



**CITY OF BRADY COUNCIL AGENDA  
REGULAR CITY COUNCIL MEETING  
AUGUST 5, 2025, 6:00 P.M.**

NOTICE is hereby given of a meeting of the City Council of City of Brady, McCulloch County, State of Texas, to be held at **6:00 p.m. August 5, 2025**, at the City of Brady Municipal Court Building located at 207 S. Elm St., Brady, Texas, for the purpose of considering the following items. The City Council of the City of Brady, Texas, reserves the right to meet in closed session on any of the items listed below should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

Tony Groves,  
Mayor

Terry Phillips  
Mayor Pro Tem  
Council Member Place 1

Aaron Garcia  
Council Member Place 2

Curtis Owens  
Council Member Place 3

Felix Gomez, Jr.  
Council Member Place 4

Gabe Moreno  
Council Member Place 5

James Stewart  
City Manager

Tina Keys  
City Secretary

Sharon Hicks  
City Attorney

**1. CALL TO ORDER, ROLL CALL & CERTIFICATION OF A QUORUM**

**2. INVOCATION AND PLEDGE OF ALLEGIANCE**

**3. PUBLIC COMMENTS:** Reserved for items NOT listed on the agenda

*Please limit individual public comments to three (3) minutes. In accordance with TXAG opinion, any public comment addressing items not on the agenda, will only be heard by the City Council. No formal action, deliberation, discussion, or comment will be made by City Council. State Law prohibits any deliberation or decisions regarding items presented in public comments. City Council may only make a statement of specific factual information given in response to the inquiry; recite an existing policy; or request staff to place the item on an agenda for a subsequent meeting.*

**4. CONSENT AGENDA:** Reserved for routine items to save time

*Any item may be removed from the Consent Agenda at the request of a Council Member and considered separately following the Consent Agenda approval. All items listed on the Consent Agenda are to be with one motion "Move to approve Consent Agenda."*

A. Approval of Minutes for Regular Session meeting on July 15, 2025

**5. PRESENTATIONS:**

FY 26 Proposed Budget

**6. PUBLIC HEARINGS:**

None

*In the very Heart of Texas, the City of Brady is dedicated to fostering a tight-knit community rooted in tradition, resilience, and rural pride. We strive to provide a welcoming, safe, and thriving environment where families flourish, local businesses prosper, and the spirit of the Lone Star State shines through our commitment to sustainable growth, preserving our heritage, and embracing the values of hard work, faith, and neighborly support.*

**7. INDIVIDUAL CONCERNS:**

**City Council Members are to deliberate the following items.** Staff will present the item and are prepared to answer City Council Member questions. The Mayor will recognize Council Members as the council discuss the item so everyone is heard. Once the City Council Members finish discussion, the Mayor will recognize attendees who have comments. Attendees and council members need to direct comments to the Mayor as they are recognized. When all comments are complete, the Mayor will call for a motion.

- A. Discussion, consideration and possible action approving interlocal agreement with McCulloch County for EMS services.
- B. Discussion, consideration and possible action regarding approval of Resolution 2025-018 to consider and act on adoption of disaster declaration following July 2, 2025 extended weather event to facilitate formal application for state and federal funding for disaster relief.
- C. Discuss and conduct a record vote FOR or AGAINST the proposed 2025 tax rate.
- D. Discuss cemetery rules and regulations and promote campaign to begin enforcement effective October 1, 2025.
- E. Discussion of current status of Police and Fire/EMS building projects.
- F. Discuss the McGrath Consulting final report that evaluates the Brady Fire / EMS.
- G. Discuss publicity campaign as follow-up for citizens’ request and council’s direction to implement public safety campaign for local parks and public spaces.

**8. STAFF REPORTS:**

**A. Upcoming Special Events/Meetings:**

August 12		<b>HAPPY BIRTHDAY CURTIS OWENS</b>
August 19		Regular City Council Meeting, 6:00 p.m.
August 20		<b>HAPPY BIRTHDAY TERRY PHILLIPS</b>
August 21		<b>HAPPY BIRTHDAY TONY GROVES</b>
September 1		Labor Day Holiday – City offices closed, altered trash schedule, Mon. 9/1 picked up Tues. 9/2, Tuesday 9/2 picked up Wednesday 9/3
September 2		Regular City Council Meeting, 6:00 p.m.
September 16		Regular City Council Meeting, 6:00 p.m.
September 20		<b>HAPPY BIRTHDAY GABE MORENO</b>

**9. ANNOUNCEMENTS:**

Pursuant to the Texas Government Code § 551.0415, City Council Members and City staff may make reports about items of community interest during a meeting of the governing body without having given notice of the report. Items of community interest include: Expressions of thanks, congratulations, or condolence; an honorary or salutory recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in the status of a person’s public office or public employment is not an honorary or salutory recognition for purposes of this subdivision; Information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; and announcements involving an imminent threat to public health and safety of people in the municipality that has arisen after the posting of the agenda.

**10. COMMENTS ON FUTURE ITEMS FOR CONSIDERATION:**

**11. EXECUTIVE SESSION:**

The City Council of the City of Brady will adjourn into Executive Session for the following:

- Pursuant to Section 551.071 (Consultation with Attorney), the City Council will consult with the City Attorney about pending or contemplated litigation or on a matter in which the duty of the attorney to the City under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act:

- Pursuant to Section 551.074 (Personnel Matters) City Council will meet to deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee: City Manager duties & recommendations
- Pursuant to Section 551.072 (Deliberations about Real Property), the City Council will deliberate the purchase, exchange, lease, or value of real properties of the City as the deliberation in an open meeting will have the detrimental effect on the position of the City in negotiations with a third person: Police Station / Fire Station / G. Rollie White
- 

## 12. OPEN SESSION ACTION ON ANY ITEMS COMING OUT OF EXECUTIVE SESSION:

Discussion, consideration or possible action as a result of Executive Session, if any

## 13. ADJOURNMENT:

*I certify that this is a true and correct copy of the City of Brady City Council Meeting Agenda and that this notice as posted on the designated bulletin board at Brady City Hall, 201 E. Main St., Brady, Texas 76825; a place convenient and readily accessible to the public at all times, and said notice was posted on \_\_\_\_\_ by \_\_\_\_\_ a.m. / p.m.. and will remain posted continuously for 72 hours prior to the scheduled meeting pursuant to Chapter 551 of the Texas Government Code.*

\_\_\_\_\_  
*Tina Keys, City Secretary*

In compliance with the American with Disabilities Act, the City of Brady will provide for reasonable accommodations for persons attending public meetings at City facilities. Requests for accommodation or interpretive services must be received at least 48 hours prior to the meeting. Please contact the City Secretary at 325-597-2152 or [tkeys@bradytx.us](mailto:tkeys@bradytx.us)

Attendance by Other Elected or Appointed Officials: It is anticipated that members of other governmental bodies, and/or city boards, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the body, board, commission and/or committee. The members of the boards, commissions and/or committees may be permitted to participate in discussion on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless item and action is specifically provided for on an agenda for that body, board, commission or committee subject to the Texas Open Meetings Act.

The City Council of the City of Brady reserves the right to adjourn into Executive Session at any time during the course of this meeting to discuss any of the matters listed on this agenda as authorized by the Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations regarding Real Property), 551.073 (Deliberations regarding prospective Gifts or Donations), 551.074 (Personnel Matters), 551.076 (Deliberations regarding Security Devices), 551.086 (Deliberate, vote or take final action on competitive matters of the public power utility), and 551.087 (Deliberation regarding Economic Development).

This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes written interpretation of the Texas Government Code Chapter 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.104(c) and the meeting is conducted by all participants in reliance on this opinion.

STATE OF TEXAS

COUNTY OF McCULLOCH

CITY OF BRADY

The City Council of the City of Brady, Texas met in a Regular Meeting on Tuesday, July 15, 2025 at 6:00 p.m. with Mayor Pro Tem Phillips presiding. Council Members present were Gabe Moreno, Terry Phillips, Aaron Garcia, and Curtis Owens. City staff present were City Manager James Stewart, Finance Director Lisa McElrath, Public Works Director Steven Miller, Shawn Tinney, Gas Superintendent Danny Galindo, Police Chief Randy Batten, Golf Superintendent R. S. Bush, City Attorney Sharon Hicks and City Secretary Tina Keys. Also in attendance were Casey Long, Charles Bush, Charles Hodges, Brad Turner, and J.J. King.

### **1. CALL TO ORDER, ROLL CALL & CERTIFICATION OF A QUORUM**

Mayor Pro Tem Phillips called the meeting to order at 6:00 p.m. Council quorum was certified.

### **2. INVOCATION AND PLEDGE OF ALLEGIANCE**

Council Member Owens gave the invocation, and the Pledge of Allegiance was recited.

### **3. PUBLIC COMMENTS**

There were no public comments

### **4. CONSENT AGENDA**

- A. Approval of Minutes for Regular Session meeting on June 17, 2025 and Special Session meeting(s) on June 25, 2025. Regular Session meeting for July 1, 2025 was cancelled due to lack of quorum.

Council Member Owens moved to approve the Consent Agenda. Seconded by Council Member Garcia. All Council Members voted “aye” and none “nay”. Motion passed with a 4 – 0 vote.

### **5. PRESENTATIONS:**

- Third Quarter Financial Report – FY 25 – Lisa McElrath presented to Council.

### **6. PUBLIC HEARINGS AND INDIVIDUAL CONCERNS ON PUBLIC HEARING**

There were no public hearings.

### **7. INDIVIDUAL CONCERNS**

- A. Discussion, consideration and possible action regarding acceptance of \$25,000 from Brady EDC as second and final contribution to the golf cart project and formalize the reduction of the EDC’s debt for the Civic Center by same amount. James Stewart presented. Council Member Garcia moved to accept the request to finalize the cart path project and reduce the Civic Center note by \$25,000 for a combined total of \$61,406 Seconded by Council Member Moreno. All Council Members voted “aye” and none “nay”. Motion passed with a 4 – 0 vote.
- B. Discussion, consideration and possible action regarding approval of Resolution 2025-016 authorizing the City Manager to execute an agreement with the Texas Water Development Board (TWDB) for financial

assistance in the form of a Grant Agreement in the amount of \$4,226,000.00 through the Rural Water Assistance Fund (RWAFF) and all other related documents required by TWDB for the delivery of the grant funds to the City of Brady. Lisa McElrath presented. Council Member Moreno moved to approve Resolution 2025-016 authorizing the City Manager, James Stewart, to execute the Grant Agreement with TWDB – RWAFF funding program. Seconded by Council Member Owens. All Council Members voted “aye” and none “nay”. Motion passed with a 4 – 0 vote.

- C. Discussion, consideration and possible action regarding approval of Resolution 2025-017 to deny and disapprove the proposed changed rate schedules and service regulations filed with the City of Brady by Oncor Electric Delivery Company LLC as requested by Oncor Electric Delivery Company LLC. James Stewart presented and introduced Brad Turner from Oncor who explained the request. Council Member Owens moved to approve Resolution 2025-017. Seconded by Council Member Moreno. Three Council Members voted “aye” and one, Garcia, voting “nay”. Motion passed with a 3 - 1 vote.
  
