

**COMAL COUNTY  
EMERGENCY SERVICES DISTRICT #1  
BOARD OF COMMISSIONERS  
Board Meeting Minutes, November 17, 2016**

A Regular meeting of the ESD #1 Board was held at the Emergency Services Building at 353 Rodeo Drive, Spring Branch, Texas 78070 on Thursday, the 17<sup>th</sup> day of November, 2016.

**Discussion/Action Items:**

**1. Call Individual meeting to order:**

Having been duly posted, the meeting was called to order at 4:00 p.m. by President John Scheffler. Commissioners Bill Gonser, Rhonda Zunker, Judy Wilken, and Harrell Hicks were present and a quorum was declared.

Guest in attendance:

Ms Jo Zuercher - Bulverde-Spring Branch Fire & EMS  
Mike Rarick – Commissioner ESD 5  
Paul Graf – Commissioner ESD 4  
Larry Hull, Comal Trinity GCD Board of Directors  
Rodney Young

**Workshop Agenda**

**Public Comment:** In accordance with the Texas Attorney General's opinion, any public comment that is made on an item that is not on the published final agenda will only be heard by the Board of Commissioners. No formal action, discussion, deliberation, nor comment will be made by the Board of Commissioners. Citizens' Comments are limited to 3 minutes per citizen.

**Discussion/Action Items (continued):**

Prior to covering the agenda items, Commissioner Scheffler requested entering into Executive Session in order to cover agenda items #7 and #11 regarding real property matters pursuant to Chapter 551.072 and personnel matters pursuant to Chapter 551.074 of the Texas Government Code. Commissioner Gonser requested a record vote on this motion. Commissioners John Scheffler, Rhonda Zunker, and Judy Wilken voted for the motion. Commissioners Bill Gonser and Harrell Hicks voted against. Motion carried.

**2. Approve November 3, 2016 special meeting minutes:** Commissioner Zunker moved and Commissioner Hicks seconded a motion to approve the minutes as presented. Motion carried, with Commissioner Gonser against approval. Commissioner Gonser stated that comments made during Commissioner Dave Bullock's public comment on the proposed purchase of Rodeo Dr. facility were left out. Commissioner Zunker stated she did make the comment that she wanted to check into whether ambulance staffing was required at the proposed new fire stations in the next

few years. A summary of Mr. Bullock's presentation against the purchase was an attachment on the November 3<sup>rd</sup> minutes. Mr. Larry Hull, who attended the November 3<sup>rd</sup> meeting and was present at this meeting offered no public comment at this time.

**3. Discuss, review, and consider monthly financial reports from Commissioner Zunker, and**

**4. Consider and approve bills/invoices to be paid:**

a. Commissioner Zunker presented the Financial Report as of November 16, 2016. Total on Deposit is \$ 1,022,848.46. Report is at Atch #1a & 1b.

b. There are no bills/invoices due at this time.

c. Commissioner Wilken moved we accept the financial report as presented.

Commissioner Hicks seconded. Motion passed.

**5. Discuss and consider proposal to share costs with the other ESD's to provide Holiday gifts to emergency services staff - Commissioner Scheffler:**

Following discussion, Commissioner Zunker motioned per Nancy Wehrung's request, the ESD 1 Commissioners support the two ESD 1 Non-profit Board Members to vote in favor of an additional \$9000 total for Christmas gifts to Non-profit employees to be paid out of Non-profit funds at no additional costs to ESD 1. Seconded by Commissioner Wilken, motion passed.

**6. Discuss, consider and select a mortgage replacement bid to be chosen from three banks (if available) – Commissioner Zunker.** Two banks were contacted; no bids have been received. No further discussion.

