



Adopted
**ANNUAL
BUDGET**
Fiscal Year 2025



Harris County
Emergency Services
District 9

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Cy-Fair Fire Department
Texas**

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morill

Executive Director

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Executive Summary



To: Harris County Emergency Services District 9 (HCESD9) Commissioners, Cy-Fair Community, and Members of the Cy-Fair Fire Department

From: Fire Chief Amy Ramon

Date: October 18, 2024

RE: **Cy-Fair Fire Department Proposed Annual Budget**

It is with great pride and dedication that we present the proposed annual budget for the Cy-Fair Fire Department. As we continue our mission *to make a positive impact through professionalism and dedication, this budget reflects our ongoing commitment to delivering a service that is second to none to the community we serve.*

Our primary focus remains ensuring the safety, well-being, and protection of the citizens of Cy-Fair. Through careful planning and allocation of resources, we aim to meet the increasing demands of our growing community while remaining fiscally conservative and upholding the highest standards of service excellence.

Key Budget Priorities for the Year:

- Provide Additional Supervision for EMS, Dispatch, and Suppression:** As our department grows, it is crucial to ensure the proper supervision and leadership of our teams. This budget includes provisions for additional supervisory positions to enhance the effectiveness and coordination of our Emergency Medical Services, dispatch operations, and suppression teams.
- Continue to Secure Land for Future Fire Stations:** As the Cy-Fair community continues to expand, it is essential to plan for future fire stations. This budget continues the focus on securing land for future development and ensures alignment with the capital planning provided by Citygate.
- Enhancing Emergency Response Capabilities:** We will continue to invest in advanced equipment, training, and technology to provide the most effective and efficient emergency services.
- Firefighter and Staff Development:** Our commitment to professionalism requires ongoing training and development. This budget continues to support continuing education,

certification programs, and leadership training to ensure our team is well-prepared to face any challenge.

5. **Health and Safety of Our Personnel:** The well-being of our firefighters and staff is a priority. This budget continues to fund much needed wellness programs, mental health support, and protective gear to ensure the safety and resilience of our personnel.
6. **Maintain and Improve Current Buildings:** Facility maintenance is critical to ensure the longevity and functionality of our fire stations and facilities. This budget allocates funds for necessary repairs, improvements, and upkeep to maintain a safe and efficient work environment for our team.

Key Strategic Goals and Objectives for the Annual Budget for FY25

In 2025 the department will continue working on the goals and objectives based on Citygate's Strategic Plan.

Goal 1: Enhance the operational efficiency and effectiveness of the fire department by improving EMS, dispatch, and fire suppression leadership by reducing the span of control to ensure more effective management.

Strategy 1: Strengthen Emergency Medical Services (EMS) Capabilities

Objective 1A: Hire 3 additional Paramedic Supervisors (Captain APP) to oversee and manage EMS personnel, reducing the span of control and ensuring rapid, high-quality pre-hospital care delivery.

Objective 1B: Provide relief to the current Paramedic Supervisors to allow them to focus on development of their teams, coaching, and providing a supportive work environment.

Strategy 2: Improve Coordination and Leadership in Emergency Responses

Objective 2A: Hire 3 Dispatch Captains to manage dispatch operations, ensuring more direct oversight of dispatch personnel, thereby reducing the span of control.

Objective 2B: Provide relief to the current Dispatch Supervisors to allow them to focus on development of their teams, coaching, and providing a supportive work environment.

Strategy 3: Strategy: Enhance Suppression Leadership and Operational Effectiveness

Objective 3A: Hire 6 Suppression District Chiefs to oversee firefighting operations, reducing the span of control for on-scene commanders, provide additional support to line officers, and ensure a more comprehensive response.

Objective 3B: Provide relief to the current District Chiefs to allow them to focus on development of their teams, coaching, and providing a supportive work environment.

Reduction of Span of Control Justification:

Reducing the span of control at various levels ensures that supervisors and leaders can focus on smaller, more manageable groups, leading to improved oversight, better decision-making, and faster responses. This investment in leadership and supervision will enhance the department's overall effectiveness, improve emergency outcomes, and ensure that personnel have the necessary support to perform their duties safely and efficiently.

Goal 2: A Deployment Model Providing Equity of Access and Response Performance for all Developed Areas of the District

Strategy 1—Adopt Formal Response Performance Measures

Objective 1A: Adopt comprehensive performance measures in conformance with recognized best practices to aid deployment expansion and to monitor equity of response performance across the District.

Objective 1B: Monitor response performance against established measures at least quarterly.

Strategy 2—Provide Additional Stations to Serve Underserved Developed Areas of District

Objective 2A: Fund, construct, and staff at least three additional stations in the central developed areas of the district as outlined in Scenario #1 of Volume 2 (Map Atlas) of the 2023 Fire Services Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit study.

Strategy 3—Plan to Provide Additional Stations to Serve Emerging Growth Areas of the District

Objective 3A: Establish trigger points to plan, fund, construct, and staff at least five additional stations in the emerging growth areas of the District, principally in the western and the northern regions as outlined in Scenario #1 of Volume 2 (Map Atlas) of the 2023 Fire Services Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit study.

Goal 3: Headquarters Staffing Capacity to Appropriately Support the Response Organization

Strategy 1—Additional Headquarters Staffing

Objective 1A: Fund and hire additional headquarters personnel to provide additional needed support capacity as outlined in Section 3 of Citygate's 2023 Fire Services Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit study.

Goal 4: Improved Organizational Systems and Processes

Strategy 1—Improve Internal Communications, Coordination, and Collaboration

Objective 1A: Develop and implement an organizational Communications Plan to enhance effective collaboration, coordination, and communication among and between all divisions.

Property Tax

The following table reflects the District's property tax levy rates for the past five years.

Property Tax	2019	2020	2021	2022	2023
Levy per \$100 property valuation	0.059800	0.059492	0.057628	0.04998	0.04336
Change		-0.52%	-3.13%	-13.26%	-13.25%

Table 1 – Ad Valorem Property Tax Levy By Year

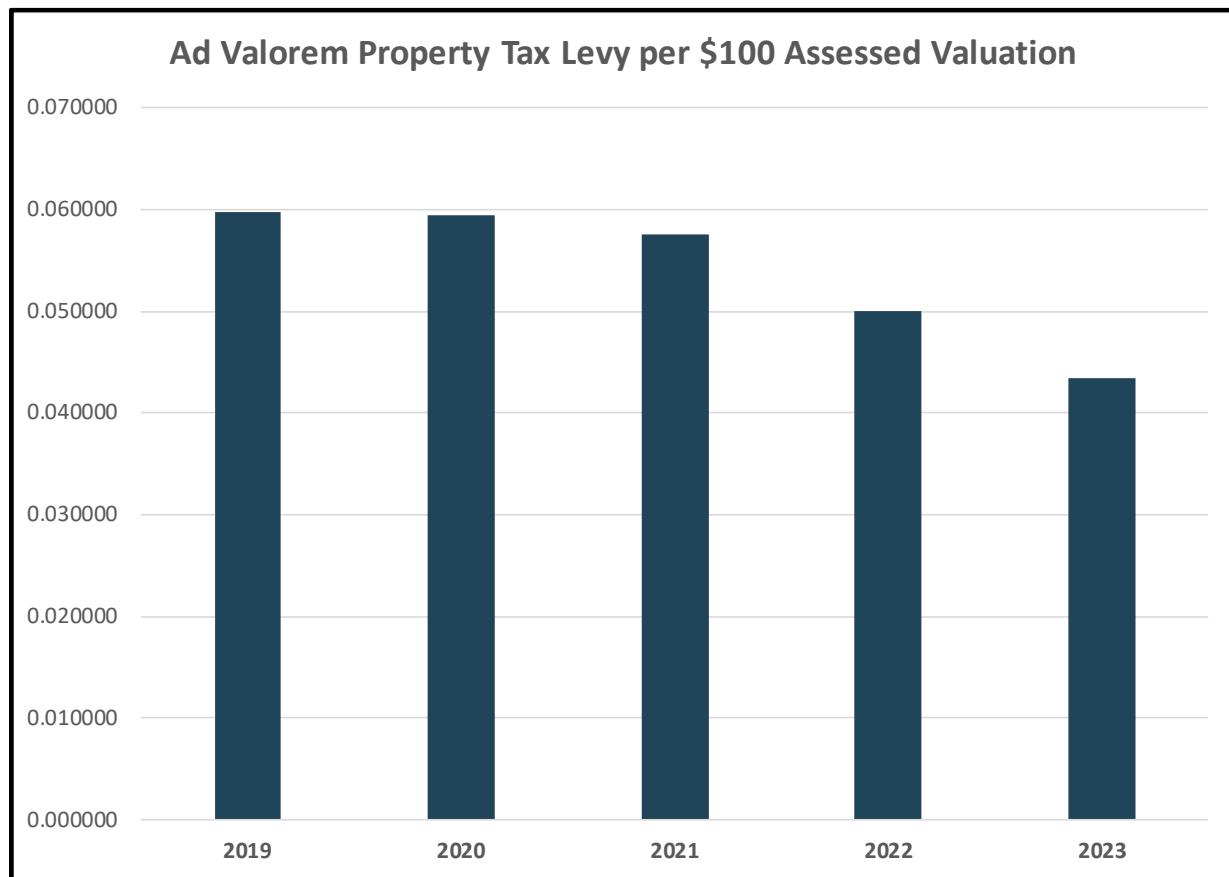


Figure 1 – Ad Valorem Property Tax Levy per \$100 Assessed Valuation Over Time

Property tax revenues have averaged approximately \$25.8 million from 2020 through 2024. Budget versus actual property tax revenue collection variances have averaged roughly 1.4% annually between 2020 and 2024. Annual growth in property tax revenues between 2020 and 2024 has averaged 7.5%, including a FY19 to FY20 anomaly of 21.27%. The average growth over the last two years was 2.9%.

According to a well-known national real estate service, the median sale price of a home in Cypress was \$400,000 in May 2024. This translates to \$160.00 of total property tax liability annually for

fire and EMS services. Members in our community on average pay \$13.33 per month for fire and EMS services provided by the district.

Home values for property tax calculations are reduced by a 10% Homestead Exemption and a \$300,000 exemption for those over age 65 or Disabled, as voted by the Board of Commissioners on April 25, 2024.

Home Value	2024 Tax Rate/\$100	No Exemptions		Homestead Exemption		Homestead Exemption + Over 65 or Disability	
		Annual Tax Amount	Monthly Tax Amount	Annual Tax Amount	Monthly Tax Amount	Annual Tax Amount	Monthly Tax Amount
\$200,000	\$ 0.040000	\$80.00	\$6.67	\$0.00	\$0.00	\$0.00	\$0.00
\$250,000	\$ 0.040000	\$100.00	\$8.33	\$0.00	\$0.00	\$0.00	\$0.00
\$300,000	\$ 0.040000	\$120.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00
\$350,000	\$ 0.040000	\$140.00	\$11.67	\$126.00	\$10.50	\$0.00	\$0.00
\$400,000	\$ 0.040000	\$160.00	\$13.33	\$144.00	\$12.00	\$0.00	\$0.00
\$450,000	\$ 0.040000	\$180.00	\$15.00	\$162.00	\$13.50	\$0.00	\$0.00
\$500,000	\$ 0.040000	\$200.00	\$16.67	\$180.00	\$15.00	\$0.00	\$0.00
\$550,000	\$ 0.040000	\$220.00	\$18.33	\$198.00	\$16.50	\$0.00	\$0.00
\$600,000	\$ 0.040000	\$240.00	\$20.00	\$216.00	\$18.00	\$0.00	\$0.00
\$650,000	\$ 0.040000	\$260.00	\$21.67	\$234.00	\$19.50	\$140.00	\$11.67

Table 2 - Home values and the ad valorem tax liability

The Annual Budget for FY25 was prepared with property valuations from the Harris County Appraisal District. Our total tax base for 2024 is estimated at \$62,724,362,918. The Harris County Tax Assessor-Collector's Office collects the ad valorem tax revenue for Harris County ESDs.

Sales/Use Tax

HCESD9 collects 1% or \$.01 sales/use tax on all purchases made in the District except where a Limited Purpose Annexation was established. A Limited Purpose Annexation (LPA) is a contractual agreement between the City of Houston and a utility district (MUD) that provides water and sewer to a specific area. Through LPAs, the City of Houston and MUDs can split 1 percent of sales/use tax revenue in commercial areas where it is available, and the city agrees to refrain from annexing the districts for typically 30 years. HCESD9 has sixty-six (66) existing LPAs. MUDs receive property tax revenue and revenue through utility fees, but MUDs would only be able to obtain sales/use tax revenue with the help of LPAs.

Although sales/use tax generates substantial revenue for HCESD9, the allowance of special districts to collect sales/use tax is scrutinized by Texas legislators each legislative session. Sales/use tax is critical to the District for avoiding long-term debt, interest payments and keeping property taxes low for the taxpayers. Sales/use tax is also collected from visitors and people

passing through the District. This off-loads a small portion of taxation from the taxpayers of the District. The Texas Comptroller of Public Accounts collects and distributes the sales/use tax.

Revenue Category	2020	2021	2022	2023	2024 Projected
Sales/Use Tax	37,979,444	45,209,810	55,459,356	57,854,059	60,096,479
Change		19.04%	22.67%	4.32%	3.88%

Table 3 – Sales/Use Tax History

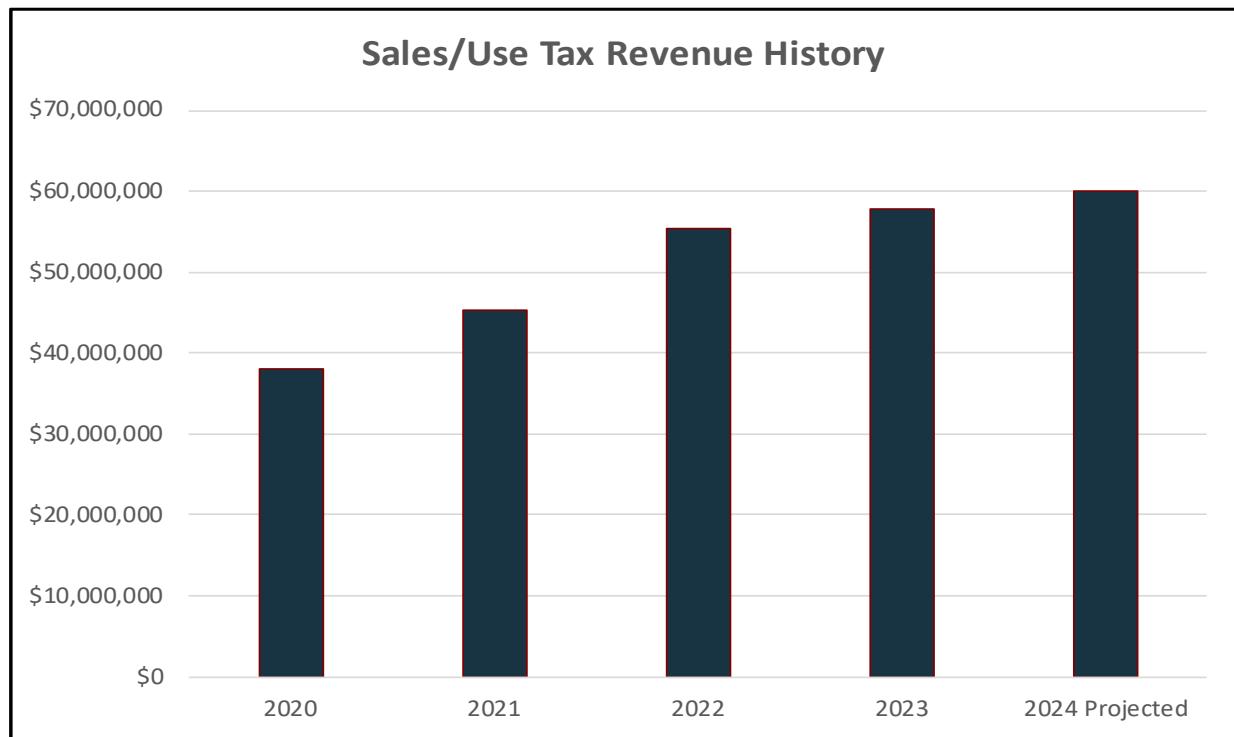


Figure 2 – Sales/Use Tax Five-Year History

The District contracts with Hdl Companies (Hdl) to provide sales/use tax analysis and forecasting services.

