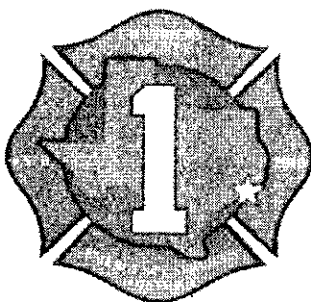


CHAMBERS COUNTY ESD NO. 1
BOARD MEETING SIGN IN SHEET
JULY 16, 2025

[illegible]



THE STATE OF TEXAS

§

COUNTY OF CHAMBERS

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**CHAMBERS COUNTY EMERGENCY SERVICES DISTRICT NO. 1
AGENDA**

July 16, 2025

Notice is hereby given that a Regular Meeting of the Board of Commissioners of the Chambers County Emergency Services District No. 1 will be held on **July 16, 2025, at 6:00 p.m.**; at the **Winnie-Stowell Volunteer Fire Department ("WSVFD") - 825 State Highway 124, Winnie, Texas 77665.**

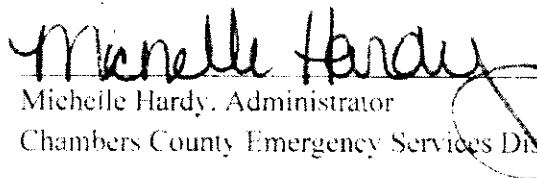
The following matters will be considered and may be acted upon at the meeting for the following purposes:

DISCUSSION/ACTION ITEMS

1. Call meeting to order.
2. Pledge of Allegiance.
3. Public Comment.
4. Discuss and approve the minutes for the June 11, 2025 Regular Meeting.
5. Discuss and take-action, on the District's Treasurers Report; District's expenses; and amend the District's budget, if necessary.
6. Receive Reports from:
 - a. Administrator, and
 - b. Chief's, including the Department's Financial Report.
7. Discuss and take-action, if necessary on renewing CD for Common Sense Credit Union.

8. Discuss and take-action, if necessary, on purchasing fire or EMS equipment, vehicles, and/or supplies as well as any proposed repairs, maintenance and/or testing.
9. Discuss and take-action on engaging a Community Needs Assessment consultant.
10. Discuss and take-action on hiring Texas Hydrant Services to map, inspect, and repair fire hydrants within the District.
11. Discuss and take action on engaging auditor for the 2024-2025 audit.
12. Adjourn

A packet containing all supportive documentation for this agenda is available for inspection on Tuesday nights at the Winnie-Stowell Volunteer Fire Station, located at 825 State Highway 124, Winnie, Texas, 77665, between the hours of 7:00 p.m. and 9:00 pm.


Michelle Hardy, Administrator
Chambers County Emergency Services District #1

The Board may retire to Executive Session any time between the meetings opening and adjournment for the purpose of consultation with legal counsel pursuant to Chapter 551.071 of the Texas Government Code; discussion of personnel matters pursuant to Chapter 551.074 of the Texas Government Code; to discuss Health Care Services as provided by Chapter 551.085 of the Texas Government Code; and/or, discussion of real estate acquisitions pursuant to Chapter 551.072 of the Texas Government Code. Action, if any, will be taken in open session.

Chambers County Emergency Services District No. 1 is committed to compliance with the Americans with Disabilities Act. Reasonable modifications and equal access to communications will be provided upon request. Please call Mrs. Michelle Hardy at (409) 296-4133 for information. Hearing impaired or speech disabled persons equipped with telecommunication devices for the deaf may utilize the statewide Relay Texas Program, 1-800-735-2988.

**MINUTES OF THE REGULAR MEETING
OF THE BOARD OF COMMISSIONERS OF THE
CHAMBERS COUNTY EMERGENCY SERVICES DISTRICT #1**

A regular meeting of the Board of Commissioners ("Board" or "Commissioners") of the Chambers County Emergency Services District No. 1 ("District") was called to order at 6:00 p.m. on the 11th day of June 2025, at the Winnie-Stowell Volunteer Fire Department ("WSVFD" or "Department") located at 825 State Highway 124, Winnie, Texas 77665 pursuant to notice duly posted according to law.

Members of the public were asked to attend in person or allowed to participate by conference call. In addition, a recording of the meeting is available upon request.

The roll was called of the Commissioner, to-wit:

Commissioners Member	Position
Mr. David Murrell	President
Mr. Brad Crone	Vice-President
Mr. Chris Barrow	Treasurer
Mr. Troy Dow	Secretary
Mr. Kenneth Thibodeaux	Assistant Treasurer

All said Commissioners were present except Commissioner Thibodeaux. In addition to the above-named Commissioners, the following people were also present:

Attendee	Position
Mrs. Michelle Hardy	Administrator
Mr. Hubert Oxford, IV	Benckenstein & Oxford, LLP
Mr. Greg Holloway	Chief, WSVFD
Mr. Roger Croley	Marino CPA Firm
Mrs. Gloria Roemer	Seabreeze Beacon

President Murrell then called the meeting to order at 6:02 p.m. and lead the meeting. First, he asked those present to recite the Pledge of Allegiance and Pledge to the State Flag of Texas. Next, President Murrell asked for public comment but there were none.

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Agenda Item No. 4 – Discuss and take-action, if necessary, on affirming the request for an extension to the 2023-2024 audit and to accept the 2023-2024 audit.

President Murrell asked the Board to discuss Agenda Item 4, to affirm the request for an audit extension request and to present the 2023-2024 audit. Attorney Oxford informed the Board that, following the last meeting, he filed a request with Chambers County for a one-month extension to submit the audit. Per attorney Oxford, the County granted the extension, but Attorney Oxford asked for a vote affirming the request for the extension. (See **Exhibit “A”**).

Afterwards, President Murrell then called on Mr. Roger Croley, District’s Auditor, to present the 2023-2024 audit. (See **Exhibit “B”**). Mr. Croley began the audit presentation by informing the Commissioners that the District’s financial statements had been prepared in conformity with generally accepted accounting principles (“GAAP”) as applied to governmental units. In addition, Mr. Edwards stated that the financial statements presented fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the District, as of September 30, 2024, and the respective changes in financial position, for the year were in accordance with accounting principles generally accepted in the United States of America. Mr. Edwards then reviewed the District’s financial statements and in conclusion informed the Board that he did not identify any deficiencies in internal control that we consider to be material weaknesses.

In addition, this year, Mr. Croley recommended that the District needs to prepare a separate budget for the Volunteer Fire Department. Per Mr. Croley, now that the Department is receiving a more significant amount of funding from Chambers County, he believed it would be more prudent for the Department to have their own budget. Moreover, Mr. Croley recommended that since the Department’s assets are on the District’s asset list, if the Department disposes of any of the assets, the disposition of these assets needs to be done pursuant to the State of Texas’s surplus and salvage property rules. Lastly, Mr. Croley recommended that the District amend its budget in August of each year. According to Mr. Croley, amending the budget during the last month of the fiscal year appears to be not in compliance with the spirit of the GAAP rules.

Following discussions of the District’s financials, the Commissioners thanked Mr. Edwards for his presentation. Thereafter, Commissioner Crone made a motion

to: (i) affirm the submission of the audit extension request for the 2023-2024 audit; (ii) to accept the 2023-2024 District Audit; and (iii) submit the audit to the County as required by Section 775.082 of the Texas Health and Safety Code. Commissioner Barrow seconded the motion, and the motion was unanimously approved with the consent of all the Commissioners present.

Agenda Item No. 5 - Discuss and approve the minutes for the May 14, 2025 Regular Meeting.

President Murrell then asked that the Commissioners to return to Agenda Item No. 5, to review the minutes of the May 14, 2025 Regular Meeting. After a review of the minutes, the Commissioners recommended their approval.

Consequently, Commissioner Crone made a motion to approve the minutes of the May 14, 2025 Regular Minutes. This motion was seconded by Commissioner Barrow and unanimously approved by all the Commissioners.

Agenda Item No. 6 - Discuss and take-action, on the District's Treasurer's Report; District's expenses; and amend the District's budget, if necessary.

Mrs. Hardy was then called on to present the District's financial reports and Treasurer's report. (See **Exhibit "C-1"**). According to Mrs. Hardy, as of the meeting, the District's checking account balance was \$59,179.78. Mrs. Hardy then stated that the Comptroller's payment for May, in the amount of \$62,052.28 was received on June 13, 2025. Therefore, as of the meeting, the District's checking account balance was \$121,232.06. However, following the payment of the invoices of \$51,269.36 and the \$1,195.00 for payroll taxes, the account balance was expected to be \$68,767.70 after all the invoices were paid. As such, Mrs. Hardy recommended transferring \$25,000.00 from the checking account to the TexStar account, which would leave a balance in the District's checking account to \$43,767.70.

Returning to the invoices due, Mrs. Hardy against stated that the invoices to be paid at the meeting totaled \$51,269.36, of which she highlighted one invoice for \$8,000.00 to be paid to Marino CPA Firm for the 2023-2024 audit. A complete set of invoices to be paid are set forth in **Exhibit "C-1"**.

Regarding the District's savings accounts, Mrs. Hardy informed the Commissioners that as of the meeting, the balance in the accounts were as follows:

Account	Summary of Activity
East Chambers Money Market	The balance in this account increased slightly by \$50.66 from \$176,085.04 to \$176,135.70.
Texas First Bank Money Market	The Texas First Money Market account increased slightly by \$.48 to \$5,666.46.
Common Cents Credit Union	The account balance for the Common Cents remained at \$247,954.49.
Prosperity Bank	This month, the Prosperity Bank also remained the same at \$246,792.45.
TexStar	Lastly, the balance in the TexStar account increased from \$1,225,659.62 to \$1,260,176.89 after transferring \$30,000.00 from the East Chambers account and the receipt of interest \$4,517.27.
Combined Bank Balances	Combined, Mrs. Hardy informed the Commissioners that the District's total cash assets increased from \$1,988,486.95 to \$2,005,439.69 after the invoices were paid.

(See **Exhibit "C-1"**).

Additionally, the Commissioners were asked to review reports for: 1) Aged Payables; 2) Account reconciliation for each account; 3) Account Registers for each account; and 4) the Financials for May 2025. (See **Exhibit "C-2"- "C-3"**).

After all the District's financials were discussed, Commissioner Crone made a motion to approve the following: 1) Treasurer's Report; 2) the District's May 2025 Financial Reports and Bank Reconciliations; 3) pay the outstanding invoices; and 4) transfer \$25,000.00 to the District's Tex Star account. This motion was seconded by Commissioner Dow and unanimously approved with the consent of all the Commissioners.

Agenda Item No. 7 – Receive reports from the Administrator and Fire Chief, including the Department's Financial Report.

President Murrell then called on the Administrator to give her monthly report. A summary of the report is set forth in **Exhibit "D"**. However, Mrs. Hardy did report that at the next meeting, after talking to President Murrell, she would have quotes for a new engine to replace Engine 21.

After the Commissioners reviewed and discussed the Manager's Report for May 2025, President Murrell then called on the Chief to his monthly report. The Chief first provided a summary of the status of engines and vehicles, station maintenance, and personnel matters. Thereafter, the Chief reported that in May, the District and the Department responded to eighty-seven (87) calls.

Winnie-Stowell Volunteer Fire Department Incident Type by Month

Incident Type	2025											
	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Structure Fires	5	1	4	0	0							
Vehicle Fires	3	0	1	3	1							
Grass/Marsh Fires	3	4	12	4	2							
Trash/Unauthorized Burn	0	1	0	0	3							
MVA/Jaws Rescue	12	6	17	12	12							
Water Rescue/Recovery	0	0	0	0	0							
Spills/Wash Down	4	1	2	5	1							
Medical/First Responder	69	71	46	61	63							
Investigation/Gas Leak/Power Line	0	0	0	0	0							
Alarms (False, Fire, Smoke, Co)	2	3	3	8	3							
Aircraft Accident	0	0	0	0	1							
Other *	9	8	7	6	1							
Mutual Aid	0	0	0	0	0							
Cancelled/No Response	0	0	0	0	0							
Total	107	95	92	99	87	0	0	0	0	0	0	0
												480

2024 Total = 1027 Incidents

May 2024 Total = 74 Incidents

* Other = Lift Assist/Public Assist

Following the discussion on the various runs, the Chief directed the Commissioners to their packets for the complete Chief's report that includes additional statistical reports, and bank account summaries. (See **Exhibit "E"**).

Agenda Item No. 8 - Discuss and take-action, if necessary, on purchasing fire or EMS equipment and/or supplies as well as any proposed repairs, maintenance, and/or testing.

Mrs. Hardy and the Chief reported that they did not have any repair request or purchasing matters outstanding except that they were still obtaining and evaluating bids to replace Engine 21, District 21, and Admin 21.

As such, no action was taken on this agenda item.

Agenda Item No. 9 - Discuss and take-action on engaging a Community Needs Assessment consultant.

Mr. Hardy was then called on to discuss the proposals for the Community Needs Assessment. For a summary of the assessment proposals, Attorney Oxford referred the Commissioners to the minutes for the last meeting for a summary of the various options. The Commissioners then reviewed the proposed offers to perform an assessment but raised concerns about the costs. In response, Mrs. Hardy informed the Board that there was a local fire fighter who is the Chief at the Jefferson County Airport that had experience in performing evaluations of fire departments. After a long discussion of the issues and concerns, it was agreed that Mrs. Hardy would talk to the Chief of the Jefferson County Fire Department to find out if he was interested and qualified to do a similar assessment and if so, what would be the scope of his assessment and potential costs.

Upon the conclusion of the proposals and recommendations, it was recommended that the Commissioners once again table this agenda item so that Mrs. Hardy could discuss whether the local Chief of the Jefferson County Fire Department would be interested in performing a similar assessment. In response, a motion was made by Commissioner Barrow to table this agenda item. Commissioner Barrow's motion was seconded by Commissioner Dow.

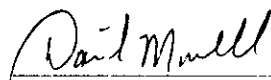
Agenda Item No. 10 - Discuss and take-action on hiring Texas Hydrant Services to map, inspect, and repair fire hydrants within the District.

Mrs. Hardy asked if this agenda item could be tabled because she had not been able to discuss the matters discussed during the May 2025 meeting with Trinity Bay Conservation District.

As such, a motion was made by Commissioner Barrow to table this agenda item. Commissioner Barrow's motion was seconded by Commissioner Dow.

[SIGNATURE PAGE TO FOLLOW]

Upon the conclusion of the discussion of the agenda items, President Murrell then informed the Commissioners that the next meeting would take place on July 16, 2025 at 6:00 p.m. President Murrell then called for a motion to adjourn the meeting at 7:13 p.m. Commissioner Crone then made a motion to adjourn. This motion was seconded by Commissioner Dow with the unanimous consent of all the Commissioners present.



David Murrell, President

Date: 07-16-2025

Upon the conclusion of the discussion of the agenda items, President Murrell then informed the Commissioners that the next meeting would take place on July 16, 2025 at 6:00 p.m. President Murrell then called for a motion to adjourn the meeting at 7:13 p.m. Commissioner Crone then made a motion to adjourn. This motion was seconded by Commissioner Dow with the unanimous consent of all the Commissioners present.

