You? Your Brand

Who are your
Commissioners?

Who is your Executive
Staff?

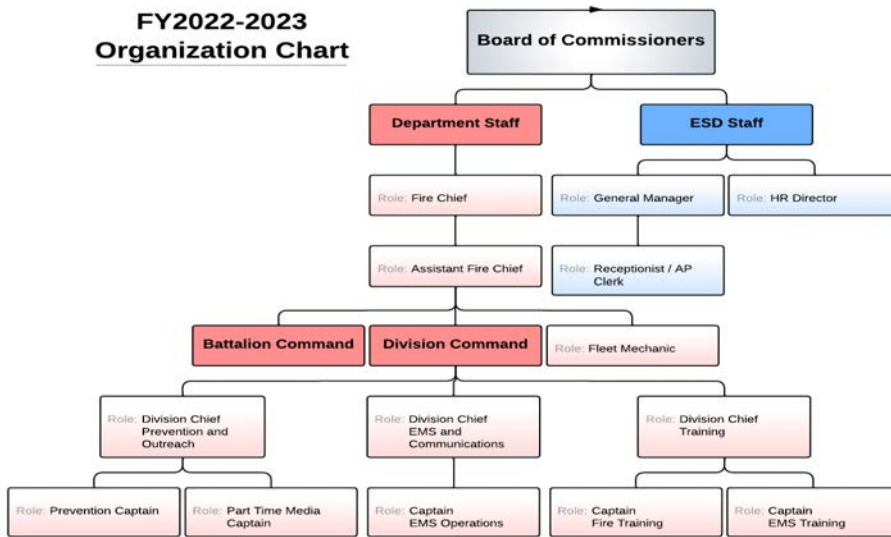
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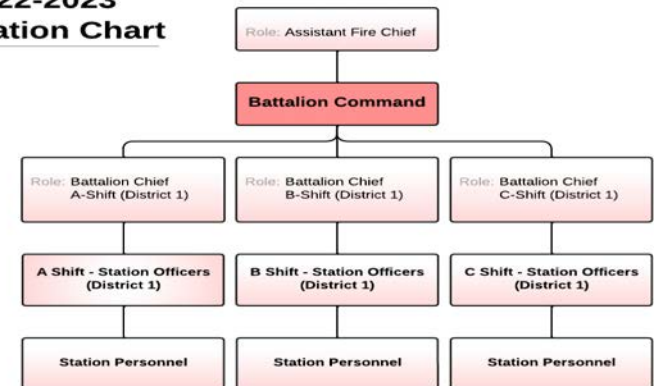
Who Are You? Your Brand

Who Are You?

**FY2022-2023
Organization Chart**



**FY2022-2023
Organization Chart**



What is your Vision?
Do you have a mission?

Mission / Values

Vision

Mission

Guiding Principles

Develop a Missions Statement, Vision, and Guiding Principles

LIVE BY THESE IN EVERY DECISION YOU MAKE.

The Vision of Bexar County Emergency Services District No. 2 is to position the fire district operationally, financially, and politically through and beyond economic uncertainty while creating a predictable, sustainable future.

The Mission of Bexar County Emergency Services District No. 2 is to protect and enhance the safety and well-being of those who reside, visit, and travel through our District. Bexar County Emergency Services District No. 2 is committed to creating a safer community through education, prevention, preparedness, and effective emergency response.

What is your purpose?
What is an ESD?

Explain Your Purpose

Your Purpose!

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Short Summary of an ESD and its funding.

An Emergency Services District (ESD) is a political subdivision of the State of Texas, similar to a School District, Library District, or Hospital District. Depending on the ESD's creation documents, an ESD can provide fire protection, emergency medical services, or both and governed by five individuals appointed by the County Commissioner Court.

Bexar County Emergency Services District No. 2 (ESD2) was created in May 2003 through a vote of the District's property owners and residents.

ESD2 levies a 0.083941 per \$100 property valuation ad valorem tax and a 1.5% sales tax.

Who or what do you
represent?