- D. Discussion, consideration and possible action regarding the acceptance or rejection of West Texas Gas Utility LLC, Midland, Texas purchase proposal for their acquisition of City of Brady Gas Distribution System. Steven Miller presented. Council Member Garcia asked if there will be technicians in Brady, or a service center; people to service. J. J. King and Randy Dunaway with West Texas said yes and said they have operations in this area. We have sold the City the gas for the last 20+ years. Their pipeline serves the city of Brady. They serve 30,000 customers. They have Eden, Paintrock, Sonora, Junction, Menard and others in the area. They anticipate taking 2 employees to continue service in the area. They identified additional \$2,000,000 that they are going to spend on the City of Brady system. They will also go in and replace approximately 1,800 meters with new type meters; they are high standard, more accurate, automatic shutoff, safer. Council Member Phillips asked if there will be a higher rate. J. J. King said their rates are regulated. They file a rate case about every 5 years. That allows them to recover some capital expenditures. There will be somewhat of an increase. But there will be some savings as far as gas cost factor. Attorney Hicks asked what the next steps are. JJ said they completed all of their due diligence. He forwarded documents to Sharon and will sign a bill of sale. They would propose closing September 1 to give time to review documents. They will be providing a franchise agreement that will be an annual agreement providing dollars to the City of Brady, somewhere between 2 and 5 % of gross receipts. That percentage is passed on to the customers. That will be part of the closing docs. They will close and take over operations on September 1<sup>st</sup>; they have the transmission pipeline that serves Brady so they’re already here. James Stewart asked if citizens will get invoices from W. Texas Gas. J.J. said yes. They will be able to provide all sorts of payment options. They are very active in the cities they serve. They want to be part of the community with sponsorships. Lisa McElrath asked how they handle response time if there’s an issue at a customer’s house. J.J. said they’re there as fast as they can. That’s why they will have people here. Council Member Moreno moved to accept West Texas Gas Utility LLC purchase proposal and authorize staff to enter into negotiations to finalize a sale of not less than the amount bid and upon satisfactory terms and conditions in the sales agreement including response time and bring the matter back to council if any changes are proposed . Seconded by Council Member Owens. Three Council Members voted “aye” with one Council Member, Garcia, voting “nay”. Motion passed with a 3 – 1 vote.

- E. Discussion, consideration and possible awarding of bid for the Golf Cart Shed Construction project to R.L. Hicks LP. James Stewart presented to Council. Council Member Owens said the General Requirements #2 is expired. Council Member Moreno moved to award the Golf Cart Shed Construction project to R.L. Hicks LP in the amount of \$195,425.05 contingent upon the agreement that the bid is still good and satisfactory terms in the construction contract to be reviewed by attorney for final approval. Seconded by Council Member Garcia. All Council Members voted “aye” and none “nay”. Motion passed with a 4 – 0 vote.

**8. STAFF REPORTS**

**A. Monthly Financial / Utility Reports**

**B. Monthly Activity Reports:** Seniors, Golf, BPD, Fire-EMS Calls, BVFD Expense Report, Animal Control, Airport, Code Enforcement, Municipal Court

**C. Upcoming Special Events/Meetings:**

July 17		Budget Work Session Meeting, 10:00am – 4:00pm
July 18		City Employee Appreciation Pool Party – 6:00 p.m.
July 22		Budget Work Session Meeting, 10:00am – 4:00pm
July 24		Budget Work Session Meeting, 10:00am – 4:00pm – IF NEEDED
August 5		Regular City Council Meeting, 6:00 p.m.
August 12		<b>HAPPY BIRTHDAY CURTIS OWENS</b>
August 19		Regular City Council Meeting, 6:00 p.m.
August 20		<b>HAPPY BIRTHDAY TERRY PHILLIPS</b>
August 21		<b>HAPPY BIRTHDAY TONY GROVES</b>

**9. ANNOUNCEMENTS**

There were no announcements.

**10. COMMENTS ON FUTURE ITEMS FOR CONSIDERATION**

There were no comments.

**11. EXECUTIVE SESSION**

The City Council of the City of Brady adjourned into Executive Session for the following:

- Pursuant to Section 551.071 (Consultation with Attorney), the City Council will consult with the City Attorney about pending or contemplated litigation or on a matter in which the duty of the attorney to the City under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act:
- Pursuant to Section 551.074 (Personnel Matters) City Council will meet to deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee: City Manager contract & duties
- Pursuant to Section 551.072 (Deliberations about Real Property), the City Council will deliberate the purchase, exchange, lease, or value of real properties of the City as the deliberation in an open meeting will have the detrimental effect on the position of the City in negotiations with a third person: Police Station / Fire Station / G. Rollie White.

There was no Executive Session.

**12. OPEN SESSION ACTION ON ANY ITEMS COMING OUT OF EXECUTIVE SESSION**

**13. ADJOURNMENT**

There being no further business, Council Member Owens moved to adjourn the meeting at 6:54 p.m.

\_\_\_\_\_  
Anthony Groves, Mayor

Attest: \_\_\_\_\_  
Tina Keys, City Secretary

# City Council

## City of Brady, Texas

### Agenda Action Form

<b>AGENDA DATE:</b>	8-05-2025	<b>AGENDA ITEM</b>	7. A.
<b>AGENDA SUBJECT:</b>	Discussion, consideration and possible action approving interlocal agreement with McCulloch County for EMS services.		
<b>PREPARED BY:</b>	L. McElrath	<b>Date Submitted:</b>	7-22-25
<b>EXHIBITS:</b>	Proposed Interlocal Agreement EMS Service Fee Calculation		
<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00
<b>CITY MANAGER APPROVAL:</b>			

<b>SUMMARY:</b>	<p>At a joint workshop on July 17, 2023, members of the City Council met with County Officials, including the County Judge, Commissioners and Attorney. Through discussion, both groups arrived at a mutually agreeable interlocal agreement for EMS services that will be updated annually for both groups to approve.</p> <p>The required payment from the County for EMS services at \$303,685 is due in the FY 26 budget cycle and represents 21% of the net expenditures for the 2023-2024 fiscal year's operations. The EMS call report from October 1-September 30 along with financial numbers were provided to County Judge Frank Trull on April 24, 2025.</p> <p>This agreement ensures EMS services for the county from October 1, 2025, until September 30, 2026, with an updated interlocal agreement to be presented to the county in March of 2026 for their consideration for the following fiscal year.</p>
-----------------	--

<b>RECOMMENDED ACTION:</b>	Approve an interlocal agreement with McCulloch County for EMS services from October 1, 2025 – September 30, 2026.
----------------------------	---



# INTERLOCAL COOPERATION AGREEMENT

between

## THE CITY OF BRADY, TEXAS AND THE COUNTY OF MCCULLOCH

This Agreement is entered into by and between the City of Brady, Texas (herein “City”) a home rule municipality duly incorporated under the laws of the State of Texas and the County of McCulloch, a body corporate and politic acting herein through its Commissioners Court, (herein “County”) to be effective on the 1<sup>st</sup> day of October, 2025 (the “Effective Date”).

**WHEREAS**, the State of Texas, in the Interlocal Cooperation Act, has provided in Chapter 791 of the Texas Government Code, has authorized the City and the County to contract, to the greatest possible extent, with one another to jointly exercise services to increase the efficiency and effectiveness of their respective local governments; and

**WHEREAS**, the City and the County find it is in the public interest for the City to provide Emergency Medical Services to the residents of the City and the County.

**NOW, THEREFORE, THE CITY AND THE COUNTY HEREBY AGREE AS FOLLOWS:**

### **SECTION I** **PURPOSE**

The purpose of this Agreement is to ensure that the Parties hereto provide Emergency Medical Services in a cooperative manner to the citizens of both the City and the County, other than City of Melvin which is not a part of this Interlocal Agreement between the City and the County.

### **SECTION II** **DUTIES AND RESPONSIBILITIES OF THE PARTIES AND AGREED FUNDING**

#### **2.1 EMS Services.**

- a. The City agrees to provide Emergency Medical Service (“EMS”) services to the residents of the County who reside outside Brady’s city limits in unincorporated areas. EMS services for the purposes of this Agreement shall be defined as

- emergency ambulance services and shall include prehospital transportation of persons in need of emergency medical care by trained and specially equipped personnel for that purpose.
- b. For EMS services, the County will pay the City three hundred three thousand -six hundred and eighty-five dollars (\$303,685.00) as follows:
    - 1) A fee of seventy-six thousand dollars (\$76,000.00) shall be paid to the City on or before November 15, 2025.
    - 2) The remainder shall be paid by March 1, 2026.
    - 3) The \$303,685 is for the services provided from October 1, 2023 through September 30, 2024.
  - c. Separately, the City will bill the County for EMS calls for service to the Jail in accordance with the standard billing service fee schedule determined by the level of EMS services rendered.
  - d. Future Terms and Service Years. Not later than March 1, of each successive year, the City shall provide the County with itemized statement of EMS expenses for the prior fiscal year to determine the fee for the term to begin on October 1, 2025 and thereafter but for the then next service year. Should the parties not be able to agree on the future term fee, the parties can agree that the fee will not be less than the fee paid for the prior term or the City may choose to discontinue EMS service in the County. The decision to continue service shall be made on or before June 30, of each successive year.
  - e. Fee Calculation Formula—Nineteen point two (21%) applied to the net operational expenditures of EMS for services provided October 1, 2023 – September 30, 2024 of \$1,446,118.

### **SECTION III**

#### **INDEPENDENT CONTRACTOR/LIABILITY**

3.1 At all times during the performance of this Agreement and in connection with any services rendered under this Agreement, both Parties shall be considered as independent contractors. No relationship of employer-employee is created by this Agreement or by the

City's or County's service. The County acknowledges that City is not obligated to provide Workers' Compensation Insurance or any other of the City's employee related insurance or benefits for County personnel. The City acknowledges the County is not obligated to provide Workers' Compensation Insurance or any other of the County's employee related insurance or benefits for City personnel.

3.2 Pursuant to Tex. Gov't Code Chapter 791, Section 791.006(a) County shall be responsible for any civil liability that arises from the furnishing of training, fire suppression, fire fighting, ambulance services, hazardous materials response services, fire and rescue services, or paramedic services by City if such service is provided outside the City limits of City, in the unincorporated portions of the County.

**SECTION IV**  
**NO PARTNERSHIP**  
**NO WAIVER OF SOVEREIGN IMMUNITY**

It is agreed that nothing herein contained is intended or should be construed as creating or establishing a partnership relationship between the parties, or as creating or establishing the relationship by either party as an agent, representative, or employee of the other party for any purpose or in any manner, whatsoever. No third party shall have the authority to seek to enforce, modify or bring action relating to the terms contained herein.

Nothing in this Agreement shall be construed as waiving either party's sovereign or governmental immunity as granted by the State of Texas.

**SECTION V**  
**MISCELLANEOUS**

5.1 Each party shall approve participation in this Agreement by the appropriate governmental body or authorized public officer.

5.2 The County and the City may not assign or amend all or any part of this Agreement without the prior written consent of each party.

5.3 The annual renewal and, if necessary, renegotiation of this Agreement shall be contingent upon the availability of current revenue funds. If sufficient funds are not allocated by the City or the County as provided for in this Agreement, either Party may terminate this Agreement on ninety (90) days' notice to the other Party.

5.4 This Agreement may be terminated or renegotiated in the event of changed state regulations that affect the parties' performance under this Agreement.

5.5 All notices under this Agreement shall be in writing and may be either hand delivered or sent by certified mail, postage prepaid, return receipt requested, to the following addresses:

**CITY:** Honorable Anthony Groves  
Mayor of the City of Brady  
201 E. Main St.  
Brady, Texas 76825

**COUNTY:** Honorable Judge Frank Trull  
McCulloch County Judge  
199 Courthouse Square Room 302  
Brady, Texas 76825

5.6 The waiver by any party of a breach of the Agreement shall not constitute a continuing waiver of such breach or of a subsequent breach of the same or different provision.