David Murrell, President

Date: _____

Treasurer's Report

Bank Balance from June Statement			\$	57,929.79
Outstanding Debits/Credits				
6/13/2025	Comptroller Payment		\$	62,052.28
6/16/2025	Transfer to TXStar		\$	(25,000.00)
6/16/2025	CenterPoint Energy		\$	(164.02)
5/14/2025	5094 CenterPoint Energy	Utilities: Natural Gas	\$	(55.74)
5/14/2025	5096 Entergy	Utilities: Electric	\$	(351.25)
5/14/2025	5095 Spectrum Business	Utilities: Internet/TV	\$	(327.37)
5/14/2025	5105 Waste Management	Waste Management	\$	(189.67)
5/14/2025	5104 Visa	Credit Card: Hardy	\$	(344.18)
5/14/2025	5096 Entergy	Utilities: Electric	\$	(351.25)
5/14/2025	5097 HDL Companies	Tax Consulting Services	\$	(1,069.00)
5/14/2025	5106 Wilber Tax Service	QTR Returns	\$	(175.00)
5/14/2025	5100 Hardy, Michelle	Cell Phone	\$	(100.00)
				\$33,924.80
Bank Balance as of				\$91,854.59
DD	Jo-Anna Hardy	Administrator	4,187.50	\$4,187.50
DD	Barner, Kaleb	ESD Contracted Services	3,516.00	
DD	Behnken, Matthew	ESD Contracted Services	3,000.00	
DD	Belaire, Jonah	ESD Contracted Services	2,652.92	
DD	Calleso, Daniel	ESD Contracted Services	4,750.00	
DD	DeLacerda, Travis	ESD Contracted Services	3,900.00	
DD	Hollaway, Greg	ESD Contracted Services	3,900.00	
DD	Hopkins, Matt	ESD Contracted Services	4,362.50	
DD	Howard, Ryan	ESD Contracted Services	562.50	
DD	Land, Buddy	ESD Contracted Services	4,500.00	
DD	Nelson, Josh	ESD Contracted Services	525.00	
DD	Warrick, Gary	ESD Contracted Services	2,887.50	
DD	Silcox, Tyler	ESD Contracted Services	2,185.00	
	5108 Entergy	Utilities: Electric	101.76	
	5110 Heinz, Joshua	Professional Fees: Retainer	350.00	
	5109 Oxford IV, Hubert	Professional Fees: Retainer	350.00	
	5111 Marino CPA Firm	23-24 Audit	8,000.00	
	5113 Stratton's	Blade for mower	55.60	
	5115 Verizon Connect	Bill for GPS Equipment	263.40	
	5116 Visa	Credit Card: Hardy	342.82	
	5114 TBCD	Utilities: Water	259.82	
	5117 Waste Management	Waste Management	189.67	
	5107 Spectrum Business	Utilities: Internet/TV	327.37	
	5112 Hardy, Michelle	Cell Phone	100.00	
Total Bills				\$51,596.73
Total Bills Owed				\$51,596.73
				Remaining funds in Checking Account
6/13/2025		EFTPS	\$	(1,195.00)
		Maintenance Fee	\$	(15.00)
				Funds remaining in ECCB Checking
				\$39,047.86
Ending Bank				\$39,047.86
Checks Pending				
4/16/2025	5087 Quality Air	ice machine repair	\$	354.02
12/13/2023	4664 CenterPoint Energy	Natural Gas	\$	51.70
Total Pending			\$	405.72
Total Check Register				\$39,453.58
Bank Balance as of Current Meeting				
Outstanding Debits/Credits			\$	39,453.58
6/11/2025	Comptroller Payment		\$	61,374.59

				\$61,374.59
Bank Balance				\$100,828.17
Bills Owed				
DD	Jo-Anna Hardy	Administrator	4,187.50	\$4,187.50
DD	Barner, Kaleb	ESD Contracted Services	2,307.08	
DD	Behnken, Matthew	ESD Contracted Services	1,663.00	
DD	Belaire, Jonah	ESD Contracted Services	3,075.00	
DD	Callesto, Daniel	ESD Contracted Services	3,581.25	
DD	DeLacerda, Travis	ESD Contracted Services	4,200.00	
DD	Hollaway, Greg	ESD Contracted Services	3,925.00	
DD	Hopkins, Matt	ESD Contracted Services	3,849.96	
DD	Howard, Ryan	ESD Contracted Services	1,685.00	
DD	Land, Buddy	ESD Contracted Services	3,900.00	
DD	Lee, Brannon	ESD Contracted Services	1,200.00	
DD	Luke, Gabe	ESD Contracted Services	756.25	
DD	Warrick, Gary	ESD Contracted Services	2,975.00	
DD	Silcox, Tyler	ESD Contracted Services	2,725.00	
	5119 Entergy	Utilities:Electric	457.45	
	5123 Heinz, Joshua	Professional Fees: Retainer	350.00	
	5121 Oxford IV, Hubert	Professional Fees: Retainer	350.00	
	5122 JR Edwards	Initial Quickbooks set up	475.00	
	5120 HDL Companies	Sales Tax Consulting	168.00	
	5125 Texas Mutual Insurance	ESD Workers Compensation	13,839.00	
	5126 Verizon Connect	Bill for GPS Equipment	263.40	
	5127 Visa	Credit Card: Hardy	463.38	
	5128 Waste Management	Waste Management	189.67	
	5118 Spectrum Business	Utilities: Internet/TV	327.37	
	5124 Hardy, Michelle	Cell Phone	100.00	
Total Bills			Total Bills Owed	\$57,013.31
7/18/2025			Remaining funds in Checking Account	\$43,814.86
			EFTPS	\$ (1,195.00)
			Recommended Bank Transfers - to TexStar	\$ (5,000.00)
			Funds remaining in ECCB Checking	\$37,619.86
East Chambers Money Market				
6/11/2025	Beginning Balance		\$	176,135.70
	Transfer from Checking			
	Transfer to Checking			
6/30/2025	Interest Earned (.96%)		\$	143.56
7/16/2025	Currently in East Chambers Money Market		\$	176,279.26
Texas First Bank Money Market				
6/11/2025	Beginning Balance		\$	5,666.46
6/30/2025	Interest Earned (.10%)		\$	0.47
7/16/2025	Currently in Texas First Bank Money Market		\$	5,666.93
Common Cents Credit Union				
6/11/2025	Beginning Balance		\$	247,954.49
	Regular Share Account		\$	70.05
7/1/2025	Interest Earned (4.97%)		\$	2,797.34
7/16/2025	Common Cents Credit Union		\$	250,751.83
Prosperity Bank				
6/11/2025	Beginning Balance		\$	246,792.45
	Interest Rate (3.25%)			
7/16/2025	Currently in Prosperity Bank		\$	246,792.45
TexStar				
6/11/2025	Beginning Balance		\$	1,260,176.89
6/16/2025	Transfer from East Chambers		\$	25,000.00
6/30/2025	Interest Rate (AVG Monthly Rate 4.34%)		\$	4,481.07
7/16/2025	Currently in TexStar		\$	1,289,657.96

Current Cash Assets

7/16/2025	Checking	\$	100,828.17
7/16/2025	East Chambers Money Market	\$	176,279.26
7/16/2025	Texas First Bank Money Market	\$	5,666.93
7/16/2025	Common Cents Credit Union	\$	250,751.83
7/16/2025	TexStar	\$	1,289,657.96
7/16/2025	Prosperity Bank	\$	246,792.45
7/16/2025	Bills Owed	\$	(57,013.31)
7/18/2025	EFTPS	\$	(1,195.00)
7/18/2025	Total Cash Assets	\$	2,011,768.29

Loans

Due Date	Vendor	Payoff Year	Payoff Year	Annual Payment
2/1/2026	Southside Bank	Super Pumper/Tanker Loan	2028	\$68,794.20
				\$68,794.20

TO THE BEST OF MY KNOWLEDGE, THESE FIGURES ARE CORRECT AND IN COMPLIANCE WITH THE DISTRICT'S INVESTMENT POLICY.



David Murrell, President

07-16-2025

Date



Chris Barrow, Treasurer

7/16/2025

Date

Current Cash Assets

7/16/2025	Checking	\$	100,828.17
7/16/2025	East Chambers Money Market	\$	176,279.26
7/16/2025	Texas First Bank Money Market	\$	5,666.93
7/16/2025	Common Cents Credit Union	\$	250,751.83
7/16/2025	TexStar	\$	1,289,657.96
7/16/2025	Prosperity Bank	\$	246,792.45
7/16/2025	Bills Owed	\$	(57,013.31)
7/18/2025	EFTPS	\$	(1,195.00)
7/18/2025	Total Cash Assets	\$	2,011,768.29

Loans

Due Date	Vendor	Payoff Year	Payoff Year	Annual Payment
2/1/2026	Southside Bank	Super Pumper/Tanker Loan	2028	\$68,794.20
				\$68,794.20

TO THE BEST OF MY KNOWLEDGE, THESE FIGURES ARE CORRECT AND IN COMPLIANCE WITH THE DISTRICT'S INVESTMENT POLICY.

David Murrell, President

Date

Chris Barrow, Treasurer

Date

11:16 AM

07/16/25

Chambers county ESD 1
A/P Aging Summary
As of July 16, 2025

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Charter Communications	327.37	0.00	0.00	0.00	-9.00	318.37
Entergy	457.45	0.00	0.00	0.00	0.00	457.45
J.R. Edwards	475.00	0.00	0.00	0.00	0.00	475.00
Josh Heinz	350.00	0.00	0.00	0.00	0.00	350.00
Michelle Hardy	100.00	0.00	0.00	0.00	0.00	100.00
Texas Mutual Insurance Company	13,839.00	0.00	0.00	0.00	0.00	13,839.00
Verizon Connect	263.40	0.00	0.00	0.00	0.00	263.40
Visa	463.38	0.00	0.00	0.00	0.00	463.38
Waste Management	189.67	0.00	0.00	0.00	0.00	189.67
TOTAL	16,465.27	0.00	0.00	0.00	-9.00	16,456.27

Results

Chambers Co ESD 1
Authority Code: 5036543

Select a month ▼

Allocation Period: Jul 2025

Total Period Collections:	62,617.17
Prior Period Collections:	406.06
Current Period Collections:	60,826.83
Future Period Collections:	192.97
Audit Collections:	520.84
Unidentified:	9.31
Single Local Rate Collections:	661.16
Service Fee:	1,252.34
Current Retained:	1,227.30
Prior Retained:	1,237.06
Net Payment	61,374.59

Jul 2024:
\$54,177.37

62,617.17

61,374.59

1,242.58

4,000 Sales Tax Income
\$1,374.59

62,617.17

<1242.58>

10:53 AM

07/16/25

Chambers county ESD 1 Reconciliation Detail

1010 - CHECKING, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						57,929.79
Cleared Transactions						
Checks and Payments - 27 items						
Bill Pmt -Check	02/12/2025	5058	Michelle Hardy	X	-100.00	-100.00
Bill Pmt -Check	05/14/2025	5097	HDL Companies	X	-1,069.00	-1,169.00
Bill Pmt -Check	05/14/2025	5096	Entergy	X	-351.25	-1,520.25
Bill Pmt -Check	05/14/2025	5104	Visa	X	-344.18	-1,864.43
Bill Pmt -Check	05/14/2025	5095	Charter Communica...	X	-327.37	-2,191.80
Bill Pmt -Check	05/14/2025	5103	Verizon Connect	X	-263.40	-2,455.20
Bill Pmt -Check	05/14/2025	5105	Waste Management	X	-189.67	-2,644.87
Bill Pmt -Check	05/14/2025	5106	Wilber Tax Services...	X	-175.00	-2,819.87
Bill Pmt -Check	05/14/2025	5100	Michelle Hardy	X	-100.00	-2,919.87
Bill Pmt -Check	05/14/2025	5094	CenterPoint Energy	X	-55.74	-2,975.61
Liability Check	06/10/2025		QuickBooks Payroll ...	X	-4,187.50	-7,163.11
Bill Pmt -Check	06/11/2025	5111	Marino CPA Firm	X	-8,000.00	-15,163.11
Bill Pmt -Check	06/11/2025	5110	Josh Heinz	X	-350.00	-15,513.11
Bill Pmt -Check	06/11/2025	5109	Hubert Oxford	X	-350.00	-15,863.11
Bill Pmt -Check	06/11/2025	5116	Visa	X	-342.82	-16,205.93
Bill Pmt -Check	06/11/2025	5107	Charter Communica...	X	-327.37	-16,533.30
Bill Pmt -Check	06/11/2025	5115	Verizon Connect	X	-263.40	-16,796.70
Bill Pmt -Check	06/11/2025	5114	TBCD	X	-259.82	-17,056.52
Bill Pmt -Check	06/11/2025	5117	Waste Management	X	-189.67	-17,246.19
Bill Pmt -Check	06/11/2025	5108	Entergy	X	-101.76	-17,347.95
Bill Pmt -Check	06/11/2025	5112	Michelle Hardy	X	-100.00	-17,447.95
Bill Pmt -Check	06/11/2025	5113	Stratton's	X	-55.60	-17,503.55
Liability Check	06/12/2025		QuickBooks Payroll ...	X	-36,741.42	-54,244.97
Transfer	06/16/2025			X	-25,000.00	-79,244.97
Check	06/16/2025		CenterPoint Energy	X	-164.02	-79,408.99
Check	06/17/2025		EFTPS	X	-1,195.00	-80,603.99
Check	06/30/2025			X	-15.00	-80,618.99
Total Checks and Payments					-80,618.99	-80,618.99
Deposits and Credits - 14 items						
Paycheck	06/11/2025	DD1072	Tyler A Silcox	X	0.00	0.00
Paycheck	06/11/2025	DD1067	Matthew Behnken	X	0.00	0.00
Paycheck	06/11/2025	DD1068	Matthew L Hopkins	X	0.00	0.00
Paycheck	06/11/2025	DD1069	Richard Land	X	0.00	0.00
Paycheck	06/11/2025	DD1070	Ryan D Howard	X	0.00	0.00
Paycheck	06/11/2025	DD1071	Travis L. Delacerda	X	0.00	0.00
Paycheck	06/11/2025	DD1061	Daniel J Callesto	X	0.00	0.00
Paycheck	06/11/2025	DD1062	Gary F Warrick	X	0.00	0.00
Paycheck	06/11/2025	DD1063	Gregory W. Hollaway	X	0.00	0.00
Paycheck	06/11/2025	DD1064	Jonah Belaire	X	0.00	0.00
Paycheck	06/11/2025	DD1065	Joshua Nelson	X	0.00	0.00
Paycheck	06/11/2025	DD1066	Kaleb J Barner	X	0.00	0.00
Deposit	06/11/2025			X	62,052.28	62,052.28
Paycheck	07/16/2025	DD1073	Jo-Anna M Hardy	X	0.00	62,052.28
Total Deposits and Credits					62,052.28	62,052.28
Total Cleared Transactions					-18,566.71	-18,566.71
Cleared Balance					-18,566.71	39,363.08
Uncleared Transactions						
Checks and Payments - 3 items						
Bill Pmt -Check	12/13/2023	4664	CenterPoint Energy		-51.70	-51.70
Liability Check	02/20/2025		QuickBooks Payroll ...		-3,525.00	-3,576.70
Bill Pmt -Check	04/16/2025	5087	Quality Air		-354.02	-3,930.72
Total Checks and Payments					-3,930.72	-3,930.72

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07/15/25

Chambers county ESD 1
Reconciliation Detail
1010 - CHECKING, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Deposits and Credits - 1 Item						
Bill Pmt -Check	05/08/2024	4824	3M		0.00	0.00
Total Deposits and Credits					0.00	0.00
Total Uncleared Transactions					-3,930.72	-3,930.72
Register Balance as of 06/30/2025					-22,497.43	35,432.36
New Transactions						
Checks and Payments - 1 Item						
Liability Check	07/15/2025		QuickBooks Payroll ...		-4,187.50	-4,187.50
Total Checks and Payments					-4,187.50	-4,187.50
Total New Transactions					-4,187.50	-4,187.50
Ending Balance					-26,684.93	31,244.86

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07/15/25

Chambers county ESD 1
Reconciliation Summary
1010 - CHECKING, Period Ending 06/30/2025

	Jun 30, 25
Beginning Balance	57,929.79
Cleared Transactions	
Checks and Payments - 27 items	-80,618.99
Deposits and Credits - 14 items	62,052.28
Total Cleared Transactions	-18,566.71
Cleared Balance	39,363.08
Uncleared Transactions	
Checks and Payments - 3 items	-3,930.72
Deposits and Credits - 1 Item	0.00
Total Uncleared Transactions	-3,930.72
Register Balance as of 06/30/2025	35,432.36
New Transactions	
Checks and Payments - 1 Item	-4,187.50
Total New Transactions	-4,187.50
Ending Balance	31,244.86

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07/07/25

Chambers county ESD 1 Reconciliation Detail

1011 - CHECKING TEXAS FIRST BANK, Period Ending 06/30/2025

Type	Date	Num	Name	Cir	Amount	Balance
Beginning Balance						5,666.46
Cleared Transactions						
Deposits and Credits - 1 item						
Deposit	06/30/2025			X	0.47	0.47
Total Deposits and Credits					0.47	0.47
Total Cleared Transactions					0.47	0.47
Cleared Balance					0.47	5,666.93
Uncleared Transactions						
Deposits and Credits - 1 item						
Deposit	12/08/2023				0.00	0.00
Total Deposits and Credits					0.00	0.00
Total Uncleared Transactions					0.00	0.00
Register Balance as of 06/30/2025					0.47	5,666.93
Ending Balance					0.47	5,666.93

12:24 PM

07/07/25

Chambers county ESD 1
Reconciliation Summary
1011 - CHECKING TEXAS FIRST BANK, Period Ending 06/30/2025

	<u>Jun 30, 25</u>
Beginning Balance	
Cleared Transactions	5,666.46
Deposits and Credits - 1 item	<u>0.47</u>
Total Cleared Transactions	<u>0.47</u>
Cleared Balance	<u><u>5,666.93</u></u>
Uncleared Transactions	
Deposits and Credits - 1 item	<u>0.00</u>
Total Uncleared Transactions	<u>0.00</u>
Register Balance as of 06/30/2025	<u><u>5,666.93</u></u>
Ending Balance	5,666.93

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07/07/25

Chambers county ESD 1 Reconciliation Detail

1020 - MONEY MARKET SAVINGS, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						176,135.70
Cleared Transactions						
Deposits and Credits - 1 Item						
Deposit	06/30/2025			X	143.56	143.56
Total Deposits and Credits					143.56	143.56
Total Cleared Transactions					143.56	143.56
Cleared Balance					143.56	176,279.26
Uncleared Transactions						
Checks and Payments - 1 Item						
General Journal	11/30/2023	2			-713,946.63	-713,946.63
Total Checks and Payments					-713,946.63	-713,946.63
Deposits and Credits - 1 Item						
General Journal	09/30/2023	JRC2...			738,841.02	738,841.02
Total Deposits and Credits					738,841.02	738,841.02
Total Uncleared Transactions					24,894.39	24,894.39
Register Balance as of 06/30/2025					25,037.95	201,173.65
Ending Balance					25,037.95	201,173.65