Show Who You Represent

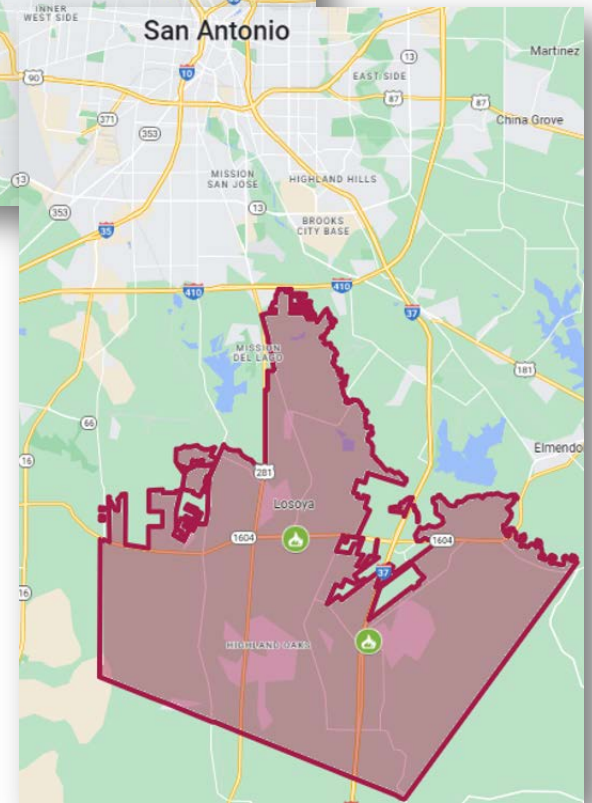
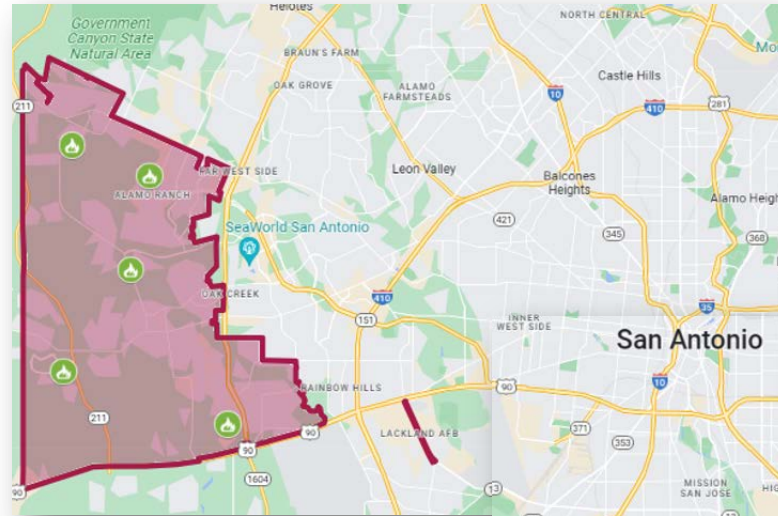
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Representation

Demographic Data Set	BxCESD2	BxCESD6*	Combined
Population (2022 GIS Data)	150,517	21,212	171,729
Square Miles	60.91	88.54	149.45
Median HH Income	\$93,112	\$55,598	\$88,013
Commerical/Industrial Properties	1,045	367	1,412
Residential Properties	46,347	4,650	50,997
Vacant/Unimproved Properties	2,978	4,290	7,268
Total Properties	50,370	9,307	59,677
FY2022-2023 Property Valuation	\$ 17,605,861,074	\$ 1,834,615,699	\$ 19,440,476,773

Show Who You Represent

Representation



Map Out Your District

Google Maps (Free Tool)

Show Who You Represent

Representation



Created for BCDEM by Bexar County IT GIS Team (Sep 2022)
Data Source: US Census 2020, ACS (2016-2020).
Estimates by ESRI based on block apportionment.