EMS Fees

EMS revenue has grown to represent approximately 9.8% of the total revenue the District received in 2024. The District contracts with Digitech, an EMS billing service, to perform billing and accounts receivable services for EMS calls.

The Annual Budget for FY25 EMS Revenue of \$8.9 million is approximately 14% less than the FY24 budget for EMS billing revenue due to the anticipated move away from balance billing in 2025. Over the previous five years, EMS billing had grown as the population of the Cy-Fair area grew, reflecting both an expanding demand for EMS services and higher overall billing volumes associated with the region's population rise.

Revenue Category	2020	2021	2022	2023	2024 Projected
EMS Fees	5,385,765	6,943,329	8,452,397	9,422,950	10,274,162
% Change		28.92%	21.73%	11.48%	9.03%

Table 4 – EMS Fee Revenue History

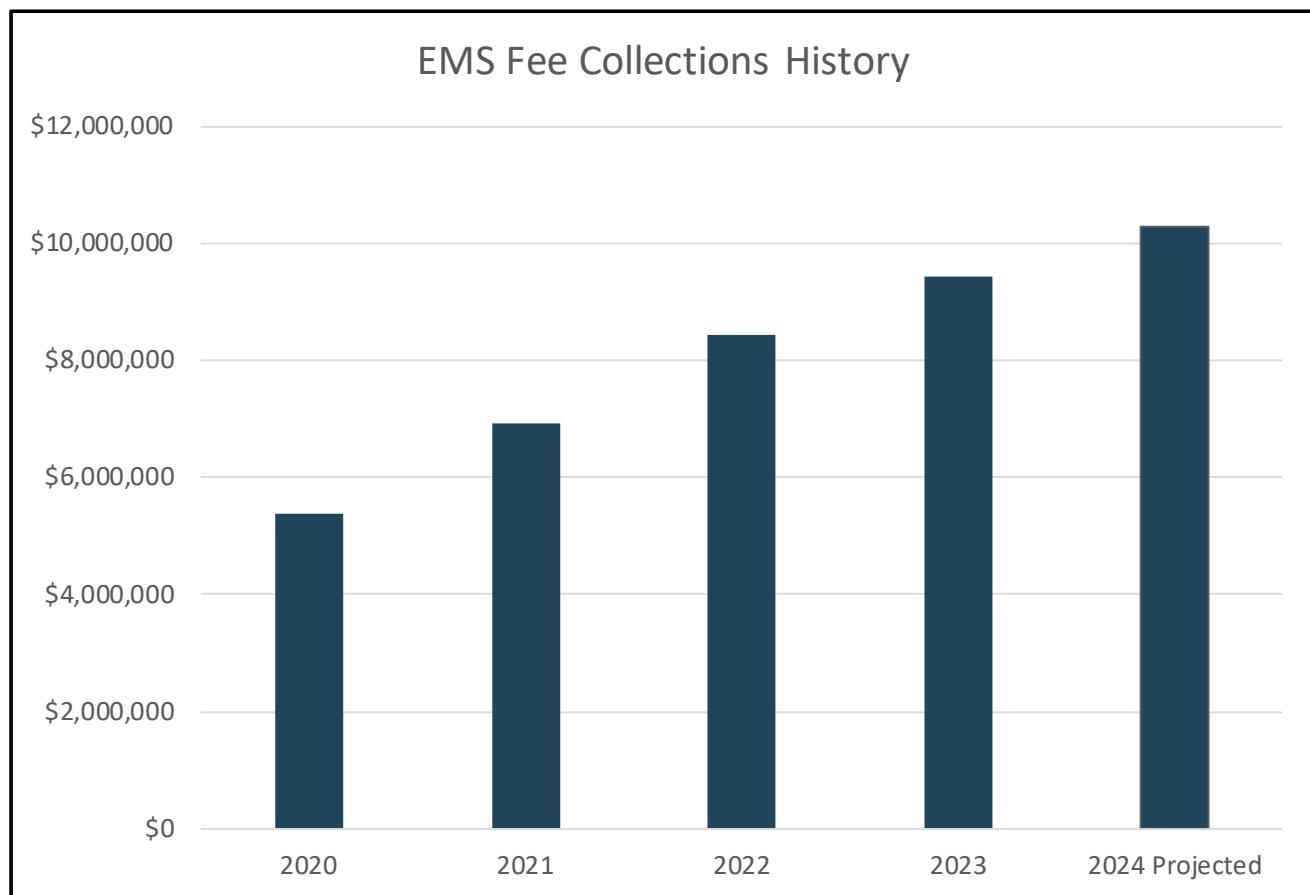


Figure 3 – EMS Fee Collections Five-Year History

Full-Time Equivalents (FTE)

Administration: The Annual Budget for FY25 administrative budget includes funding for adding two Dispatch Captains and a Deputy Chief of Professional Service Policy.

Operations: The Annual Budget for FY25 budget provides for six (6) additional District Chiefs and three (3) Advanced Practices Paramedics for EMS.

Logistics: The Annual Budget for FY25 budget funds no additional positions for FY25.

New FTE Count for the Annual Budget for FY25		
Administration	1	District Chief Prof. Services
	2	Dispatch Captains*
	3	Total Administration
	6	District Chief (June)
	3	Advanced Practices Paramedics
		9 Total Operations
Logistics	-	No New FTE's
	-	Total Logistics
Total	12	Total New FTE Count

Table 5 – Total New FTE Count in the Annual Budget for FY25

*One dispatch captain position is currently vacant

Compensation and Benefits

The Annual Budget for FY25 includes a compensation increase of 4.32%. This number reflects a rolling 5-year Social Security Cost-of-Living Adjustment (COLA) average. This is an across-the-board cost of living adjustment for all employees. The table below shows the rolling average SSI COLA since 2021.

5 Year Average SSI COLA	
Year	SSI COLA
2021	1.3%
2022	5.9%
2023	8.7%
2024	3.2%
2025	2.5%
Total	4.32%

Table 6 – 5 Year Average of SSI COLA

The department's health insurance HSA health insurance for FY25 for our employees have decreased, while the Department's HSA contributions will remain unchanged. The Department intends to continue providing employer-sponsored long-term and short-term disability.

Capital Projects / Capital Improvement Plan

The Department has created a formal, comprehensive Capital Improvement Plan (CIP) for 2025–2029 for the expected growth necessary to support services.

Land

After the Commissioners approved the Skinner/Greenhouse underpass, the Department budgeted \$500,000 to purchase land in the Towne Lake area at a discounted rate because HCESD9 agreed to contribute \$3,080,000 for the underpass project as a portion of match funds to receive a federal grant. The plan for this project was initially approved by commissioners in 2018 and finalized in July 2023. This cost-share investment is capped and will be within the budgeted amount.

In addition, for 2025, additional land and construction costs are budgeted in 2025 – 2031 for both new and relocation stations. The goal of these stations will be to provide an equitable response across the District and to reduce response times to the service delivery addresses.

Apparatus

Delivery times for suppression apparatus are currently running 48-60 months. We have added replacement and new engines and ladder/towers to the 2025 budget for delivery in 2028-2031.

Conclusion & Acknowledgments

Harris County ESD No. 9 Commissioners Approved the Annual Budget for FY25 at their October 23, 2024 regular meeting by a vote of 5 – 0.

We want to thank all the frontline members for providing service to our community. We have the utmost respect for the excellent care you provide during our community's worst days. Words cannot express our gratitude and pride in you and your efforts. I want to thank the Command and Staff members who worked tirelessly to provide this budget. We also want to thank our HCESD9 Commissioners for your support and dedication to this organization.

Our Mission is to *Make a positive impact through professionalism and dedication in order to deliver a service that is second to none to the Cy-Fair Fire Department Community we serve*. We choose to begin and end the Executive Summary of the Annual Budget for FY25 with our mission statement. This budget allows us to keep true to our service delivery mission. We provide needed support and development to our internal and external customers. This budget increases transparency, is presented in alignment with best practices for public governance, is proactive and future-focused, and is a renewed promise to continue to be excellent stewards of the taxpayer's dollar.

It is the honor of our careers to lead the community and Department into this exciting chapter of our history.

Sincerely,



Amy Ramon
Fire Chief - Amy Ramon

Amy Ramon, JD, CFO, CFE
Fire Chief
Cy-Fair Fire Department



OVERVIEW

Mission Statement
and Core Values



Mission Statement

Make a positive impact through professionalism and dedication, in order to deliver a service that is second to none to the Cy-Fair Fire Department community we serve.

Organizational Values

Commitment, Accountability, Respect, Excellence.

Our History

The Cy-Fair Fire Department (CFFD) offers expert fire and emergency medical services to the citizens and visitors of Northwest Harris County. Originating in the 1950s, the Cy-Fair FD has emerged as one of the most sizable and bustling combination fire departments in the United States, managing over 40,000 emergency incidents annually, including mutual aid. Covering the 164-square-mile expanse of HCESD9 within the unincorporated regions of Northwest Harris County, CFFD operates from 13 strategically positioned stations. The workforce of approximately 500 skilled firefighters and Emergency Medical Technicians (EMTs) is known for the outstanding service it provides.

During the 1950s, while the Houston region expanded, the Cypress vicinity was served by the Jersey Village, Houston, and Fairbanks Fire Departments. The requirement for a nearby fire department became evident. As fire coverage needs escalated in the Cypress area, the department charter underwent modification in 1962, leading to the establishment of the Cy-Fair Volunteer Fire Department.

Over more than fifty years, the department's growth paralleled that of our local community. The department evolved as our region transitioned from agricultural land to suburban neighborhoods and eventually to densely populated urban zones. In 2019, the HCESD9 assumed direct responsibility for delivering emergency services, encompassing firefighting, medical aid, and rescue operations.

The Cy-Fair Fire Department embraced its new identity while retaining its rich history, remarkable personnel, and resources. All members share a common goal: to make a positive and impactful contribution through professionalism and dedication, ensuring that the service provided to the Cy-Fair Fire Department Community remains unparalleled.

HCESD9 functions as a governmental unit within Texas, serving the Cy-Fair region by levying taxes to support emergency services. Established in 1984, the district is overseen by a five-member board of commissioners elected to four-year terms. All commissioners are either district residents or property owners. Since 1985, the Department's primary funding source is tax revenue.

Mission Statement and Core Values

Mission Statement

“Make a positive impact through professionalism and dedication, in order to deliver a service that is second to none to the Cy-Fair Fire Department community we serve.”



Organizational Core Values

Core values driving District and Department decision-making and actions include:

- ◆ **COMMITMENT** - We always remember why we exist: to help and protect our customers and provide meaningful work to our personnel. We honor these commitments daily and in every way by looking for better ways to serve those who count on us and helping our people learn, grow, and improve.
- ◆ **ACCOUNTABILITY** - We take our responsibilities seriously. If we start a project, we finish it. If we make a mistake, we fix it. We do our best work every minute of every day... and we never stop trying to make the “best” even better.
- ◆ **RESPECT** - We hold our personnel, customers, shareholders, and community in the highest regard. It is a privilege to work with them and serve them. We hope our compensation, benefits, policies, and behavior always reflect that truth.
- ◆ **EXCELLENCE** - We operate at the highest industry standards. Beyond that, we are continually raising the bar. We are always thinking, “We can do better.”

Harris County Emergency Service District No. 9 Commissioners



Naressa MacKinnon
President



Rob Paiva
Vice President



Kevin Stertzl
Treasurer



David Langenberg
Secretary



Bevin Gordon
Assistant Treasurer

Cy-Fair Fire Department Command Staff



Justin Reed
Asst. Chief EMS

Mike Clements
Asst. Chief Administration

Amy Ramon, JD
Fire Chief

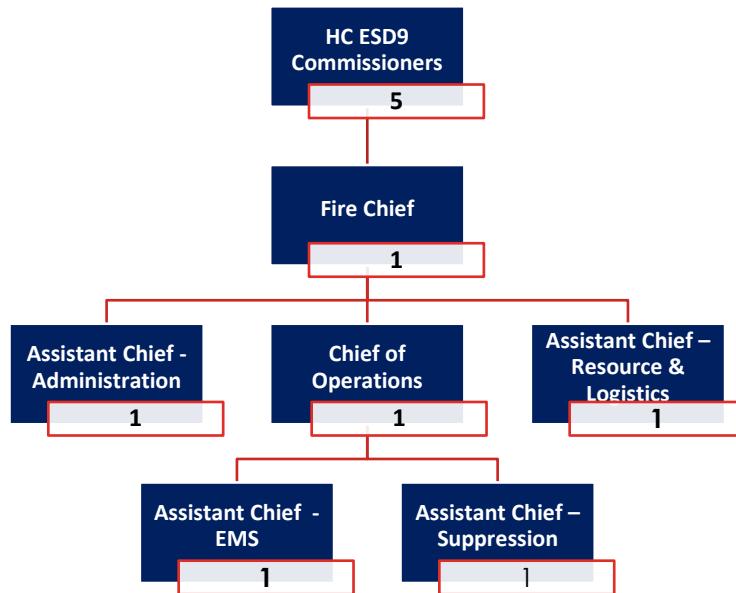
Brent Scalise
Chief of Operations

Kenny Grayson
Asst. Chief Suppression

Steven Witt
Asst. Chief Resource and Logistics

HC ESD9 Commissioners and Command Staff

Organizational Chart



Cy-Fair Fire Department Response Area Population and Demographics

- Nearly 25 percent of the population is under 10 years or over 65 years of age.
- The service area population is predominantly White (38%), followed by Black/African American (17%) and Asian (11%), with 33 percent of the population identifying as “other” or with two or more racial identities. 38 percent of the population identifies with a Hispanic ethnicity or background.
- Of the population over 24 years of age, more than 90 percent have completed high school or equivalency.
- Of the population over 24 years of age, 41 percent have an undergraduate, graduate, or professional degree.
- Of the population 15 years of age or older, more than 96 percent are in the workforce; 4 percent are unemployed.
- Median household income is slightly more than \$95,180.
- The population below the federal poverty level is 9.23 percent.
- More than 22 percent of the population does not have health insurance coverage.

Harris County's population is projected to increase by 15.5 percent over the next 25 years to 2048, for an annualized growth rate of approximately 0.62 percent². Population growth in the 11 zip codes, all or partially within the service area, was 8.13 percent³ over the past five years, or an annualized rate of approximately 2 percent. It is reasonable to assume the District will continue to experience substantial growth over the coming years, with more than 13,000 dwelling units and 283,000 square feet of commercial development currently planned, approved, or under construction, including 16 apartment complexes with nearly 4,000 total dwelling units.

² Source: Texas Demographic Center website.