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07/07/25

Chambers county ESD 1
Reconciliation Summary
1020 - MONEY MARKET SAVINGS, Period Ending 06/30/2025

	Jun 30, 25
Beginning Balance	176,135.70
Cleared Transactions	
Deposits and Credits - 1 item	143.56
Total Cleared Transactions	143.56
Cleared Balance	176,279.26
Uncleared Transactions	
Checks and Payments - 1 item	-713,946.63
Deposits and Credits - 1 item	738,841.02
Total Uncleared Transactions	24,894.39
Register Balance as of 06/30/2025	201,173.65
Ending Balance	201,173.65

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07/15/25

Chambers county ESD 1

Reconciliation Detail

1030 - COMMON CENTS CU, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						247,954.49
Cleared Transactions						
Deposits and Credits - 1 Item						
Deposit	06/30/2025			X	2,797.34	2,797.34
Total Deposits and Credits					2,797.34	2,797.34
Total Cleared Transactions					2,797.34	2,797.34
Cleared Balance					2,797.34	250,751.83
Register Balance as of 06/30/2025					2,797.34	250,751.83
Ending Balance					2,797.34	250,751.83

10:23 AM

07/15/25

Chambers county ESD 1
Reconciliation Summary
1030 · COMMON CENTS CU, Period Ending 06/30/2025

	Jun 30, 25
Beginning Balance	247,954.49
Cleared Transactions	
Deposits and Credits - 1 Item	<u>2,797.34</u>
Total Cleared Transactions	<u>2,797.34</u>
Cleared Balance	<u><u>250,751.83</u></u>
Register Balance as of 06/30/2025	250,751.83
Ending Balance	250,751.83

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07/16/25

Accrual Basis

Chambers county ESD 1
Balance Sheet
As of July 16, 2025

	Jul 16, 25
ASSETS	
Current Assets	
Checking/Savings	
1010 · CHECKING	92,619.45
1011 · CHECKING TEXAS FIRST BANK	5,666.93
1020 · MONEY MARKET SAVINGS	201,173.65
1030 · COMMON CENTS CU	250,751.83
1040 · PROSPERITY BANK	246,792.45
1050 · TexStar	1,289,657.96
Total Checking/Savings	2,086,662.27
Accounts Receivable	
1200 · SALES TAX RECEIVABLE	128,640.11
Total Accounts Receivable	128,640.11
Total Current Assets	2,215,302.38
Fixed Assets	
1500 · EQUIPMENT	560,227.72
1501 · VEHICLES	1,753,396.15
1502 · LEASEHOLD IMPROVEMENTS	40,749.96
1503 · BUILDINGS & IMPROVEMENTS	190,315.18
1504 · LAND	66,000.00
1699 · ACCUMULATED DEPRECIATION	-1,887,286.97
Total Fixed Assets	723,402.04
TOTAL ASSETS	2,938,704.42
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · ACCOUNTS PAYABLE	16,456.27
Total Accounts Payable	16,456.27
Other Current Liabilities	
2100 · DUE TO / FROM WSVFD	-1,611.43
24000 · Payroll Liabilities	24,426.41
2460 · ACCRUED INTEREST	5,491.52
2503 · Note Payable Southside Bank	254,600.75
Total Other Current Liabilities	282,907.25
Total Current Liabilities	299,363.52
Total Liabilities	299,363.52
Equity	
3000 · RETAINED EARNINGS	1,480,794.81
3001 · NET ASSETS - INVESTED	220,795.40
32000 · *Retained Earnings	643,805.44
Net Income	293,945.25
Total Equity	2,639,340.90
TOTAL LIABILITIES & EQUITY	2,938,704.42

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07/16/25

Accrual Basis

Chambers county ESD 1

Profit & Loss Budget vs. Actual

October 1, 2024 through July 16, 2025

	Oct 1, '24 - Jul 16, 25	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · SALES TAX INCOME	714,412.58	667,090.16	47,322.42	107.1%
4010 · PROPERTY TAX INCOME	0.08	3.48	-3.40	2.3%
4020 · COST SHARE ASSISTANCE	0.00	0.00	0.00	0.0%
4050 · CONTRIBUTIONS	0.00	0.00	0.00	0.0%
4060 · BILLING INCOME	0.00	6,344.02	-6,344.02	0.0%
Total Income	714,412.66	673,437.66	40,975.00	106.1%
Cost of Goods Sold				
50000 · Cost of Goods Sold	-550.00	0.00	-550.00	100.0%
Total COGS	-550.00	0.00	-550.00	100.0%
Gross Profit	714,962.66	673,437.66	41,525.00	106.2%
Expense				
5020 · REPAIR & SERVICE - BRUSH 21	0.00	4,361.57	-4,361.57	0.0%
5021 · REPAIR & SERVICE - COMMAND 2	0.00	1,189.52	-1,189.52	0.0%
5022 · REPAIRS & SERVICE - UTILITY 21	0.00	0.00	0.00	0.0%
5023 · REPAIRS & SERVICE - ENGINE 22	0.00	7,795.77	-7,795.77	0.0%
5024 · REPAIRS & SERVICE - C/R TRAILER	0.00	0.00	0.00	0.0%
5025 · REPAIR & SERVICE - ENGINE 21	7,294.30	19,825.28	-12,530.98	36.8%
5026 · REPAIR & SERVICE - TANKER 21	0.00	7,930.12	-7,930.12	0.0%
5027 · REAPRIS & SERVICE - ADMIN 21	125.83	1,189.52	-1,063.69	10.6%
5028 · REPAIRS & SERVICE - E22 S/P	0.00	19,825.28	-19,825.28	0.0%
5040 · FIRE STATION IMPROVEMENTS	465.00	0.00	465.00	100.0%
5041 · FIRE STATION MAINTENANCE	657.22	2,475.62	-1,818.40	26.5%
5042 · OFFICE IMPROVEMENTS	0.00	0.00	0.00	0.0%
5043 · OFFICE MAINTENANCE	0.00	0.00	0.00	0.0%
5044 · WASTE MANAGEMENT	2,121.70	1,823.94	297.76	116.3%
5045 · TRAINING SIMULATIONS	0.00	0.00	0.00	0.0%
5046 · BUILDING IMPROVEMENTS	0.00	11,895.16	-11,895.16	0.0%
5047 · BUILDING MAINTENANCE	2,741.62	6,344.02	-3,602.40	43.2%
5050 · DUES - CCFRA	0.00	0.00	0.00	0.0%
5051 · DUES - NFPA	0.00	0.00	0.00	0.0%
5052 · DUES - SAMS	0.00	0.00	0.00	0.0%
5053 · DUES - SFFMA	0.00	0.00	0.00	0.0%
5054 · DUES - WACC	0.00	0.00	0.00	0.0%
5056 · DUES - TFC	0.00	0.00	0.00	0.0%
5057 · DUES - IAFC	0.00	0.00	0.00	0.0%
5058 · EQUIP - SPARE SCBA CYLINDERS	0.00	0.00	0.00	0.0%
5059 · EQUIP - INDIVIDUAL FACEPIECES	0.00	0.00	0.00	0.0%
5060 · EQUIPMENT PURCHASES	0.00	71,370.97	-71,370.97	0.0%
5061 · EQUIPMENT - FIRE HYDRANT	0.00	0.00	0.00	0.0%
5062 · EQUIP - REPAIRS / SERVICE	2,992.65	1,189.52	1,803.13	251.6%
5063 · EQUIPMENT - BUNKER GEAR	0.00	0.00	0.00	0.0%
5064 · EQUIPMENT - WILDLAND GEAR	0.00	0.00	0.00	0.0%
5065 · EQUIPMENT - VEHICLE EXTRACTION	0.00	0.00	0.00	0.0%
5066 · EQUIPMENT - PORT RADIO	0.00	0.00	0.00	0.0%
5067 · EQUIPMENT - PAGERS	0.00	0.00	0.00	0.0%
5068 · EQUIPMENT - SCBA	0.00	0.00	0.00	0.0%
5069 · EQUIPMENT - HAND TOOLS	0.00	0.00	0.00	0.0%
5070 · FLEET - DIESEL TREATMENT	0.00	0.00	0.00	0.0%
5071 · FLEET - DIESEL	0.00	0.00	0.00	0.0%
5072 · FLEET - GASOLINE	0.00	0.00	0.00	0.0%
5073 · FLEET - INSURANCE	0.00	3,385.00	-3,385.00	0.0%
5074 · FLEET - MISC	2,838.59	3,965.07	-1,126.48	71.6%
5075 · FLEET - PARTS, SERVICE & REPAIR	0.00	0.00	0.00	0.0%
5076 · FLEET - ANNUAL INSPECTIONS	0.00	0.00	0.00	0.0%
5077 · FLEET - STRIPING & STICKERS	0.00	0.00	0.00	0.0%
5078 · NEW EQUIP - BREATHING AIR	0.00	0.00	0.00	0.0%
5079 · NEW EQUIP - CASCADE SYSTEM	0.00	0.00	0.00	0.0%
5080 · HOSE - 1 3/4 IN 50'X6' LENGTH	0.00	0.00	0.00	0.0%
5081 · HOSE - 5IN 20'X2' LENGTH	0.00	0.00	0.00	0.0%
5082 · HOSE - 1IN FORESTRY 50'X12' LEN	0.00	0.00	0.00	0.0%
5083 · FOAM CLASS A	0.00	225.00	-225.00	0.0%
5084 · FOAM - CLASS B	0.00	0.00	0.00	0.0%
5085 · FOAM - MICROBLAZE	0.00	0.00	0.00	0.0%
5086 · ADAPTERS - KEYSTONE FOR E21	0.00	0.00	0.00	0.0%
5087 · ADAPTERS - MISC	0.00	0.00	0.00	0.0%
5088 · LOAN - E21 / T21 INTEREST	0.00	0.00	0.00	0.0%
5168 · Reporting Software	662.24	793.02	-130.78	83.5%
5191 · Staff Administrative Assistant	0.00	0.00	0.00	0.0%
5200 · UTILITIES - ELECTRIC	3,434.42	3,846.12	-411.70	89.3%
5201 · UTILITIES - NATURAL GAS	911.26	674.07	237.19	135.2%
5202 · UTILITIES - WATER	1,899.00	1,467.09	431.91	129.4%

Chambers county ESD 1

Profit & Loss Budget vs. Actual

October 1, 2024 through July 16, 2025

	Oct 1, '24 - Jul 16, 25	Budget	\$ Over Budget	% of Budget
5204 · UTILITIES - TIME WARNER	3,395.54	3,330.65	64.89	101.9%
5205 · UTILITIES - PHONE/INTERNET	0.00	0.00	0.00	0.0%
5210 · UTILITIES - CELL	1,000.00	951.61	48.39	105.1%
5215 · UTILITIES - WEBSITE	0.00	0.00	0.00	0.0%
5220 · Wages	0.00	0.00	0.00	0.0%
5250 · PAYROLL TAX EXPENSE	10,905.78	12,370.97	-1,465.19	88.2%
5500 · DEPRECIATION EXPENSE	0.00	0.00	0.00	0.0%
6200 · PROF FEES ACCOUNTING	12,513.00	634.43	11,878.57	1,972.3%
6201 · WSVFD - ACCOUNTING FEES	0.00	0.00	0.00	0.0%
6204 · FEES - COMPTROLLER	12,236.34	11,032.55	1,203.79	110.9%
6205 · BANK FEES	142.00	158.62	-16.62	89.5%
6206 · INTEREST EXPENSES	0.00	0.00	0.00	0.0%
6210 · PROF FEES LEGAL	0.00	2,775.55	-2,775.55	0.0%
6215 · PROF FEES LEGAL RETAINER	6,650.00	6,661.29	-11.29	99.8%
6220 · FILING FEES	0.00	15.88	-15.88	0.0%
6221 · PUBLIC NOTICE	30.00	51.56	-21.56	58.2%
6225 · POSTAGE	89.29	79.31	9.98	112.6%
6230 · PROF FEES AUDIT	0.00	7,500.00	-7,500.00	0.0%
6235 · PROF FEES OTHER	10.76	1,982.54	-1,971.78	0.5%
6300 · DUES - SAFE - D	0.00	0.00	0.00	0.0%
6350 · EQUIPMENT - COMPUTER	0.00	2,580.00	-2,580.00	0.0%
6351 · TECHNOLOGY - COMP SECURITY	0.00	0.00	0.00	0.0%
66000 · Payroll Expenses	14,909.51	15,701.71	-792.20	95.0%
66900 · Reconciliation Discrepancies	0.00	28.34	-28.34	0.0%
Total Expense	88,026.05	237,425.67	-149,400.62	37.1%
Net Ordinary Income	626,936.61	436,010.99	190,925.62	143.8%
Other Income/Expense				
Other Income				
Quickbooks	0.00	0.00	0.00	0.0%
4061 · OTHER INCOME	0.00	0.00	0.00	0.0%
4070 · INTEREST INCOME	57,128.94	35,685.48	21,443.46	160.1%
4071 · DIVIDEND INCOME	0.00	3,964.99	-3,964.99	0.0%
4072 · SURPLUS EQUIPMENT SALES	0.00	6,800.00	-6,800.00	0.0%
Total Other Income	57,128.94	46,450.47	10,678.47	123.0%
Other Expense				
5090 EQUIP-FIRE RESCUE SUPPLIES	0.00	793.02	-793.02	0.0%
ASK MY ACCOUNTANT	-39,111.00	4,960.45	-44,071.45	-788.5%
5091 · FLEET - CLEANING SUPPLIES	121.63	158.54	-36.91	76.7%
5093 · LOAN - E22 - PRINCIPLE	62,523.85	48,027.44	14,496.41	130.2%
5094 · 5094 - E22 S/P INTEREST	6,270.35	6,527.12	-256.77	96.1%
5106 · ADVERTISING	0.00	0.00	0.00	0.0%
5150 · INSURANCE - VFD ACCD & SICKNESS	0.00	7,137.10	-7,137.10	0.0%
5151 · INSURANCE - VFD COMMERCIAL	0.00	6,740.60	-6,740.60	0.0%
5152 · INSURANCE - VFD WORKERS COMP	0.00	0.00	0.00	0.0%
5160 · AWARDS	0.00	0.00	0.00	0.0%
5161 · CERTIFICATIONS	0.00	0.00	0.00	0.0%
5162 · DINING	0.00	317.17	-317.17	0.0%
5164 · FREIGHT	0.00	3,964.99	-3,964.99	0.0%
5165 · ID CARDS	0.00	0.00	0.00	0.0%
5166 · OFFICE SUPPLIES	3,269.92	951.61	2,318.31	343.6%
5167 · REHAB/REFRESHMENTS	259.11	951.61	-692.50	27.2%
5169 · SANTA ON THE FIRE TRUCK	0.00	0.00	0.00	0.0%
5170 · TRAINING	590.00	1,189.52	-599.52	49.6%
5171 · TRAVEL/LODGING	1,656.93	951.61	705.32	174.1%
5172 · TRUNK OR TREAT	0.00	0.00	0.00	0.0%
5173 · UNIFORMS	0.00	951.61	-951.61	0.0%
5174 · FLEET - ENVIRONMENTAL FEE	0.00	0.00	0.00	0.0%
5175 · SPECIAL EVENTS	111.75	555.08	-443.33	20.1%
5176 · WSVFD - CONTRACTED SERVICES	0.00	0.00	0.00	0.0%
5177 · ESD - CONTRACTED SERVICES	289,779.01	340,994.63	-51,215.62	85.0%
5190 · STAFF ADMINISTRATOR	40,000.00	47,580.65	-7,580.65	84.1%
5195 · STAFF ADMIN ASSISTANT	0.00	0.00	0.00	0.0%
6352 · TECHNOLOGY	567.75	3,172.05	-2,604.30	17.9%
6400 · INSURANCE - ESD BOND	400.00	400.00	0.00	100.0%
6401 · INSURANCE - ESD COMMERCIAL	9,842.00	7,930.12	1,911.88	124.1%
6402 · INSURANCE - ESD WORKER COM	13,839.00	12,688.18	1,150.82	109.1%

9:41 AM

07/16/25

Accrual Basis

Chambers county ESD 1
Profit & Loss Budget vs. Actual
October 1, 2024 through July 16, 2025

	Oct 1, '24 - Jul 16, 25	Budget	\$ Over Budget	% of Budget
6500 · SAFETY DEPOSIT BOX	0.00	0.00	0.00	0.0%
6510 · SCHOLARSHIP	0.00	3,172.01	-3,172.01	0.0%
Total Other Expense	390,120.30	500,115.11	-109,994.81	78.0%
Net Other Income	-332,991.36	-453,664.64	120,673.28	73.4%
Net Income	293,945.25	-17,653.65	311,598.90	-1,665.1%

10:16 AM

07/15/25

Chambers county ESD 1
Reconciliation Detail
1050 - TexStar, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						1,260,176.89
Cleared Transactions						
Deposits and Credits - 2 items						
Transfer	06/16/2025			X	25,000.00	25,000.00
Deposit	06/30/2025			X	4,481.07	29,481.07
Total Deposits and Credits					29,481.07	29,481.07
Total Cleared Transactions					29,481.07	29,481.07
Cleared Balance					29,481.07	1,289,657.96
Register Balance as of 06/30/2025					29,481.07	1,289,657.96
Ending Balance					29,481.07	1,289,657.96

10:16 AM

07/15/25

Chambers county ESD 1
Reconciliation Summary
1050 - TexStar, Period Ending 06/30/2025

	<u>Jun 30, 25</u>
Beginning Balance	1,260,176.89
Cleared Transactions	
Deposits and Credits - 2 Items	<u>29,481.07</u>
Total Cleared Transactions	<u>29,481.07</u>
Cleared Balance	<u><u>1,289,657.96</u></u>
Register Balance as of 06/30/2025	1,289,657.96
Ending Balance	1,289,657.96

10:12 AM

07/15/25

Chambers county ESD 1

Reconciliation Detail

1040 · PROSPERITY BANK, Period Ending 06/30/2025

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						246,792.45
Cleared Balance						246,792.45
Register Balance as of 06/30/2025						246,792.45
Ending Balance						246,792.45

10:12 AM

07/15/25

Chambers county ESD 1
Reconciliation Summary
1040 - PROSPERITY BANK, Period Ending 06/30/2025

	<u>Jun 30, 25</u>
Beginning Balance	246,792.45
Cleared Balance	246,792.45
Register Balance as of 06/30/2025	246,792.45
Ending Balance	246,792.45

Administrator/ Operations/ Chief Report

ADMINISTRATOR REPORT

July 16, 2025

APPARATUS & EQUIPMENT We very luckily haven't had to have anything serviced, however we do need to start doing some maintenance items on all the vehicles.