ESD 2

Bexar County

Total Area: 60.91 Sq. Miles

Total Population: 150,517

Pop. Density: 2,470.40 /Sq. Miles

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GENDER:

Total Male Population: 72,901
Total Female Population: 77,616

RACE:

Total Population 1 Race: 93,992
Total Population 1 Race- White: 56,838
Total Population 1 Race- Black: 13,642
Total Population 1 Race- American Indian: 1,435
Total Population 1 Race- Asian: 4,785
Total Population 1 Race- Pacific Islander: 356
Total Population 1 Race- Other: 16,936
Total Population 2+ Races: 35,565

ETHNICITY:

Total Hispanic Population: 70,986
Total Hispanic Population 1 Race: 40,585
Total Hispanic Population 2+Races: 30,401

AGE:

Total Population Age Under 5 Yrs: 11,278
Total Population Age 5 to 14 Yrs: 0
Total Population Age 15 to 24 Yrs: 0
Total Population Age 25 to 34 Yrs: 0
Total Population Age 35 to 44 Yrs: 0
Total Population Age 45 to 54 Yrs: 0
Total Population Age 55 to 64 Yrs: 0
Total Population Age 65+ Yrs: 0

HOUSEHOLDS:

Median HH Income: \$93,112
Total No. of HHs: 40,295
Avg, HH Size: 3.20
Total HHs w/Food Stamps/SNAP: 1,322
Total HHs w/Public Assistance Income: 292
Total HHs w/Retirement Income: 5,652
Total HHs w/Social Security Income: 4,742

Show Who You Represent

Key Data Sources

Use the resources you already have.

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COUNTY APPRAISAL DISTRICT

- VALUATION & STRUCTURE COUNT

COUNTY GIS/MAPPING DEPARTMENT

- DEMOGRAPHICS, GOOGLE KML MAPPING FILES

DISPATCHER'S OFFICE

- CALL RESPONSE DATA

FIRE MARSHAL'S OFFICE

- NEW CONSTRUCTION DATA

YOUR RESPONSE DATA

How do you serve the
constituent?

Show How You Service

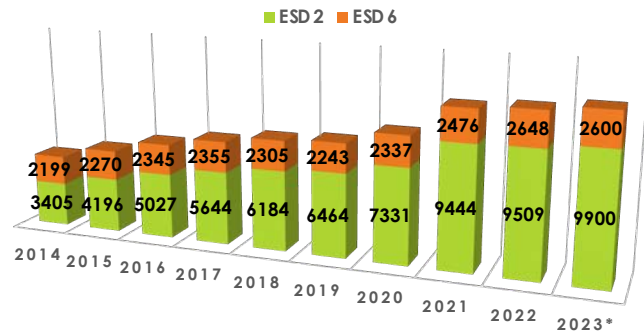
Service

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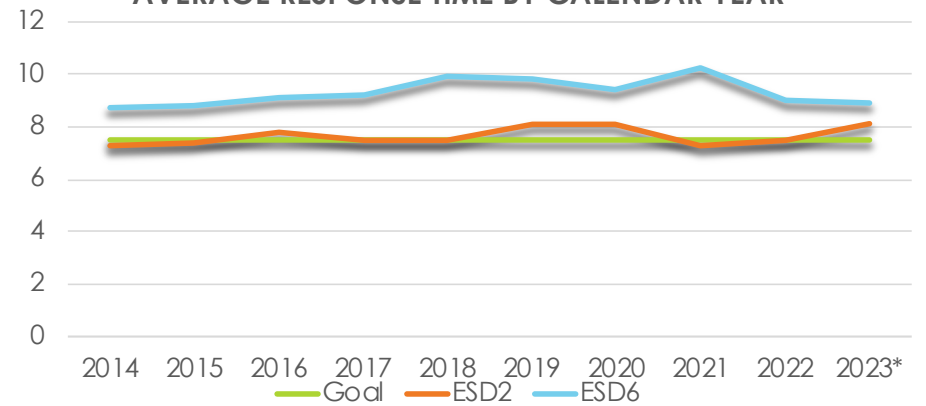
Demographic Data Set	BxCESD2	BxCESD6*	Combined
Fire Stations	5	2	7
Fire Stations Under Construction (Rebuild)	3	1	4
Future Planned Fire Stations	4	1	5
Apparatus / Vehicles			
Engines	5	3	8
Aerials	2	0	2
Tenders	2	1	3
Brush Trucks / Attacks	6	3	9
Medics (Ambulances)	12	0	12
Specialty (Air & Light, WMD, Boat Etc)	2	1	3
Command	3	0	3
Administration	12	0	12
Total	44	8	52
Apparatus On-Order	8	0	8
Approved Staffing Positions	127	18	145

Service

10 YR CALL VOLUME BY CALENDAR YEAR



AVERAGE RESPONSE TIME BY CALENDAR YEAR



Demographic Data Set	BxCESD2	BxCESD6*	Combined
2023 Estimated Calls for Service	9,900	2,600	12,500
YTD Average Response Time	8:07	8:53	8:19

How did you benefit the public?