5.7 Each party shall be excused from any breach of this Agreement that is proximately caused by action by the Legislature of the State of Texas, war, strike, acts of God, or other similar circumstances or events normally deemed outside the control of the non-performing party, but will not eliminate the right to terminate for failure to perform under this Agreement.

5.8 The City and the County shall not discriminate based on creed, age, race, religion, disability, or gender and shall abide by all local state, and federal laws prohibiting discrimination.

**SECTION VI**  
**SEVERABILITY**

The provisions of this Agreement are severable. If any paragraph, section, subdivision, sentence, clause, or phrase of this Agreement is for any reason held to be invalid or contrary to the law by a court of competent jurisdiction or contrary to any rule or regulation in the remaining portions of the Agreement, it shall not affect, impair or invalidate this Agreement as a whole or any provision hereof not declared to be invalid or contrary to law. However, upon the occurrence of such event, either party may terminate this Agreement forthwith upon the delivery of written notice of termination to the other party.

**SECTION VII**  
**ENTIRE AGREEMENT: REQUIREMENT OF AUTHORITY IN WRITING**

It is understood and agreed that the entire Agreement of the parties is contained herein and that this Agreement supersedes all oral or written Agreements and negotiations between the parties relating to the subject matter hereof as well as any previous Agreement presently in effect between the parties relating to the subject matter hereof. Any alterations, amendments, deletions, or waivers of the provisions of this Agreement shall be valid only when expressed in writing and duly signed by the parties. **NO OFFICIAL, AGENT, EMPLOYEE, OR REPRESENTATIVE OF THE CITY OR COUNTY HAS ANY AUTHORITY TO ALTER, AMEND, OR MODIFY THE TERMS OF THIS CONTRACT, EXCEPT IN ACCORDANCE WITH SUCH EXPRESS WRITTEN AUTHORITY AS MAY BE GRANTED BY THE CITY COUNCIL AND COUNTY COMMISSIONERS COURT.**

**SECTION VIII**  
**VENUE**

The parties agree that this Agreement is fully performable in McCulloch County, Texas, and further agree that venue for any litigation arising out of or relating to this Agreement must be filed in a court of competent jurisdiction located in McCulloch County, Texas.

**SECTION IX**  
**TERM**

Expressly subject to the provisions of Section II, 2.1 D, this Agreement will become effective October 1, 2025 and will expire on September 30, 2026, unless sooner terminated by failure to pay fees due hereunder. This Agreement, whether in a primary or renewal term shall without further notice, automatically terminate ninety (90) days after a payment is due but not made by the County. The terms of this Agreement shall thereafter be reconsidered by the Parties for inclusion in a new Interlocal Agreement for a new one-year term or as may be modified by the Parties. No automatic renewal shall occur. Either party may terminate, with or without cause, by giving at least ninety (90) days written notice to the other party but said notice of termination shall not relieve the County of paying sums already incurred.

**SIGNATURE PAGE FOLLOWS**

**SECTION X**  
**EXECUTION**

IN WITNESS WHEREOF, the parties hereto have signed or have caused their respective names to be signed as noted below, with an effective date of October 1, 2025.

**FOR THE CITY OF BRADY:**

*by:* \_\_\_\_\_

Mayor Anthony Groves

Date: \_\_\_\_\_

**FOR THE COUNTY OF MCCULLOCH:**

*by:* \_\_\_\_\_

Judge Frank Trull

Date: \_\_\_\_\_

# City Council

## City of Brady, Texas

### Agenda Action Form

<b>AGENDA DATE:</b>	08/05/2025	<b>AGENDA ITEM</b>	7.B.
<b>AGENDA SUBJECT:</b>	Discussion, consideration and possible action regarding approval of Resolution 2025-018 to consider and act on adoption of disaster declaration following July 2, 2025 extended weather event to facilitate formal application for state and federal funding for disaster relief.		
<b>PREPARED BY:</b>	J. Stewart	<b>Date Submitted:</b>	7-23-25
<b>EXHIBITS:</b>	See attached		
<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00
<b>CITY MANAGER APPROVAL:</b>			

<b>SUMMARY:</b>	<p>The City of Brady is submitting a formal disaster declaration to facilitate project tracking and reimbursement for damages to public streets and associated response costs resulting from the extended weather event that commenced on July 2, 2025. While these damages are technically covered under the county's existing declaration, this separate declaration will allow the City to independently pursue disaster assistance.</p>
-----------------	---

<b>RECOMMENDED ACTION:</b>	Approve the disaster declaration as presented.
----------------------------	--



## RESOLUTION NO. 2025-018

### A RESOLUTION OF THE CITY OF BRADY, TEXAS DECLARING A LOCAL STATE OF DISASTER

**WHEREAS**, on July 2, 2025, the City of Brady, McCulloch County, Texas, experienced a severe weather event, including **heavy rainfall, severe thunderstorms, high winds, hail, flash flooding**, resulting in widespread damage to public and private property, infrastructure, and posing an imminent threat to public health and safety; and

**WHEREAS**, this weather event has caused **significant flooding in residential and commercial areas, blocked roadways due to debris, damage to public facilities and streets and activation of the local emergency planning efforts; and**

**WHEREAS**, the damage and threat caused by this event are of such a nature and magnitude that they are beyond the capabilities of local resources to adequately address without external assistance; and

**WHEREAS**, Chapter 418 of the Texas Government Code, the Texas Disaster Act of 1975, as amended, authorizes the Mayor to declare a local state of disaster;

**NOW THEREFORE, BE IT PROCLAIMED BY THE MAYOR OF THE CITY OF BRADY, TEXAS:**

**Section 1. Declaration of Local Disaster.** That a local state of disaster is hereby declared for the City of Brady, Texas, due to the severe weather event that commenced on July 2, 2025. This declaration activates the appropriate recovery and rehabilitation aspects of all applicable local and interjurisdictional emergency management plans and authorizes the furnishing of aid and assistance under the declaration.

**Section 2. Activation of Emergency Powers.** That pursuant to Chapter 418 of the Texas Government Code, I, Mayor Anthony Groves, am authorized to exercise all powers necessary to protect the health, safety, and welfare of the residents of the City of Brady, including but not limited to: a. Controlling ingress to and egress from a disaster area; b. Controlling the movement of persons and the occupancy of premises in that area; c. Suspending or waiving provisions of any regulatory statute prescribing procedures for the conduct of city business, or the orders or rules of a city agency, if strict compliance would prevent, hinder, or delay necessary action in coping with the disaster; d. Utilizing all available resources of the City of Brady, and to commandeer or utilize private property as necessary to cope with the disaster, subject to compensation requirements as provided by law; e. Seeking and obtaining assistance from state and federal agencies.

**Section 3. Duration of Declaration.** This Declaration of Local State of Disaster shall be for a period not to exceed seven (14) days unless continued or renewed by the City Council of the City of Brady. The City Council will convene as soon as practicable to consider formally approving and continuing this declaration.

**Section 4. Public Notification and Filing.** This order or proclamation declaring a local state of disaster shall be given prompt and general publicity and shall be filed promptly with the City Secretary of the City of Brady. A copy of this declaration shall also be submitted to the Texas Division of Emergency Management (TDEM) State Operations Center (SOC) via email ([soc@tdem.texas.gov](mailto:soc@tdem.texas.gov)) or fax (512-424-7160) as soon as possible, along with a Disaster Summary Outline (DSO).

**Section 5. Request for State and Federal Assistance.** This declaration also serves as a formal request for assistance from the State of Texas, including but not limited to, financial assistance and resources through the Texas Division of Emergency Management (TDEM) disaster funding programs. The City of Brady, Texas, anticipates that the magnitude of damage and the strain on local resources will necessitate state and potentially federal aid to effectively respond to and recover from this event.

**DECLARED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2025, BY THE AUTHORITY VESTED IN ME AS MAYOR OF THE CITY OF BRADY, TEXAS.**

---


**Anthony Groves** Mayor, City of Brady, Texas

**ATTEST:**

---

**Tina Keys**, City Secretary, City of Brady, Texas

**Instructions for the City of Brady (to be followed immediately after Mayor's declaration):**

1. **Immediate Public Notification:** Ensure prompt and general publicity of this declaration (e.g., website, local media, social media, community alerts).
2. **File with City Secretary:** File the signed declaration immediately with the City Secretary.
3. **Notify TDEM:**
  - a. Email the signed declaration to [soc@tdem.texas.gov](mailto:soc@tdem.texas.gov) or fax to (512) 424-7160.
  - b. Begin gathering initial damage estimates across all city departments. These do not need to be exact but are crucial for completing the Disaster Summary Outline (DSO).
  - c. Prepare and submit a Disaster Summary Outline (DSO) to the TDEM State Operations Center (SOC) online at <https://dso.soc.texas.gov/> as soon as possible. Contact the local TDEM District Chief or SOC (512-424-2208) for an event-specific DSO pin number. Resubmit DSOs as estimates are refined or costs change.
  - d. Be prepared to submit pSTAT/iSTAT Data and participate in Joint Preliminary Damage Assessments (PDAs) as coordinated by TDEM.
4. **City Council Approval:** Schedule a City Council meeting as soon as practicable (within seven days of the Mayor's declaration) to formally approve and continue this declaration, as required by Texas Government Code §418.108(b). The Council's approval is essential for the declaration to extend beyond seven days and for the municipality to qualify for TDEM disaster funding.
5. **Documentation:** Continue to meticulously document all damages, response efforts, and associated costs. This documentation will be critical for any state and federal funding applications.
- 6.
7. 

# City Council City of Brady, Texas Agenda Action Form

<b>AGENDA DATE:</b>	8-5-25	<b>AGENDA ITEM</b>	7.C.
<b>AGENDA SUBJECT:</b>	Discuss and conduct a record vote FOR or AGAINST the proposed 2025 tax rate.		
<b>PREPARED BY:</b>	Lisa McElrath	<b>Date Submitted:</b>	8-4-25
<b>EXHIBITS:</b>	Tax Calculation Worksheet Exhibit		
<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00
<b>CITY MANAGER APPROVAL:</b>			

<b>SUMMARY:</b>	<p>The FY 26 budget proposes property tax revenue collections under the assumption that the city will collect more in tax revenues (\$60,000) compared to last year. The “voter approval rate” including some of the unused increment revenue banked from previous tax years will be required to produce the additional tax revenue in the FY 26 budget cycle.</p> <p>Attached is the tax calculation worksheet for council to review as required by Tax Code 26.04.</p> <p>The city has \$73,577.70 in forgone revenue that can be levied in the 2025 tax year. After discussions with City Council in the FY 26 budget workshops, staff proposes a rate that will levy half or \$36,788.85 of these available dollars.</p> <p>Senate Bill 2 requires the council to vote IN FAVOR or AGAINST a <u>proposed</u> tax rate. The <b>proposed tax rate \$0.337476</b> will be presented for approval by ordinance in September. The proposed rate will also be posted in the local paper and city website for public consideration.</p>
-----------------	--

<b>RECOMMENDED ACTION:</b>	<p>Staff requests a <b>record vote</b> FOR or AGAINST a proposed 2025 tax rate being the “<b>voter approval rate</b>” calculated by MCAD Chief Appraiser Zane Brandenberger. as of 7-29-25 at <b>\$0.337476</b> cents per \$100 of value, which is the No New Revenue Rate at \$0.313861 plus 2.3615 cents.</p>
----------------------------	---