Working on getting quotes for the new ice maker.

The Chief and Captain are working on getting a spec list together to begin getting quotes on a new engine.

I have been speaking with Josh to begin thinking about additional coverage for the Rice Festival in Oct.

We will also be doing stand by at the Home East Chambers Football games beginning in August.

We participated in the Chamber of Commerce's 4th of July Celebration at the park

We are scheduled to be at the Family Emergency Preparedness Fair put on by the County at the Library in September. We are also doing a coloring contest and event with the library and the VFD for Fire Prevention Week in October. We are always looking for ways to get out and get involved with the community, so if anyone ever has anything, please just reach out.

Fire Chief's Report

July, 2025

Prepared by G.Hollaway

Engine 21 is back up and running. It will continue to be used as a reserve apparatus.

Engine 22 will need service soon for an issue with the ABS/ Offroad Traction system. It keeps giving a diagnostic error.

Overall run numbers continue to rise.

New turnouts should arrive by the end of this week or the first part of next week.

New maintenance issues in the living quarters: There is a leak somewhere in the shower or washer drain upstairs, causing it to leak into the restroom through the vent and in the cabinet. The toilet in the men's restroom is also leaking.

Winnie-Stowell Volunteer Fire Department

Incident Type by Month

	2025												
Incident Type	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	2025 Total
Structure Fires	5	1	4	0	0	2							12
Vehicle Fires	3	0	1	3	1	3							11
Grass/Marsh Fires	3	4	12	4	2	1							26
Trash/Unauthorized Burn	0	1	0	0	3	2							6
MVA/Jaws Rescue	12	6	17	12	12	18							77
Water Rescue/Recovery	0	0	0	0	0	0							0
Spills/Wash Down	4	1	2	5	1	1							14
Medical/First Responder	69	71	46	61	63	82							392
Investigation/Gas Leak/Power Line	0	0	0	0	0	0							0
Alarms (False, Fire, Smoke, Co)	2	3	3	8	3	1							20
Aircraft Accident	0	0	0	0	1	0							1
Other *	9	8	7	6	1	5							36
Mutual Aid	0	0	0	0	0	0							0
Cancelled/No Response	0	0	0	0	0	0							0
Total	107	95	92	99	87	115	0	0	0	0	0	0	595

2024 Total = 1027 Incidents

June 2024 Total = 79 Incidents

* Other = Lift Assist/Public Assist

Winnie-Stowell Volunteer Fire Department Financial Report

Payroll Account Reconciliation

East Chambers Bank Commercial Checking (Payroll Account)				
Beginning Bank Balance				\$3,320.73
Credits/Transfers				
06/17/2025	Transfer from County Funding	\$	728.20	
Total Credits				\$728.20
				\$4,048.93
Debits				
6/18/2025	Ruff, Logan	Station Attendant	\$	(571.80)
6/17/2025	EFTPS	Payroll Tax Expense	\$	(106.40)
Total Debits				-\$678.20
Ending Bank Statement Balance				\$3,370.73
Outstanding Debits/Credits				
6/18/2025	Bourgeois, Alecia	\$	(50.00)	
Total Pending				-\$50.00
Total Check Register				\$3,320.73

East Chambers Bank Commercial Checking (Payroll Account) 15002268				
Bank Balance				\$3,320.73
Outstanding Debits/Credits				
Transfer from County Funding				
Total Outstanding Debits/Credits				\$0.00
				\$3,320.73
Bills Owed				
Total Bills				\$0.00
Total Bills Owed				\$0.00
EFT EFTPS				\$3,320.73
Remaining funds in Checking Account				
Payroll Tax Expense				
Total Check Register				\$3,320.73

East Chambers Bank - Commercial Checking 15000214				
Beginning Bank Balance				\$22,480.80
Credits/Transfers/Debits				
6/17/2025	TRANS	Trans from County Funding	\$9,876.00	
Total Credits				\$9,876.00
Checks Cleared				
6/23/2025	4665	VFIS of Texas	\$	(6,427.00)
6/20/2025	4666	Stratton's	\$	(3,449.00)
Total Cleared				-\$9,876.00
Outstanding Debits/Credits				

Total Pending	\$0.00
Currently in East Chambers Bank - Commercial Checking	\$22,480.80

East Chambers Bank - County Funding Account 15003361

Beginning Bank Balance \$111,726.46

Credits/Transfers/Debits

6/17/2025	TRANS	Trans to Payroll	\$	(728.20)
6/14/2025	TRANS	Trans to Main	\$	(9,876.00)
6/16/2025	EFT	Microsoft	\$	(11.08)

Total Credits -\$10,615.28

Checks Pending

Total Pending \$0.00

Currently in East Chambers Bank County Funding Account

\$101,111.18

East Chambers Bank - Benefit Account 15000923

Beginning Bank Balance \$8,841.74

Credits/Transfers/Debits

Total Credits \$0.00

Checks Pending

Total Pending \$0.00

7/16/2025 Currently in East Chambers Bank - Benefit Account

\$8,841.74

Texas First Bank Savings 20080370

Beginning Bank Balance \$2,058.59

Credits/Transfers

6/30/2025	DEP	Interest Income	\$	1.27
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Total Credits \$1.27

Checks Pending

Total Pending \$0.00

Currently in Texas First Bank - Savings Account

\$2,059.86

Current Cash Assets

East Chambers Bank Commercial Checking (Payroll Account)	\$3,320.73
East Chambers Bank - Commercial Checking 15000214	\$22,480.80
East Chambers Bank - County Funding Account 15003361	\$101,111.18
East Chambers Bank - Benefit Account 15000923	\$8,841.74
Texas First Bank Savings 20080370	\$2,059.86
Total Cash Assets	\$137,814.31

**Winnie Stowell Volunteer Fire Department
Station Attendant Report per Week/Shift**

STATION ATTENDANT	Jan 2025 Total Shifts	Jan 2025 Gross Pay	Feb 2025 Total Shifts	Feb 2025 Gross Pay	Mar 2025 Total Shifts	Mar 2025 Gross Pay	Apr 2025 Total Shifts	Apr 2025 Gross Pay	May 2025 Total Shifts	May 2025 Gross Pay	Jun 2025 Total Shifts	Jun 2025 Gross Pay	
Jose Flores	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0			
Austin Isaacks	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0			
Aaron Renner	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0			
Logan Ruff	6	\$210	6	\$210	0	\$0	18	\$630	18	\$630	9	\$315	
Total	6	\$210	6	\$210	0	\$0	18	\$630	18	\$630	9	\$315	12800.00 20% % Allowed \$64,000 BFD Starting Salary

STATION ATTENDANT	Jul 2025 Total Shifts	Jul 2025 Gross Pay	Aug 2025 Total Shifts	Aug 2025 Gross Pay	Sep 2025 Total Shifts	Sep 2025 Gross Pay	Oct-2025 Total Shifts	Oct 2025 Gross Pay	Nov 2025 Total Shifts	Nov 2025 Gross Pay	Dec 2025 Total Shifts	Dec 2025 Gross Pay	Calendar Year Totals			
													Total Shifts	Total Gross Pay	20% of BFD Starting Salary	Total Allowed Remaining
Jose Flores		\$0		\$0		\$0		\$0		\$0		\$0	0	\$ -	\$11,006	\$11,006
Austin Isaacks		\$0		\$0		\$0		\$0		\$0		\$0	0	\$ -	\$11,006	\$11,006
Aaron Renner		\$0		\$0		\$0		\$0		\$0		\$0	0	\$ -	\$11,006	\$11,006
Logan Ruff		\$0		\$0		\$0		\$0		\$0		\$0	57	\$ 1,995	\$11,006	\$9,011
Total	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	57	\$ 1,995		

S.W.O.T. Analysis for
Chambers County ESD #1

Strengths

1. Dedicated personnel that respond to calls in a professional manner
2. Personnel demonstrate a professional attitude
3. Firefighters are trained to meet state and national standards
4. Firefighters receive quality training and certification opportunities
5. Station is strategically located to properly serve Winnie-Stowell
6. Respected by mutual aid partners
7. Competent leadership

Weakness

1. Inadequate report definitions, format and due dates not established
2. Maintaining a totally prepared fleet is difficult and challenges the fire department personnel
3. Decrease in participation in with Public Engagement programs and a viable Recruitment and Retention program
4. Facilities need to be finished and better maintained
5. Must accept the fact that the volunteering culture has changed and increases the challenge to the recruitment of new volunteers and react accordingly

Opportunities

1. Winnie-Stowell is small, however, has large commercial properties per capita
2. Has lifelong residents that enjoy the quaintness of Winnie-Stowell
3. The procurement of grants could hopefully be a helpful future resource
4. Design and commit greater resources to Public Engagement programs
5. The fire department should provide more visible and achievable career path opportunities for those willing to train and earn more certifications
6. The adoption of a new "Brand" (mission, vision, and values)
7. The adoption and placement SOG's, UOG's, policies and procedures

Threats

1. Lack of availability of adequate performing vehicles may jeopardize the health and safety of the fire fighters and impede their fire suppression
2. The unfortunate past events have left a gap in fire protection relying solely on surrounding department (if available).
3. The unfortunate past weather events have pulled personnel to their full-time jobs, leaving the ESD with limited response personnel
4. Lack of preventative equipment maintenance creates unforeseen budget cost
5. Lack of equipment end of life service rotation creates high budget costs

Vision Statement

Enhancing community resilience through trusted, innovative, and compassionate emergency services—empowering every resident of Chambers County Emergency Service District No. 1 to live, work, and thrive with confidence and peace of mind.

Mission Statement

Chambers County Emergency Service District No. 1 is dedicated to protecting life, property, and the environment through:

1. Rapid, reliable response to all emergencies—fire, medical, and rescue.
2. Maintaining readiness with well-trained personnel, modern equipment, and strategic planning.
3. Collaborating with neighboring agencies and volunteers to optimize regional effectiveness.
4. Engaging the public through education, outreach, and safety programs.
5. Upholding the highest standards of professionalism, integrity, and continuous improvement in every aspect of service.

Creating a Fire Department Long Range Master Plan involves setting strategic goals, anticipating community growth, ensuring public safety, and aligning resources over a 5–20-year horizon.

Below is a comprehensive outline we will use as a framework to develop or evaluate Chambers County ESD #1 Long Range Master Plan:

Fire Department Long Range Master Plan

Chambers County Emergency Service District #1 | Winnie Fire Department

Timeframe: TBD

1. Executive Summary

- Purpose of the plan
- Summary of key findings and recommendations
- Vision for the fire department's future

2. Introduction

- Background and context
- Objectives of the master plan
- Planning methodology
- Stakeholder engagement process

3. Community Overview

- Demographics (current and projected)
- Land use and development trends
- Population growth estimates
- Special hazards (wildland-urban interface, industrial areas, flood zones)

4. Current Fire Department Overview

- Organizational structure
- Fire stations and locations
- Apparatus and equipment inventory
- Staffing levels and qualifications
- Budget and funding sources
- Services provided (fire suppression, EMS, hazmat, rescue, prevention, education)

5. Data Analysis and Risk Assessment

- Call volume and response trends
- Geographic Information System (GIS) analysis
- Response time performance (NFPA 1710/1720 compliance)
- Incident types and frequency
- High-risk occupancies and vulnerability assessments

6. Standards and Best Practices

- Applicable standards (NFPA, ISO, OSHA)
- Benchmarking against similar-sized communities
- Accreditation goals (e.g., CPSE/CFAI)

7. Gap Analysis

- Facilities and coverage deficiencies
- Staffing shortages or training needs
- Equipment nearing end of service life
- Technology or interoperability gaps
- Prevention, public education, and inspection program shortfalls

8. Future Needs and Projections

- Fire station expansion or relocation plans
- Apparatus replacement and acquisition schedules
- Staffing and training projections
- Technology upgrades (dispatch, CAD, mobile data)
- Community Risk Reduction (CRR) program development
- Wildfire or climate-related risk mitigation strategies

9. Strategic Goals and Objectives

- Operational Excellence
- Emergency Response Performance
- Workforce Development
- Infrastructure and Equipment
- Community Engagement and Education
- Resilience and Risk Reduction

10. Implementation Plan

- Phased implementation (short-, mid-, long-term)
- Capital improvement plan (CIP)
- Staffing and hiring schedule
- Training and education milestones
- Budget estimates and funding strategies
- Partnerships and mutual aid plans

11. Evaluation and Monitoring

- Key performance indicators (KPIs)
- Annual review and update process
- Community and stakeholder feedback loops
- Contingency plans for economic or environmental changes

12. Appendices

- Maps (current station coverage, projected gaps)
- Response time heatmaps
- Equipment lifecycle charts
- Stakeholder meeting summaries
- Glossary of terms and acronyms



PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

4795 Meadow Wood Lane Suite 110 Chantilly, Virginia 20151

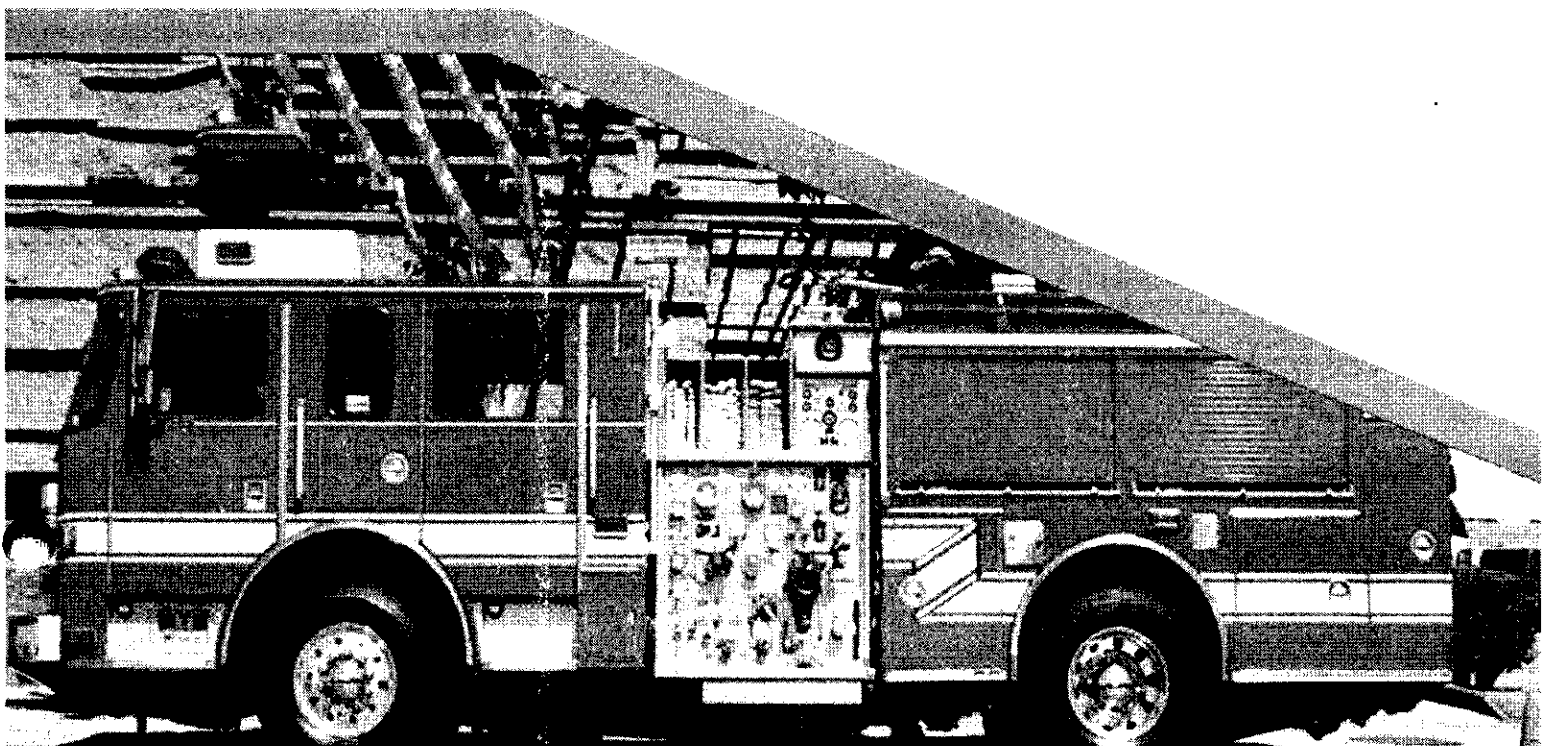
☎ 1-800-757-3724

✉ info@escius



AGENCY EVALUATION

Chambers County Emergency Service District 1
Chambers County, Texas



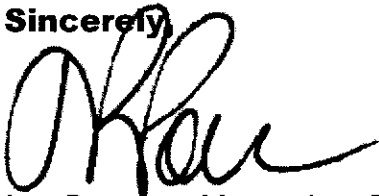
COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal for an Agency Evaluation for the Chambers County Emergency Services District 1, Texas. ESCI is well-positioned to assist you with this critical project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Cultural Studies, Expansion Studies, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Master Plans, Staffing and Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

Established in 1976, ESCI specializes in high-quality, professional consulting services to public safety and emergency management organizations throughout the United States and Canada. Considered the nation's leader in public safety consulting, the ESCI team brings first-hand experience and subject matter experts in emergency planning, mitigation, response, and recovery, with active involvement in highly visible and responsible leadership positions. ESCI operates on the principles of honesty, integrity, and service. You can count on us to understand your issues, challenges, and responsibilities and to provide proven, community-driven solutions and best practices designed to meet your specific needs on time and within budget.

We thank you for the opportunity to present this proposal, and we look forward to working with you on this critical project. Should you have any questions, please do not hesitate to contact me at joe.powers@esci.us.

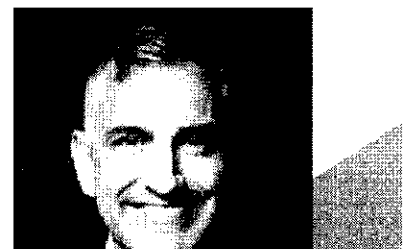
Sincerely,



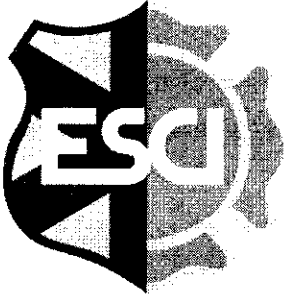
Joe Powers, Managing Director
Emergency Services Consulting International
Esci.us | 503.570.7778 | Joe.Powers@esci.us



Since 2008, ESCI has been the consulting firm of the International Association of Fire Chiefs.



ESCI OVERVIEW



Since 1976, ESCI's strength has been its commitment to customer satisfaction, innovation, and quality services. We are a vision-driven organization that is growing and changing to meet the dynamic challenges and opportunities for public safety services worldwide. ESCI approaches its mission in a manner that results in scalable, sustainable, and defensible solutions for all types and sizes of public safety organizations.

Our formula is simple. We utilize the best and brightest consultants, professionals, strategic partners, and subject matter experts. These amazing men and women provide validated and proven analysis of current and future conditions, compare findings against industry best practices and community standards and provide innovative, sustainable, and customized solutions for the future.

We take the time to develop meaningful relationships with our clients and partners, provide recognition of the essential and vital work of public safety agencies, and demonstrate unwavering respect for the men and women providing public safety services worldwide.

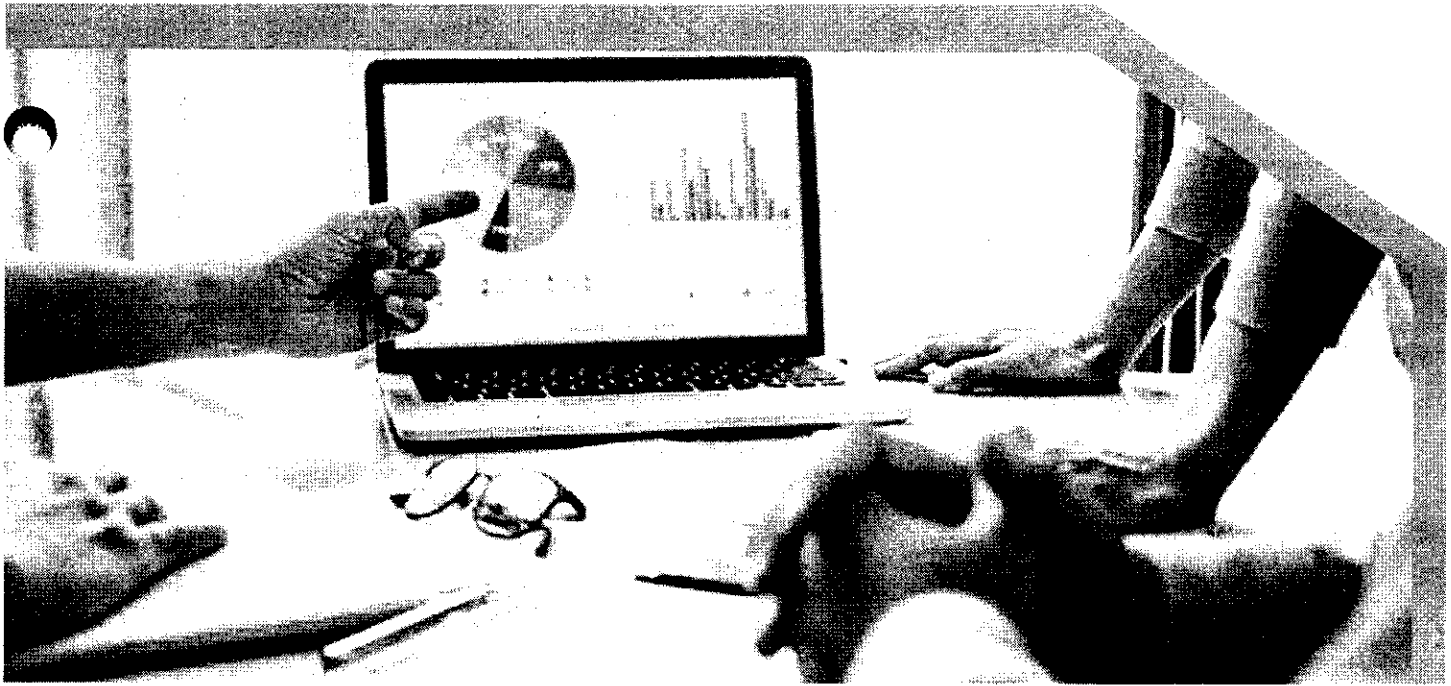
ESCI is thinking differently about public safety consulting to help change the world, one community at a time. I encourage you to read through this prospectus and learn all we offer. We'd love to work with you and your community.



We accomplish this by providing the highest value of consulting services and educational programs.



The mission of ESCI is to provide expertise and guidance that enhances community safety.



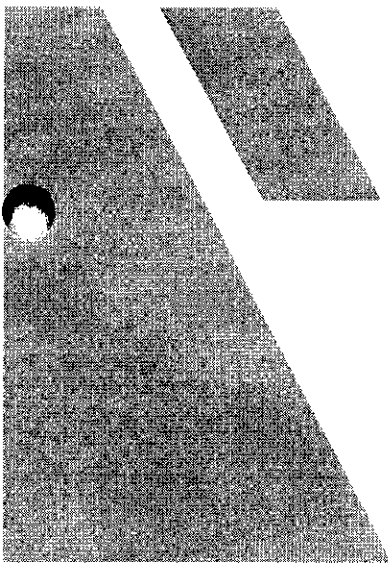
THE ESCI ADVANTAGE

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The ESCI Advantage includes:

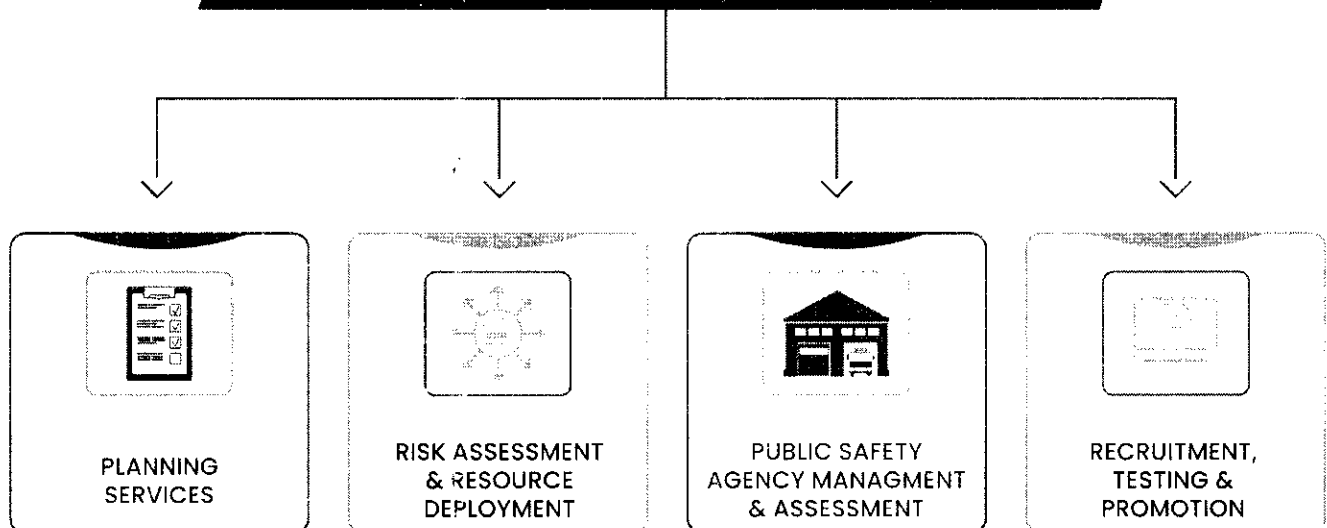
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state governments.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your



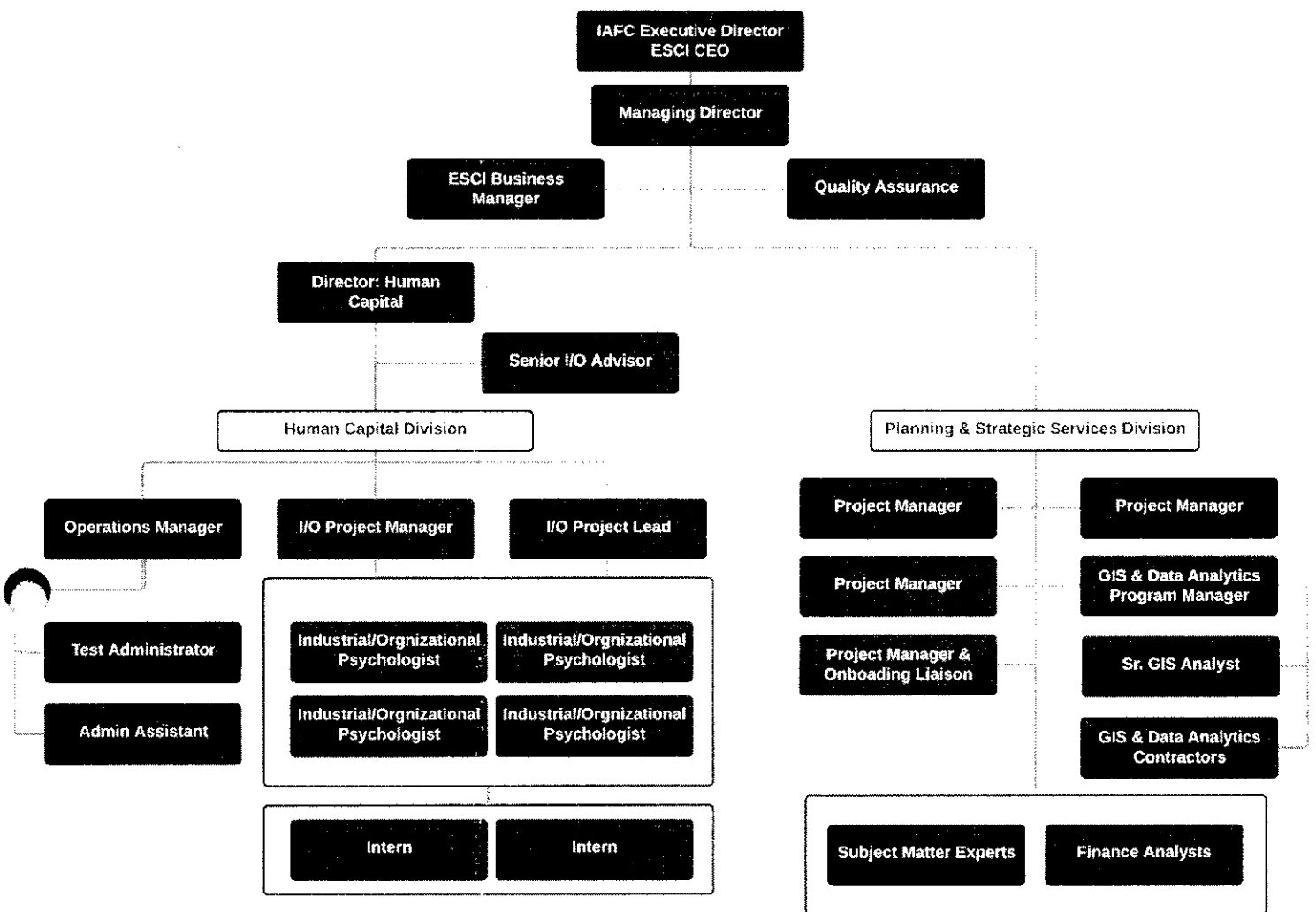
ESCI AT A GLANCE

As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources to assist with fire, EMS, law enforcement and homeland security agencies to plan and adapt to future needs.

COMMUNITY SAFETY



ESCI ORGANIZATIONAL CHART



AGENCY EVALUATION

CHAMBERS COUNTY EMERGENCY SERVICES DISTRICT 1

PROJECT UNDERSTANDING

ESCI's Agency Evaluation provides a detailed review of Chambers County Emergency Services District 1's configuration, programs, processes, service delivery, and response performance, comparing them to national standards and best practices. This gap analysis can serve as a foundation for strategic or master planning. The project includes data collection, stakeholder feedback, site visits, interviews with key officials and personnel, and evaluations of fire stations and apparatus. ESCI will also assess financials, administration, staffing, and deployment against industry standards such as NFPA, ISO, and CPSE. Lastly, ESCI will collaborate with the organization's leadership to develop a draft report with recommendations for the next steps and best practices.

SCOPE OF WORK

Phase I – Project Preparation & Onboarding

Task 1–A: Project Initiation

ESCI will begin the project by formulating a comprehensive data collection plan tailored to the project's scope and objectives. This process will include collaborative discussions with the department's project manager to communicate the specific data collection requirements for the project. The data collection plan will outline the following key components:

- Identification of primary data to be collected, directly aligned with the project needs.
- Assignment of responsibilities, specifying key personnel for each data collection task.
- Scheduling regular follow-up meetings to ensure progress and address any issues.
- Client verification and approval of information and data gathered.

This structured approach ensures efficient data collection and establishes a clear framework for the project's ongoing monitoring and success.

Task 1–B: Acquisition & Review of Background Information

ESCI will work closely with the department's project manager to gather all necessary information and data for the comprehensive analysis and development of the project report. The accuracy and completeness of the data are essential for conducting a thorough assessment. The agency's project manager will be responsible for verifying the accuracy of GIS and incident data.