Show Your Greatness

Accomplishments

ISO Rating

Awards Received



**State Fire
Marshal's Office**

PO Box 12107 | Austin, TX 78711 | 512-676-6800 | tdi.texas.gov/fire

7/9/2021

Ralph Rodriguez
Chief of Bexar County ESD No 02 Fire Department
7045 Old Talley Rd
San Antonio, TX 78253
ralph.rodriquez@bc2fd.org

Place Code: 02908
Community: Bexar County ESD No 02

Dear Ralph Rodriguez:

Insurance Services Office (ISO) has submitted a recommendation concerning your community's Public Protection Classification (PPC). Currently, the Community's Public Protection Classification is **02/10**.

Insurance Services Office is recommending the classification be changed to a split Class 01/10, with an effective date of 12/1/2021. The recommendation is based on a review of your community performed on 2/2/2021 and does include application of the Texas Exception to the Fire Suppression Rating Schedule.

With a split class, all class-rated properties located within 5 miles of a fire station will use **Class 01**. All class-rated properties located farther than 5 miles of a fire station will use **Class 10**. Hydrant distance requirement does not apply due to an alternate creditable water supply.

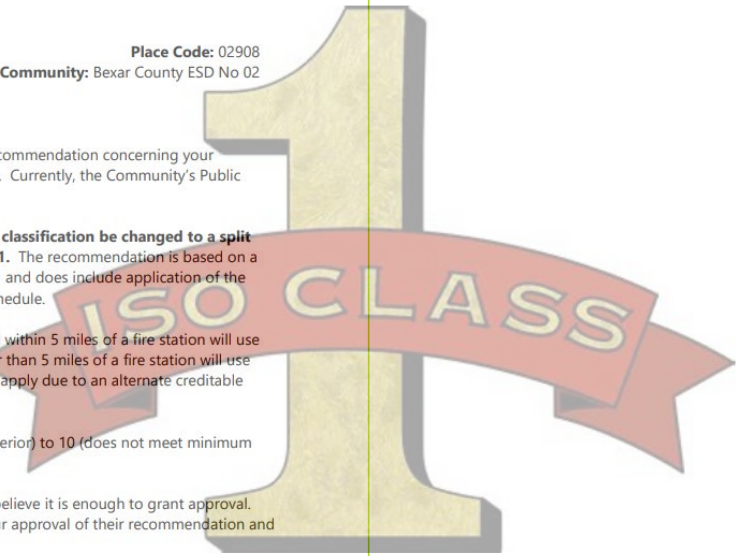
Public Protection Classifications range from 1 (superior) to 10 (does not meet minimum criteria).

We have reviewed the information provided and believe it is enough to grant approval. The Insurance Services Office will be notified of our approval of their recommendation and the effective date.

If you have any questions regarding this change, I may be reached at the address indicated above or by email to PPCOversight@tdi.texas.gov.

Please make sure all community officials and residents within your district are notified of the new Public Protection Classification rating for your community, and the effective date.

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Show Your Greatness

Goals Achieved

Promises Kept and Long-Term Goals Achieved

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Goal #1: Establish EMS Transport Services

- Achieved: May of 2019. BxCESD2 currently operates 6 ambulances 24 hours a day.

Goal #2: Build and Expand Fire Stations

- Achieved: Established Station 124 & 125. Currently rebuilding Station 121, 122, & 123

Goal #3: Purchase Advanced Apparatus

- Achieved: Purchased two ladder trucks, three engines, and a mix of smaller apparatus.

Goal #4: Achieve an ISO 1 Insurance Rating

- Achieved: In 2022, BxCESD2 received an ISO Class 1 rating. This is the best rating a fire department can achieve.

Goal #5: Reduce Response Time

- In Progress: With the relocation of 123, BxCESD2 has positioned itself to place staff and apparatus in the locations that will meet this need and work will continue to meet this goal.