**CITY OF BRADY TAX RATE ANALYSIS:**

**2025 TAX RATE**

0.349058      2025 VOTER APPROVAL RATE WITH ALL UNUSED INCREMENT REVENUES

**0.337476      PROPOSED TAX RATE**

0.313861      2025 NO NEW REVENUE (NNR) TAX RATE

\$0.023615      ADDITIONAL PENNIES ADDED TO THE NNR TAX RATE

**ADDITIONAL TAX PER YEAR:**

<b>PROPERTY VALUE:</b>	<b>ADDITIONAL TAXES / YEAR</b>
\$50,000	\$12
\$100,000	\$24
\$150,000	\$35
\$200,000	\$47
\$250,000	\$59
\$300,000	\$71

# 2025 Tax Rate Calculation Worksheet

## Taxing Units Other Than School Districts or Water Districts

Form 50-856

City of Brady

(325) 597-2152

Taxing Unit Name

Phone (area code and number)

201 E Main St., Brady, TX 76825

https://bradytx.us

Taxing Unit's Address, City, State, ZIP Code

Taxing Unit's Website Address

**GENERAL INFORMATION:** Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

### SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	<b>Prior year total taxable value.</b> Enter the amount of the prior year taxable value on the prior year tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). <sup>1</sup>	\$ 292,190,193
2.	<b>Prior year tax ceilings.</b> Counties, cities and junior college districts. Enter the prior year total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision last year or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 0
3.	<b>Preliminary prior year adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 292,190,193
4.	<b>Prior year total adopted tax rate.</b>	\$ 0.342092 /\$100
5.	<b>Prior year taxable value lost because court appeals of ARB decisions reduced the prior year's appraised value.</b> <b>A. Original prior year ARB values:</b> ..... \$ 0 <b>B. Prior year values resulting from final court decisions:</b> ..... - \$ 0 <b>C. Prior year value loss.</b> Subtract B from A. <sup>3</sup>	\$ 0
6.	<b>Prior year taxable value subject to an appeal under Chapter 42, as of July 25.</b> <b>A. Prior year ARB certified value:</b> ..... \$ 0 <b>B. Prior year disputed value:</b> ..... - \$ 0 <b>C. Prior year undisputed value.</b> Subtract B from A. <sup>4</sup>	\$ 0
7.	<b>Prior year Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 0

<sup>1</sup> Tex. Tax Code §26.012(14)

<sup>2</sup> Tex. Tax Code §26.012(14)

<sup>3</sup> Tex. Tax Code §26.012(13)

<sup>4</sup> Tex. Tax Code §26.012(13)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>Prior year taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 292,190,193
9.	<b>Prior year taxable value of property in territory the taxing unit deannexed after Jan. 1, 2024.</b> Enter the prior year value of property in deannexed territory. <sup>5</sup>	\$ 0
10.	<p><b>Prior year taxable value lost because property first qualified for an exemption in the current year.</b> If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in the current year does not create a new exemption or reduce taxable value.</p> <p><b>A. Absolute exemptions.</b> Use prior year market value: ..... \$ 208,890</p> <p><b>B. Partial exemptions.</b> Current year exemption amount or current year percentage exemption times prior year value: ..... + \$ 730,150</p> <p><b>C. Value loss.</b> Add A and B.<sup>6</sup></p>	\$ 939,040
11.	<p><b>Prior year taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in the current year.</b> Use only properties that qualified for the first time in the current year; do not use properties that qualified in the prior year.</p> <p><b>A. Prior year market value:</b> ..... \$ 0</p> <p><b>B. Current year productivity or special appraised value:</b> ..... - \$ 0</p> <p><b>C. Value loss.</b> Subtract B from A.<sup>7</sup></p>	\$ 0
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 939,040
13.	<b>Prior year captured value of property in a TIF.</b> Enter the total value of the prior year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the prior year taxes were deposited into the tax increment fund. <sup>8</sup> If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 0
14.	<b>Prior year total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 291,251,153
15.	<b>Adjusted prior year total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 996,346.89
16.	<b>Taxes refunded for years preceding the prior tax year.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding the prior tax year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for the prior tax year. This line applies only to tax years preceding the prior tax year. <sup>9</sup>	\$ 0
17.	<b>Adjusted prior year levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 996,346.89
18.	<p><b>Total current year taxable value on the current year certified appraisal roll today.</b> This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled.<sup>11</sup></p> <p><b>A. Certified values:</b> ..... \$ 285,463,780</p> <p><b>B. Counties:</b> Include railroad rolling stock values certified by the Comptroller's office: ..... + \$ 0</p> <p><b>C. Pollution control and energy storage system exemption:</b> Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: ..... - \$ 0</p> <p><b>D. Tax increment financing:</b> Deduct the current year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the current year taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below.<sup>12</sup> ..... - \$ 0</p> <p><b>E. Total current year value.</b> Add A and B, then subtract C and D.</p>	\$ 285,463,780

<sup>5</sup> Tex. Tax Code §26.012(15)

<sup>6</sup> Tex. Tax Code §26.012(15)

<sup>7</sup> Tex. Tax Code §26.012(15)

<sup>8</sup> Tex. Tax Code §26.03(c)

<sup>9</sup> Tex. Tax Code §26.012(13)

<sup>10</sup> Tex. Tax Code §26.012(13)

<sup>11</sup> Tex. Tax Code §26.012, 26.04(c-2)

<sup>12</sup> Tex. Tax Code §26.03(c)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<p><b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup></p> <p><b>A. Current year taxable value of properties under protest.</b> The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. <sup>14</sup> ..... \$ <u>32,153,455</u></p> <p><b>B. Current year value of properties not under protest or included on certified appraisal roll.</b> The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. <sup>15</sup> ..... + \$ <u>0</u></p> <p><b>C. Total value under protest or not certified.</b> Add A and B. <span style="float: right;">\$ <u>32,153,455</u></span></p>	
20.	<b>Current year tax ceilings.</b> Counties, cities and junior colleges enter current year total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in the prior year or a previous year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ <u>0</u>
21.	<b>Current year total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ <u>317,617,235</u>
22.	<b>Total current year taxable value of properties in territory annexed after Jan. 1, of the prior year.</b> Include both real and personal property. Enter the current year value of property in territory annexed. <sup>18</sup>	\$ <u>0</u>
23.	<b>Total current year taxable value of new improvements and new personal property located in new improvements.</b> New means the item was not on the appraisal roll in the prior year. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, of the prior year and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for the current year. <sup>19</sup>	\$ <u>169,140</u>
24.	<b>Total adjustments to the current year taxable value.</b> Add Lines 22 and 23.	\$ <u>169,140</u>
25.	<b>Adjusted current year taxable value.</b> Subtract Line 24 from Line 21.	\$ <u>317,448,095</u>
26.	<b>Current year NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ <u>0.313861</u> /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the current year county NNR tax rate. <sup>21</sup>	\$ _____ /\$100

## SECTION 2: Voter Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	<b>Prior year M&amp;O tax rate.</b> Enter the prior year M&O tax rate.	\$ <u>0.342092</u> /\$100
29.	<b>Prior year taxable value, adjusted for actual and potential court-ordered adjustments.</b> Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>292,190,193</u>

<sup>13</sup> Tex. Tax Code §26.01(c) and (d)

<sup>14</sup> Tex. Tax Code §26.01(c)

<sup>15</sup> Tex. Tax Code §26.01(d)

<sup>16</sup> Tex. Tax Code §26.012(6)(B)

<sup>17</sup> Tex. Tax Code §26.012(6)

<sup>18</sup> Tex. Tax Code §26.012(17)

<sup>19</sup> Tex. Tax Code §26.012(17)

<sup>20</sup> Tex. Tax Code §26.04(c)

<sup>21</sup> Tex. Tax Code §26.04(d)



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total prior year M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100.	\$ 999,559.27
31.	<p><b>Adjusted prior year levy for calculating NNR M&amp;O rate.</b></p> <p><b>A. M&amp;O taxes refunded for years preceding the prior tax year.</b> Enter the amount of M&amp;O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2024. This line applies only to tax years preceding the prior tax year..... + \$ 0</p> <p><b>B. Prior year taxes in TIF.</b> Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no current year captured appraised value in Line 18D, enter 0..... - \$ 0</p> <p><b>C. Prior year transferred function.</b> If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. .... +/- \$ 0</p> <p><b>D. Prior year M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function..... \$ 0</p> <p><b>E.</b> Add Line 30 to 31D.</p>	\$ 999,559.27
32.	<b>Adjusted current year taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 317,448,095
33.	<b>Current year NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.314873 /\$100
34.	<p><b>Rate adjustment for state criminal justice mandate.</b> <sup>23</sup></p> <p><b>A. Current year state criminal justice mandate.</b> Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0</p> <p><b>B. Prior year state criminal justice mandate.</b> Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies..... - \$ 0</p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0 /\$100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0 /\$100
35.	<p><b>Rate adjustment for indigent health care expenditures.</b> <sup>24</sup></p> <p><b>A. Current year indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state assistance received for the same purpose..... \$ 0</p> <p><b>B. Prior year indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2023 and ending on June 30, 2024, less any state assistance received for the same purpose..... - \$ 0</p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0 /\$100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0 /\$100

<sup>22</sup> [Reserved for expansion]

<sup>23</sup> Tex. Tax Code §26.044

<sup>24</sup> Tex. Tax Code §26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p><b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup></p> <p><b>A. Current year indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender’s office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state grants received by the county for the same purpose. . . . . \$ 0 _____</p> <p><b>B. Prior year indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender’s office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2023 and ending on June 30, 2024, less any state grants received by the county for the same purpose. . . . . \$ 0 _____</p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100. . . . . \$ 0 _____ /\$100</p> <p><b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100. . . . . \$ 0 _____ /\$100</p> <p><b>E.</b> Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ 0 _____ /\$100
37.	<p><b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup></p> <p><b>A. Current year eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year. . . . . \$ 0 _____</p> <p><b>B. Prior year eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2023 and ending on June 30, 2024. . . . . \$ 0 _____</p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100. . . . . \$ 0 _____ /\$100</p> <p><b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100. . . . . \$ 0 _____ /\$100</p> <p><b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ 0 _____ /\$100
38.	<p><b>Rate adjustment for defunding municipality.</b> This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code Section 26.0444 for more information.</p> <p><b>A. Amount appropriated for public safety in the prior year.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year. . . . . \$ 0 _____</p> <p><b>B. Expenditures for public safety in the prior year.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year . . . . . \$ 0 _____</p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100 . . . . . \$ 0 _____ /\$100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0 _____ /\$100
39.	<p><b>Adjusted current year NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.</p>	\$ 0.314873 _____ /\$100
40.	<p><b>Adjustment for prior year sales tax specifically to reduce property taxes.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&amp;O expenses in the prior year should complete this line. These entities will deduct the sales tax gain rate for the current year in Section 3. Other taxing units, enter zero.</p> <p><b>A.</b> Enter the amount of additional sales tax collected and spent on M&amp;O expenses in the prior year, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent . . . . . \$ 0 _____</p> <p><b>B.</b> Divide Line 40A by Line 32 and multiply by \$100 . . . . . \$ 0 _____ /\$100</p> <p><b>C.</b> Add Line 40B to Line 39.</p>	\$ 0.314873 _____ /\$100
41.	<p><b>Current year voter-approval M&amp;O rate.</b> Enter the rate as calculated by the appropriate scenario below.</p> <p><b>Special Taxing Unit.</b> If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.</p> <p>- or -</p> <p><b>Other Taxing Unit.</b> If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.</p>	\$ 0.325893 _____ /\$100