The requested documents and information may include, but are not limited to, the following:

- Previous or ongoing department studies or research

- Three to five years of incident response data from the client's records management system, including latitude/longitude (or similar) fields for each record.
- Department staffing levels and organizational structure
- GIS data, including zoning maps and response boundaries
- Financial data, such as debt information, long-term financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery protocols
- Inventories of facilities and apparatus
- Automatic and mutual aid agreements

This coordinated approach ensures the data collected will support a well-rounded and accurate project evaluation.

Phase II – Review of Background Information & Scheduling

Task 2-A: Review Data and Information

The ESCI project team will review the uploaded data and information to understand the agency's operations and practices. The project manager will coordinate with the agency to provide any further data or information necessary for the project's specific needs.

Task 2-B: Scheduling

The ESCI project manager will coordinate with the client on potential site visit dates, stakeholder input, and other related activities. Additionally, the project manager will establish a communications rhythm.

Phase III – Site Visit & Stakeholder Input

The ESCI project team will conduct an on-site visit to gain first-hand experience of the project requirements. They will also conduct in-person (and remote interviews as necessary) with key stakeholders to gather information. Key stakeholders will be determined by both the ESCI and organizational project teams and may include both internal and external stakeholders.

Task 3-A: Site Visit

Members of the ESCI project team will conduct on-site visits to the client's location to gain direct insights and a comprehensive understanding of the project requirements.

Task 3-B: Stakeholders Interviews

ESCI team members will conduct conversations with identified stakeholders to collect perspectives on project needs and conclusions. Potential stakeholders may include the following:

- Internal
 - Chief officers
 - Employee groups
 - Committee leaders
 - Labor groups
- External
 - Elected officials
 - Appointed officials
 - Planning staff
 - Members of external departments

Phase IV – Evaluation of Current Conditions

Task 4–A: Community Overview

ESCI will develop an overview of the service area by describing its population and demographics, a general description of the community(s), and unique challenges for emergency service delivery.

Task 4–B: Governing Body

ESCI will describe the community's governing body (or bodies), including governance types and the authority structure.

Task 4–C: Organizational Overview & Staffing

ESCI will review the agency's service response boundaries, detailing the specific services provided alongside a description of the adopted system performance standards. This will include a comprehensive description of the current service delivery infrastructure and the distribution of personnel within and across all divisions and functions.

Task 4–D: Organizational Planning & Assessment

The planning processes within the organization will be reviewed. Key components will include:

- Review and evaluate the adequacy of the current planning and assessment processes
- Review long-range planning efforts, including master and strategic planning
- Review capital planning processes, existing or not
- ESCI will make recommendations relative to future planning processes.

Task 4–E: Financial Analysis

ESCI will provide a high–level review of the organization’s last three years of revenues and expenditures supporting the operations, including the current adopted budget(s) and/or proposed budget(s), where applicable. The review will include any capital improvement planning (CIP) funds or funding programs based on the earlier long–term capital planning.

Task 4–F: Physical Resources

ESCI will review the status of current major capital assets (facilities, apparatus, and equipment) and analyze the existing condition of capital assets, including:

- **Facilities:** As appropriate, either review staff assessments or visit existing facilities to evaluate:
 - Station efficiency
 - Functionality
 - Future viability
- **Apparatus/Vehicles:** Review the inventory of apparatus and equipment. Items to be reviewed include staff assessments of:
 - Age, condition, and serviceability
 - Distribution and deployment
 - Maintenance
 - Future needs
- **Equipment:** Review major capital equipment processes for maintenance and replacement standards.

Task 4-G: Workforce Development & Training

ESCI will evaluate the organization's workforce capacities, capabilities, and readiness. It includes an assessment of current staffing levels, training programs, and professional development initiatives. Key areas that will be evaluated include:

- Evaluate current strategies to attract, retain, and motivate qualified personnel.
- Evaluate training and professional development programs and resources to enhance skills and knowledge.
- Review career development paths to foster long-term employee growth and satisfaction.

Task 4-H: Health, Safety & Wellness

ESCI will evaluate the strategy used to enhance employee well-being. This involves the review of programs and policies aimed at improving physical and mental wellness, ensuring occupational safety, and promoting overall wellness among the staff by evaluating the following policies and programs:

- Counseling services
- Peer support
- Wellness activities
- Cancer risk reduction initiatives

Task 4-I: Community Service Delivery & Deployment

ESCI will evaluate community service delivery through identified response functions. This will assess the various community risk reduction activities, as aligned with the agency's identified risk, including:

- Fire Suppression
- Emergency Medical Services
- Public Education
- Fire Prevention Inspections

Task 4-J: External Relationships

Review the relationships of government agencies, community organizations, or neighboring emergency service providers that enhance operational capacity and improve resource allocation. This includes:

- Identifying the strategic partners used for community service delivery.
- Evaluating the alignment of the strategic partnerships with the organization's mission.
- Evaluating the quality and effectiveness of current external relationships.
 - Identifying the gaps in your external partnerships
 - Reviewing relationships requiring ongoing development.

Task 4-K: Performance Analytics

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

Service Demand Study

- Analysis and geographic display of current service demand by incident type and temporal variation

Resource Distribution Study

- Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies

Resource Concentration Study

- Analysis of effective response force (ERF)

Response Reliability Review

- Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
- Review of actual or estimated performance of individual companies (to the extent data is available)
- Analysis of call concurrency

Response Performance Summary

- Analysis of actual system performance, analyzed by individual companies (to the extent data is available).

Interactive Data Analytics Web Application:

ESCI will grant the client access to a web application based on the Esri ArcGIS Online platform. This application will include several of the components mentioned in this task. The client will have access to the application for one year following its initial deployment.

Task 4–L: Support Services

Evaluate the department's support services capabilities. Areas to be reviewed shall include, but not necessarily be limited to:

- Emergency communications
- Administration support
- Information Technologies

- Logistics and resource systems
- Fleet Maintenance
- Facility Maintenance

Phase V – Conclusions & Recommendations

ESCI will provide clear and actionable conclusions derived from a broad review of the organization that aligns with the project's objectives, national standards, and industry best practices. These recommendations will highlight critical areas for improvement.

Task 5-A: Conclusions

ESCI will present key findings, highlighting critical insights and identifying operational gaps and opportunities. Through the broad review and actionable recommendations, ESCI will provide clear insights to enhance organizational performance and optimize service delivery.

Task 5-B: Recommendations

ESCI will make recommendations for improving service delivery and system efficiency. Recommendations will be in line with industry best practices based on the community served, appropriate national standards, and the collective experience of the project team.

Phase VI – Development, Review, & Delivery of Report

Task 6-A: Develop & Review Draft Report

The draft review process is a collaborative effort between the client and ESCI to refine the report to ensure it meets all project objectives. During this phase, ESCI will develop and produce an electronic version of the draft written report for review by the organization's team and other client representatives as appropriate. Client feedback is a critical part of this project, and adequate

opportunity will be provided for review and discussion of the draft report before finalization. ESCI and the client will engage in a review process, incorporating thorough revisions and changes to enhance the report's clarity, accuracy, and comprehensiveness. This process ensures that the final document is aligned and actionable with the project's goals and the client's expectations.

Task 6-B: Delivery & Presentation of Final Report

Once the draft report has been thoroughly reviewed and all client feedback has been incorporated, ESCI will finalize and proofread it and produce a final version in PDF format.

To culminate the project, a formal virtual presentation may be conducted for the client organization. This presentation will provide an overview of the essential findings and recommendations and allow for any final discussions or clarifications.

Project Deliverables:

1. Agency Evaluation Report in PDF Format
2. Optional Virtual Project Presentation

Project Completion Timelines

ESCI provides this project timeline, which may change based on agreements between the client and ESCI. The timeline starts only after Phase I is complete, and all required data is provided. Client-initiated scheduling delays or errors in provided data may extend the timeline.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I	<i>Phase I is completed before the timeline begins.</i>					
Phase II						
Phase III						
Phase IV						
Phase V						
Phase VI						

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Agency Evaluation outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I	\$2,580	\$0	\$2,580
Phase II	\$2,253	\$0	\$2,253
Phase III	\$10,522	\$3,275	\$13,797
Phase IV	\$14,230	\$0	\$14,230
Phase V	\$3,066	\$0	\$3,066
Phase VI	\$3,734	\$0	\$3,734
Total Cost (Not to exceed):			\$39,660

Pricing is valid for six months from the proposal submission date.

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME\$260/hr.
Project Manager, Senior Consultant.....\$230/hr.
Consultant.....\$200/hr.
Data Analyst\$150/hr.
Admin Support.....\$90/hr.



PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

4795 Meadow Wood Lane Suite 110 Chantilly, Virginia 20151

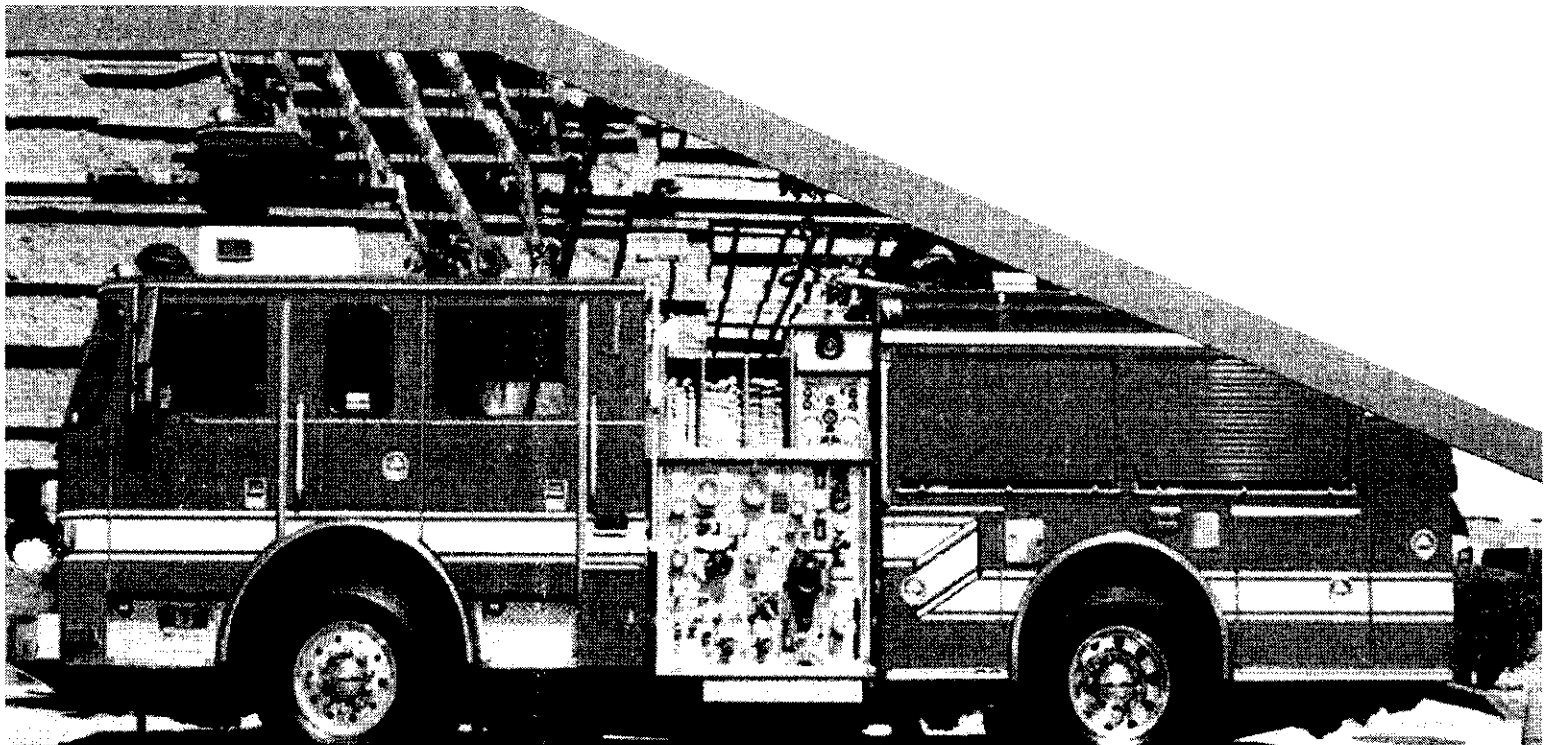
☎ 1-800-757-3724

✉ info@esci.us



LONG-RANGE MASTER PLAN

Chambers County Emergency Services District 1
Chambers County, Texas



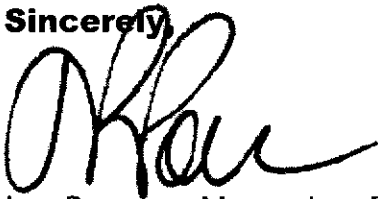
COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal for a Long-Range Master Plan for the Chambers County Emergency Services District 1, Texas. ESCI is well-positioned to assist you with this critical project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Cultural Studies, Expansion Studies, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Master Plans, Staffing and Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

Established in 1976, ESCI specializes in high-quality, professional consulting services to public safety and emergency management organizations throughout the United States and Canada. Considered the nation's leader in public safety consulting, the ESCI team brings first-hand experience and subject matter experts in emergency planning, mitigation, response, and recovery, with active involvement in highly visible and responsible leadership positions. ESCI operates on the principles of honesty, integrity, and service. You can count on us to understand your issues, challenges, and responsibilities and to provide proven, community-driven solutions and best practices designed to meet your specific needs on time and within budget.

We thank you for the opportunity to present this proposal, and we look forward to working with you on this critical project. Should you have any questions, please do not hesitate to contact me at joe.powers@esci.us.

Sincerely,



Joe Powers, Managing Director

Emergency Services Consulting International

Esci.us | 503.570.7778 | Joe.Powers@esci.us



Since 2008, ESCI has been the consulting firm of the International Association of Fire Chiefs.



ESCI OVERVIEW



Since 1976, ESCI's strength has been its commitment to customer satisfaction, innovation, and quality services. We are a vision-driven organization that is growing and changing to meet the dynamic challenges and opportunities for public safety services worldwide. ESCI approaches its mission in a manner that results in scalable, sustainable, and defensible solutions for all types and sizes of public safety organizations.

Our formula is simple. We utilize the best and brightest consultants, professionals, strategic partners, and subject matter experts. These amazing men and women provide validated and proven analysis of current and future conditions, compare findings against industry best practices and community standards and provide innovative, sustainable, and customized solutions for the future.

We take the time to develop meaningful relationships with our clients and partners, provide recognition of the essential and vital work of public safety agencies, and demonstrate unwavering respect for the men and women providing public safety services worldwide.

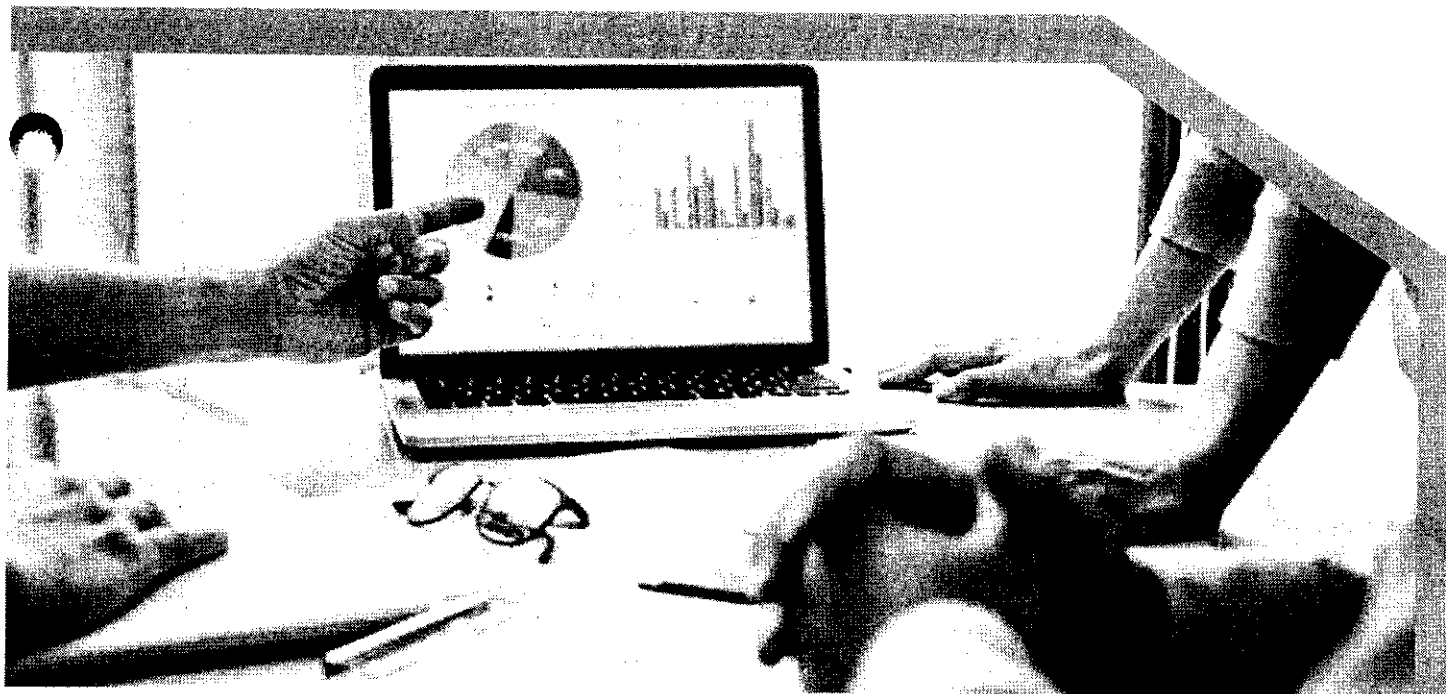
ESCI is thinking differently about public safety consulting to help change the world, one community at a time. I encourage you to read through this prospectus and learn all we offer. We'd love to work with you and your community.