Your portrait is developing.
What's next?

THE BUDGET

Now Can We Add The Typical Budget?

A well-thought-through
spreadsheet!

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Total 6040 Publications and Communications	

PROPOSED BUDGET ESD 2023-2024
Adopted 8/12/2023

	Received this fiscal year:	8/11/2023
Tax Revenue		
Revenue	\$ (13,500,000.00)	\$ (13,500,000.00)
Expense	\$ (2,500,000.00)	\$ (2,500,000.00)
2022 - 2023 budget	\$ -	\$ -
INCOME TOTAL	\$ (7,500,000.00)	\$ (1,500,000.00)
ADMINISTRATIVE AND TAXES		
payroll	\$ 200,000.00	\$ (1,500,000.00)
taxes	\$ -	\$ (7,500,000.00)
legal	\$ 175,000.00	\$ 200,000.00
accounting	\$ -	\$ -
audit	\$ -	\$ -
consulting	\$ -	\$ 175,000.00
tax collection	\$ -	\$ -
stipends	\$ 70,000.00	\$ -
membership	\$ -	\$ -
training	\$ -	\$ 70,000.00
sundries	\$ -	\$ -
commercial package	\$ 500,000.00	\$ -
auto	\$ -	\$ -
workers comp	\$ -	\$ 500,000.00
plant/floater	\$ -	\$ -
P & sickness	\$ -	\$ -
health	\$ -	\$ -
firefighters	\$ -	\$ -
writers	\$ 850,000.00	\$ -
Total	\$ 3,600,000.00	\$ 850,000.00
Total	\$ 120,000.00	\$ 3,600,000.00
Total	\$ 1,500,000.00	\$ 120,000.00
Total	\$ 446,000.00	\$ 1,500,000.00
Total	\$ 7,461,000.00	\$ 7,015,000.00
Total	\$ -	\$ -
Total	\$ -	\$ -

FIRST

LET'S TALK NUMBERS!

What can make your budget report great?

30

Transparency

Clarity and Simplicity

Visual Elements

Contextual Explanations

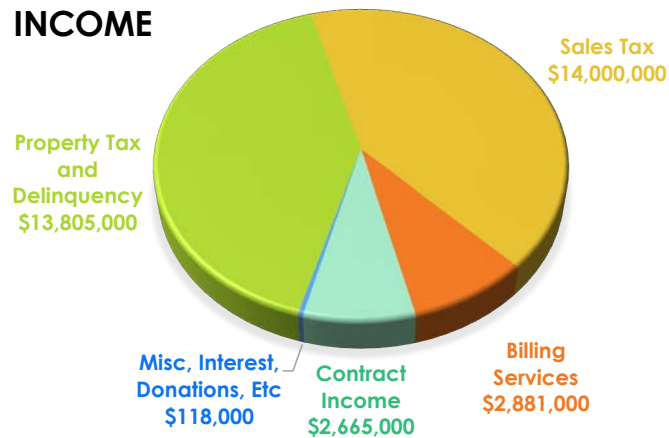
Highlight Key Takeaways

Transparency

House of Glass

Be transparent about the sources of revenue and how funds are allocated. Include information on any changes from the previous budget cycle.