Demographics	2024
Population	692,832
Under 19 years	28.90%
19-34 years	20.90%
35-64 years	40.30%
65 years and older	9.90%
Median Age	35.5
Housing Units	237,426
Owner-Occupied	68.0%
Renter-Occupied	27.1%
Vacant	4.9%
Average Household Size	3.05
Median Home Value	\$261,397
Ethnicity	
White	32.40%
Black/African American	15.38%
Asian	10.42%
Pacific Islander	0.00%
American Indian and Alaska Native	0.10%
Other/Two or More Races	3.63%
Hispanic Origin	38.03%
Education	345,006
High School Graduate or Equivalent	88.2%
Undergraduate Degree	36.4%
Graduate/Professional Degree	1.5%
Employment (population over 16yrs of age)	312,634
In Labor Force	71%
Unemployed	5.95%
Median Household Income	\$95,180
Population Below Poverty Level	9.23%
Disabled Population	8.4%
Population without Health Insurance Coverage	15.1%

Source: ESRI and U.S. Census Bureau

1 Harris County data. No data available for HCESD9

Table 7 - Demographics

³ Source: U.S. Census Bureau.

Economic Resources⁴

With a service area adjoining the fourth largest city in the U.S. and the largest city in Texas, and with a population of more than a half-million people, the department serves a robust, diverse economy, with more than 14,000 businesses employing more than 152,000 employees in sectors including services, retail and wholesale trade, construction, healthcare and social assistance, and accommodations and food services.

At-Risk Populations

Residents, employees, visitors, and travelers in a community or jurisdiction are vulnerable to harm from a hazard occurrence. Particularly vulnerable are specific at-risk populations, including those unable to care for themselves or self-evacuate in the event of an emergency. At-risk populations typically include children less than 10 years of age, the elderly, people housed in institutional settings, households below the federal poverty level, and people living unsheltered.

Building Occupancy Risk Categories

The Commission on Fire Accreditation International (CFAI) identifies the following four risk categories that relate to building occupancy:

Low Risk – includes detached garages, storage sheds, outbuildings, and similar building occupancies that pose a relatively low risk of harm to humans or the community if damaged or destroyed by fire.

Moderate Risk – includes detached single-family or two-family dwellings; mobile homes; commercial and industrial buildings less than 10,000 square feet without a high hazard fire load; aircraft; railroad facilities; and similar building occupancies where the loss of life or property damage is limited to the single building.

High Risk – includes apartment/condominium buildings; commercial and industrial buildings over 10,000 square feet without a high hazard fire load; low-occupant load buildings with high fuel loading or hazardous materials; and similar occupancies with potential for substantial loss of life or unusual property damage or financial impact.

Maximum Risk – includes buildings or facilities with unusually high risk requiring an Effective Response Force (ERF) involving a significant augmentation of resources and personnel and where a fire would pose the potential for a catastrophic event involving considerable loss of life and/or significant economic impact to the community. Evaluation of the building inventory in the department's service area identified 884 high/maximum-risk building uses related to the CFAI building fire risk categories, as summarized in the following table.

⁴ Source: Esri Community Analyst Business Summary (2022).

Building Occupancy Classification		Number	Risk Category
A-1	Assembly	11	High
H	Hazardous	126	Maximum
I	Institutional	80	High
R-1	Hotel/Motel	52	High
R-2	Multi-Family Residential	567	High
R-4	Assisted Living	48	High
Total		884	

Table 8 - Building Occupancy Inventory by Risk Category

Critical Facilities/Infrastructure

The US Department of Homeland Security defines Critical Infrastructure / Key Resources as those physical assets essential to the public health and safety, economic vitality, and resilience of a community, such as lifeline utility infrastructure, telecommunications infrastructure, essential government services facilities, public safety facilities, schools, hospitals, airports, etc. Department staff identified 415 critical facilities and infrastructure as summarized in the following table. A hazard occurrence with significant impact severity affecting one or more of these facilities would likely adversely impact critical public or community services.

Critical Facility Category	Number
Communications	109
Cultural/Historic	1
Education	88
Government Services	6
Other	25
Public Safety	21
Recreation	5
Transportation	8
Utility	152
Total	415

Table 9 – Critical Facility/Infrastructure Category Breakdown

Service Capacity and Capabilities

Service capacity refers to an agency's available response force; the size, types, and condition of its response fleet and any specialized equipment; core and specialized performance capabilities and competencies; resource distribution and concentration; availability of automatic or mutual aid; and any other agency-specific factors influencing its ability to meet current and prospective future service demand and response performance relative to the risks to be protected.

The Department's service capacity for fire, EMS and rescue risks consists of up to 100 personnel on duty daily, staffing 11 engines, 2 ladder/tower trucks, 2 rescues, 16 paramedic ambulances, 1

fire suppression District Chief, 1 EMS District Chief, and 2 Advance Practice Paramedics (APP), all operating from the Department's 13 fire stations. The Department also has 2 tankers, 7 wildland booster trucks, 9 evacuation/rescue boats, 3 evacuation transporter apparatus, 1 fire Gator, and 1 EMS Gator that can be cross-staffed and deployed as needed with on-duty or call-back personnel. Boats are deployed from Stations 3, 6, 7, 8, 11, and 12 and cross-staffed by on-duty or off-duty personnel as needed.

All paid EMS response personnel are trained to one of the following levels:

- The Emergency Medical Technician (EMT) level, capable of providing Basic Life Support (BLS) pre-hospital emergency medical care.
- The Advanced Emergency Medical Technician (AEMT) level, capable of providing some advanced pre-hospital medical interventions as authorized by the Medical Director.
- The Emergency Medical Technician Paramedic (EMTP) level can provide Advanced Life Support (ALS) pre-hospital emergency medical care.

The Department provides ground ambulance transportation service, and all Department EMS personnel are single-role employees providing only EMS services. Staffed fire suppression resources, including engines, ladder/towers, and rescues, are also equipped to provide BLS EMS services.

Response personnel are also trained to a minimum of the US Department of Transportation Hazardous Material First Responder Operational level to provide initial hazardous material incident assessment, hazard isolation, and support for either the Harris County Fire Marshal's Office or the City of Houston Fire Department's Hazardous Material Response Team.

Personnel

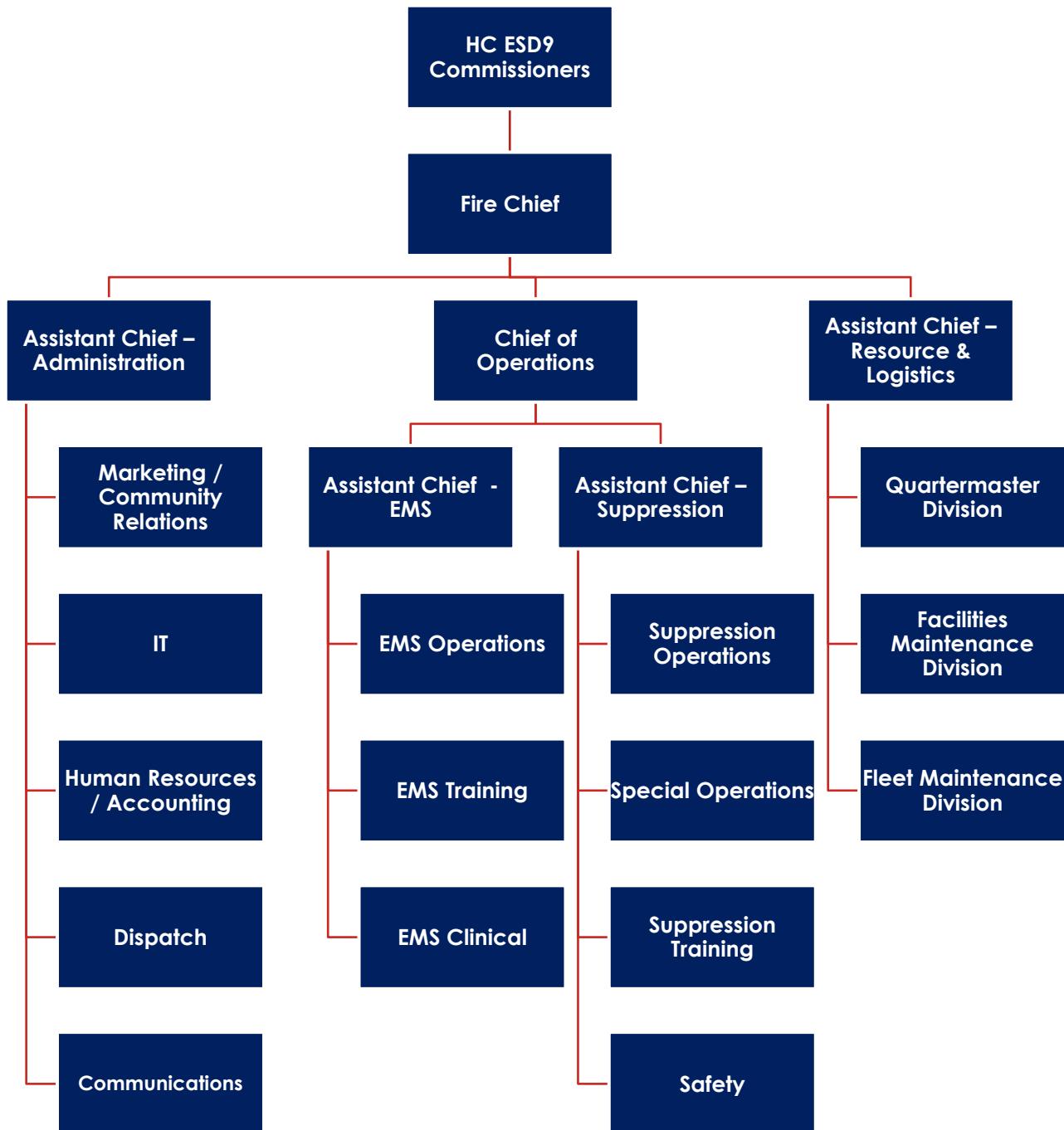
Approximately 75 percent of the Annual budget for FY25 is comprised of wage and benefit costs for the hardworking men and women who serve the Cy-Fair community.

Division	Summary Table of Position Counts					
	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Communications	4	1	5	1	5	1
Dispatch	23	4	22	4	24	4
EMS Clinical	3	0	4	0	4	0
EMS FT/PT	134	6	137	7	140	7
EMS Training	4	0	4	0	4	0
Facility Maintenance	4	0	3	0	3	0
Fleet Maintenance	10	3	13	2	13	2
Human Resources & Accounting	10	0	12	0	13	0
Information Technology	7	1	8	1	8	1
Marketing & Public Relations	2	1	3	1	3	1
Quartermaster Group	9	1	10	1	10	1
Suppression FT/PT	140	55	150	53	156	53
Suppression Training	3	11	4	13	4	13
Volunteers	0	122	0	113	0	106
Totals	353	205	375	196	387	189

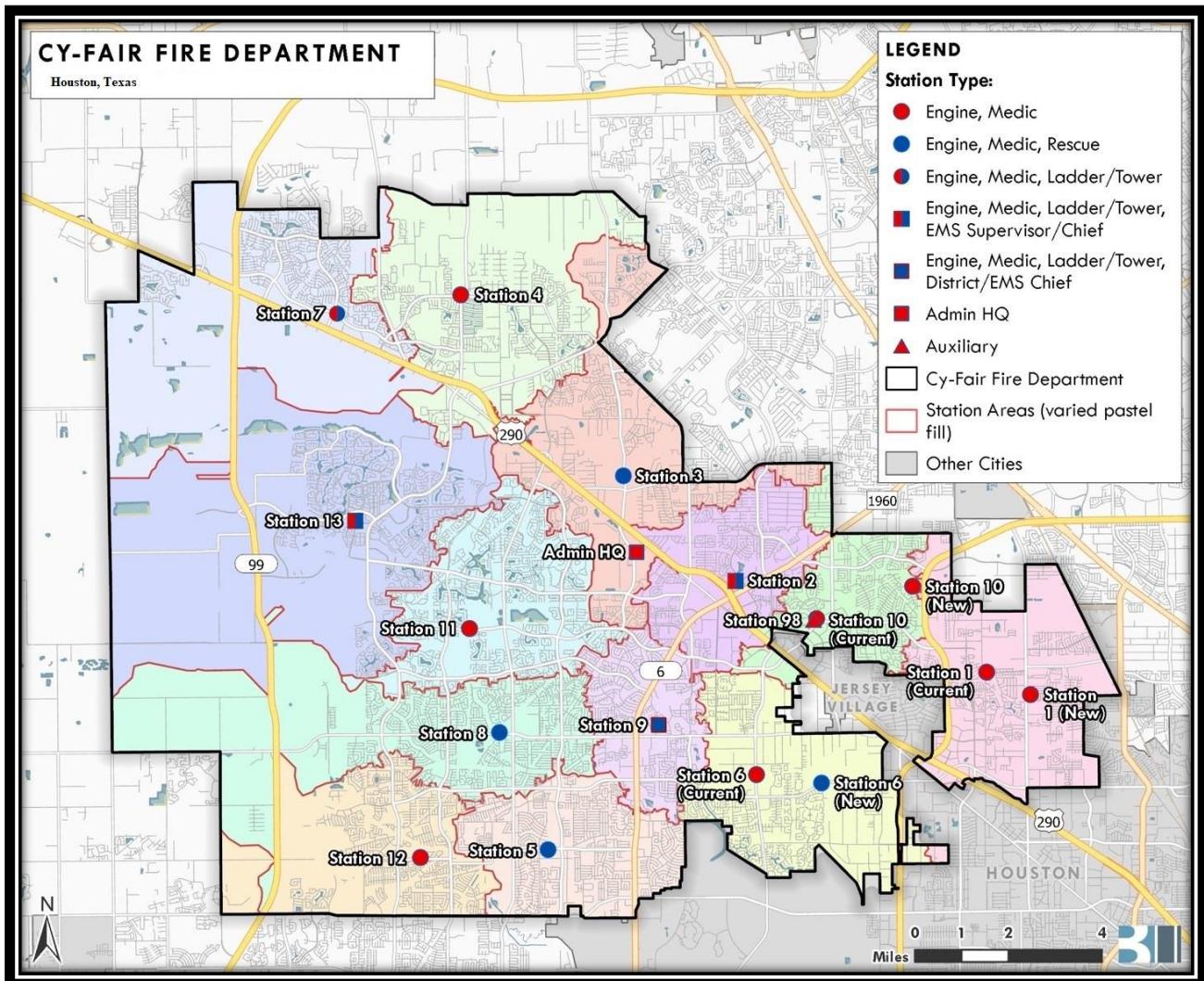
Table 10 – Summary of Position Count by Department

* Number of Positions Accounted for in the 2025 Budget

Organizational Chart - 2025



HCESD9 District Map



Cy-Fair FD Facilities



Station 1
8520 Country View Drive
Houston, TX 77040
Engine, Booster, and Medic



Station 2
13040 Wortham Center Drive
Houston, Texas 77065
Engine, Ladder, (2) Medic Units and APP



Station 3
11827 Telge Road
Cypress, Texas 77429
Engine, Rescue, Rescue Boat, and Medic



Station 4
18006 Huffmeister Road
Cypress, Texas 77429
Engine, Tanker, Booster, Fire Gator, and Medic



Station 5
17819 Kieth Harrow Blvd.
Houston, Texas 77084
Engine, Rescue, High Water Transport, and (2) Medic Units



Station 6
6404 North Eldridge Parkway
Houston, Texas 77041
Engine, Booster, (2) Evacuation Boats and Medic



Station 7
20444 Cypresswood Drive
Cypress, Texas 77433
Engine, Tower, Booster, (2) Evacuation Boats, and Medic



Station 8
18210 FM 529
Cypress, Texas 77433
Engine, Rescue, Booster, Rescue Boat and Medic



Station 9
7188 Cherry Park Drive
Houston, Texas 77095
Engine, Tower, (2) Medic Units, APP, and Fire District Chief



Station 10
11310 Steeplecrest Drive
Houston, Texas 77065
Engine, High Water Transport, and Medic



Station 11
18132 West Road
Cypress, Texas 77433
Engine, Booster, Fire Boat, Medic, and
EMS Gator



Station 12
19780 Keith Harrow Boulevard
Katy, Texas 77449
Engine, Booster, (2) Evacuation Boats,
Tanker, and Medic



Station 13
10222 Westgreen Blvd
Cypress, Texas 77433
Engine, Ladder, High Water Transport,
Medic, and EMS District Chief



Station 98
11631 Yearling Dr
Houston, Texas 77065
Rehab



Communication Center
9101 Wheatcross Dr
Houston, TX 77095



Administration Building
10710 Telge Road
Houston, Texas 77095



Fleet Maintenance
10710 Telge Road
Houston, Texas 77095



Training Facility
7922 Highway 6
Houston, Texas 77095

Financial Policies

Basis of Budgeting & Accounting

The District uses the modified accrual basis of accounting for budgeting and reporting. Revenues, under the modified accrual basis of accounting, are recognized when they are “measurable and available.” “Measurable” means the transaction amount can be determined, and “available” means collectible within the current period or soon enough after that to pay liabilities of the current period. Ad valorem tax revenue, sales/use tax revenue, and interest income are accounted for using the modified accrual basis. All other revenue is recognized when received because it is not measurable until received. Expenditures are recognized when the related fund liability is incurred, if measurable.