<sup>25</sup> Tex. Tax Code §26.0442  
<sup>26</sup> Tex. Tax Code §26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p><b>Disaster Line 41 (D41): Current year voter-approval M&amp;O rate for taxing unit affected by disaster declaration.</b> If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of:</p> <p>1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred; or</p> <p>2) the third tax year after the tax year in which the disaster occurred.</p> <p>If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08.<sup>27</sup> If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$ _____ /\$100
42.	<p><b>Total current year debt to be paid with property taxes and additional sales tax revenue.</b> Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes;</p> <p>(2) are secured by property taxes;</p> <p>(3) are scheduled for payment over a period longer than one year; and</p> <p>(4) are not classified in the taxing unit's budget as M&amp;O expenses.</p> <p><b>A. Debt</b> also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here.<sup>28</sup></p> <p>Enter debt amount ..... \$ _____</p> <p><b>B. Subtract unencumbered fund amount</b> used to reduce total debt. .... - \$ _____</p> <p><b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... - \$ _____</p> <p><b>D. Subtract amount paid</b> from other resources ..... - \$ _____</p> <p><b>E. Adjusted debt.</b> Subtract B, C and D from A. .... \$ _____</p>	\$ _____
43.	<p><b>Certified prior year excess debt collections.</b> Enter the amount certified by the collector.<sup>29</sup></p>	\$ _____
44.	<p><b>Adjusted current year debt.</b> Subtract Line 43 from Line 42E.</p>	\$ _____
45.	<p><b>Current year anticipated collection rate.</b></p> <p><b>A.</b> Enter the current year anticipated collection rate certified by the collector.<sup>30</sup> ..... %</p> <p><b>B.</b> Enter the prior year actual collection rate..... %</p> <p><b>C.</b> Enter the 2023 actual collection rate. .... %</p> <p><b>D.</b> Enter the 2022 actual collection rate. .... %</p> <p><b>E.</b> If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.<sup>31</sup> ..... %</p>	_____ %
46.	<p><b>Current year debt adjusted for collections.</b> Divide Line 44 by Line 45E.</p>	\$ _____
47.	<p><b>Current year total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i>.</p>	\$ _____
48.	<p><b>Current year debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.</p>	\$ _____ /\$100
49.	<p><b>Current year voter-approval M&amp;O rate plus current year debt rate.</b> Add Lines 41 and 48.</p>	\$ 0.325893 /\$100
D49.	<p><b>Disaster Line 49 (D49): Current year voter-approval tax rate for taxing unit affected by disaster declaration.</b> Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.</p>	\$ _____ /\$100

<sup>27</sup> Tex. Tax Code §26.042(a)

<sup>28</sup> Tex. Tax Code §26.012(7)

<sup>29</sup> Tex. Tax Code §26.012(10) and 26.04(b)

<sup>30</sup> Tex. Tax Code §26.04(b)

<sup>31</sup> Tex. Tax Code §§26.04(h), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	<b>COUNTIES ONLY.</b> Add together the voter-approval tax rates for each type of tax the county levies. The total is the current year county voter-approval tax rate.	\$ _____ /\$100

### SECTION 3: NNR Tax Rate and Voter Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue. This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	<b>Taxable Sales.</b> For taxing units that adopted the sales tax in November of the prior tax year or May of the current tax year, enter the Comptroller's estimate of taxable sales for the previous four quarters. <sup>32</sup> Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November of the prior year, enter 0.	\$ _____
52.	<b>Estimated sales tax revenue.</b> Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. <sup>33</sup> <b>Taxing units that adopted the sales tax in November of the prior tax year or in May of the current tax year.</b> Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. <sup>34</sup> <b>- or -</b> <b>Taxing units that adopted the sales tax before November of the prior year.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ _____
53.	<b>Current year total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 317,617,235
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ _____ /\$100
55.	<b>Current year NNR tax rate, unadjusted for sales tax.</b> <sup>35</sup> Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.313861 /\$100
56.	<b>Current year NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November the prior tax year or in May of the current tax year.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November of the prior tax year.	\$ _____ /\$100
57.	<b>Current year voter-approval tax rate, unadjusted for sales tax.</b> <sup>36</sup> Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.325893 /\$100
58.	<b>Current year voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ 0.325893 /\$100

### SECTION 4: Voter Approval Tax Rate Adjustment for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	<b>Certified expenses from the Texas Commission on Environmental Quality (TCEQ).</b> Enter the amount certified in the determination letter from TCEQ. <sup>37</sup> The taxing unit shall provide its tax assessor-collector with a copy of the letter. <sup>38</sup>	\$ 0
60.	<b>Current year total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 317,617,235
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ _____ /\$100

<sup>32</sup> Tex. Tax Code §26.041(d)

<sup>33</sup> Tex. Tax Code §26.041(i)

<sup>34</sup> Tex. Tax Code §26.041(d)

<sup>35</sup> Tex. Tax Code §26.04(c)

<sup>36</sup> Tex. Tax Code §26.04(c)

<sup>37</sup> Tex. Tax Code §26.045(d)

<sup>38</sup> Tex. Tax Code §26.045(i)

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
62.	<b>Current year voter-approval tax rate, adjusted for pollution control.</b> Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ _____ /\$100

**SECTION 5: Voter Approval Tax Rate Adjustment for Unused Increment Rate**

The unused increment rate is the rate equal to the sum of the prior 3 years Foregone Revenue Amounts divided by the current taxable value.<sup>39</sup> The Foregone Revenue Amount for each year is equal to that year's adopted tax rate subtracted from that year's voter-approval tax rate adjusted to remove the unused increment rate multiplied by that year's current total value.<sup>40</sup>

The difference between the adopted tax rate and adjusted voter-approval tax rate is considered zero in the following scenarios:

- a tax year in which a taxing unit affected by a disaster declaration calculates the tax rate under Tax Code Section 26.042;<sup>41</sup>
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);<sup>42</sup> or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.<sup>43</sup>

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.<sup>44</sup>

Line	Unused Increment Rate Worksheet	Amount/Rate
63.	<b>Year 3 Foregone Revenue Amount. Subtract the 2024 unused increment rate and 2024 actual tax rate from the 2024 voter-approval tax rate. Multiply the result by the 2024 current total value</b> A. Voter-approval tax rate (Line 68) ..... B. Unused increment rate (Line 67) ..... C. Subtract B from A ..... D. Adopted Tax Rate ..... E. Subtract D from C ..... F. 2024 Total Taxable Value (Line 60) ..... G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	\$ 0.379233 /\$100 \$ 0.024678 /\$100 \$ 0.354555 /\$100 \$ 0.342092 /\$100 \$ 0.012463 /\$100 \$ 289,258,043 \$ 36,050.23
64.	<b>Year 2 Foregone Revenue Amount. Subtract the 2023 unused increment rate and 2023 actual tax rate from the 2023 voter-approval tax rate. Multiply the result by the 2023 current total value</b> A. Voter-approval tax rate (Line 67) ..... B. Unused increment rate (Line 66) ..... C. Subtract B from A ..... D. Adopted Tax Rate ..... E. Subtract D from C ..... F. 2023 Total Taxable Value (Line 60) ..... G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	\$ 0.385095 /\$100 \$ 0.029775 /\$100 \$ 0.35532 /\$100 \$ 0.342220 /\$100 \$ 0.0131 /\$100 \$ 286,469,254 \$ 37,527.47
65.	<b>Year 1 Foregone Revenue Amount. Subtract the 2022 unused increment rate and 2022 actual tax rate from the 2022 voter-approval tax rate. Multiply the result by the 2022 current total value</b> A. Voter-approval tax rate (Line 67) ..... B. Unused increment rate (Line 66) ..... C. Subtract B from A ..... D. Adopted Tax Rate ..... E. Subtract D from C ..... F. 2022 Total Taxable Value (Line 60) ..... G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	\$ 0.404609 /\$100 \$ 0.029775 /\$100 \$ 0.374834 /\$100 \$ 0.374834 /\$100 \$ 0 /\$100 \$ 261,883,147 \$ 0
66.	<b>Total Foregone Revenue Amount.</b> Add Lines 63G, 64G and 65G	\$ 73,577.70 /\$100
67.	<b>2025 Unused Increment Rate.</b> Divide Line 66 by Line 21 of the <i>No-New-Revenue Rate Worksheet</i> . Multiply the result by 100	\$ 0.023165 /\$100
68.	<b>Total 2025 voter-approval tax rate, including the unused increment rate.</b> Add Line 67 to one of the following lines (as applicable): Line 49, Line 50 (counties), Line 58 (taxing units with additional sales tax) or Line 62 (taxing units with pollution)	\$ 0.349058 /\$100

<sup>39</sup> Tex. Tax Code §26.013(b)  
<sup>40</sup> Tex. Tax Code §26.013(a)(1-a), (1-b), and (2)  
<sup>41</sup> Tex. Tax Code §§26.04(c)(2)(A) and 26.042(a)  
<sup>42</sup> Tex. Tax Code §§26.0501(a) and (c)  
<sup>43</sup> Tex. Local Gov't Code §120.007(d)  
<sup>44</sup> Tex. Local Gov't Code §26.04(c)(2)(B)

## SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.<sup>45</sup> This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.<sup>46</sup>

Line	De Minimis Rate Worksheet	Amount/Rate
69.	<b>Adjusted current year NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.314873 /\$100
70.	<b>Current year total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 317,617,235
71.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 70 and multiply by \$100.	\$ 0.157422 /\$100
72.	<b>Current year debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0 /\$100
73.	<b>De minimis rate.</b> Add Lines 69, 71 and 72.	\$ 0.472295 /\$100

## SECTION 7: Voter Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.<sup>47</sup>

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.<sup>48</sup>

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago. This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
74.	<b>2024 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ /\$100
75.	<b>Adjusted 2024 voter-approval tax rate.</b> Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. <sup>49</sup>  If a disaster occurred in 2024 and the taxing unit calculated its 2024 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2024 worksheet due to a disaster, complete the applicable sections or lines of <i>Form 50-856-a, Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> . - or - If a disaster occurred prior to 2024 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2024, complete form 50-856-a, <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2024 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the years following the disaster. <sup>50</sup> Enter the final adjusted 2024 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2024 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ _____ /\$100
76.	<b>Increase in 2024 tax rate due to disaster.</b> Subtract Line 75 from Line 74.	\$ _____ /\$100
77.	<b>Adjusted 2024 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
78.	<b>Emergency revenue.</b> Multiply Line 76 by Line 77 and divide by \$100.	\$ _____
79.	<b>Adjusted 2024 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
80.	<b>Emergency revenue rate.</b> Divide Line 78 by Line 79 and multiply by \$100. <sup>50</sup>	\$ _____ /\$100

<sup>45</sup> Tex. Tax Code §26.012(8-a)

<sup>46</sup> Tex. Tax Code §26.063(a)(1)

<sup>47</sup> Tex. Tax Code §26.042(b)

<sup>48</sup> Tex. Tax Code §26.042(f)

<sup>49</sup> Tex. Tax Code §26.042(c)

<sup>50</sup> Tex. Tax Code §26.042(b)

Line	Emergency Revenue Rate Worksheet	Amount/Rate
81.	<b>Current year voter-approval tax rate, adjusted for emergency revenue.</b> Subtract Line 80 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 68 (taxing units with the unused increment rate).	\$ _____/\$100

### SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

<b>No-new-revenue tax rate.</b> . . . . .	\$ 0.313861 /\$100
As applicable, enter the current year NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). Indicate the line number used: <u>26</u>	
<b>Voter-approval tax rate.</b> . . . . .	\$ 0.349058 /\$100
As applicable, enter the current year voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 68 (adjusted for unused increment), or Line 81 (adjusted for emergency revenue). Indicate the line number used: <u>68</u>	
<b>De minimis rate.</b> . . . . .	\$ .472295 /\$100
If applicable, enter the current year de minimis rate from Line 73.	

### SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit’s certified appraisal roll or certified estimate of taxable value, in accordance with requirements in the Tax Code.<sup>51</sup>

**print here** → Zane Brandenberger  
Printed Name of Taxing Unit Representative

**sign here** → Zane Brandenberger  Digitally signed by Zane Brandenberger  
Date: 2025.07.29 10:45:13 -05'00'  
Taxing Unit Representative

7/29/25  
Date

<sup>51</sup> Tex. Tax Code §§26.04(c-2) and (d-2)

# City Council City of Brady, Texas Agenda Action Form

<b>AGENDA DATE:</b>	8-5-25	<b>AGENDA ITEM</b>	7.D.
<b>AGENDA SUBJECT:</b>	Discuss cemetery rules and regulations and promote campaign to begin enforcement effective October 1, 2025.		
<b>PREPARED BY:</b>	J. Stewart	<b>Date Submitted:</b>	7-25-25
<b>EXHIBITS:</b>	See attached		
<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00
<b>CITY MANAGER APPROVAL:</b>			

<b>SUMMARY:</b>	<p>The cemeteries are owned and maintained by the City of Brady have again become littered with accoutrements placed in and around burial plots that are creating debris and maintenance issues.</p> <p>The enclosed cemetery regulations have been in place for years but not recently enforced.</p> <p>This item is for discussion only to make the public aware that beginning September 1, 2026, staff will begin removing all unauthorized items that are in violation of the ordinance.</p> <p>Staff will remove items and MAY choose to hold on to items for a short period of time before disposing of them to allow family members to claim them if they are deemed significant. The proper method and even formal notification of removed items will be well publicized and planned out.</p>
-----------------	--

<b>RECOMMENDED ACTION:</b>	<p>This item is for discussion only.</p>
----------------------------	--



**§ 1.12.034. Supervision of cemetery.**

- (a) Use of roads and walkways. Persons within the cemetery grounds shall use only the avenues, walkways and roads.
- (b) Speed limit. Automobiles shall not be driven through the grounds at a speed greater than fifteen miles per hour.
- (c) Rights of city. The right to enlarge, reduce, replot or change the boundaries or grading of the cemetery and the right to lay, operate or change pipelines or gutters is expressly reserved to the city. The city reserves to itself, and to those lawfully entitled thereto, a perpetual right of ingress and egress over the entire cemetery grounds for the purposes of passage, operations, and maintenance.
- (d) Sprinkler systems. No new sprinkler systems will be allowed. All maintenance and repair to existing sprinkler systems, which have been installed by the owner, will be the responsibility of the owner and not the city. The city is not responsible for any damages to sprinkler systems installed by an owner. Any water left on or unattended will be turned off by city personnel if watering is excessive or running down the roadway in order to conserve water and protect the roadways.

(Ordinance 1218, sec. 1.603, adopted 3/21/17)

**§ 1.12.036. Maintenance; trees, shrubs and other plants.**

- (a) All grading, landscape work, maintenance and improvements of any kind, and all care of plots, shall be done by the city, and all trees, shrubs and all herbage of any kind shall be planted, trimmed, cut or removed by the city or under its direct supervision.
- (b) No enclosure of any kind, such as a fence, coping, hedge or ditch, shall be permitted around any grave or plot. Grave mounds will not be allowed and no plot shall be raised above the established grade.
- (c) No ground cover other than sod shall be allowed.
- (d) If any tree, shrub or plant is or becomes detrimental to adjacent lots, avenues, walkways or roads, or if for any other reason the city deems its removal necessary, the city shall have the right to remove the tree, shrub or plant, or any part thereof, or otherwise correct the condition existing as it deems necessary.
- (e) Subject to subsection (d) above, no person shall remove any plant or flower, either wild or cultivated, from any part of the cemetery.
- (f) From and after the date of adoption of these rules by the city council, no tree, shrub, plant or bush shall be placed on the cemetery grounds except those placed there by the city. The purpose of this prohibition is to reduce maintenance time so that the cemetery can be maintained in a clean and attractive condition by the city. This prohibition shall not apply to flowers placed on a memorial.
- (g) All sprinkler systems shall be turned off between November and March.

(Ordinance 1218, sec. 1.605, adopted 3/21/17)

**§ 1.12.037. Memorials.**

- (a) For the protection of all plot owners, it is required that persons, firms or corporations erecting, cleaning or repairing memorials obtain a permit from the city for an annual fee (as defined in the city's annual fee ordinance, and as approved by the city council) and, in doing the work, comply with the directions of the city. The person, firm or corporation requesting the permit may be required to furnish evidence of their ability to properly perform the work. This permit shall allow the person, firm or corporation holding the permit to perform the work for a period of time from January 1st until December 31st of the year in which the permit is obtained, the permit to be renewed on an annual basis. Before any work is commenced on any particular job, the person, firm or corporation performing the work shall notify the city that a memorial is to be erected at what grave site and provide a drawing of the proposed installation.
- (b) To properly perpetuate memory, all monuments, markers, mausoleums and tombs shall be of first quality granite, limestone, marble or bronze. The supplier must assure the city that the materials will be free from sap which causes rust, stains and natural fault which might cause checks or cracks. No inferior granite is allowed. Should any stone develop any of the above-mentioned faults within five (5) years from date of placement, the supplier will be required to replace the monument without cost to the owner.
- (c) All vertical monuments shall be erected on a foundation which shall extend three (3) inches on each side of the monument, and the foundation must be flush with the turf. The size of a monument will be governed according to the size of the family plot. A monument will be of a size that, when erected on a plot, either end of the monument shall not be placed less than one (1) foot from the property lines of the plot, or within two (2) feet of any existing monument. However, this shall apply only to a monument which protrudes above the surface of the ground. A monument which is flush with the turf may extend to the property line. Should any monument, mausoleum or tomb become unsightly, dilapidated or a hazard, the city shall have the right, at the expense of the owner, either to correct the condition or to remove the same.
- (d) In addition to other requirements regulating memorials, all memorials erected after November 15, 2010 in the cemetery shall conform to the following:
  - (1) Upright monuments, beveled markers and flat markers shall be on foundations that are cement and must be flush with the turf;
  - (2) Monuments and markers shall be placed in a manner that is conducive with the maintenance of the lot;
  - (3) Bevel markers shall be used as headstones, not footstones;
  - (4) Flat markers shall be flush with the turf;
  - (5) All vases must be attached to headstones, no vases attached to footstones; and
  - (6) Flags are allowed on holidays only. Owners shall remove flags within 72 hours of the holiday.

(Ordinance 1218, sec. 1.606, adopted 3/21/17)

**§ 1.12.039. Miscellaneous regulations.**

- (a) No dogs shall be permitted in the cemetery.
- (b) The city is not responsible for theft or damage to anything placed on plots.
- (c) No bench, chair or trellis shall be permitted to be placed upon the cemetery grounds.
- (d) The city shall have the authority to enter upon any plot and to remove any non-authorized or nonconforming items that have been placed there contrary to these regulations.
- (e) No person shall be permitted to enter or leave the cemetery except by the public access.
- (f) All persons found on the cemetery grounds after dark shall be liable for prosecution for trespassing.
- (g) All persons are strictly forbidden to mar any landmark, marker or memorial or in any way deface the grounds of the cemetery.
- (h) No person shall be permitted to bring or carry firearms within the cemetery except:
  - (1) A city employee;
  - (2) A military guard of honor during a military service; and
  - (3) Licensed peace officers.
- (i) The digging of holes for any purpose, other than to inter cremains, is strictly prohibited.
- (j) The city reserves the right to remove all flowers, potted plants, wreaths or baskets when they become withered or they violate a provision of this article.
- (k) Gravestone rubbings, made using a pencil and paper, are allowable, so long as utmost precautions are followed and no damage is caused to the stone, plot, right-of-way, or cemetery item in the process. A gravestone rubbing can become a permanent record of death when a gravestone is rapidly deteriorating.

(Ordinance 1218, sec. 1.608, adopted 3/21/17)

**§ 1.12.040. Amendments; authority to grant exceptions and modifications.**

- (a) The city may, and it hereby expressly reserves the right, at any time or times, with or without notice to owners, to amend any fee, price, rule, or regulation in this article.
- (b) Special cases may arise in which the literal enforcement of a rule or regulation may impose unnecessary hardship. The city therefore reserves the right, without notice, to make exceptions, suspensions or modifications in any of the rules and regulations when, in its judgment, the same appear advisable, and the temporary exceptions, suspensions or modifications shall in no way be construed as affecting the general application of these cemetery rules and regulations.

(Ordinance 1218, sec. 1.609, adopted 3/21/17)

# City Council

## City of Brady, Texas

### Agenda Action Form

<b>AGENDA DATE:</b>	08/05/2025	<b>AGENDA ITEM</b>	7.E.
---------------------	------------	--------------------	------

<b>AGENDA SUBJECT:</b>	Discussion of current status of Police and Fire/EMS building projects.		
------------------------	--	--	--

<b>PREPARED BY:</b>	J. Stewart	<b>Date Submitted:</b>	7-24-25
---------------------	------------	------------------------	---------

<b>EXHIBITS:</b>			
------------------	--	--	--

<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00

<b>CITY MANAGER APPROVAL:</b>	
-------------------------------	--

<b>SUMMARY:</b>	The council has requested an update on the progress of the fire/EMS building project.
-----------------	---

<b>RECOMMENDED ACTION:</b>	Direct staff as desired.
----------------------------	--------------------------

# City Council City of Brady, Texas Agenda Action Form

<b>AGENDA DATE:</b>	08/05/2025	<b>AGENDA ITEM</b>	7.F.
<b>AGENDA SUBJECT:</b>	Discuss the McGrath Consulting final report that evaluates the Brady Fire / EMS.		
<b>PREPARED BY:</b>	J. Stewart	<b>Date Submitted:</b>	7-24-25
<b>EXHIBITS:</b>	See attached		
<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>		\$00.00
	<b>Amount Budgeted:</b>		\$00.00
	<b>Appropriation Required:</b>		\$00.00
<b>CITY MANAGER APPROVAL:</b>			

<b>SUMMARY:</b>	<p>The final report from McGrath Consulting was received recently and disseminated to the council for their perusal. This agenda item is for discussion and to facilitate ideas and direction the council would like staff to pursue pertaining to the long-term operation of the Fire / EMS department.</p>
-----------------	--

<b>RECOMMENDED ACTION:</b>	Direct staff as desired.
----------------------------	--------------------------