INCOME



Income and Net Change Summary

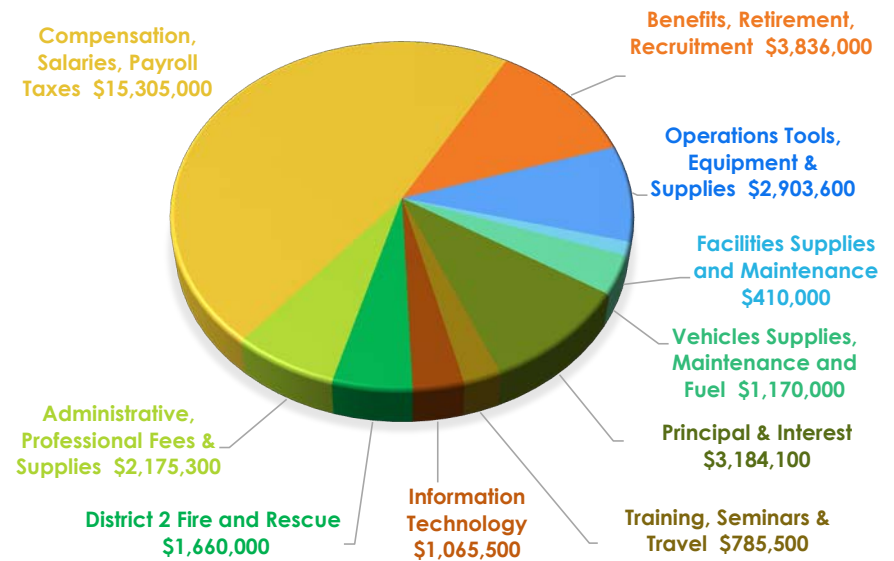
Income Source	FY2023-2024 Proposed	FY2022-2023 Adopted Budget*	Net Change
Delinquent Property Taxes	\$ 55,000.00	\$ 50,000.00	\$ 5,000.00
Property Tax Revenue	\$ 13,750,000.00	\$ 12,400,000.00	\$ 1,350,000.00
Sales Tax Revenue	\$ 14,000,000.00	\$ 11,000,000.00	\$ 3,000,000.00
Donations	\$ 2,000.00	\$ 100.00	\$ 1,900.00
Interest Income	\$ 100,000.00	\$ 1,000.00	\$ 99,000.00
Reimbursements	\$ 16,200.00	\$ 16,000.00	\$ 200.00
Special Income (Deployments)	\$ -	\$ -	\$ -
Billing Services	\$ 2,881,000.00	\$ 2,000,000.00	\$ 881,000.00
Contract Income	\$ 2,665,000.00	\$ 1,759,800.00	\$ 905,200.00
Total	\$ 33,469,200.00	\$ 27,226,900.00	\$ 6,242,300.00

Clarity and Simplicity

Clear and Simple

The total operation expenditures for FY 2023-2024 is \$32,495,000, with the most significant expense being a combination of employment expenses, including compensation, payroll taxes, benefits, retirement, and recruitment.