Balanced Budget

A balanced budget is achieved when the total resources, including revenues and spendable prior year fund balances, equal or exceed the total budgeted expenditures. A balanced budget is achieved when the total projected revenues that the Board accrues in a fiscal year are equal to or greater than the total expenditures. Each governmental fund shall have a balanced budget both at adoption and at year end, unless it includes spendable prior year fund balance.

Investment Policy

The District’s investment practices will be conducted following the District-approved Investment Policy. Investment performance is provided by the Finance Director to the ESD Commissioners at the monthly ESD meetings. Funds of the District will be invested following federal and state laws, and the District approved Investment Policy and written District administrative procedures.

- **Diversification**
It will be the Policy of the District to diversify its portfolio to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer, or a specific class of investments. Investments of the District shall always be selected so that they will provide for stability of income and reasonable liquidity.
- **Yield**
The objective of the District to earn the maximum rate of return allowed on its investments within the policies imposed by its safety and liquidity objectives, investment strategies for each fund, and state and federal laws governing the investment of public funds.
- **Maturity**
Portfolio maturities will be structured to meet the obligations of the District first and then to achieve the highest return of interest. District funds that will not be needed to meet current-year obligations are subject to maturity restraints based on the investment strategy for each fund. The maximum allowable stated maturity of any individual investment owned by the District is twenty-four (24) months or, if for a longer maturity, must be cancellable without loss of principal at least one (1) time per twenty-four (24) month period.

Investment Strategy

Per the Public Funds Investment Act, §2256.005(d), a separate written investment strategy will be developed for each fund under the District's control. Each investment strategy must describe the investment objectives for the particular fund using the following priorities of importance:

1. understanding of the suitability of the investment to the financial requirements of the entity;
2. preservation and safety of principal;
3. liquidity [using a cash-flow analysis to show what District obligations must be met and utilizing an investment strategy for meeting those obligations];
4. marketability of the investment if the need arises to liquidate the investment before maturity,
5. diversification of the investment portfolio;
6. yield;
7. maturity restrictions.

To invest in any of the authorized investments listed in the District's Investment Policy, provided that:

1. **Operating Expense Liquidity** - A balance equal to two (2) months of average operating costs will be liquid at all times, with an additional two (2) months maturing in not more than 60 days. Monthly average operating costs are calculated by taking the total annual budget excluding budgeted capital purchases and dividing by 12.
2. **Emergency Operating Reserves** - The District will maintain three (3) months of operating expenses in reserve for emergency purposes. This amount is calculated by taking the annual operating budget, excluding capital purchases, and dividing by twelve (12). These funds will be invested for periods not exceeding twenty-four (24) months.
3. **Capital Asset Replacement Reserves** - Annually, the District will set aside monies to replace all capital investments based on the expected life of the asset. This investment serves as savings to replace capital assets when they have reached their useful life. These funds will be invested for a term that shall not extend beyond the length of the District loan or when the capital replacement will be purchased.
4. **Other Funds** – These funds are not specifically dedicated to the above categories. These funds will be invested for up to twenty-four (24) months.

Financial Data on Current Debt Obligations

HCESD9 has maintained a debt-free status through a longstanding tradition of responsible financial management and has no outstanding debt.

Budget Process

Budget Overview

The budget document is the Department's fiscal year financial plan. Command Staff and Department heads developed their portion of the Annual Budget. Final approval requires a majority vote of the commissioners.

Overview of Budget Development Process

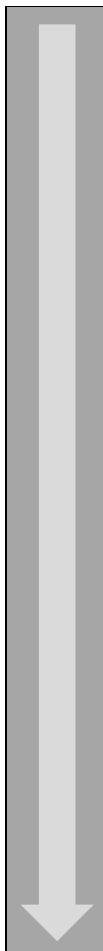
The District's overall budget process is a very collaborative one, with input provided from all levels of personnel. The Fire Chief and Finance Officer are responsible for directing this process. An exhaustive review of the budget was conducted to complete the final budget. A brief overview of the normal budget process is outlined below:

Department heads develop goals for the budget year. To develop their goals, department heads review their financial and non-financial goals from the previous year, trends, market conditions, and demands for service. Once goals are developed, department heads develop line item budgets for their departments and submit their budgets for consideration. Research is done to carefully estimate expenditures. Revenue forecasts are developed conservatively.

The Finance Director compiles the budget requests and prepares reports comparing the budget requests to the current year budget and to prior year actual financial results noting any significant differences, which are used by the Fire Chief and Finance Director. Once it is determined how proposed budgeted expenditures compare to budgeted revenues, adjustments are usually necessary and are made by the Fire Chief or the Finance Director.

Once the District has a proposed structurally balanced budget, the Board meets to discuss the proposed budget at a public meeting where the public is afforded the opportunity to add input on the budget. Any changes to the proposed budget are then implemented and the document is then considered formally adopted.

If circumstances occur such that the budget needs to be amended, the Fire Chief and Finance Director propose an amended budget at a public meeting where the public is again afforded the opportunity to comment on the proposed budget before a revised budget is then adopted by the Board.



May	<ul style="list-style-type: none"> Establish budget objectives Review FTE considerations for the budget. Internal preliminary Capital budget development and review Review the Capital budget from the current year and adjust timelines as needed.
June	<ul style="list-style-type: none"> Budget memos and templates sent to command staff/department heads with guidance for the upcoming budget process. Capital expenditure planning for the upcoming budget process. Staffing levels reviewed, and new FTE requests considered. Discussion of issues affecting the budget, both long and short-term.
July	<ul style="list-style-type: none"> Initial revenue forecasts. Departments submit capital expenditure requests to command staff and finance director by the July 1 deadline.
August	<ul style="list-style-type: none"> Internal preliminary operations budget development and review.
September	<ul style="list-style-type: none"> Proposed budget is published. Commissioner budget workshop is scheduled.
October	<ul style="list-style-type: none"> Final adjustments to the budget would be implemented between the command staff and commissioners. Final budget approval and adoption at a regularly scheduled, public ESD meeting where public has a chance to comment on the proposed budget.

Figure 4 – Budget Process Planning Calendar

Revenue

Budget Revenue Descriptions

HCESD9's budget reflects most of its revenue from the following sources:

- Ad Valorem property taxes
- Sales/Use tax
- EMS fees

Ad Valorem Property Tax

Ad Valorem Property Tax rate setting is a function of the Commissioners of HCESD9.

The safety of our community and the timely and effective response to fire and emergency medical incidents remain the focus of the Department's leadership. Tax revenue is necessary to provide the service our community expects and deserves. The current (2023) ad valorem property tax rate for HCESD9 is \$0.043360 per \$100 assessed valuation. HCESD9 has one of the lowest ad valorem tax rates while providing fire and EMS services.

After two consecutive years of the HCESD9 Commissioners adopting the No New Revenue (NNR) tax rate, the tax rate for our community was again lowered to \$0.040000 per \$100 assessed valuation for the 2024 ad valorem property tax rate.

Harris County Appraisal District is a political subdivision of the State of Texas established to appraise property for ad valorem tax purposes.

Ad Valorem Property Tax Rates

Year	Debt Service	Maintenance	Total Tax Rate
2024	0	\$0.040000	\$0.040000
2023	0	\$0.043360	\$0.043360
2022	0	\$0.049984	\$0.049984
2021	0	\$0.057628	\$0.057628
2020	0	\$0.059492	\$0.059492

Table 11 – Ad Valorem Property Tax History (2020 – 2024)

Tax Rate Comparison

The chart below compares HCESD9's FY24 ad valorem property tax rate to the ad valorem property tax rate of other area departments. HCESD9 remains the lowest ad valorem tax rate, providing fire and EMS.

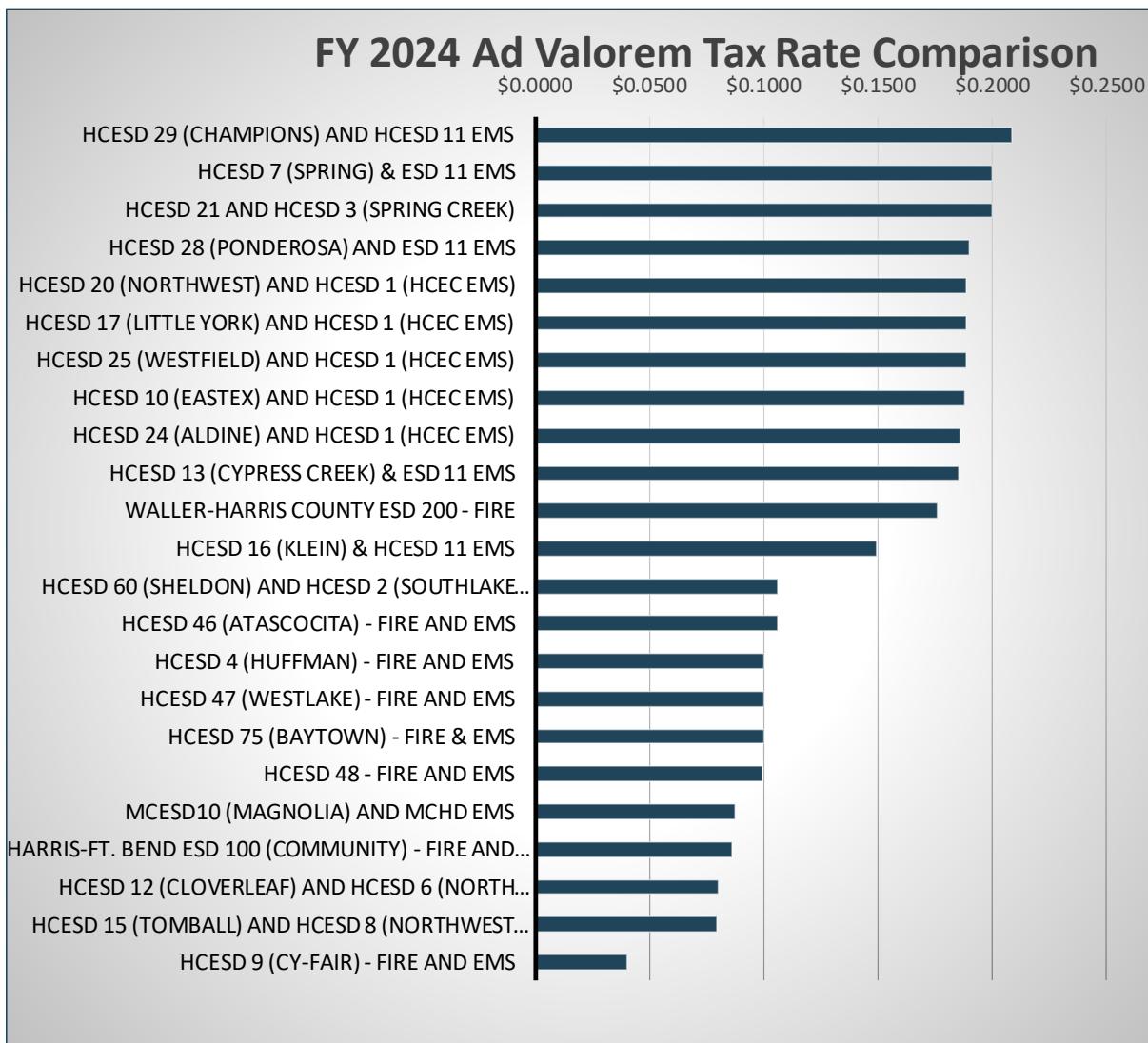


Figure 5 - Ad Valorem Property Tax Rate Comparison for Fire & EMS Services

Sales/Use Tax

The second primary source of tax revenue for HCESD9 is sales/use tax. Projected sales/use tax revenue for fiscal year 2025 has been estimated to remain at approximately the same level as the previous fiscal year per HDI. HDI has projected that HCESD 9 will receive an estimated \$60.7 million in sales/use tax revenue for the fiscal year 2025, which exceeds the budgetary year 2024 Approved Budget sales/use tax revenue of \$60.1 M million by approximately 90 thousand dollars.

The HCESD9 local tax rate of 8.25 percent consists of a State of Texas sales/use tax of 6.25 percent, 1 percent for the Houston Metro Transit Authority, and an HCESD9 local sales/use tax of 1 percent. The HCESD9 sales/use tax region partially or fully covers eleven zip codes in Texas, including 77040, 77041, 77064, 77065, 77070, 77084, 77095, 77429, 77433, 77447 and 77449.

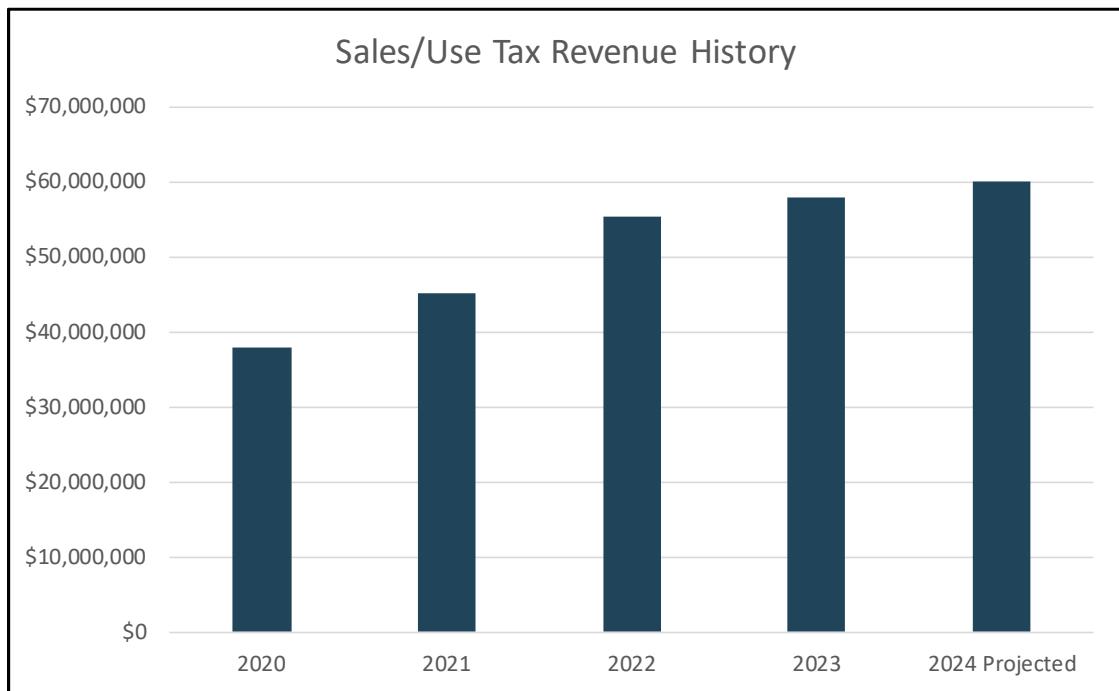


Figure 6 – Sales/Use Tax History (2020 – 2024)

EMS Service Revenue

EMS revenue has grown to represent approximately nine percent of the total revenue the District receives. The District contracts with Digitech, an EMS billing service, to perform billing and accounts receivable services for EMS calls.