# Fire Services Assessment



*of the*  
***Brady Fire/EMS Department***

*for the*



**Submitted By:**  
**McGrath Consulting Group, Inc.**

**July 2025**

## Table of Contents

<b>Executive Summary .....</b>	<b>4</b>
<b>Introduction.....</b>	<b>5</b>
Consultant’s Purpose.....	5
Consulting Team.....	6
Recommendation Priority Hierarchy.....	6
<b>Governance .....</b>	<b>6</b>
Fire Department-Administration/Leadership .....	7
Shift Commander Divisions.....	7
Recommendation – Document Promotional Process in Department Policy .....	7
<b>Fire Department Overview .....</b>	<b>8</b>
Recommendation – Eliminate Full-Time Assistant Chief Position.....	8
Recommendation – Merge the Command Staff of Both Fire Departments .....	9
Ambulance Transfers .....	9
Recommendation – Dedicate an Ambulance to Transfers if Cbfd is Expected to Handle .....	9
<b>Emergency Activities.....</b>	<b>10</b>
Why Retrieve Emergency Response Data? .....	10
Overlapping Incidents.....	11
<b>National/Industry Standards.....</b>	<b>12</b>
National Fire Protection Association (NFPA) .....	12
NFPA Fire & Life Safety Ecosystem? .....	13
Difference Between 300 Consensus Codes and Standards.....	13
NFPA standard.....	13
NFPA 1710 – Fire 2020 edition (Career Department).....	14
NFPA 1710 – EMS Incidents .....	15
EMS Chain of Survival .....	16
Recommendation - NFPA .....	17
Occupational Safety and Health Administration (OSHA).....	17
Recommendation – OSHA.....	18
Insurance Service Office, Inc. (ISO).....	18
Public Protection Classification Number .....	18
City of Brady ISO – PPC Classifications .....	19
City of Brady ISO PPC Grade .....	20
National & State PPC Scores.....	21
Texas ISO Classifications – 2025.....	21
Recommendation – ISO .....	22
Center for Public Safety Excellence (CPSE) .....	22
Recommendation – Accreditation .....	23
<b>Staffing .....</b>	<b>24</b>
Staffing Methodology Discussion .....	25
Increase Full-Time Staff.....	25
Decrease Full-Time Staff .....	26
Increasing Part-Time Program.....	26
Increase Volunteer Participation.....	26
City of Brady EMS/Brady Volunteer Fire Department.....	26
Resident Live-In Program .....	27
Program Department Advantages .....	27
Resident Program Participant Advantages .....	27
Resident Program Considerations .....	28
Recommendation – Resident Live-In Program.....	28
<b>Fire Stations &amp; Apparatus .....</b>	<b>29</b>

Station Overview and Apparatus Allocation .....	29
Recommendation – Station 1 Replacement .....	29
Apparatus Ownership and Procurement .....	29
Recommendation – Formalize Operational Agreements with BVFD .....	29
Recommendation – Develop and Formalize a Fleet Replacement Program .....	30
Apparatus Inventory and Utilization .....	30
Apparatus Condition and NFPA Compliance .....	30
Inspection, Maintenance, and Documentation .....	31
Recommendation – Implement Annual Pump Testing .....	31
Recommendation – Standardize Maintenance Documentation .....	31
Recommendation – Enhance Interagency Equipment Management .....	31
Apparatus Sufficiency and Operational Impact .....	31
Vehicle Replacement Planning .....	32
Recommendation – Explore Refurbishment of Apparatus .....	32
Recommendation – Acquire and/or Designate Reserve Apparatus.....	32
Recommendation – Reassess Justification of Command Vehicles .....	34
Recommendation – Explore Aerial Apparatus Acquisition .....	34
<b>Training.....</b>	<b>34</b>
Recommendation – Utilize NFPA 1001 as Part of the Training Program .....	37
<b>Fiscal.....</b>	<b>39</b>
Recommendation – Conduct Evaluation of McCullough County Contribution for EMS .....	40
<b>Firefighter Wellness .....</b>	<b>41</b>
Recommendation – Health and Wellness Initiatives .....	41
<b>Summary of Recommendations .....</b>	<b>42</b>

## Table of Figures

Figure 1: NFPA Ecosystem .....	13
Figure 2: NFPA 1710 Annex C Algorithm .....	14
Figure 3: Illustration Source: IAFF NFPA 1710 Implementation Guideline.....	15
Figure 4: EMS Chain of Survival .....	17
Figure 5: ISO National ISO PPC Classification - 2025 .....	21
Figure 6: ISO Texas PPC Scores - May 2025 .....	22

## Table of Tables

Figure 1: NFPA Ecosystem .....	13
Figure 2: NFPA 1710 Annex C Algorithm .....	14
Figure 3: Illustration Source: IAFF NFPA 1710 Implementation Guideline.....	15
Figure 4: EMS Chain of Survival .....	17
Figure 5: ISO National ISO PPC Classification - 2025 .....	21
Figure 6: ISO Texas PPC Scores - May 2025 .....	22



## Executive Summary

McGrath Consulting Group, Inc. (the “Consultants”), was commissioned by the City of Brady, Texas, to conduct an organizational assessment of the Brady Fire/EMS Department (CBFD). CBFD operations, staffing, apparatus, and several other areas were examined by multiple individuals with a wide range of Fire/EMS service and Human Resources experience and knowledge. This Executive Summary outlines several areas of emphasis regarding staffing, training, and emergency service delivery in Brady and McCullough County. The reader is encouraged to review the entire document to understand the background and data regarding the recommendations contained herein. This Executive Summary is not all-inclusive of every recommendation but is a brief introduction as to what the Consultants feel are the more immediate and critical issues for CBFD to address. Furthermore, while the Consultants understand that it would be difficult for the City and Fire Department to enact every recommendation made in this document immediately, it is the hope and expectation that the detailed recommendations would be a catalyst for developing a robust Strategic Plan that would help position CBFD to successfully deliver service to the residents and visitors to Brady and McCullough County both now and in years to come.

Numerous recommendations for City and CBFD, staffing, department operations, and training are detailed throughout this organizational study and may not be happily embraced by some. However, the Consultants are confident that the best interests of the City and the Fire/EMS Department(s) staff are in mind as they have been researched and crafted. Important areas Brady and CBFD should consider include, but are not limited to, combining command staff roles with the BVFD, improving the training program, implementing vehicle and maintenance plans, and taking a stronger position regarding firefighter health and wellness. Many other topics were researched and discussed in this report, and the reader is encouraged to carefully read through the entire document before casting judgment on any one area.

The Consultants understand that department funding and staffing planning for the future were one of the points of emphasis about hiring a consultant firm to look at the department. The Consultants conducted comprehensive research into call volume, budget, and staffing as part of their department evaluation. While full-time personnel in any industry comprise a high percentage of a given budget, the Consultants believe that decreasing operational staffing within CBFD would adversely affect public safety in the City of Brady and McCullough County.

McGrath Consulting, Inc., thanks the City of Brady for the opportunity to research CBFD and form constructive recommendations for the future. The Consultants appreciate the cooperation of all stakeholders who provided information during the site visit and follow-up electronic communications.

## Introduction

McGrath Consulting Group, Inc. was commissioned by the City of Brady, Texas, to conduct a Fire Service Assessment of the Brady Fire Department (CBFD). The report will provide a detailed analysis of the CBFD and its staffing, operations, delivery of emergency EMS service, fire suppression, and personnel management, while identifying potential opportunities to improve fire and EMS protection into the future. Also, of note and will be detailed in subsequent sections of this study: Brady is also served by the Brady Volunteer Fire Department (BVFD), a 501c3 organization separate from the City and CBFD. However, BVFD fundraises for equipment and vehicles that are shared by the two departments, and personnel from both departments often respond to emergency calls together.

It is important for the reader to understand that a study of this nature is a snapshot in time, and findings were based on assessments of the department during the site visit and material/data provided by CBFD personnel and City of Brady officials. Many of the recommendations provided by the Consultants may not be popular with officers and members of the department; any potential change in an organization is understandably difficult. However, McGrath Consulting, Inc., believes the best interests of the department and those citizens it protects are in mind as recommendations are crafted based on data and details provided by Brady staff and officials.

The City of Brady brands itself as the “Heart of Texas” and is located almost in the geographic center of the state. Brady is the county seat of McCullough County, and other than five smaller volunteer departments across the county, CBFD is responsible for most, if not all, emergency responses throughout the 1,100 square miles of the county. Multiple discussion points in this organizational study will point to this fact: simply put, CBFD is an integral part of health and safety not just in the city limits, but in all of McCullough County. Brady and McCullough County are not without challenges, however, as the population of both the city and county has been trending downward over the past 10+ years (demographics.texas.gov, 2025). This presents potential financial and budget concerns as the City attempts to plan for the future.

This organizational study will present facts and data on many aspects of CBFD and service delivery. However, it was evident in multiple conversations with city leadership that the main concerns for the future involve finances, staffing, and how to best prepare emergency services moving forward. The Consultants will outline multiple options to consider positioning the department for the future and will conclude with what they feel may be the best option(s). However, it is important to point out that the final decisions ultimately lie with the policymakers and elected officials of the City of Brady.

## Consultant’s Purpose

The scope of the study was to evaluate the existing staffing, operations, and data available of the CBFD. This included researching details of staffing, leadership, operations, facilities, and activities of the department and the City. CBFD is similar to countless combination emergency agencies (relying on career and part-time/volunteer staff) across the nation: volunteerism is down in every state and recruiting and

retaining properly certified firefighters and EMTs is challenging at every turn. Admittedly, there is no easy “fix” to increase applicants and adequately prepare the department for the future; otherwise, combination agencies everywhere would be embracing this same way forward. However, the Consultants endeavor to assist CBFD in positioning its personnel and operations for success into the future by suggesting attainable updates to various aspects of the department.

### **Consulting Team**

Four Consultants participated in the Study. Each addressed topics that were appropriate to their specific skills and expertise:

- Dr. Tim McGrath, CEO – Project Manager – 33 years fire/EMS (paramedic) experience
- Chief Justin Stried – 29 years fire/EMS (paramedic) experience
- Dr. Victoria McGrath, CEO – McGrath Human Resources Group
- Chief Vito Bonomo – 29 years fire/EMS (paramedic) experience

### **Recommendation Priority Hierarchy**

The recommendations made within this report utilize the table below as to the priority given by the Consultants by consensus procedure:

*Table 1: Report Priority Hierarchy*

Report Priority Hierarchy		
Priority	Definition	Example
1	Urgent /Immediate	Recommendations that require immediate action or inaction by the governing body. Examples include but are not limited to: compliance with regulations, laws, life safety, physiological or environmental needs.
2	Pressing	Significant impact on the organization; action needed as soon as possible.
3	Important	The organization will benefit by addressing soon, items that should be accomplished.
4	Future Consideration	Items that need to be addressed: develop future plan of action, low consequences of delay in action.
5	Information Only	The organization should be aware, take it under consideration.

While recommendations are made throughout the report, a summary of the recommendations will be addressed in a section titled “Summary of Recommendations” and placed on a flash drive formatted as an Excel Spreadsheet for ease of reading upon request.

### **Governance**

The City of Brady operates under a mayor/council form of government. As the Brady website describes, “The Mayor and City Council are the governing body.” Further, “The Governing Body, being the elected representative of the people, adopts all ordinances and resolutions and determines the general goals and policies.” The mayor and council members are elected to four-year terms and, along with the City Manager, “Combines the strength of an elected mayor and city council with a professional manager and staff.” ([bradytx.us/125/City-Manager](http://bradytx.us/125/City-Manager)). The current City Manager has been in his position for less than a

year and has previously been involved with print media in Brady for many years; the City Manager is also a member of the Brady Volunteer Fire Department.

## **Fire Department-Administration/Leadership**

The Fire Department administration historically includes a Chief, an Assistant Chief, and an Administration Assistant (civilian). As will be discussed in other sections of this organizational study, the Fire Chief abruptly retired during the Consultant's first visit to Brady. The Assistant Chief was placed in the Acting Chief role, and he, along with the City Manager, has been the main point of contact for the Consultants since. *Fire Department Overview* will explore Fire Department leadership further, as well as offer recommendations for options to consider.