**CONVENE IN CLOSED EXECUTIVE SESSION regarding real property matters pursuant to Chapter 551.072 (Agenda item #7) and personnel matters pursuant to Chapter 551.074 (Agenda item #11) of the Texas Government Code). In Executive Session at 4:15pm.**

**RECONVENE IN OPEN SESSION at 5:00pm.**

**7. Discuss proposed purchase of Rodeo Dr., including financial capability assumptions and cost sharing – Commissioner Scheffler.** Commissioner Wilken motioned the discussion of the proposed purchase be tabled until further information is gathered about financial capability. Commissioner Hicks seconded and motion passed.

**8. Discuss and consider approval of a Memorandum of Agreement concerning a consolidated website – Commissioner Scheffler.** Following discussion, information for the consolidated website will be provided by whomever is in the positions of President and Treasurer.

**9. Discuss ESD Council and Council Committee meetings (if any since last report) – Commissioners Gonser and Hicks.** Commissioner Gonser reported the ISO study has been completed and information was discussed. At the meeting Commissioner Ingerick presented an updated Seven Year Financial Plan for all ESD's. Main concern is that ESD#1 shows negative cash flow most of the years. Also, a recommendation was made that ESD's 1 and 5 contact San

Antonio re: the new ETJ area and who would be providing service. Meeting minutes are at Atch 2 with 2016 ISO Study and Seven Year Financial Plan for all ESD's attachments.

**10. Discuss meeting with other Comal County ESDs – Commissioner Gonser:**

Commissioner Bret Barnett (ESD 4) is taking the lead on working with the Sheriff's office to improve dispatch communication.

**11. Discuss letter from attorney representing a former employee of the nonprofit. (may cover in executive session) – Commissioner Scheffler.** This item was considered in Executive Session. No action needed.

**12. Discuss agenda time and date for next meeting.** The next regular meeting will be December 15, 2016 at 4:00pm.

**13. Adjourn.** The ESD #1 meeting adjourned at 5:20 PM upon a motion by Commissioner Zunker and seconded by Commissioner Gonser. The motion carried.

Judy Wilken, Secretary  
ESD #1 Board of Commissioners

Board Acceptance \_\_\_\_\_ 2016. \_\_\_\_\_, Secretary  
(Date) (Signature)

**Attachments:**

1. ESD #1 Financial Report (2 pages)
2. BSBESC Minutes with attachments (8 pages)

**Financial Report      Comal County ESD #1      Nov 16, 2016**

Checking Account Balances (as of 11/16/16):

Operating Account BNB \$1,026,406.96

Checks issued not cleared

Comal County Clerk - 100.00

Denton, Navarro, Rocha Bernal - 58.50

Vantage Bank (appraisal) - 3,400.00

Total outstanding - 3,558.50

Outstanding Bills:

**Available Funds** **\$ 1,022,848.46**

YTD Tax & Interest Receipts are \$2,552,890 compared to Nov 2015 YTD of \$2,308,299.

Safe D Conference is not until March of 2017 so registration will open later in Nov or early Dec.

**Atch 1a**

**CCESD#1 PROPERTY TAX REMITTANCES FROM COMAL COUNTY**

<b><u>MONTH</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>
JAN	\$ 933,416	\$ 1,071,739	\$ 1,166,234	1,319,077
FEB	707,668	679,366	728,628	752,756
MAR	153,904	192,580	220,714	270,391
APR	43,680	59,106	68,543	63,349
MAY	34,706	30,457	22,384	25,188
JUN	32,491	29,669	28,716	30,222
JUL	14,460	24,477	20,148	21,267
AUG	23,429	23,595	26,434	22,396
SEPT	9,232	7,790	8,472	14,978
OCT	2,083	4,735	5,867	\$ 4,141
NOV	84,776	67,054	7,759	
DEC	110,370	165,127	194,537	
<b>TOTAL</b>	<b>\$ 2,150,215</b>	<b>\$ 2,355,695</b>	<b>\$ 2,498,437</b>	<b>\$ 2,523,765</b>

Note: The 2016 budget for revenues from taxes & interest is \$2,586,000.