The Annual Budget for FY25 EMS Revenue of \$8.9 million is a reduction of 15% compared to the 2024 Budget. EMS billing continues to grow as the population of the Cy-Fair area grows, and the Department call volume increases.

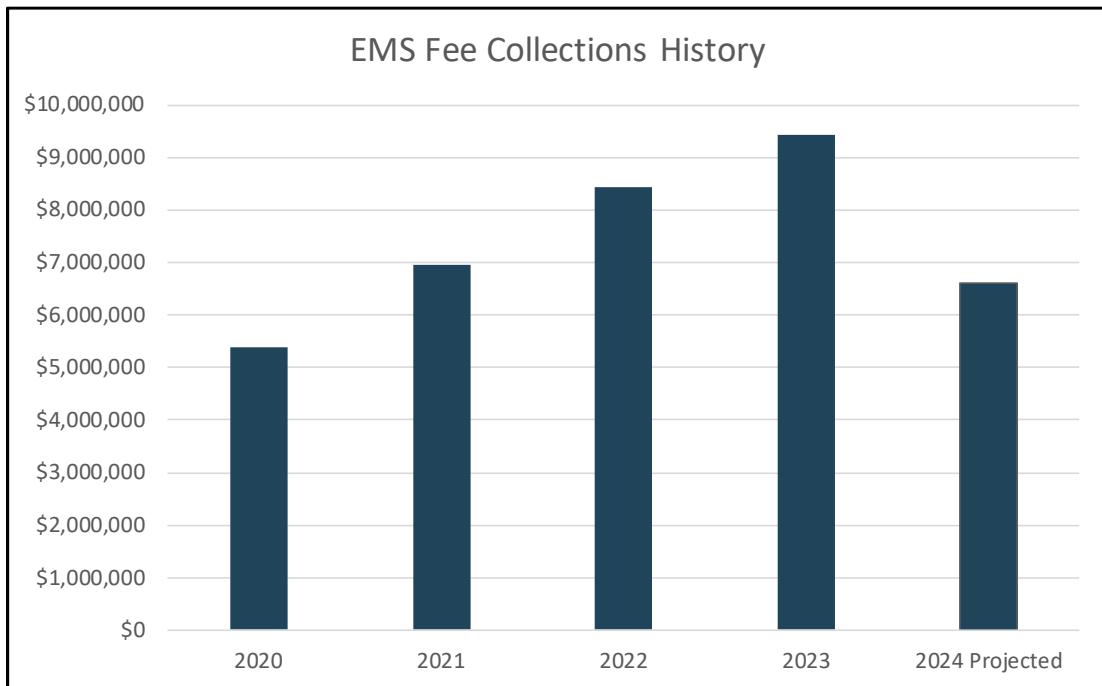


Figure 7 – EMS Fee Collection History (2020 – 2024)

Revenue by Source	2023 Actual	2024 Revised Budget	2025 Budget
Sales/Use Tax Revenue	54,972,377	60,096,480	60,693,739
Property Tax Revenue	26,748,588	26,893,414	24,713,399
EMS Revenue	9,084,360	10,274,162	8,880,000
Interest Revenue	3,866,347	6,480,642	6,070,000
Contract Revenue	126,000	123,410	110,460
Miscellaneous Income	298,200	86,500	55,912
Gain on Disposal of Assets	-	1,028,458	-
Total Revenue	95,095,872	104,983,066	100,523,510

Table 12 – Revenue by Source

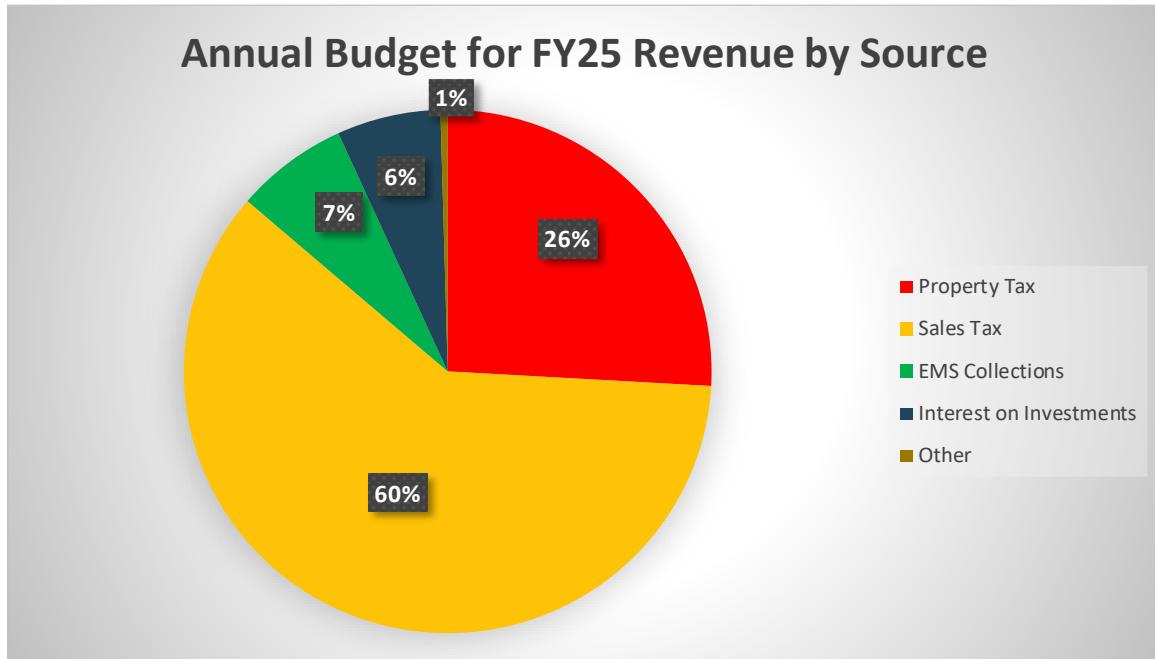


Figure 8 – Annual Budget for FY25 Revenue by Source



Fiscal Year 2025
**OPERATIONS
BUDGET**



Expenses by Department

Expenses by Department	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Suppression	26,009,219	27,457,498	31,860,145
EMS	20,298,049	21,921,256	25,220,247
Quartermaster	3,973,067	4,990,103	6,066,195
IT	2,716,940	3,668,654	3,725,051
Fleet Maintenance	2,913,801	3,557,874	3,598,280
Facilities Maintenance	1,277,561	1,358,895	1,304,290
Dispatch	2,619,220	2,819,115	3,546,734
Communications	1,465,439	2,280,158	2,184,256
Public Relations	561,237	824,285	861,906
Human Resources / Accounting	2,328,069	5,549,075	6,065,274
Administration	3,104,479	3,975,533	3,446,254
Total Expenses	67,267,081	78,402,446	87,878,630

Table 13 – Annual Budget for FY25 Expenses by Department

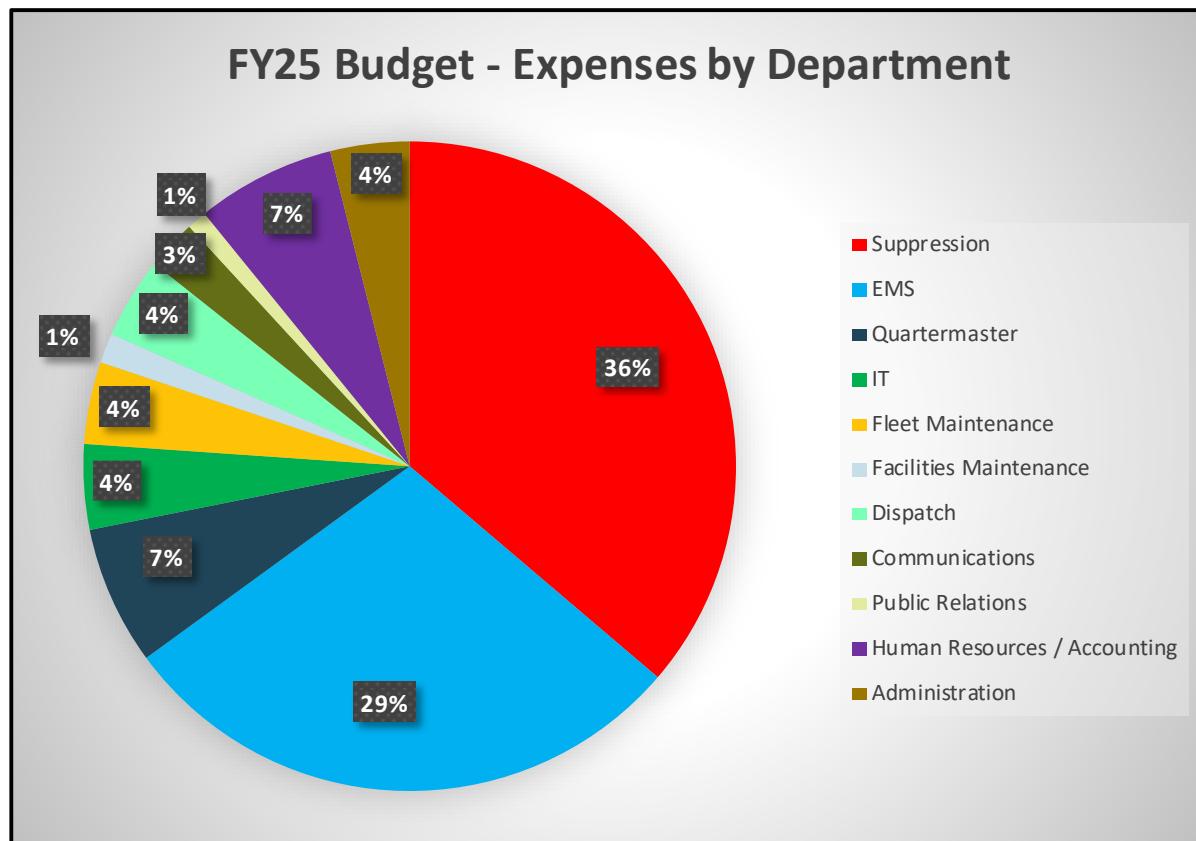
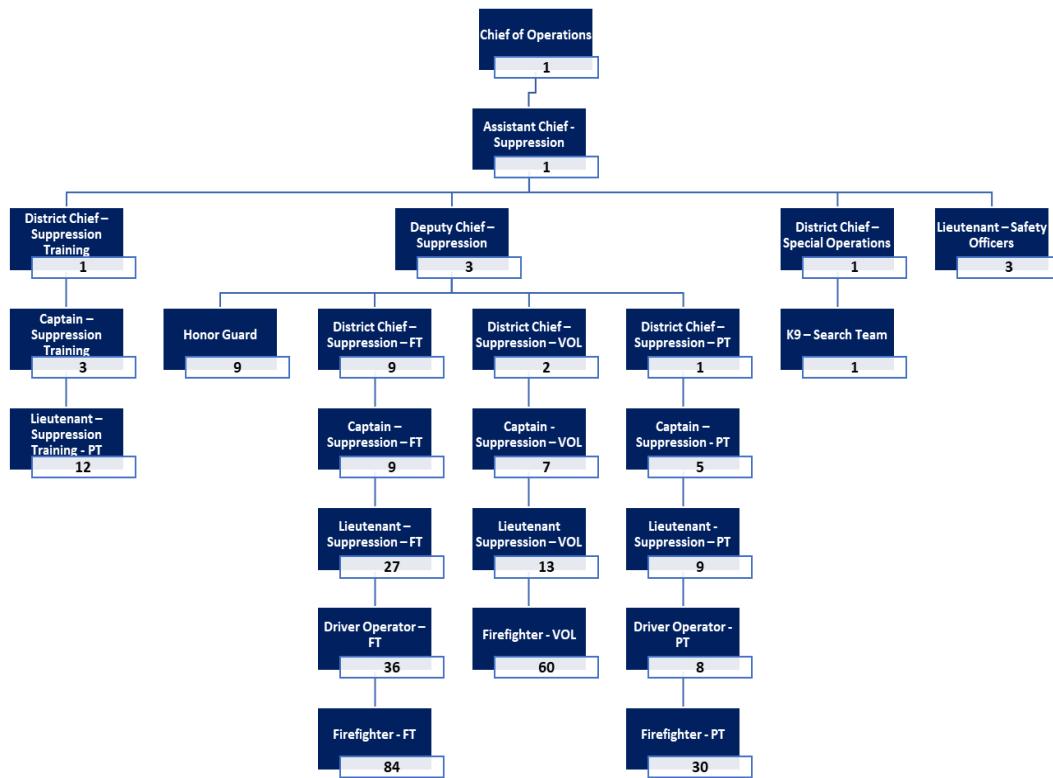


Figure 9 – Annual Budget for FY25 Expenses by Department

Suppression

Organizational Chart



Personnel and Budget

The suppression division includes approximately 350 full-time, part-time, and volunteer personnel. The members respond out of 14 fire stations to various types of emergencies.

Employee Summary Table

	2023		2024		2025	
	FTE	PRN	FTE	PRN	FTE	PRN
Suppression FT/PT	140	55	150	53	156	53
Suppression Training	3	11	4	13	4	13
Volunteers	0	122	0	113	0	106
Total Suppression	143	188	154	179	160	172

Table 14 – Budgeted Suppression Positions

Suppression Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	24,784,752	25,921,741	30,210,739
Volunteer Stipend and Meals	373,953	535,160	518,444
Training and Development	250,813	298,823	433,865
Tools, Equipment, and Supplies	106,998	167,136	160,093
Travel	40,639	191,958	280,900
Dues and Publications	57,135	91,680	118,504
Utilities	66,565	69,000	66,000
Repairs and Maintenance	-	60,000	24,000
Outside Services	14,347	12,000	12,600
Other	314,017	110,000	35,000
Total Suppression	26,009,219	27,457,498	31,860,145

Table 15– Suppression Expenses by Category

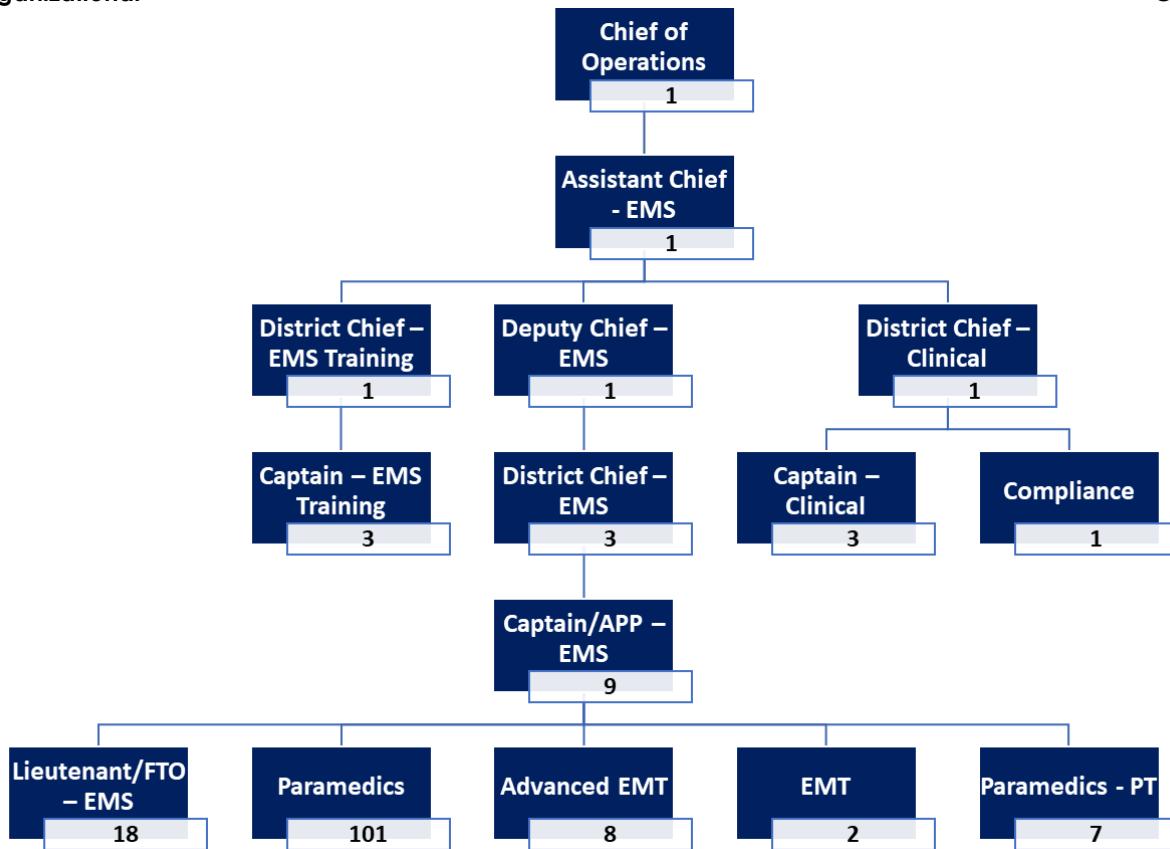
Points of Interest:

1. FTE – 6 New District Chiefs.
2. Travel, Training & Development
 - a. Increased cost of Suppression training, including instructor training, company officer development training, TAFE Conference, ad Professional Expo, FDIC, and Fireground Survival.