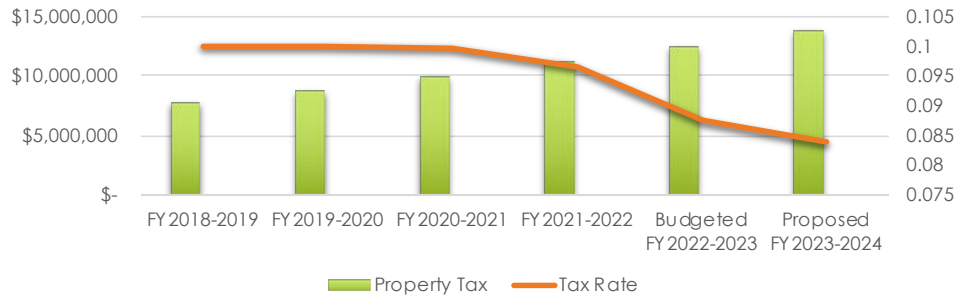
OPERATIONS EXPENSE



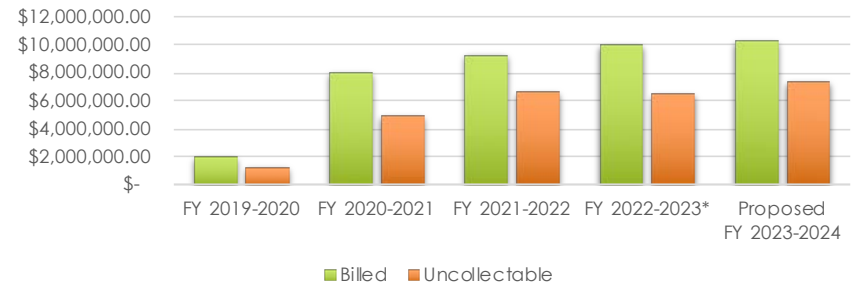
Visual Elements

Graphs, Graphs, Graphs and Table or Two

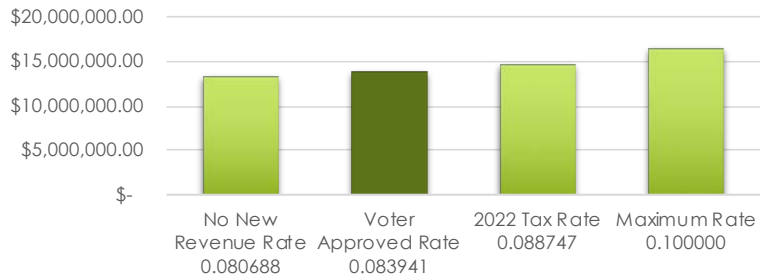
Property Tax Income Vs. Property Tax Rate Comparison



EMS Recorded Receivables Vs Recorded Uncollectable



**Property Tax Rate Vs. Income Comparison
98% Collectable**



Department/Division	Open Positions	Proposed Positions	Total Positions	Salaries
Executive Administration & Staff	1	0	5	\$ 635,000.00
Part-Time Administration	0	0	2	\$ 62,000.00
Divisional Command & Staff	1	2	10	\$ 1,060,000.00
Operations A-Shift	1	1	42	\$ 3,627,000.00
Operations B-Shift	0	1	42	\$ 3,499,000.00
Operations C-Shift	0	1	42	\$ 3,502,000.00
Part-Time Operations Staff	0	0	3	\$ 100,000.00
Smart Medic	1	0	4	\$ 290,000.00
Commissioners	0	0	5	\$ 36,000.00
Total	4	5	155	\$12,811,000.00

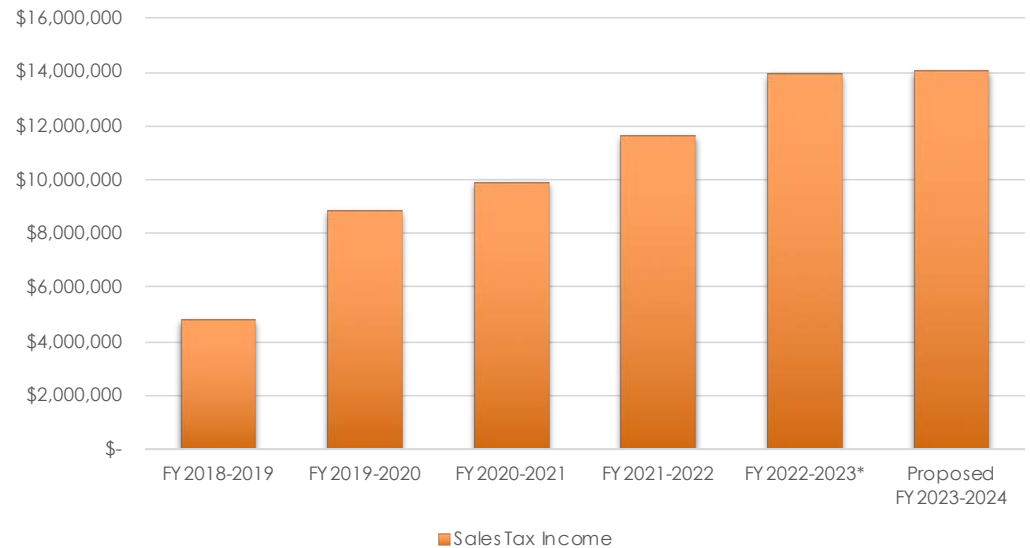
Contextual Explanation

Simple Yet Detailed

Sales Tax

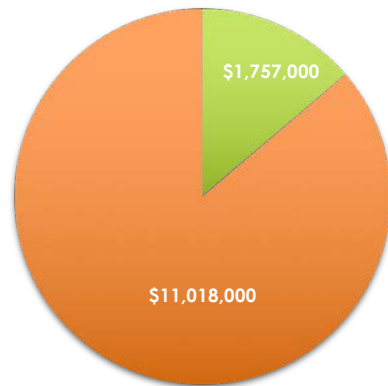
Sales Tax was established in 2017 through a vote of the residents of the District at a rate of \$0.015 (1.5%). Based on the last 24-month history, sales tax income is projected to be \$14,000,000, an increase of \$3,000,000 from the budgeted amount from FY2022-2023 of \$11,000,000 and approximately \$100,000 more than the estimated actual income of \$13,900,000. The increases year-over-year are the result of the tremendous growth within the District.