We accomplish this by providing the highest value of consulting services and educational programs.



The mission of ESCI is to provide expertise and guidance that enhances community safety.



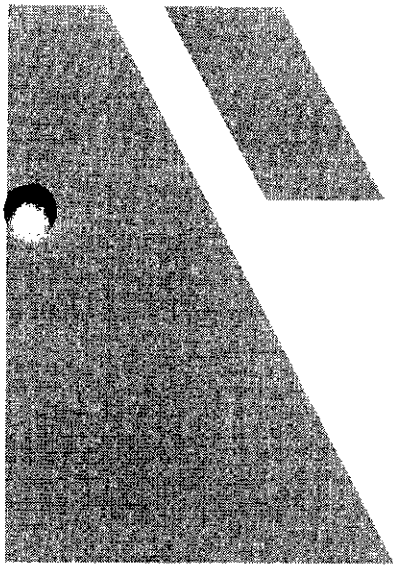
THE ESCI ADVANTAGE

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The ESCI Advantage includes:

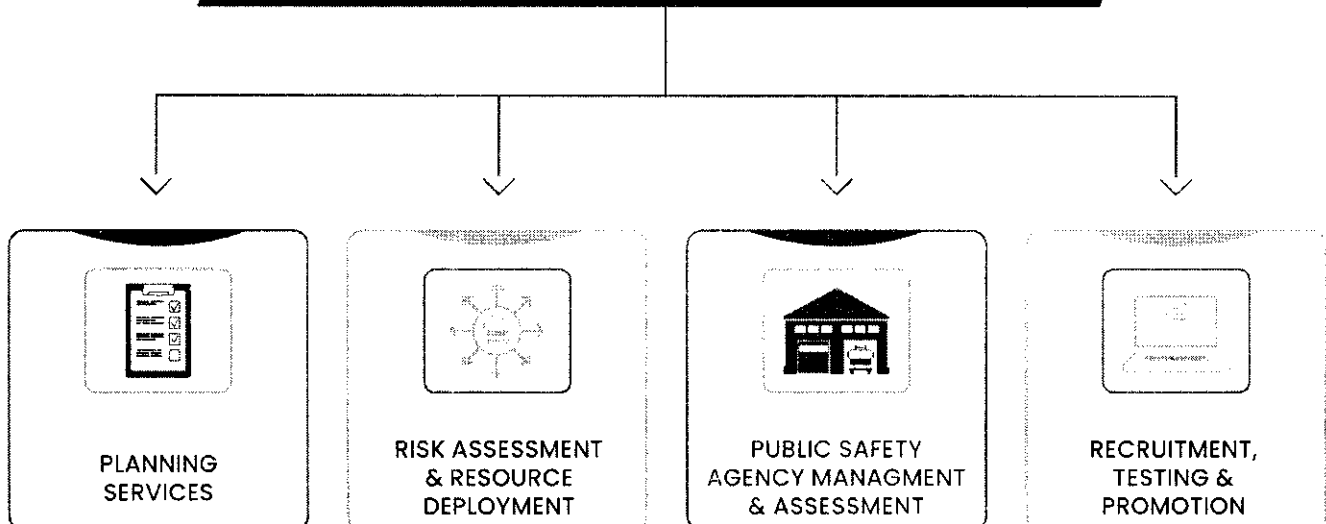
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state governments.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your



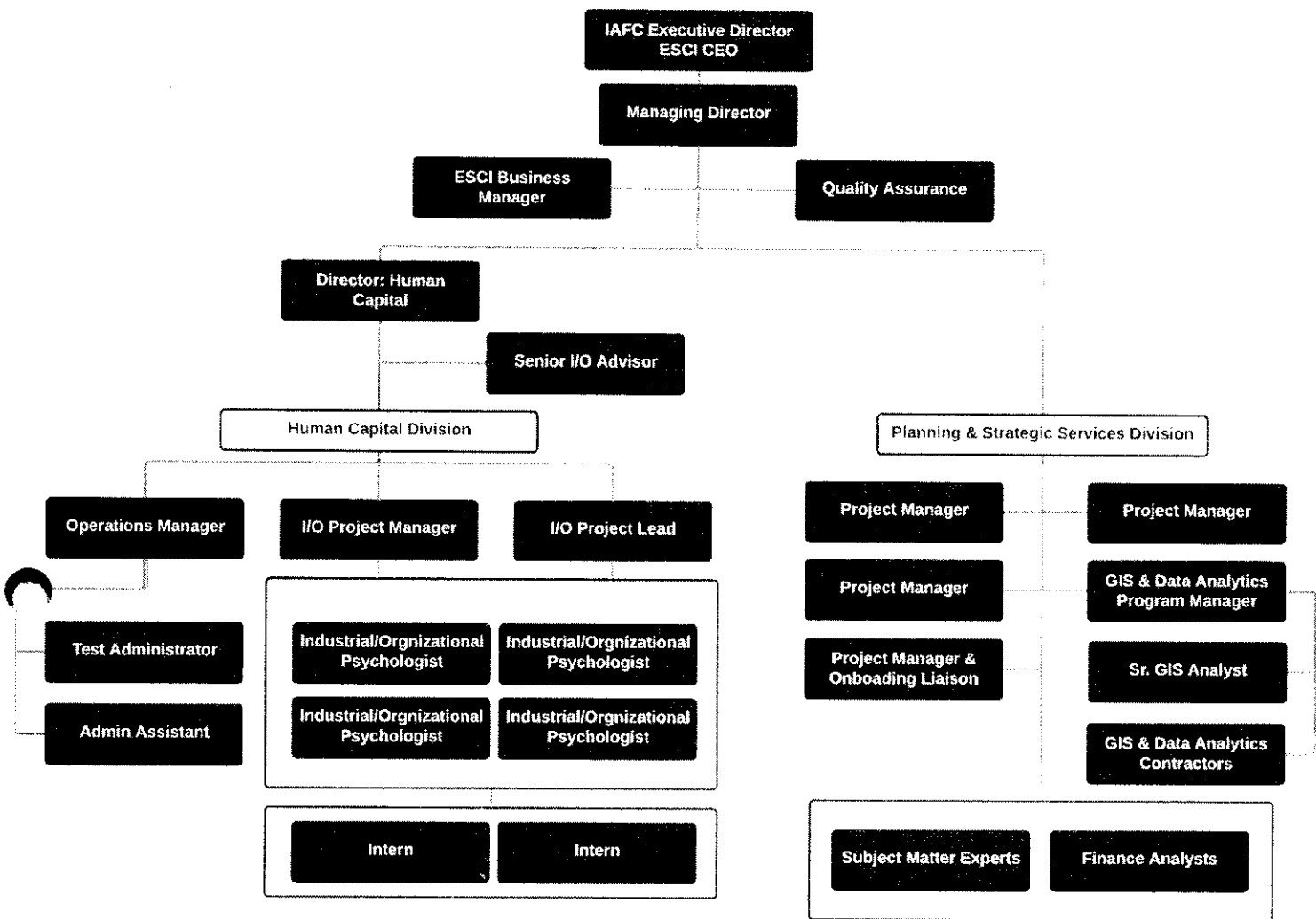
ESCI AT A GLANCE

As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources to assist with fire, EMS, law enforcement and homeland security agencies to plan and adapt to future needs.

COMMUNITY SAFETY



ESCI ORGANIZATIONAL CHART





LONG-RANGE MASTER PLAN

CHAMBERS COUNTY EMERGENCY SERVICES DISTRICT 1

PROJECT UNDERSTANDING

Emergency Services Consulting International (ESCI) recognizes that the Chambers County Emergency Services District 1 (CCESD1) seeks a qualified partner to assist in developing a Long-Range Master Plan (LRMP). Leveraging ESCI's extensive organizational and fire service experience, we bring a comprehensive perspective to guide the organization into the future.

The LRMP provides the agency with an in-depth understanding of its current service profile and recommendations to be prepared for the next ten to fifteen years. The plan provides a high-level strategic roadmap that includes:

- 
- background information about the community,
 - a brief analysis of the community's risk,
 - general description of the CCESD1 fire service organization,
 - governance and lines of authority,
 - current services provided,
 - organizational design, including current service delivery infrastructure for both emergency and non-emergency services,
 - financial profile, including budgets, funding, and planning,
 - resource assessments, including facilities, fleet, personnel, and equipment
 - historical system performance,
 - community change expectations,
 - recommendations.



The evaluation and analysis of the organization will be grounded in nationally recognized guidelines and standards, government mandates, community expectations, and reasonableness.



The LRMP will utilize gathered information to suggest strategies for meeting long-term needs and aligning community risk with appropriate resources. Recommended approaches will offer short, mid, and long-term implementation timeframes. These strategies will assist community leaders in making informed decisions regarding direction of the organization including service delivery models, resource management, staffing, deployment, and organizational efficiency and effectiveness.

Specific areas to be addressed in the recommendations may include, but are not limited to:

- stakeholder recommendations considering service levels,
- performance objectives, including measures and compliance methods,
- facility improvements and/or relocations,
- changes to service delivery models, including resource deployment of units and personnel,
- resource sufficiency,
- viable alternatives for providing emergency and non-emergency services,
- organizational planning,
- improved organizational efficiencies.

ESCI understands the importance of this project in providing an unbiased, third-party evaluation of the current fire service delivery model, its requirements, and what is needed for the future.

SCOPE OF WORK

Phase I – Project Preparation & Onboarding

Task 1–A: Project Initiation

ESCI will begin the project by formulating a comprehensive data collection plan tailored to the project's scope and objectives. This process will include collaborative discussions with the department's project manager to communicate the specific data collection requirements for the project. The data collection plan will outline the following key components:

- Identification of primary data to be collected, directly aligned with the project needs.
- Assignment of responsibilities, specifying key personnel for each data collection task.
- Scheduling regular follow-up meetings to ensure progress and address any issues.
- Client verification and approval of information and data gathered.

This structured approach ensures efficient data collection and establishes a clear framework for the project's ongoing monitoring and success.

Task 1–B: Acquisition & Review of Background Information

ESCI will work closely with the department's project manager to gather all necessary information and data for the comprehensive analysis and development of the project report. The accuracy and completeness of the data are essential for conducting a thorough assessment. The agency's project manager will be responsible for verifying the accuracy of GIS and incident data.

The requested documents and information may include, but are not limited to, the following:

- Previous or ongoing department studies or research

- Three to five years of incident response data from the client's records management system, including latitude/longitude (or similar) fields for each record.
- Internal planning documents
- Department staffing levels and organizational structure
- GIS data, including zoning maps and response boundaries
- Financial data, such as debt information, long-term financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery protocols
- Inventories of facilities and apparatus
- Automatic and mutual aid agreements

This coordinated approach ensures the data collected will support a well-rounded and accurate project evaluation.

Phase II – Review of Background Information & Scheduling

Task 2-A: Review Data and Information

The ESCI project team will review the uploaded data and information to understand the agency's operations and practices. The project manager will coordinate with the agency to provide any further data or information necessary for the project's specific needs.

Task 2-B: Scheduling

The ESCI project manager will coordinate with the client on potential site visit dates, stakeholder input, and other related activities. Additionally, the project manager will establish a communications rhythm.

Phase III – Site Visit & Stakeholder Input

The ESCI project team will conduct an on-site visit to gain first-hand experience of the project requirements. They will also conduct in-person (and remote interviews as necessary) with key stakeholders to gather information. Key stakeholders will be determined by both the ESCI and organizational project teams and may include both internal and external stakeholders.

Task 3-A: Site Visit

Members of the ESCI project team will conduct on-site visits to the client's location to gain direct insights and a comprehensive understanding of the project requirements.

Task 3-B: Stakeholders Interviews

ESCI team members will conduct conversations with identified stakeholders to collect perspectives on project needs and conclusions. Potential stakeholders may include the following:

- Internal
 - Chief officers
 - Employee groups
 - Committee Leader
- External
 - Elected officials
 - Appointed officials
 - Planning staff
 - Members of external departments

Phase IV – Evaluation of Current Conditions

Task 4-A: Community Overview

ESCI will develop an overview of the service area by describing its population and demographics, a general description of the community(s), and unique challenges for emergency service delivery.

Task 4-B: Governing Body

ESCI will describe the community's governing body (or bodies), including governance types and the authority structure.

Task 4-C: Organizational Overview

ESCI will review the agency's service response boundaries, detailing the specific services provided alongside a description of the adopted system performance standards. This will include a comprehensive description of the current service delivery infrastructure and the distribution of personnel within and across all divisions and functions.

Task 4-D: Organizational Planning & Assessment

The planning processes within the organization will be reviewed. Key components will include:

- Review and evaluate the adequacy of the current planning and assessment processes
- Review long-range planning efforts, including master and strategic planning
- Review progress on any existing adopted plans
- Review capital planning processes

ESCI will make recommendations relative to future planning processes.

Task 4-E: Financial Analysis

ESCI will analyze actual revenues and expenditures for all budgets/funds supporting the operations for five years, including the current adopted budget(s) and/or proposed budget(s), where applicable. The review will include any capital improvement planning (CIP) funds or funding programs based on the earlier long-term capital planning. In addition, and if applicable, the organization's debt service may be reviewed to provide additional projections of the annual and long-term costs associated with providing services to the community.

A projection estimate will be provided as context for the added expense and associated revenue needs of any improvements that may be needed following the adoption of recommendations.

Task 4-F: Physical Resources

ESCI will review the status of current major capital assets (facilities, apparatus, and equipment) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

- **Facilities:** As appropriate, either review staff assessments or visit existing facilities to evaluate:
 - Station efficiency
 - Functionality
 - Future viability

- **Apparatus/Vehicles:** Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include staff assessments of :
 - Age, condition, and serviceability
 - Distribution and deployment
 - Maintenance
 - Future needs
- **Equipment:** Review major capital equipment processes for maintenance and replacement standards.

Task 4-G: Workforce Development & Training

ESCI will evaluate the organization's workforce capacities, capabilities, and readiness. It includes a comprehensive assessment of current staffing levels, training programs, and professional development initiatives. Key areas that will be evaluated include:

- Conducting an evaluation to identify areas for improvement.
- Evaluate current strategies to attract, retain, and motivate qualified personnel.
- Evaluate training and professional development programs and resources to enhance skills and knowledge.
- Review career development paths to foster long-term employee growth and satisfaction.

Task 4-H: Health, Safety & Wellness

ESCI will evaluate the strategy used to enhance employee well-being. This involves the review of programs and policies aimed at improving physical and mental wellness, ensuring occupational safety, and promoting overall wellness among the staff by evaluating the following policies and programs:

- Counseling services
- Peer support
- Wellness activities
- Cancer risk reduction initiatives

Task 4-I: Community Service Delivery

ESCI will evaluate community service delivery through identified response functions. This will assess the various community risk reduction activities, as aligned with the agency's identified risk, including:

- Fire Suppression
- Emergency Medical Services
- Public Education
- Fire Prevention Inspections

Task 4-J: External Relationships

Positive external relationships are crucial to the success and effectiveness of any fire service organization. These relationships, whether with government agencies, community organizations, or neighboring emergency services, provide a foundation for enhanced operational capacity, improved resource allocation,

- Identify the strategic partners used for the community service delivery.
- Evaluate the quality and effectiveness of current external relationships.
 - Identify the gaps in your external partnerships
 - Review relationships requiring ongoing development.

- Evaluate the alignment of the strategic partnerships with the organization's mission.

Task 4-K: Performance Analytics

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

Service Demand Study

- Analysis and geographic display of current service demand by incident type and temporal variation

Resource Distribution Study

- Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies

Resource Concentration Study

- Analysis of effective response force (ERF)

Response Reliability Review

- Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
- Review of actual or estimated performance of individual companies (to the extent data is available)
- Analysis of call concurrency

Response Performance Summary

- Analysis of actual system performance, analyzed by individual companies (to the extent data is available).

Interactive Data Analytics Web Application:



ESCI will grant the client access to a web application based on the Esri ArcGIS Online platform. This application will include several of the components mentioned in this task. The client will have access to the application for one year following its initial deployment.