Emergency Medical Services (EMS)

Organizational

Chart



Personnel and Budget

The EMS division is comprised of more than 155 full and part-time employees. Emergency medical services are provided around the clock. Each medic unit is staffed with state-licensed paramedics. The Department holds the highest award for chest pain management in the American Heart Association's "Mission: Lifeline" quality achievement program. Each year, our responders manage more than 200 STEMI (ST-Elevation Myocardial Infarction) heart attacks. The Department has a return of spontaneous circulation (ROSC) percentage better than the national average. We continue to receive the Number 1 rank for customer service in large organizations.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
EMS Clinical	3	0	4	0	4	0
EMS FT/PT	134	6	137	7	140	7
EMS Training	4	0	4	0	4	0
Total EMS	141	6	145	7	148	7

Table 16 – Budgeted EMS Positions

EMS Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	20,014,938	21,464,056	24,644,345
Training and Development	26,877	135,640	152,600
Travel	53,825	87,610	100,752
Professional Fees	65,000	15,600	-
Utilities	62,154	69,000	63,000
Tools, Equipment, and Supplies	22,818	61,350	104,550
Outside Services	35,965	54,000	57,000
Dues and Publications	16,472	24,000	78,000
Other	-	10,000	20,000
Total EMS	20,298,049	21,921,256	25,220,247

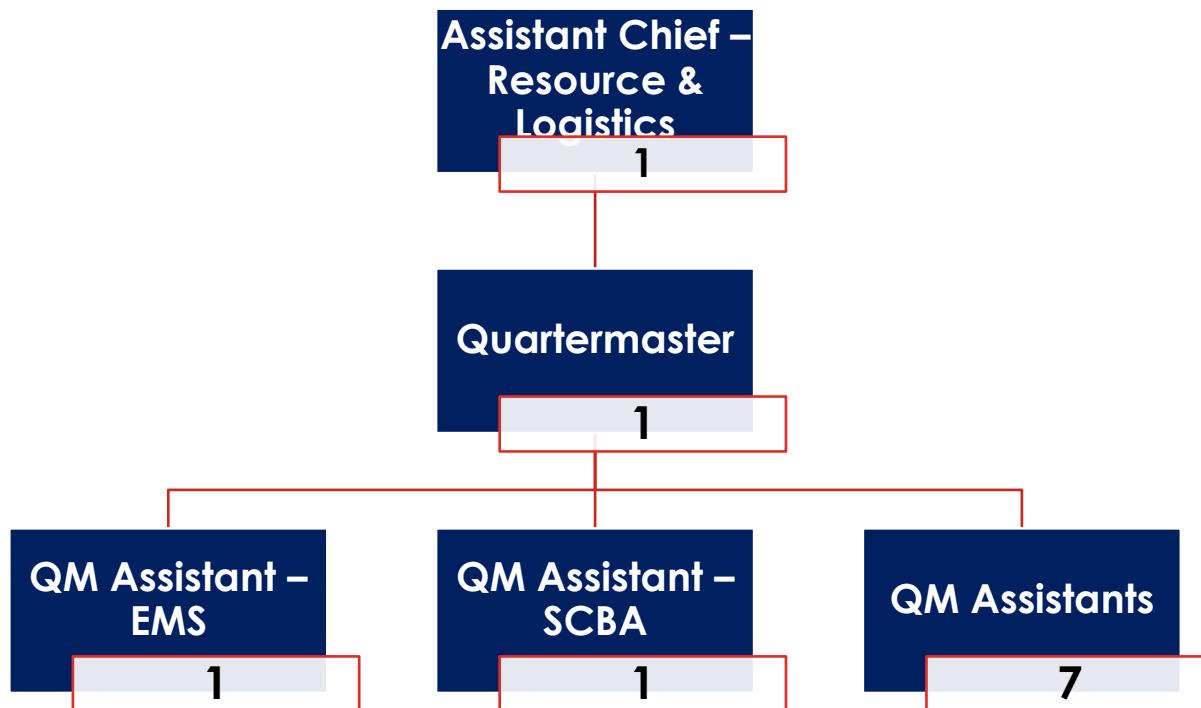
Table 17 – EMS Expenses by Category

Points of Interest:

1. FTE – 3 New Advanced Practice Paramedics.
2. The increase in budget is due to Payroll – Wages, Taxes, and Benefits to cover the new FTE's.

Quartermaster

Organizational Chart



Personnel and Budget

The Quartermaster group provides support, customer service, and research to ensure firefighters, paramedics, and EMTs have the right tools on the job. This team manages the Department's suppression and EMS equipment, uniforms, protective gear, and station supplies. Their responsibilities include the maintenance and annual testing of both fire and EMS equipment.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Quartermaster Group	9	1	10	1	10	1

Table 18 – Budgeted Quartermaster Group Positions

Quartermaster Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Tools, Equipment, and Supplies	1,776,761	2,165,823	2,731,218
Payroll - Wages, Taxes, and Benefits	923,246	1,070,449	1,080,331
Protective Gear and Uniforms	838,688	1,072,000	966,147
Repairs and Maintenance	386,813	500,330	416,000
Outside Services	31,384	97,100	56,600
Equipment Rental	2,053	42,000	60,000
Travel	1,328	11,000	9,500
Training and Development	810	9,500	9,000
Other	7,450	60,000	385,800
Utilities	4,234	4,800	348,000
Dues and Publications	301	3,600	3,600
Total Quartermaster	3,973,067	5,036,603	6,066,195

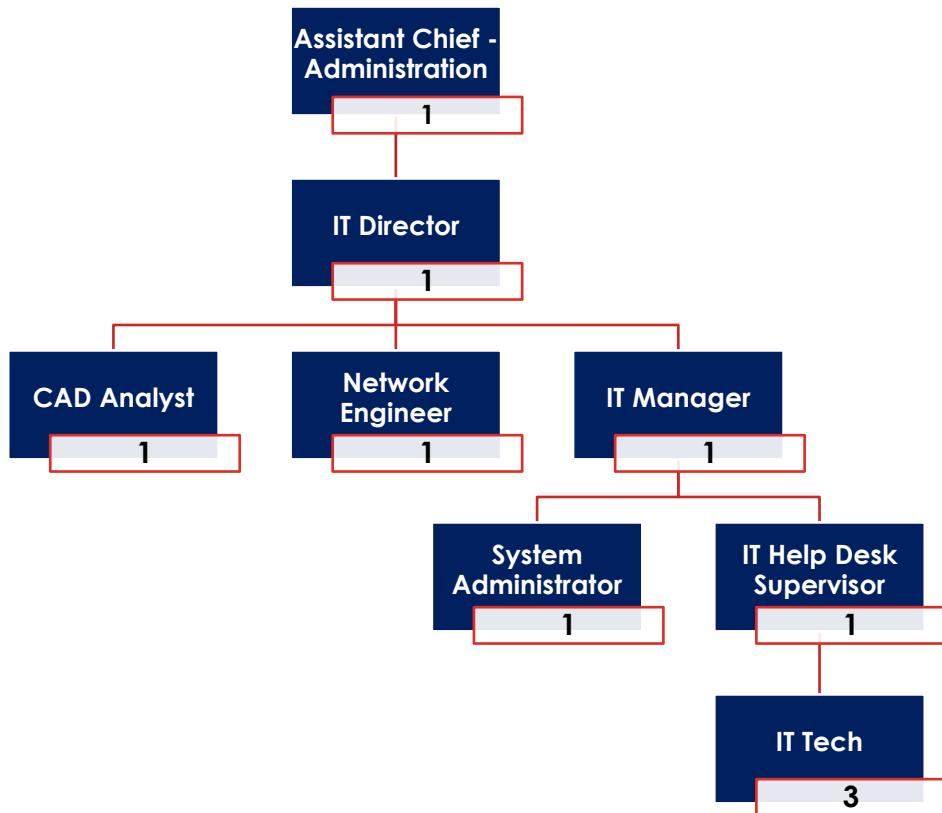
Table 19 – Quartermaster Group Expenses by Category

Points of Interest (Both Capital and Operating Expenses):

1. Rescue Equipment
 - a. Pantheon Combi-Tool.

Information Technology

Organizational Chart



Personnel and Budget

The Information Technology (IT) Department implements and manages the IT infrastructure network, software programs, radio communications, computers, and all other technology-related hardware for the District. In addition, the IT department maintains antivirus and additional security-related components safe from outside security threats and designs. IT supports systems that provide continuity of operations in the event of a system failure.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Information Technology	7	1	8	1	8	1

Table 20 – Budgeted Information Technology Positions

Information Technology Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	1,052,305	1,319,138	1,254,900
Software Licenses	830,165	1,032,000	1,104,575
Outside Services	65,247	348,396	300,000
Tools, Equipment, And Supplies	310,041	445,100	512,576
Utilities	349,705	340,000	348,000
MDC	76,700	108,820	125,000
Travel	2,047	37,500	37,500
Training and Development	18,080	37,500	37,500
Dues and Publications	1,922	200	-
Repairs and Maintenance	10,727	-	5,000
Total Information Technology	2,716,940	3,668,654	3,725,051

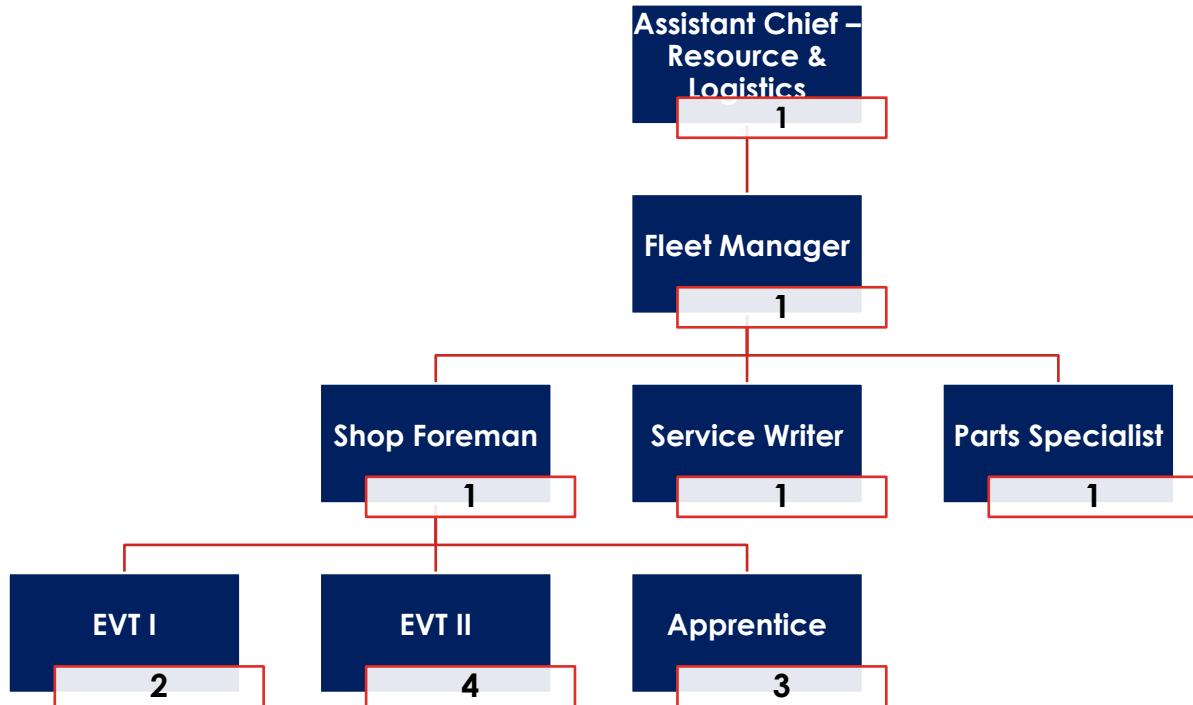
Table 21 – Information Technology Expenses by Category

Point of Interest (Both Capital and Operating Expenses):

1. Computers (Operating Expense).
 - a. Desktop computers, phones, printers, and wireless access points for new stations.
2. Backup network core switch pack (Capital Expense).
 - a. Standby solution in the event of catastrophic failure of existing equipment.