<b><u>MONTH</u></b>	<b><u>Interest payments received</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>
JAN		282.09	418.30
FEB		450.64	569.61
MAR		491.37	670.47
APR		564.85	741.25
MAY		536.88	576.20
JUN		456.92	547.11
JUL		406.55	492.83
AUG		432.65	415.66
SEPT		399.69	406.41
OCT		378.44	
NOV		302.32	
DEC		274.90	
<b>TOTAL</b>		<b>4977.30</b>	<b>4,837.84</b>
<b>Total Tax Receipts &amp; Interest</b>		<b>2,503,414</b>	<b>\$ 2,528,603</b>

Atch 1b

**Meeting Minutes  
ESDs 1, 4, & 5 Council Meeting  
November 15, 2016**

1. Call to order at 5:00 PM.—Graf
2. ISO Study update-Southwell  
Chief Southwell presented a summary of the ISO study. The document presented is Attachment #1.
3. Committee reports/activities: Due to the length of the ISO Study report there was no time for most of the other agenda items except as noted.
  - a. Call data-year to date-Southwell  
No Report
  - b. Apparatus-Gonser  
No Report
  - c. Board Education/Development-Gonser  
No Report
  - d. Comal County ESD Coordination  
A meeting schedule for later today 11/15.
  - e. Dispatch Communication-Bullock  
No Report
  - f. Legal-As needed.  
No Report
  - g. Future Stations-As needed.  
No Report
  - h. Financial Forecast-Ingerick  
E. Ingerick presented an updated Seven Year Financial Plan for all ESDs. Due to time constraints E. Ingerick was only able to make one point. He stated that ESD 1 has negative cash flow most of the years and that end of year balances are negative from 2021 through 2023. See attachment #2 for his spreadsheet.
  - i. External Communication-As needed.

**Atch 2a**

No Report

4. Other items

a. San Antonio Annexation

N. Wehrung recommended ESD 1 and ESD 5 contact the city of San Antonio to discuss the EMS and Fire services for this area.

b. Paramedic Shortage-Salmon

c. Web site Update-Bullock

D. Bullock requested that each ESD that wishes to participate with ESD 5 assign a representative to work out the details.

d. Year-end Reconciliation-Bullock

After discussion D. Bullock made a motion to pursue this issue. It was seconded by B. Gonser and not passed.

e. ESD 1 purchase of Rodeo Drive facility

No Report

5. Review significant Action Items from the meeting.

6. Proposed next meeting date and time— December TBA

7. Adjourn-7:00

**Atch 2b**

## 2016 ISO STUDY

### OVERVIEW

- The ISO (Insurance Service Office) assessment is used to assign a Public Protection Class (PPC) value to the Fire Department as it relates to structure fire response capabilities. The lower this value, the greater the cost savings for Commercial and Residential property owners.
- For the BSBES service area there will be a split score. One for areas with Fire Hydrant Protection (structures within 1000ft of a credible hydrant, the first PPC value) and one for areas void of fire Hydrants (structures greater than 1000ft from a credible hydrant, the second PPC value). Both areas must be within 5 road miles of a Fire Station to obtain a reduction in the PPC value.
- All structures outside of 5 road miles of a Fire Station are a PPC 10 regardless of the distance from a credible hydrant. The ISO study will look at options to reduce the number of structures outside 5 road miles of a credible Fire Station. This portion of the study has no effect on the actual PPC value, but will increase the number of properties receiving an improved PPC value.

### BACKGROUND

- The current PPC assigned ESD 4 after a 2011 assessment is 5/8b. The current PPC assigned ESD 5 after a 1997 assessment is 7/9b.
- This ISO study assigned a score of 56.33 to the BSBES service area. It is important to know that this score is based on new criteria in place by ISO, is comparable to the 57.23 achieved for ESD4 in 2011 (PPC value 5/8b) and is based on a worst case scenario assessment rating for the entire district.
- The recent ISO study will be used to identify improvements already in place by the 2014 Fire/EMS collaborative service model and identifies areas of opportunity prior to the next ISO assessment.
- It is important to understand that the ISO study does not take into account call volume, call type, response times or call location. Some recommendations may not support the primary mission of the organization.