BxCESD2 Sales Tax Income Comparison

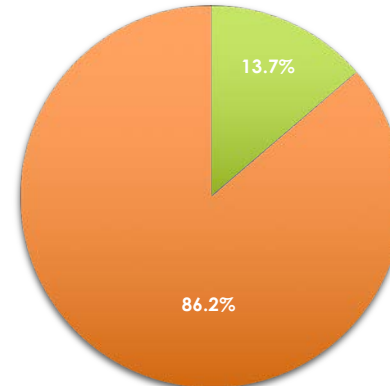


Simple Yet Detailed

Administration & Operations Total Salary Comparison



■ Administration ■ Operations



■ Administration ■ Operations

Key Takeaways / Elements

Show Your Greatness!

Property Tax

A proposed Voter-Approved Tax Rate of \$0.083941 per \$100 would be the fourth consecutive year of a property tax rate reduction. This proposed rate would result in a 4.33% **decrease** in tax rate from last year and a 16.05% decrease in the tax rate since September 2020.

The proposed tax rate of \$0.083941 shows a projected increase of \$1,355,000 in property tax income, with 63% from new construction within BxCESD2's District. The total projected income at a 98% collection rate from property tax and delinquency is calculated to be \$13,805,000. Therefore, due to an increase in overall income based on the previous year, BxCESD2 is obligated to post the notice to the public as a tax increase regardless of the reduction in the tax rate.

Property Tax Income Vs. Property Tax Rate Comparison



Show Your Greatness!

In FY2022-2023, BxCESD2 provided an additional property tax exemption above the State Requirements to Homestead, Disabled, and Over 65. In July of 2023, BxCESD2 continued those exemptions. Approximately 37,000 of the District's properties qualified for one or more exemptions. These exemptions equated to a total taxable property value decrease of \$205,025,101 across the District.

BxCESD2 Property Exemptions Breakdown

Exemption	Property Count	ESD2 Exempted Value
DP - Disabled Person	421	\$ 1,126,344
DPS - Disabled Surviving Spouse	6	\$ 12,000
FR - Free Port	1	\$ 32,700
HS - Homestead	30,182	\$ 128,296,794
LVE - Leased Vehicle for Personal Use	25	\$ 58,145,482
Over 65 - Over 65	6,528	\$ 17,282,781
Over 65 S - Over 65 Surviving Spouse	48	\$ 129,000
Total	37,211	\$ 205,025,101

Now Can We Add The Typical Budget?

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Adopted 8/12/2023

	2022 - 2023 Budget	2023 - 2024 Budget	Received this fiscal year:	8/31/2023
INCOME TOTAL	\$ (7,500,000.00)	\$ (7,500,000.00)	\$ (7,500,000.00)	\$ (7,500,000.00)
ADMINISTRATIVE AND TAXES				
payroll	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
taxes	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00
legal	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
accounting	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
audit	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00
consulting	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00
tax collection	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00
stipends	\$ 850,000.00	\$ 850,000.00	\$ 850,000.00	\$ 850,000.00
membership	\$ 3,600,000.00	\$ 3,600,000.00	\$ 3,600,000.00	\$ 3,600,000.00
training	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00
sundries	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00
commercial package	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00
auto	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00
workers comp	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00
land floaters	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00	\$ 446,000.00
P & sickness	\$ 850,000.00	\$ 850,000.00	\$ 850,000.00	\$ 850,000.00
health	\$ 3,600,000.00	\$ 3,600,000.00	\$ 3,600,000.00	\$ 3,600,000.00
firefighters	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00
writers	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00
Total	\$ 7,461,000.00	\$ 7,461,000.00	\$ 7,461,000.00	\$ 7,461,000.00
YTD Income	\$	\$	\$	\$
YTD Expenses	\$	\$	\$	\$

THE BUDGET!!!

NOT JUST A WELL-THOUGHT-
THROUGH SPREADSHEET BUT
A GREAT PORTRAIT

THE BUDGET!!!

PAINT IT WELL
OR OTHERS WILL
PAINT IT FOR YOU