Task 4-L: Support Services

Evaluate the department's support services capabilities. Areas to be reviewed shall include, but not necessarily be limited to:

- Emergency communications
- Administration support
- Information Technologies
- Logistics and resource systems
- Fleet Maintenance
- Facility Maintenance

Phase V – Conclusions & Recommendations

ESCI will provide clear and actionable conclusions derived from a thorough analysis of the organization that aligns with the project's objectives, national standards, and industry best practices. These recommendations will highlight critical areas for improvement.

Task 5–A: Future Service Demand Projections

Population growth projections, along with historical and forecast activity rates, will be utilized to develop projections for future service demand and the impacts on identified staffing and work schedule options.

Task 5–B: Conclusions

ESCI will present key findings to the executive team, highlighting critical insights and identifying operational gaps and opportunities. Through comprehensive analysis and actionable recommendations, ESCI will provide clear insights to enhance organizational performance and optimize service delivery.

Task 5–C Short & Long–Term Recommendations

ESCI will propose strategies for both short–term (three to five years) and long–term (ten to fifteen years) improvements in service delivery and system efficiency. They will develop plans to achieve performance and financial goals, including strategies for staffing, work schedules, outcomes, and financial implications. Additionally, ESCI will suggest mid–term strategies to boost efficiency and service quality.

Task 5–D: Finance Projections

ESCI will provide general projections of the cost of key findings and recommendations. These may include adjustments or recommendations on:

- Fleet
- Facilities

- Staff
- Other Resources

Cost projections may include adjustments to capital expenditures and/or budgets. Additional findings and recommendations may be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Phase VI – Development, Review, & Delivery of Report

Task 6–A: Develop & Review Draft Report

The draft review process is a collaborative effort between the client and ESCI to refine the report to ensure it meets all project objectives. During this phase, ESCI will develop and produce an electronic version of the draft written report for review by the organization's team and other client representatives as appropriate. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report before finalization. ESCI and the client will engage in a review process, incorporating thorough revisions and changes to enhance the report's clarity, accuracy, and comprehensiveness. This process ensures that the final document is aligned and actionable with the project's goals and the client's expectations.

Task 6–B: Delivery & Presentation of Final Report

Once the draft report has been thoroughly reviewed and all client feedback has been incorporated, ESCI will finalize and proofread it and produce a final version in PDF format.

A formal virtual presentation will be conducted for the client organization to culminate the project. This presentation will provide an overview of the

essential findings and recommendations and allow for any final discussions or clarifications.

Project Deliverables:

1. Long-Range Master Plan Report
2. Virtual Project Presentation

Project Completion Timelines

ESCI provides this project timeline, which may change based on agreements between the client and ESCI. The timeline starts only after Phase I is complete and all required data is provided. Client-initiated scheduling delays or errors in provided data may extend the timeline.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I	<i>Phase I is completed before the timeline begins.</i>					
Phase II						
Phase III						
Phase IV						
Phase V						
Phase VI						

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Long-Range Master Plan outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I	\$2,370	\$0	\$2,370
Phase II	\$1,564	\$0	\$1,564
Phase III	\$16,414	\$4,325	\$20,739
Phase IV	\$19,510	\$0	\$19,510
Phase V	\$4,088	\$0	\$4,088
Phase VI	\$4,110	\$0	\$4,110
Total Cost (Not to exceed):			\$52,381

Pricing is valid for six months from the proposal submission date.

Proposed Payment Schedule

- A 10% payment is due upon signing the contract.
- Monthly invoicing thereafter as work progresses.

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME\$260/hr.
Project Manager, Senior Consultant.....\$230/hr.
Consultant\$200/hr.
Data Analyst\$150/hr.
Admin Support.....\$90/hr.

As we work together in an organized management team to set priorities focus energy and resources, strengthen operations, ensure that employees and members are working towards common goals, established agreements around intended outcomes, and assess and adjust the organizations direction in response to a changing environment. This should be a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

With the continued support, growth and development of Chamber County ESD #1 the following are proposed strategic plans. Often when a request for the membership to submit a "strategic plan" the information is more of an opportunity for one to single out faults, deficiencies and express personal direction without administrative or operational knowledge. With this being said, we will attempt to submit solutions that foster growth within our community as well as our organization.

It has become increasingly evident that our current equipment is showing signs of age and wear. As we continue to prioritize superior emergency response capabilities, it is essential that we evaluate our options to ensure frontline apparatus remain reliable, safe, and serviceable.

Given the constraints of our current budget line item, we must engage in thoughtful discussion and decision-making regarding equipment replacement and maintenance strategies. The attached/referenced timeline is intended to provide a structured framework to guide these discussions and support a clear, forward-looking plan of action.

Immediate (6 months to a year) Needs:

- Make decision on repairing Engine 21

- Make decision on selling or keeping Engine 21

- Make repairs to Tanker 21

- Make repairs to Brush 21

- Purchase Fire Chief vehicle

As many of you are aware, we operate under a dual response model with EMS. Typically, when EMS is dispatched to a call for service, the fire department responds alongside them.

This collaborative approach enhances our ability to serve the community by providing additional manpower, logistical support, medical assistance, and other critical resources.

In recent discussions, we've had preliminary sidebar conversations regarding the potential of housing both fire and EMS operations in a single station under the ESD's oversight and current management structure. While these conversations are still in the early stages, we believe it is time to begin more formal discussions around this transition. We recognize there are legal and operational limitations to consider, which is why this objective is currently listed as a future goal.

Alongside this initiative, we are also looking to reassess our ISO rating within the response district to ensure we continue to meet or exceed industry standards. Another priority on our future planning list is the purchase of a new administrative vehicle. This will reduce reliance on privately owned vehicles for district business, minimizing wear and tear on personal property and reducing the potential for damage or liability.

These initiatives reflect our ongoing commitment to operational efficiency, resource stewardship, and the continued delivery of high-quality emergency services to our community.

Short Term Future (1 to 2 Years):

- Do more research and look at all potentials for having WSVEMS under the ESD umbrella

- Consider having our ISO rating reevaluated – this may need to be adjusted according to engine needs and repairs

- Purchase Administrator Vehicle

- Ensure all apparatus is properly maintained, including tires, hoses, etc.

- Ensure all equipment is maintained

Statistical trends consistently show that emergency responses rarely decrease over time—they only increase. This rising call volume places continuous demand on consumable equipment, apparatus, operational resources, and staffing. All of these components are governed by consensus-based standards to ensure compliance, safety, and effectiveness.

The Texas Commission on Fire Protection (TCFP) plays a critical role in regulating these areas, establishing standards that promote the safety and well-being of the firefighters who rely on this equipment and respond to emergencies. By adopting TCFP compliance standards, we can establish a framework that reinforces structure, accountability, and ownership—ensuring safe equipment, consistent operational readiness, and professional-level training across the board.

Currently, 100% of our personnel are career firefighters employed by other departments. While this staffing model has supported us thus far, it poses significant vulnerabilities, particularly during large-scale natural disasters such as hurricanes, when personnel availability is compromised due to their obligations with their primary agencies.

We recognize that hiring full-time staff would require a substantial financial commitment—including wages, benefits, and retirement costs. However, this issue presents a critical strategic consideration for the Board of Directors. Ensuring dedicated, readily available personnel is essential to maintaining our operational capabilities and sustaining public trust during times of crisis.

We encourage the Board to begin evaluating this matter in earnest, with a long-term perspective on service reliability, personnel sustainability, and overall community protection.

To address the potential budgetary impact of hiring full-time fire personnel, one viable solution is to explore the possibility of increasing our local sales tax allocation. While we fully acknowledge that this process would require careful planning, legal review, and public approval, it represents a sustainable path forward to ensure adequate staffing and enhance our emergency response capabilities.

It is essential that this initiative be approached with full transparency and open communication to build trust and secure community support. The key message is simple yet impactful: dedicated, full-time firefighters—on duty 24/7—will significantly improve response times, operational effectiveness, and overall fire protection for the community.

We believe that with the proper engagement and education, our residents will understand the value of this investment in public safety and support the necessary steps to make it a reality.

Long Term Future (3 to 10 Years):

- Becoming fully compliant with TCFP

- Hiring full-time staff and holding commissions

- Consider having the remainder of the sales tax put on the election ballot

- Depending on budget make upgrades and/or repairs to current station

As we continue to focus on future growth and long-term development, one of our key priorities should be initiating the search for property to accommodate the construction of a new fire station. In line with industry best practices, station design should prioritize outward-facing bays with direct access to major thoroughfares. This layout enhances response times and maintains high visibility for emergency vehicles entering traffic, promoting both safety and efficiency.

When identifying potential sites and discussing station design, it's also important to plan with a broader operational vision. Should oversight of EMS services transition under the ESD's purview in the future, the new facility should be designed to accommodate expanded needs. This includes increased apparatus bay capacity, dedicated training rooms, administrative office space, dormitories, and other essential support facilities. Early planning for this scalability will reduce long-term costs and streamline future integration.

In parallel with infrastructure planning, we must also implement a more structured maintenance and replacement schedule for all equipment and apparatus. A regimented lifecycle plan will provide greater transparency, allow for accurate forecasting of capital expenditures, and ensure operational readiness as assets approach the end of their service life.

Together, these steps will position us to meet future demands with resilience, efficiency, and accountability—while continuing to uphold the highest standards of emergency service delivery.

Budget Items

Start considering budgeting for possible purchase of land

Start considering budgeting for possible new station

Start considering budgeting for a new engine

Chambers County Growth as a whole is 3-5% per year.

Winnie/Stowell is seeing a growth in commercial properties as well as the talks of more housing.

New RV Park, restaurant, hotel and gas station

New plastic recycling plant

Proposed new gas station and washateria

Proposed new industrial property – to include housing possibly

Proposed an additional new gas station

HDL data suggests sales tax remaining roughly the same. However, if all new proposed business and homes come to fruition we will see an increase in sales tax.

Hal
Business Group Forecast Tool

Business Group Forecast Tool

Chambers Co Esd 1

Run Date: 05/14/2025

Based on 12 Months of Historical Data

All Figures Based on Allocation Month

Group %'s Derived from Large Taxpayer Data

Actual Tax Received	
Fiscal Year 2022	\$ 738,316
Fiscal Year 2023	\$ 856,842
Fiscal Year 2024	\$ 841,500
HdL Forecasted Amount vs. Prior Fiscal Year	1.04%
Client Forecasted Amount vs. Prior Fiscal Year	1.01%

Actual	Variables for User Input (Optional) - Override	Baseline Utilizes Forecasted Data
Pre-determined by H&L Calculation Results Based on Variable Input		

Actual Tax Received		
Fiscal Year 2023	\$	856,842
Fiscal Year 2024	\$	841,500
CLIENT FORECASTED Year 2025	\$	850,004
Hdl. Forecasted Amount vs. Prior Fiscal Year		1.47%
Client Forecasted Amount vs. Prior Fiscal Year		1.47%

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	FY 2025 Total	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	FY 2026 Total
Hold Forecasted Total																										
Client Forecasted Total																										
Actual Net Payment	\$ 55,983	\$ 77,109	\$ 29,396																							
Hold Baseline																										
Client Baseline																										
Hold Forecast																										
Baseline By Group																										
Client Forecast +/- %																										
Client Adjustment +/- %																										
Forecasted Amount																										
Hold Forecast																										
Baseline By Group																										
Client Forecast +/- %																										
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Client Adjustment +/- %																										
Forecasted Amount																										
Hold Forecast																										
Baseline By Group																										

DISCLAIMER: Any forecast generated for a Client by Hdt. or by a Client using this forecasting tool is only an estimate. Events yet unknown and unpredictable will impact future sales and unit tax performance. We encourage you to consider this information in combination with other valued information to which you have access.

Texas Fire Hydrants

Company out of Mont Belvieu

Does multiple cities and MUD districts

They do an aggressive Test and Inspection, to include flow testing and mechanical testing

Provides prioritized report rating from 1-3

Every three (3) years the water district is to have an independent test done and regular maintenance

Annual testing of fire hydrants should be done

COST:

\$20.00 Test and Inspection fee per hydrant

TBCD has roughly 175 hydrants

\$3,500.00

After testing in general 30% are deemed out of service – can be a minor issue to even needing to be replaced.

Average cost of repairs is \$350.00 - \$1,500.00 per repair

Replacement of a hydrant is anywhere from \$8,500.00 - \$10,000.00



Welcome to Texas Hydrant Services!

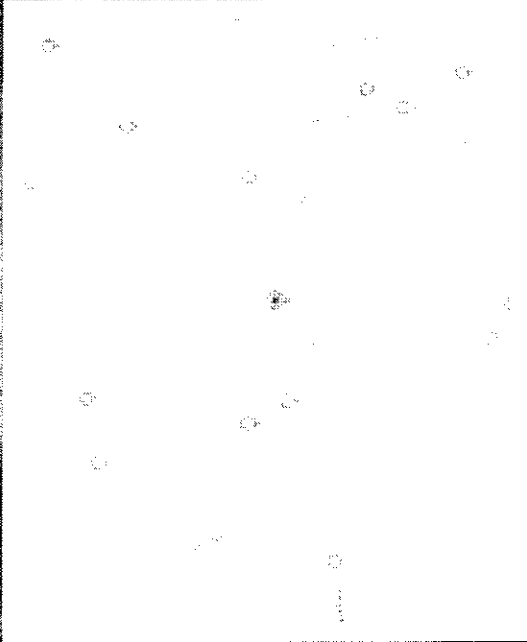
At Texas Hydrant Services, we are aimed at providing excellent service in the fire hydrant repair and maintenance field. Our goal is to provide quality service and craftsmanship in the quickest and safest manner possible.

Our field technicians have over 30 years of combined fire hydrant repair and maintenance experience. We are capable of performing all areas of maintenance and repair services required to keep fire hydrants in proper working order. We utilize proper tools and techniques to ensure that all jobs are completed properly and safely.

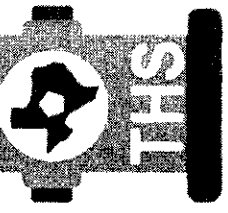
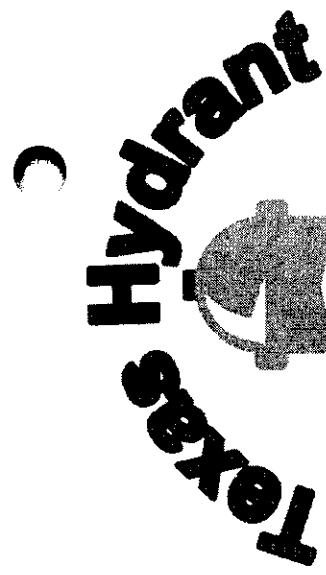
At Texas Hydrant Services, we strive to complete work in a timely manner while providing the highest level of customer service to our clients. We understand the importance of proper fire hydrant maintenance and quick response to hydrant repair needs.

**Need quick repair
services, maintenance,
new installation, or
something else?**

CONTACT US TODAY!



TEXAS HYDRANT SERVICES
12605 I-10 East, Baytown,
Texas 77523
(281) 385-1112
(281) 839-8446
info@txhydrant.com



Services

- **Repair**
- **Maintenance**
- **Replacement**

281-385-1112

www.txhydrant.com



TEST & INSPECTION

We ensure your Fire Hydrant is up to code and regulations.

Inspections – Inspect for operational and/or mechanical issues.

Flushing – Flush fire hydrant until water and line flow clear.

Pressure/Flow Testing – Determine fire hydrant flow rates and/or water pressure.

Quick Checks – Open hydrant briefly to verify it's operational.



NEW INSTALLATION

Need a new Fire Hydrant? We can do that too.

Fire Hydrant Installs – Install new fire hydrant per specified requirements.

Valve Installs – Install isolation valve to allow water flow shut off when required.



PRIORITY REPAIR

Broken hydrants are unsafe. Let us repair them for you.

Leaking Hydrant

Hydrant Resets (Crash Kits)

Hydrant that will not open

Hydrant that is excessively

hard to operate

Broken couplings



At Texas Hydrant Services, we are aimed at providing excellent service in the fire hydrant repair and maintenance field. From inspections to new installations, we offer a full range of fire hydrant services. Our service technicians have decades of hands on field experience, offering quality craftsmanship and excellent customer service to help ensure that you are satisfied with choosing us for your fire hydrant repair and maintenance needs.



MAINTENANCE

Keep your Fire Hydrant working like new.

Hydrant Extensions

Rusted Bolts

Bonnet Leaks

Broken Flanges

Gasket Leaks

Operating Nuts

Hold Down Nuts

Nozzles

Caps

Lubrication

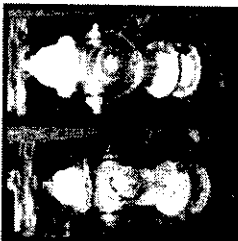


PAINTING

Keep your Fire Hydrant looking like new.

Painting – Paint hydrant using Industrial Grade Enamel paint.

High Pressure Water Blasting – Pressure wash hydrant to remove old paint and debris.



SAFETY

Let us help keep people safe when using Fire Hydrants.

STORZ Quick Connect – Install to allow faster water access during fire.

Reflectors – Install or replace blue reflectors.