### BSBES RECOMMENDATIONS

- BSBES is confident that the PPC can easily be reduced to a "4" within 3-6 months of implementation with minimal expense to the ESD'S and a reduction in the amount of PPC 10 areas as well. We believe a PPC of 3 and further reduction in the PPC 10 area is an achievable goal provided our long term recommendations for the future are implemented.



## 2016 ISO STUDY

- BSBES's goal is to have a completed ISO assessment within the next 12 months that will provide an improved overall PPC value and a reduction in the PPC 10 areas within our service area.
- It is Assistant Chief Beaudoin's recommendation that BSBES complete the evaluation of both Hydrant and Non-Hydrant protected (Alternate Water Supply Study) areas with the same ISO representative visit. This will save the ESD's a significant amount on Consultant Services fees.

### FUTURE

- Future improvements within the department that will affect the PPC may not require a full ISO assessment. New guidelines allow the department to notify the ISO representative of the improvements and credit can be given based on additional points earned by the improvements without a full assessment. The representative can request a visit be scheduled to verify reported improvements.
- Divergence Scoring: There is a mismatch between the Fire Department and Water Availability ratio which results in a negative factor called Divergence. As the short-term recommendations are implemented, this mismatch (variance) will decrease, reducing the negative impact on the PPC. All improvements (points) in the Fire Department section of the assessment will reduce the Divergence factor associated with the assessment. (Point reduction based on the variance between Fire Department rating and Water supply rating). Further improving overall points associated with PPC value.

## ISO Quick Look

PUBLIC PROTECTION CLASSIFICATIONS		
Credit (point)	Classification (PPC value)	
50.00-59.99	Current	5/8b
60.00-69.99	short term	4/5
70.00-79.99	Long term	3/4
80.00-89.99		2
90.00-100		1

PPC 5			Potential Savings with Improved PPC			PPC 8B		
Hydrant Protection			Void of Hydrant Protection					
PPC	Commercial	Residential	PPC	Commercial	Residential	PPC	Commercial	Residential
4	4%	5%	7	14%	14%			
3	13%	7%	6	26%	18%			
2	15%	14%	5	29%	22%			
			4	33%	25%			
			3	42%	27%			