Fleet Maintenance

Organizational Chart



Personnel and Budget

The Fleet Maintenance team maintains, tracks, repairs, and manages over 164 pieces of the department's rolling stock. This includes quarterly, semi-annual, and annual maintenance of all apparatus, such as aerials, pumper, boosters, medic units, tankers, staff vehicles, trailers, and the Department's standby generators. The team provides field and shop repair service 24 hours daily and manages a reserve fleet of pumper, ladder, rescue, medic units, and staff vehicles. The team also assists other groups with specialized installation and fabrication for department projects while attending training classes and working to acquire new certifications to stay current with new technology within the emergency vehicle industry.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Fleet Maintenance	10	3	13	2	13	2

Table 22 – Budgeted Fleet Maintenance Positions

Fleet Maintenance Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	1,340,420	1,651,179	1,659,465
Fuel, Oil, Tires	776,364	962,000	962,000
Repairs and Maintenance	316,513	392,000	392,000
Outside Services	240,672	320,000	332,000
Tools, Equipment, And Supplies	214,179	170,000	181,820
Travel	6,637	18,000	23,550
Training and Development	-	15,000	18,150
Uniforms	9,353	12,400	12,000
Utilities	8,278	12,000	12,000
Dues and Publications	1,385	5,295	5,295
Total Fleet Maintenance	2,913,801	3,557,874	3,598,280

Table 23 – Fleet Maintenance Expenses by Category

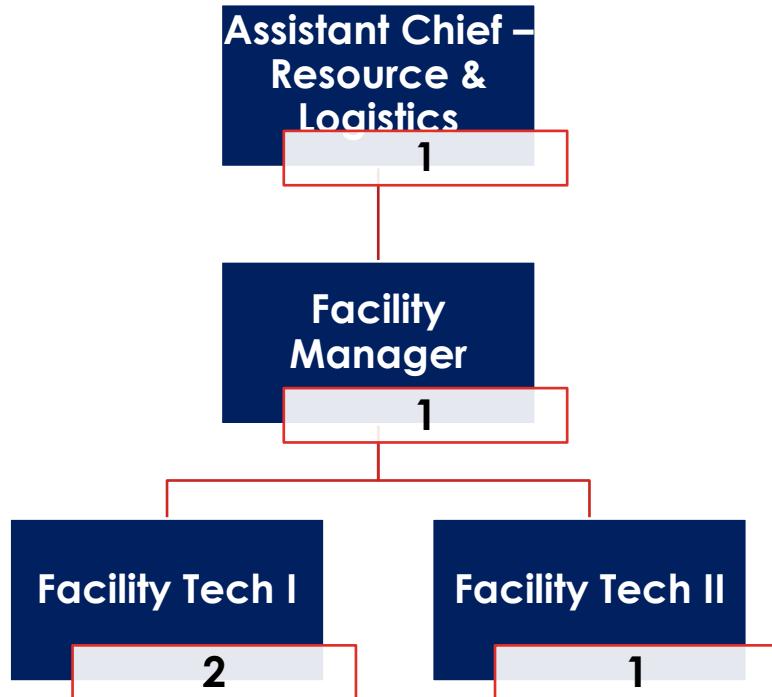
Points of Interest (Operating and Capital Expenses):

1. Replacement of the 13-year-old lift
2. FTTC conference
 - a. This is a conference specific to fire truck maintenance and repairs.
3. Mobile skid unit
 - a. This is a small platform to do mobile maintenance. This will be used for the station generator repairs and maintenance on the rare occasion we need to work on apparatus offsite from the shop.
4. FDSOA Membership
 - a. This is an FD Safety Officer Association. This will be a Department membership (up to 25 personnel).
5. EVT and EVT Validation Symposium.

We attended this some years ago, and it was a good training event. The validation part runs with the symposium. Tony Orek, our Fleet Manager, has been asked by the EVT group to help with testing criteria, policies, and procedures

Facility Maintenance

Organizational Chart



Personnel and Budget

The Facility Maintenance team maintains all facilities to ensure a safe, comfortable, and functional environment for staff and visitors. This includes standard facility maintenance needs, repairs, and special projects. The team provides annual testing of the facility protection systems, such as sprinkler systems, alarm systems, generator load testing, and facility extinguishers. The team works with multiple outside agencies and manages various department contracts to keep department facilities operating.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Facility Maintenance	4	0	4	0	4	0

Table 24 – Budgeted Facility Maintenance Positions

Facility Maintenance Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Repairs and Maintenance	626,515	565,000	568,000
Payroll - Wages, Taxes, and Benefits	408,756	429,695	372,090
Lawn Care	125,644	240,000	240,000
Equipment Rental	105,279	90,000	90,000
Tools, Equipment, And Supplies	6,084	18,000	18,000
Travel	1,587	6,000	6,000
Training and Development	-	6,000	6,000
Utilities	3,695	4,200	4,200
Total Facilities Maintenance	1,277,561	1,358,895	1,304,290

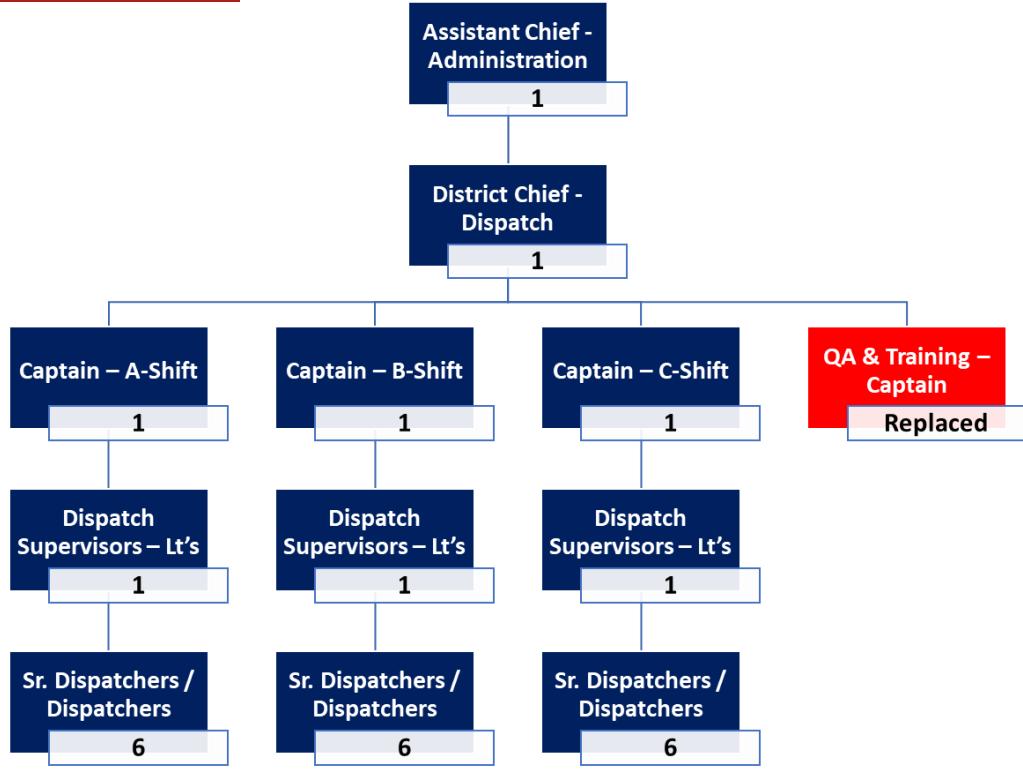
Table 25 – Facility Maintenance Expenses by Category

Points of Interest (Operating and Capital Expenses):

1. Replace Generators.
 - a. Replace generator at dispatch (Capital Expense).
 - b. Replace facility generator (Capital Expense).
2. Additional LED lighting retrofit
 - a. Provide the same brightness as traditional bulbs but use 90% less energy
 - b. Last 15 times longer, which means financial savings on operations and maintenance.
 - c. Produce very little heat compared to incandescent bulbs, which emit 90% of their energy as heat, and CFLs, which emit 80% of their energy as heat

Dispatch

Organizational Chart



Personnel and Budget

The Dispatch Center, a 7,000-square-foot facility, is home to public safety telecommunicators who work together to process more than 38,000 emergency and nonemergency calls for the 164-square-mile area of HCESD9. The Center is the only dual accredited center of excellence recognized by the International Academies of Emergency Dispatch in Harris County and one of only two dual ACE centers in the state. The telecommunicators are the calm voices on the other end of your 9-1-1 call and are the first responders you never see. These men and women hold medical and fire dispatch certifications and can provide you with labor and delivery, bleeding control, and CPR instructions over the phone.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Dispatch	23	4	22	4	25	4

Table 26 – Budgeted Dispatch Positions

Dispatch Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	2,405,630	2,534,708	3,236,116
Utilities	119,459	119,659	156,181
Training and Development	13,990	52,093	30,349
Repairs and Maintenance	44,317	36,600	34,800
Outside Services	5,513	19,400	9,860
Tools, Equipment, And Supplies	9,928	16,250	4,300
Travel	13,102	18,905	30,200
Dues and Publications	7,281	6,500	927
Hiring Expenses	-	15,000	44,001
Total Dispatch	2,619,220	2,819,115	3,546,734

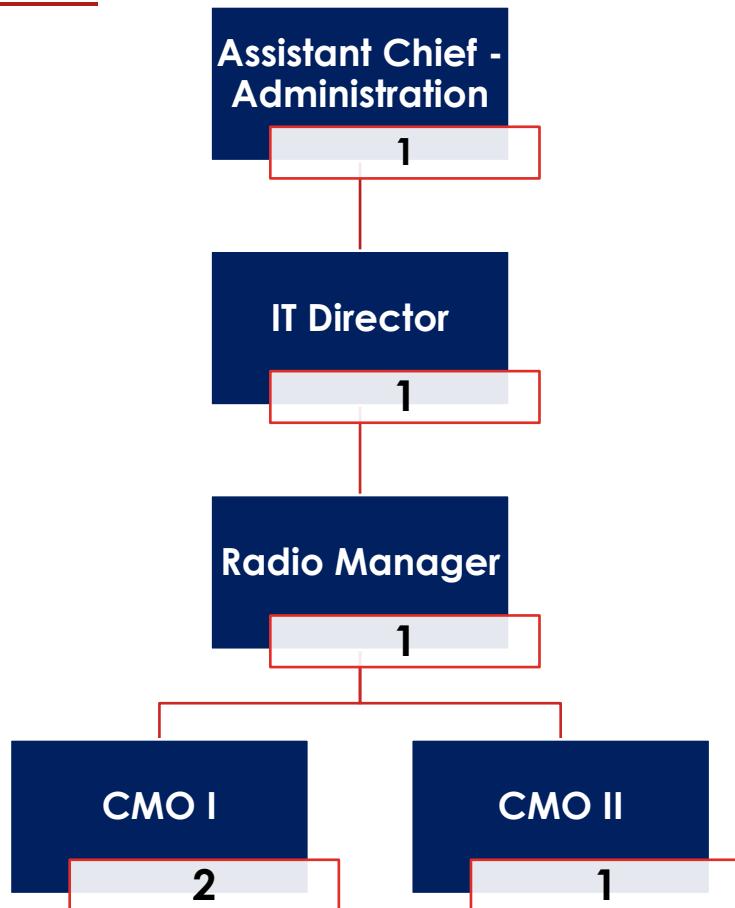
Table 27 – Dispatch Expenses by Category

Points of Interest:

1. Additional FTE's
 - a. Addition of 2 Dispatch Captains.
2. Training & Development & Travel for Conferences
 - a. International Academy of Emergency Dispatch.
 - b. Texas Public Safety Spring & Fall conferences.
 - c. National Emergency Number Association.
 - d. Association of Public Safety Communications Officials.
3. Dispatch service solutions:
 - a. Language Line Solutions for dispatch.

Communications

Organizational Chart



Personnel and Budget

The Communications group is responsible for radio repair requests, managing various communication systems, overseeing equipment deployment, and maintaining inventory databases. Regulatory compliance tasks encompass FAA antenna support registrations and FCC frequency applications. The role also involves ensuring interoperability with mutual aid partners.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Communications	3	1	3	1	3	1

Table 28 – Budgeted Communications Positions

Communications Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Radio Software Licenses	805,905	846,237	896,000
Payroll - Wages, Taxes, and Benefits	353,126	349,430	351,415
Tools, Equipment, And Supplies	56,699	750,035	829,400
Utilities	177,978	218,484	12,840
Outside Services	34,219	54,000	29,000
Travel	19,194	35,000	38,000
Training and Development	1,725	20,000	20,000
Repairs and Maintenance	15,417	6,000	6,000
Dues and Publications	1,175	972	1,601
Total Communications	1,465,439	2,280,158	2,184,256

Table 29 – Communications Expenses by Category

Point of Interest (Capital Expenditures):

1. Tower-mounted weather stations.
 - a. Weather stations for weather-related emergencies.
2. Starlink.
 - a. Retrofit stations with Starlink for connectivity during weather emergencies.
3. Motorola Radios:
 - a. E5 Control Head upgrade.

Marketing & Public Relations

Organizational Chart



Personnel and Budget

The Marketing & Public Relations division is responsible for messaging our internal and external customers. They handle public education on fire safety issues and act as official sources of information for the news media. The division has expanded to include recruitment and retention to attract and retain the best personnel and to ensure the sustainability and growth of the department.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Marketing & Public Relations	2	1	3	1	3	1

Table 30 – Budgeted Marketing & Public Relations Positions

Marketing & Public Relations Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	280,571	372,101	420,919
Tools, Equipment, And Supplies	25,957	10,000	10,000
Member Appreciation	117,587	189,184	151,325
Public Relations Services	75,055	208,500	153,110
Outside Services	47,729	25,000	73,722
Travel	4,004	10,000	32,350
Training and Development	3,148	5,000	14,500
Utilities	3,518	3,500	3,500
Dues and Publications	3,668	1,000	2,480
Total Marketing & Public Relations	561,237	824,285	861,906

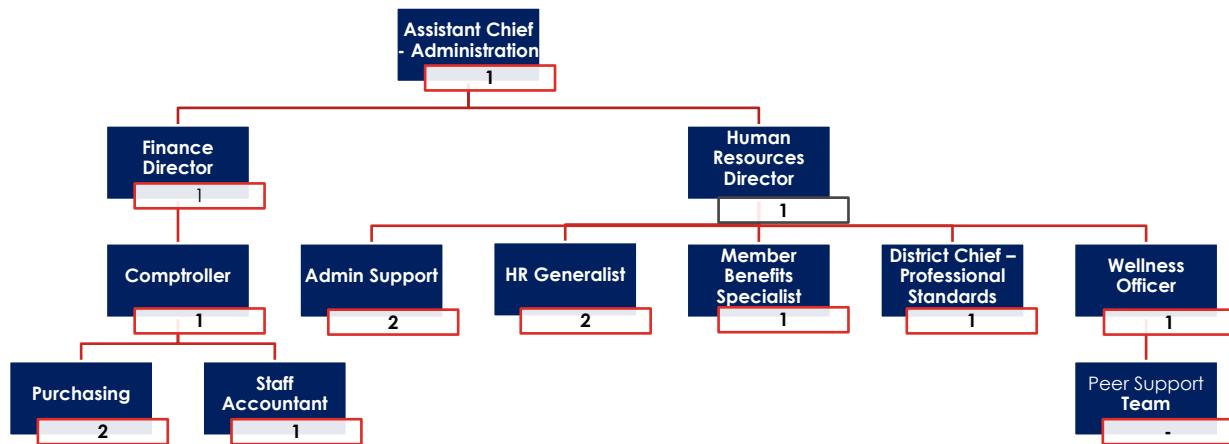
Table 31 – Marketing & Public Relations Expenses by Category

Point of Interest (Operating and Capital Expenditures):

1. Smokehouse Trailer - will provide interactive and highly realistic fire prevention training aids that can be tailored to both children and adults.
2. Special Events
 - a. Kids Camp - Two weeks of summer camp for kids in the service area.
 - b. Fire Fest – Community outreach.

Human Resources and Accounting

Organizational Chart



Personnel and Budget

The Human Resources (HR) team is devoted to providing effective policies, procedures, and people-friendly guidelines and support within the organization. The team also monitors developments in state and federal employment laws – such as tax regulations, health insurance requirements, overtime laws, unemployment restrictions, family and medical leave policies, and safety regulations. The team works in the best interests of both the members and the department, striving to create a productive, safe workplace.

The Accounting staff is responsible for all accounting-related matters, including equipment purchasing and payment to vendors. Other functions under accounting include an annual financial audit, public auction, annual bid proposals, and other administrative operations. The Department's Wellness initiative, THRIVE, has moved under HR.

Employee Summary Table

	2023		2024		2025*	
	FTE	PRN	FTE	PRN	FTE	PRN
Human Resources & Accounting	10	0	12	0	13	0

Table 32 – Budgeted Human Resources and Accounting Positions

Human Resources and Accounting Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
Payroll - Wages, Taxes, and Benefits	1,968,430	4,075,171	2,968,978
Health & Wellness	-	497,806	626,000
Volunteer Incentive, Stipend & Meals	(20,215)	426,083	426,083
Outside Services	210,287	220,489	264,475
Training and Development	58,174	127,026	139,815
Professional Services	48,000	50,000	50,000
Utilities	-	48,000	-
Supplies & Materials	27,429	26,500	22,480
Travel	8,455	11,000	38,296
Dues and Publications	6,993	6,000	9,695
Other	20,516	61,000	1,519,452
Total HR and Accounting	2,328,069	5,549,075	6,065,274

Table 33 – Human Resources and Accounting Expenses by Category

Point of Interest:

1. New FTE – new District Chief of Professional Service.

Administration

Budget

State and county fees for tax collection, Legal, and Utilities for all facilities except Dispatch. There are no personnel assigned to this department.