Short term recommendations 3 to 6 month	ISO points	Proposed Expenditure	Long term recommendations	ISO points	Proposed Expenditure
Current ISO New Criteria	56.33		With Short Term Improvements	68.02	
Credit for Training Facility (credit not initially given during study). This credit alone moves rating into the PPC 4 classification area.	4.41	None	Apparatus and staffing East station. Recommend initial daily staff of 2 TCFP EMT's, one TCFP paramedic (part-time) (.91 per ft staff x 3 = 2.73). Already have credit for apparatus. (2) - 1/2 time FTE'S ( the paramedic) in place under current deployment; Add 3 FTE's TCFP EMT (1 / day); Add 3 FTE's TCFP PARAMEDIC (1 / day); credit was not given for current staffing (station does not currently meet standards as credit is for 24/7 coverage.)	2.73	Fully loaded annual TCFP FF/ EMT \$53,082 3-FTE'S \$159,246 ANNUAL; TCFP FF/PARA \$70,386 3-FTE'S \$211,158 ANNUAL; TOTAL \$370,404 *COLA 2019
Reserve ladder truck MOU (pg 18).	0.63	Asst. Chief Beaudion (time); MOU agreement San Marcos Fire.	Ladder truck with staffing. This includes staffing with 3 TCFP EMT / we may have staffing. Use one from the ambulance as credit for one of the 3 personnel. Add 6 FTE's TCFP EMT (2 per day)	5.23	Fully loaded Annual TCFP EMT \$53082 (1FTE); 6-FTE'S \$318,492 Annual \$1,500,000.00 Ladder equipped
Preplan for Commercial Structures. (update current, add new).	1.63	Use of on duty crews (significant time, 1500 man hrs; \$22,500 value); Oversight Asst. Chief Beaudion (time)			
BC truck as rescue truck (up to 1.49) 1/2 credit for now (truck is 356 points for full credit), need 267 pts for .75 ISO.	0.75	< \$1000 for .78 credit, < \$2500 for .83 ISO credit, both should ensure .75 goal; Oversight Asst. Chief Beaudion (time).			
Partial credit admin staff supplemented by part timer at night for station 1 (will need by July 1, 2017; need to show history of shift for credit.)	0.91	\$61,495 annually for .5 FTE; 1/2 annual cost for 2017.			
Fire Drill Exit training for schools from Fire Marshal office	1.36	Asst. Chief Beaudion (time); Meet with Fire Marshall.			
Hydrant Survey prior to ISO assessment date (maximize hydrant location credit for structures).	0	Use of on duty crews (Aprox. 200 man hrs; \$3000 value); Asst. Chief Beaudion (time) Meet with CC GIS.			
Reduction in Divergence factor (this a negative number); Reduction adds points to total; 10 points to FD reduces factor by 4; used conservative 2.	2	None			
Pre-assessment paperwork and ISO forms.		Significant time investment; primarily Asst. Chief.			
	68.02	Total Initial Investment (Equip) \$2500; 2017 staffing 1/2 year \$30,748; annually there after \$61,495; significant time / oversite for Asst. Chief Beaudion	Adds 7.96 point to the 68.2 = 75.98 points	75.98	Total estimate fully loaded staffing \$688,896; Ladder truck \$1,500,000
ISO PPC 4		\$33,248 for 2017	ISO PPC 3		\$2,188,896 for 2019

## ISO Quick Look

Key Points	
Short Term	<p>Updating preplans will require a large manpower investment from duty crews; additional hours / dollars will not be added, some training and other current daily requirements may be temporarily reduced so this task can be completed. In addition to new data, the existing data needs to be updated; All data needs to be entered into our new system. This system is user friendly and server based vs. a binder on a shelf and can be accessed by responding crews and onscene.</p> <p>As we approach the assessment date, we will perform a hydrant update. Using the existing hydrant map we will canvas the area for new hydrants. Similar preplan update as this will require a manpower investment from duty crews. The manpower investment will not be as significant as that associated with the preplan. Maximize hydrant credit for structures.</p> <p>Asst. Chief Beaudion will support the planning and oversight for short term goals. This will require a substantial time investment on his part. We estimate a minimum of 25% of his time for this project. Division Chief Torres and the Battalion Chiefs (to lesser extent) will assume some functions in the interim.</p> <p>Still not convinced we have received credit for EMS staffing; If we did not there is potential for an additional 5.46 points that could be added to current points. Every 24/7 headcount adds .91 points. Staffing as it relates to the fire department portion has the greatest impact.</p> <p>In the study the current ENGINE 74 is shown as a reserve unit. BSBES will enter in to an agreement with Canyon Lake FD for an MOU on their reserve engine. This will allow BSBES to relocate and receive credit for the (extra) engine at a chosen location. This does not add or reduce points associated with the ISO assessment but it reduces our PPC 10 area.</p> <p>The extra engine at Cougar Bend will at this time provide the greatest good to expand the 5 road mile area. While not the ideal location, it is cost effective due to the existing climate controlled bays and provides the greatest good when compared to the Bremer facility. Leonard property would be best location for reducing our PPC 10 area but is not cost effective as a temporary location requiring a climate controlled bay on the property.</p> <p>An Automatic Aid infrastructure with surrounding departments will help reduce our PPC 10 areas. For example: an automatic aid will allow the Mystic Shore area to receive ISO credit from Canyon Lake Station 3 and in return the Lake would receive credit from the East station in the region of FM3159.</p> <p>Successful completion of HAULED WATER would provide improved PPC value in non-hydranted area but within 5 road miles of a fire station. This PPC value could be equal to that applied to hydranted areas. An improvement in PPC value of 8b to PPC 4 could save up to 33% for commercial and 25% for residential. An improvement to PPC 3 would save up to 42% commercial and 27% residential.</p>
Long Term	<p>The building bays at the eastern station will not add points towards the ISO / PPC; It will decrease the number of properties outside 5 road miles of a fire station, reducing our PPC 10 area and significantly reducing insurance rates for the areas positively affected. The bays will also have a significant affect on the efficiency of the eastern station. Currently staff must pickup apparatus at other locations. Will reduce wear / tear on vehicle, fuel costs and increase the coverage time in area.</p> <p>Fulltime staffing of eastern station as mentioned above should add a minimum of 2.73 pts the ISO assessment.</p> <p>The proposed western station in the Blanco RD / 46 area provides the greatest good from an "all reponse" perspective. Overall volume for this area is twice that of the our Mystic Shores area. The ISO benefit related to PPC 10 class property is on par with that of the Mystic Shores area. The per property savings will be less but the number of properties and expected development gives the nod to this area first. This location lends itself well to supporting and being supported by our other locations.</p> <p>As we open and staff out lying stations such as stations east and west, the need for redundancy at the existing stations is reduced. Each primary station can give and receive support if needed from at least 2 stations. As the station density increases, we can evaluate pulling staff from stations 2 and 3 to help support efficient staffing of the west station. Call volume and location is always monitored and will be the driving force supporting all staffing / location recommendations.</p>