Administration Budget

	2023 Actual	2024 Revised Budget	2025 Proposed Budget
State Collection & Govt. Fees	1,474,668	1,730,952	1,546,901
Utilities	663,903	586,589	678,400
Legal	278,357	1,018,536	425,027
Outside Services	291,940	436,658	584,526
Professional Fees	372,761	198,081	204,000
Public Relations Services	8,726	1,934	2,400
Volunteer Incentive, Stipend, & Meals	3,663	2,784	5,000
Other	10,461	-	-
Total Administration	3,104,479	3,975,533	3,446,254

Table 34 – Administration Expenses by Category

Fiscal Year 2025

SUMMARY CAPEX BUDGET



Capital Projects / Capital Improvement Plan

The Department has created a formal, comprehensive Capital Improvement Plan (CIP) for the expected growth necessary to support services. For the purposes of this paragraph, the term “capital expense” shall include a unit of property that has an economic useful life of at least one (1) year and a purchase price of at least \$5,000 or more.

2025 Capital Expenditure Budget

Land

After the Commissioners approved the Skinner/Greenhouse underpass, the Department budgeted \$500,000 to purchase land in the Towne Lake area. This land is being purchased at a discounted rate because HCESD9 agreed to contribute \$3,080,000 for the underpass project as a portion of match funds to receive a federal grant. The plan for this project was initially approved by commissioners in 2018. The current commissioners finalized and approved the project in July 2023. This cost-share investment is capped and will be within the budgeted amount. This project will assist with reduced response times once completed.

In addition, for 2025, the Department budgeted for land purchase for five stations: relocation, growth, and infill. We added architectural fees for two stations. The goal of these stations will be to provide an equitable response across the district and to reduce response times to the service delivery address.

In the CIP, additional land and construction costs are budgeted in the years 2025 – 2031 for both new and relocation stations.

Apparatus

Delivery times for suppression apparatus are currently running 48-60 months. We have added replacement and new engines and ladder/towers to the 2025 budget for delivery in 2028 – 2029.

The Tables below include both the Sustaining and Growth Capital Expenditures by Department. We have included the known capital expenditure carryover from the 2024 budget. This number may increase as we get closer to the end of the year.

2025 Sustaining Capital Expenditures		Total	Breakdown
IT		\$275,888	
Backup Network Core Switch Stack			\$101,938
Station Alerting Lighting & Speaker Additions			\$133,950
Central Square CAD to Mach Alert interface			\$40,000
Public Relations		\$280,000	
Fire Safety Trailer			\$280,000
Facilities Maintenance		\$510,000	
10710 Exterior Painting			\$60,000
Replace Generator at Dispatch			\$250,000
Replace older Facility generator			\$200,000
Fleet Maintenance		\$40,690	
Replace Tire Balancer			\$30,690
Modifications to Draft Pit			\$10,000
Quartermaster		\$694,495	
Replacement Extractor			\$16,000
Gear Dryer -Replacement			\$10,000
Thermal Imager Replacement			\$65,000
Replacement for broken EMS Equipment			\$240,000
Zoll Ventilator			\$363,495
Suppression		\$18,997	
Forcible Entry Door Prop			\$18,997
Administration-Vehicles, Land & Stations Detail		\$1,975,000	
Medics			\$0
Chief/Staff Vehicles			\$375,000
Engines			\$0
Aerials			\$0
Tankers			\$1,600,000
Total Sustaining Capital Expenditures		\$3,795,069	\$3,795,069

Table 35 – 2025 Sustaining Capital Expenditures

2025 Expansion Capital Expenditures		Total	Breakdown
Communications		\$75,000	\$75,000
Tower-mounted weather stations			
Fleet Maintenance		\$59,181	\$59,181
Addition of 4 Stertil-Koni Mobile Lif Columns			
Quartermaster		\$284,500	
Thermal Imager addition			\$9,000
EMS Expansion APP Equipment			\$275,500
Suppression		\$674,404	
FAAC ER-1600 Driver Training Simulator			\$363,495
*Proposed Firefield Improvements			\$138,000
*Permanent Trench Prop			\$128,000
Synthesia Starter Business Package (Single User Account)			\$9,960
*FLASHPOINT - Fire Dynamics Training Prop			\$15,449
Pyrosoft Firefly Industrial Series Fire Extinguisher Trainer			\$19,500
Administration - Vehicles		\$5,435,000	
All Terrain EMS Vehicle			\$45,000
Command Rehab Vehicle			\$1,500,000
Expanded EMS APP Tahoe			\$90,000
Expansion Aerial			\$2,300,000
Expansion Pumpers 2025			\$1,500,000
STATIONS & LAND		\$32,800,000	
Training Facility & Station 18 Land			\$10,000,000
99/529 Station 15			\$8,400,000
Chevron Station 17			\$8,400,000
Training Facility			\$6,000,000
Total Expansion Capital Expenditures		\$39,328,084	\$39,328,084

Table 36 – 2025 Expansion Capital Expenditures

Total 2024 Carryover	\$12,195,000
Total 2025 Sustaining and Expansion Capital	\$30,928,154
Total Annual Budget FY 25 Capital Expenditures	\$43,123,154

Table 37 – 2025 Total Annual Budget FY25 Capital Expenditures

2025 SUMMARY CapEx BUDGET
HARRIS COUNTY EMERGENCY SERVICES DISTRICT NO. 9

Sustaining Capital Expenditures	2025	2026	2027	2028	2029	2030	2031	Total
Dispatch	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT	275,888	-	-	-	-	-	-	275,888
Public Relations	280,000	-	-	-	-	-	-	280,000
EMS	-	-	-	-	-	-	-	-
Communications	-	-	-	-	-	-	-	-
Human Resources / Accounting	-	-	-	-	-	-	-	-
Facilities Maintenance	510,000	-	-	-	-	-	-	510,000
Fleet Maintenance	40,690	-	-	-	-	-	-	40,690
Quartermaster	694,495	-	-	-	-	-	-	694,495
Suppression	18,997	-	-	-	-	-	-	18,997
Administration-Vehicles, Land & Stations Detail								-
Medics	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Chief/Staff Vehicles	375,000	375,000	375,000	375,000	375,000	-	-	1,875,000
Engines	-	-	-	-	-	-	-	-
Aerials	-	-	-	-	-	-	-	-
Tankers	1,600,000	-	-	-	-	-	-	1,600,000
Total Administration	1,975,000	375,000	1,875,000	375,000	375,000	-	-	4,975,000
Total Sustaining Capital Expenditures	\$ 3,795,069	\$ 375,000	\$ 1,875,000	\$ 375,000	\$ 375,000	\$ -	\$ -	\$ 6,795,069

<u>Growth Capital Expenditures</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>Total</u>
Dispatch	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT	-	-	-	-	-	-	-	-
Safety	-	-	-	-	-	-	-	-
Public Relations	-	-	-	-	-	-	-	-
EMS	-	-	-	-	-	-	-	-
Communications	75,000	-	-	2,000,000	-	-	-	2,075,000
Human Resources / Accounting	-	-	-	-	-	-	-	-
Facilities Maintenance	-	-	-	-	-	-	-	-
Fleet Maintenance	59,181	-	-	-	-	-	-	59,181
Quartermaster	284,500	277,980	1,749,755	1,170,764	-	-	-	3,482,999
Suppression	674,404	-	-	-	-	-	-	674,404
Administration-Vehicles, Land & Stations:								-
Medics	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
Chief/Staff Vehicles	90,000	-	-	-	-	-	-	90,000
Engines	1,500,000	1,500,000	1,500,000	-	-	-	-	4,500,000
Aerials	2,300,000	-	-	-	-	-	-	2,300,000
Command/Rehab	1,500,000	-	-	-	-	-	-	1,500,000
All Terrain EMS Vehicle	45,000	-	-	-	-	-	-	45,000
Training Facility & Station 18 Land	10,000,000							10,000,000
Towne Lake Station 14		4,200,000	8,400,000	-	-	-	-	12,600,000
99/529 Station 15	8,400,000	4,200,000	-	-	-	-	-	12,600,000
CFISD Property Station 16		8,400,000	4,200,000					12,600,000
Chevron Station 17	8,400,000	4,200,000	-	-	-	-	-	12,600,000
99/West Station 18			4,200,000	8,400,000	-	-	-	12,600,000
Bridgeland station (West of 99) Station 19				4,200,000	8,400,000			12,600,000
Training Facility	6,000,000	6,000,000	-	-				12,000,000
Station 20 (Telge & Louetta)	-	-	-	-	4,200,000	8,400,000		12,600,000
Station 21 (9520 Telge)						4,200,000	8,400,000	12,600,000
Total Administration	38,235,000	28,500,000	19,300,000	13,600,000	13,100,000	13,100,000	8,900,000	134,735,000
Total Expansion Capital Expenditures	39,328,085	28,777,980	21,049,755	16,770,764	13,100,000	13,100,000	8,900,000	141,026,584
Total Capital Expenditures	\$ 43,123,154	\$ 29,152,980	\$ 22,924,755	\$ 17,145,764	\$ 13,475,000	\$ 13,100,000	\$ 8,900,000	\$ 147,821,653

Table 38 – 5-Year Capital Improvement Plan

Projected Changes in General Fund Balance

Changes in the General Fund balance (cash and investments) are illustrated in the figure below. Overall, the General Fund balance is healthy, with the fund increasing between 2021 and 2023 through a longstanding tradition of responsible financial management. The General Fund balance is projected to decrease as the District continues to grow to meet the objectives of the long-term plans.

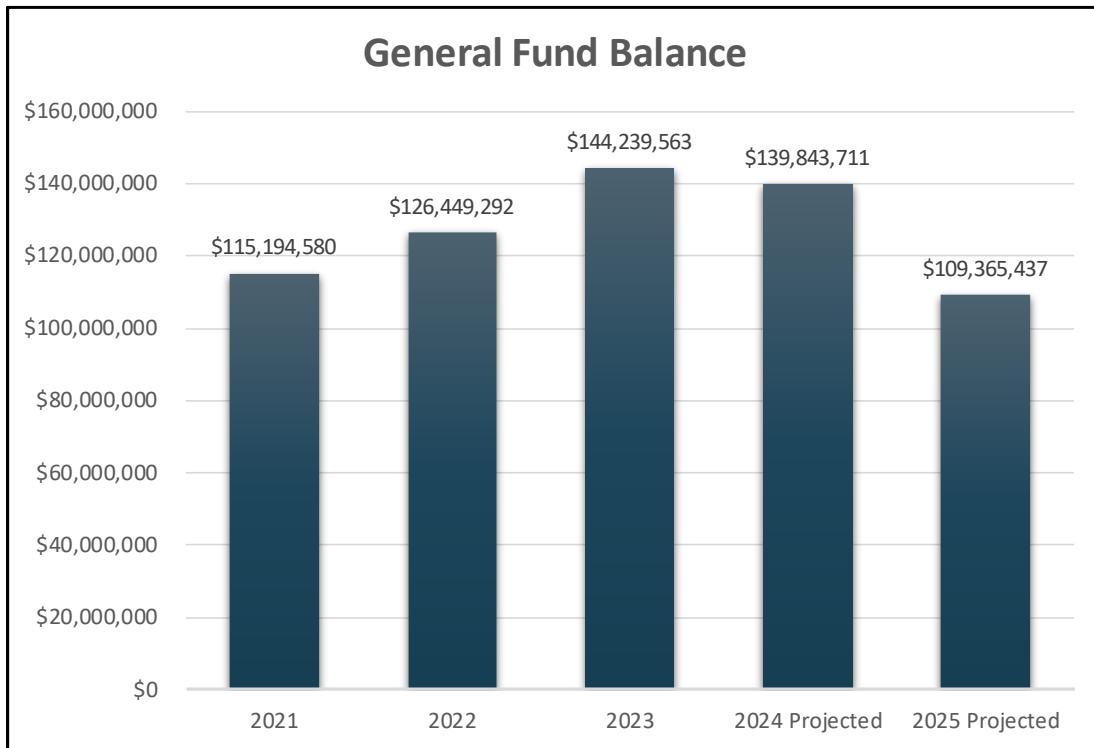


Figure 10 – General Fund Balance

Appendix

Glossary of Terms

Acting - An employee who is temporarily assigned to fill a vacant role.

Approved Budget - The financial plan agreed upon by the Board and Staff.

Assets - Property owned by Cy-Fair Fire Department, which has monetary value.

Attrition - A reduction or decrease in numbers.

Balanced Budget – A balanced budget is achieved when the total resources, including revenues and spendable prior year fund balances, equal or exceed the total budgeted expenditures.

Capital Expenditure - Capital improvement expenses relating to structural reconstruction of premises, purchases of apparatus and equipment with a life of at least five years and a purchase price of at least \$25,000 (1994 dollars) and replacement or addition of building infrastructure, to include heating electric and plumbing systems.

Comprehensive Annual Financial Report - Governmental entity financial statements that comply with the accounting requirements set by the Governmental Accounting Standards Board (GASB). A “CAFR” is compiled” by state, municipal or other governmental accounting staff and “audited” by an external American Institute of Certified Public Accountants (AICPA) certified accounting firm utilizing GASB requirements.

Debt Service Fund - Governmental fund type used to account for the accumulation of resources for, and the payment of general long-term debt principal and interest.

Extrication - The process of removing a vehicle from around a person who has been involved in a motor vehicle accident, when conventional means of exit are impossible or inadvisable.

Fit Testing - Testing for proper fit of SCBA mask.

Fund Balance - The excess of the assets of a fund over its liabilities and reserves.

General Fund - The general operating fund of Cy-Fair Fire Department. It is used to account for all financial resources except those that are required to be accounted for in other fund types.

Internal Control - A plan of organization for purchasing, accounting, and other financial activities, which provides that, (1) The duties of employees are subdivided so that no single employee handles a financial action from beginning to end, (2) proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed, and (3) Records and procedures are arranged appropriately to facilitate effective control.

Minimum Staffing - The minimum number of employees assigned to the Operations Division on a daily basis. This number is determined by the Command Staff.

Modified Accrual Basis - Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

Pumper - A pumper combines the capabilities of a heavy rescue squad and that of a class A rated pumper that is to add 1,000 gallons per minute (gpm) or greater fire pump and 500 gallons of water.

Turnout Gear – A firefighter’s protective clothing.

Tanker/Tender - A tanker truck, which can also be known as a water tender, is a specialist fire appliance with the primary purpose of transporting large amounts of water to the scene of a fire to make it available for extinguishing operations.

Acronyms

AC - Assistant Chief

ALS - Advanced Life Support

AP - Accounts Payable

AR - Accounts Receivable

BLS - Basic Life Support

CAFD - Comprehensive Annual Financial Report

CFFD - Cy-Fair Fire Department

CPR - Cardiopulmonary Resuscitation

DC - District Chief

EMS - Emergency Medical Service

EMT - Emergency Medical Technician

ESD - Emergency Services District

FD - Finance Director

FFE - Fire Fighting Equipment

FM - Fire Marshal

FP - Fire Prevention

FTE - Full Time Equivalent

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GFOA - Government Finance Officers Association

HCESD #9 - Harris County Emergency Services District #9

HCAD - Harris County Appraisal District

HVAC - Heating, Ventilation and Air Conditioning

IMP - Incident Management Plan

IT - Information Technology

MDC - Mobile Data Computer

MD and A - Management Discussion and Analysis

PPE - Personal Protective Equipment

SCBA - Self Contained Breathing Apparatus

SOP - Standard Operating Procedure