Atch 2f



ENTER YOUR AMOUNTS WITHIN THE BLOCK BELOW. TRY NOT TO OVERWRITE EXISTING FORMULAS. YOU MAY USE THE AREAS OUTSIDE THE BLOCK FOR ANALYSIS OR COMPUTATIONS. THE BLOCK WILL BE COPIED INTO THE MASTER WORKBOOK FOR COMBINING WITH OTHER WORKSHEETS OF THE SAME SIZE AND FORMAT. DO NOT ADD OR DELETE CELLS, ROWS OR COLUMNS. DO NOT CHANGE THE DESCRIPTIONS OR FORMULAS. AREA OUTSIDE THE BLOCK IS FOR YOUR ANALYSIS.

Comal County ESD 1 Projected Cash Receipts and Expenditures Seven Years 2016 to 2023								
	2016 BUD	2017 BUD	2018	2019	2020	2021	2022	2023
<b>Cash Receipts - Operations</b>								
Service Provider Fees Received								
Property Tax Received	\$ 2,750,000	\$ 2,907,000	\$ 2,994,000	\$ 3,084,000	\$ 3,177,000	\$ 3,272,000	\$ 3,370,000	\$ 3,471,000
Sales Tax Received								
Other cash receipts								
Earned Income (billings and cEHS)								
<b>Cash Receipts - Capital Sources</b>								
Financing Received								
<b>Projected Cash Receipts</b>	<b>\$ 2,750,000</b>	<b>\$ 2,907,000</b>	<b>\$ 2,994,000</b>	<b>\$ 3,084,000</b>	<b>\$ 3,177,000</b>	<b>\$ 3,272,000</b>	<b>\$ 3,370,000</b>	<b>\$ 3,471,000</b>
<b>Cash Expenditures - Operations</b>								
Service Provider Fees Paid	\$ 2,040,000	\$ 2,040,000	\$ 2,121,600	\$ 2,446,464	\$ 2,691,110	\$ 3,038,755	\$ 3,160,305	\$ 3,286,717
Total compensation outlay								
Administration/OH plus contingency	\$ 50,000	\$ 51,000	\$ 55,000	\$ 58,000	\$ 61,000	\$ 64,000	\$ 67,000	\$ 70,000
Operating costs								
Training and Certifications								
Debt Service Expenditures - Interest								
<b>Cash Expenditures - Capital Acquisitions</b>								
Debt Service Expenditures - Principle								
Estimated Debt Service	\$ 328,778	\$ 498,818	\$ 498,818	\$ 498,818	\$ 498,818	\$ 498,818	\$ 400,740	\$ 400,740
Apparatus	\$ 480,000	\$ 125,000	\$ 270,000	\$ 260,000	\$ 270,000	\$ 550,000	\$ -	\$ 300,000
Land		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Projected Cash Expenditures</b>	<b>\$ 2,898,778</b>	<b>\$ 2,714,818</b>	<b>\$ 2,945,418</b>	<b>\$ 3,263,282</b>	<b>\$ 3,520,928</b>	<b>\$ 4,151,573</b>	<b>\$ 3,628,045</b>	<b>\$ 4,057,457</b>
<b>Receipts less expenditures</b>	<b>\$ (148,778)</b>	<b>\$ 192,182</b>	<b>\$ 48,582</b>	<b>\$ (179,282)</b>	<b>\$ (343,928)</b>	<b>\$ (879,573)</b>	<b>\$ (258,045)</b>	<b>\$ (586,457)</b>
<b>Cash projection:</b>								
Bank account balances beginning of year	\$ 1,156,388	\$ 1,007,610	\$ 1,199,792	\$ 1,248,374	\$ 1,069,092	\$ 725,164	\$ (154,409)	\$ (412,454)
Net cash receipts and expenditures	\$ (148,778)	\$ 192,182	\$ 48,582	\$ (179,282)	\$ (343,928)	\$ (879,573)	\$ (258,045)	\$ (586,457)
<b>Actual projected cash bank account balances at end of year</b>	<b>\$ 1,007,610</b>	<b>\$ 1,199,792</b>	<b>\$ 1,248,374</b>	<b>\$ 1,069,092</b>	<b>\$ 725,164</b>	<b>\$ (154,409)</b>	<b>\$ (412,454)</b>	<b>\$ (998,911)</b>
Ending cash coverage next year cash expendit	37%	41%	38%	30%	17%	-4%	-10%	

	2016 BUD	2017 BUD	2018	2019	2020	2021	2022	2023
<b>Sales Tax Multiplier</b>								
Property tax Receipt multiplier		1.05700	1.03000	1.03000	1.03000	1.03000	1.03000	1.03000
Service Provider Multiplier		1.00000	1.04000	1.04000	1.10000	1.04000	1.04000	1.04000
G&A Multiplier		1.01000	1.07000	1.05000	1.05000	1.05000	1.05000	1.05000
Other income multiplier		1.04000	1.04000	1.04000	1.04000	1.04000	1.04000	1.04000
Labor multiplier								
Expense multiplier								
Cap Ex multiplier (NP only)								
<b>Apparatus and Equipment</b>								
Ambulance & Outfitting	\$ 480,000	\$ 125,000		\$ 260,000	\$ 270,000	\$ 280,000		\$ 300,000
New Station Ambulances			\$ 270,000			\$ 270,000		
<b>Real Estate</b>								
Land								
Land - Blanco								
Land - RT 46 near Cement Plant - Leonard								
Land - East near GVTC								
Station Construction								
<b>Financing</b>								
Apparatus and Equipment								
Real Estate								
<b>Debt Service</b>								
Station 2	\$ 328,778	\$ 328,778	\$ 328,778	\$ 328,778	\$ 328,778	\$ 328,778	\$ 230,700	\$ 230,700
Rodeo Drive		\$ 170,040	\$ 170,040	\$ 170,040	\$ 170,040	\$ 170,040	\$ 170,040	\$ 170,040

Atch 2h