Though the BVFD was not involved in the commission of this study, it is important to point out that the departments do work together on emergency responses and occasional training. BVFD is also led by a Chief and an Assistant Chief, and the organization has an office at the main fire station; the Consultants did meet with them to talk about the facts of their organization during this study. The CBF/D/BVFD working relationship and administrative details will be discussed and recommendations offered in subsequent sections.

## ***Shift Commander Divisions***

The three shifts of career Firefighters are commanded by a Captain, and work a 48/96 schedule, meaning they are on duty for 48 straight hours followed by 96 hours off. Each shift also has an Engineer position, which acts in the Captain/shift commander role when necessary. The promotional process for Fire Department officers varies widely nationwide. Some states require a specific promotional process and time frame parameters to conduct the testing, some areas establish a process as part of a collective bargaining agreement, and others have local procedures outlined in policy. CBF/D falls in the latter category; the Acting Chief reports that promotions are based on openings that become available. When an open spot for a supervisory position occurs, it is posted along with qualifications to apply, such as years of service. Interested candidates then submit a letter of intent to test before a specified deadline. CBF/D administration will select an IFSTA (International Fire Service Training Association) book, and candidates will have between two and three months to study prior to taking a written exam. Following the written exam is a skills test about the topics of the selected book and an interview. Total scores are then posted, and the top scorer is offered the position, and other names are on the list for one year. For the Engineer position, a physical agility test is added.

## ***Recommendation – Document Promotional Process in Department Policy***

- *CBFD handling of the promotional process appears satisfactory but should be detailed and documented in the department SOG manual to ensure consistency. **Priority 2***

## Fire Department Overview

The City of Brady Fire/EMS Department (CBFD) is the primary emergency services provider in McCulloch County, offering fire suppression, Advanced Life Support (ALS), and EMS transport services. It operates as the only fully staffed Fire Department in the county, maintaining a minimum daily staffing level of four personnel, with up to five on days in which no one is off on scheduled or unscheduled benefit time. The department also includes a limited number of part-time staff, though they are less active than in previous years and are not relied upon for daily coverage. CBFD is led by a full-time Fire Chief, Assistant Chief, and Administrative Assistant, each working standard 40-hour weeks. All primary emergency calls are responded to by paid staff utilizing a city-owned or jointly operated apparatus (the second fire engine, which serves as a backup if Engine 1 is out of service, is owned by BVFD).

The Brady Volunteer Fire Department (BVFD) complement the efforts of CBFD by providing additional fire suppression support through volunteer personnel. BVFD owns and operates its own apparatus, which are primarily housed at a secondary fire station located in downtown Brady. The department acquires its equipment through grants and fundraising efforts, while the city provides fuel and operational support. Volunteer Firefighters respond to incidents based on their availability and the nature of the call. BVFD is a 501c3 organization that allows fundraising and grant submissions not otherwise available to the city department.

Together, CBFD and BVFD function in a hybrid system, allowing apparatus from both departments to be staffed by either paid or volunteer personnel, depending on staffing levels, the type of incident, and equipment/personnel availability.

Interviews with the members of both CBFD and BVFD provided detailed information about the department and the staff's perceived ideas about this organizational study. The Consultants appreciate the honest and direct answers to questions asked. During the Consultant's first trip to Brady, the Fire Chief unexpectedly retired, and the Assistant Chief was placed in the Acting Chief role. Staff members were surprised at this retirement based on multiple comments the Consultants observed during interview sessions. Based on potential budget concerns and the line staffing needs, it is the opinion of the Consultants that consideration should be given to not filling the Assistant Chief position and allocating that position's funds to shift firefighter/paramedic positions. Additionally, the Consultants believe the command structure of CBFD and BVFD could work together as a merged command staff of both departments. This would potentially aid in the cohesiveness of both departments in terms of emergency response and training opportunities.

### **Recommendation – Eliminate Full-Time Assistant Chief Position**

- *Consideration should be given to eliminating the Assistant Chief position to either save budget funds or allocate to shift position(s). **Priority 2***

### ***Recommendation – Merge the Command Staff of Both Fire Departments***

- *Consideration should be given to merging the command staffs of Cbfd and BVFD to aid in command structure and training consistency for both departments. **Priority 2***

### **Ambulance Transfers**

Patient transfers from Brady’s Heart of Texas Healthcare System (HTHS) to higher-level medical or trauma centers, such as San Angelo (Level 3), Austin (Level 1), or other larger areas, were a big topic of discussion among all stakeholders the Consultants spoke with. HTHS is a 25-bed critical access hospital in Brady and is designated a level 4 trauma center (dshs.texas.gov), and trauma or medical patients who meet certain criteria for higher care need to be transferred. HTHS administration reported approximately 450 transfers in 2024, roughly 1.2 per day; however, some days see none or one transfer, and other days see multiple. For many years, Brady Fire/EMS handled transfers (typically 3-4 hours per transfer for transport and report time), but in recent years, HTHS has hired its own EMS crew to handle transfers on its own. When that crew is busy, Cbfd is asked to occasionally handle a transfer as a mutual aid service.

The opinions on handling patient transfers vary widely among departments, city, and hospital staff. Many Cbfd members do not believe it should be the responsibility of the department to handle non-emergent transfers, which take an ambulance and crew out of service for up to four hours, depending on traffic and turnaround time at the receiving hospital. Others see the financial benefit of being able to charge for the transfer service and being able to count on those funds to assist the operating budget of the department. HTHS administration is open to discussing options that would potentially benefit all parties involved and admits that when the hospital took over most transfers years ago, it was essentially because that option would lose less money than how it was handled previously. All agree that the best interests of the patient being transferred should not stand in the way of how the situation can and should be handled.

Given the multiple agencies and factors involved with ambulance transfers from HTHS, the Consultants cannot make a full recommendation on the future of said transfers. This topic will rely on communication between the City of Brady, its fire/EMS department, HTHS, and even McCullough County. The Consultants do, however, recommend that if Cbfd is counted on for regularly handling transfers moving forward, a dedicated ambulance crew should be assigned transfer duty, as one transfer call takes a crew of at least two out of service for up to four hours at a time.

### ***Recommendation – Dedicate an Ambulance to Transfers if Cbfd is Expected to Handle***

- *If Cbfd is expected to handle regular transfers from HTHS, an ambulance crew should be dedicated to that duty. **Priority 2***

## Emergency Activities

This section highlights the emergency response data for the Cbfd for the period of 2022 – 2024. However, the Consultant’s confidence in the data is guarded as the spreadsheets of data provided contain inconsistent call numbers in some categories. It is understood that Cbfd’s call reporting software was changed not long ago, which can cause some inconsistencies in capturing complete data. Also, as will be documented further below in describing Overlapping Incidents, total call numbers were inconsistent with other areas of data provided.

Cbfd uses ESO reporting software for fire and EMS incidents; ESO integrates with EMS (ESO brands its EMS patient care report as “EHR”) for easy, one-report filing of National Fire Information Reporting System (NFIRS) and National EMS Information System (NEIS) data. ESO is one of the larger reporting companies in the nation and is typically regarded as a solid company for this important application.

Though the prime function of a fire department is to respond to and mitigate emergencies that arise within its jurisdiction and this activity only takes up a small percentage of the Department’s overall time, relevant, detailed, and concise data pertaining to the fire department is essential in providing archival documentation of the Department’s preparedness for and response to emergency situations. As in any report of this nature, the recommendations are based on data provided by the client, interviews, and on-site observations.

## Why Retrieve Emergency Response Data?

One of the main challenges Fire/EMS leadership faces is to identify the need for resources that will ensure the highest level of emergency service and safety for those who receive and provide such service, as well as to justify the fiscal dollars needed for their resource requests. Good data is essential in accomplishing this mission. Fire department leadership must utilize data in its daily management, including, but not limited to:

- *Fiscal management*
- *Staffing*
- *Resource deployment*
- *Budgeting*
- *Purchasing*
- *Strategic planning*
- *Program development/implementation*
- *Program oversight/assessment*
- *Assuring competency*
- *Assuring cost-effective/efficient services*
- *Communication with governing board(s)*

Cbfd incident response trends appear consistent based on the data the Consultants were able to review. COVID-years’ numbers (2020-2022) varied widely nationwide and typically can be seen as outlier years.

**Table 2: Incident types and totals by year:**

NFIRS Series (Incident Type)	2024 initial / revised	2023 initial / revised	2022 initial / revised
Series 100 - Fire	36	49	75
Series 200 - Overpressure/Explosion	0	0	1
Series 300 - Rescue/EMS	667	645	678
Series 400 - Hazardous Condition	12	10	14
Series 500 - Service Call	4	7	18
Series 600 - Good Intent	25	39	36
Series 700 - False Alarm	13	10	21
Series 800 - Severe Weather	0	0	0
Series 900 - Special Incident	0	0	0
<b>Total</b>	<b>757 / 1,182</b>	<b>760 / 1,125</b>	<b>843 / 1,244</b>

\* = Updated incident totals were provided later in the study by CBFDF leadership. A switch in records management systems and the fact that EMS calls previously were not counted in NFIRS incident totals were referenced as reasons that totals did not match across incident types/totals. Again, the Consultants urge that data be retrievable and clear for the city to make informed decisions about department budget allocations and operations in the future.

## Overlapping Incidents

An important data point to track is overlapping incidents, which occur when multiple incidents happen simultaneously. Murphy’s Law also exists in the fire/EMS service, and many times multiple calls occur with no notice, putting a strain on resources, especially in Brady, where mutual aid or backup assistance is many miles and many minutes away. Similarly to NFIRS data discussed above, the overlapping incident data provided to the Consultants was difficult to track, as data was split between EHR(EMS) and fire incidents, and incident numbers overall were hard to follow. For example, the spreadsheets appear to start at incident number 101 in January, and not all incidents listed had incident numbers attached. Furthermore, an overlapping incident in the EHR category did not always correspond with an overlapping incident in the fire incident category; NFIRS data should include all incident categories, including EMS, but that was not immediately clear in the data sets provided regarding overlapping incidents. As far as the Consultants can tell, overlapping incident trends are not indicative of a specific time of day that forecasts multiple calls. The following table shows how many times multiple incidents occurred (for this data, overlapping incidents include multiple calls, whether it was two, three, or more calls at the same time).

**Table 3: Overlapping Incidents by Year**

Year	Number (percentage) of Overlapping Incidents	Time range of most overlapping incidents
	<b>EHR(EMS) / Fire</b>	
<b>2024</b>	135 (13%) / 124 (16%) *	7a - 12p
<b>2023</b>	155 (14%) / 14 (0%) *	4p - 9p
<b>2022</b>	160 (14%) / 22 (0%) *	10a - 4p

\* = Incident totals each year do not correspond with NFIRS run totals



## National/Industry Standards

There are numerous national standards and codes that the City of Brady Fire Department (CBFD) must be aware of. When a serious incident occurs (such as a serious injury or death of a firefighter), departments are typically judged by these standards. Therefore, it is prudent to discuss national standards that impact fire departments. Consideration as to the implications of these standards for the Department can only be determined by those who govern, inasmuch as most of the standards are not mandatory.

### National Fire Protection Association (NFPA)

#### Non-mandatory

Established in 1896 by a group of insurance firm representatives, NFPA's mission is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes and standards, research, training, and education. As the world's leading advocate for fire prevention and an authoritative source on public safety, NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. These codes and standards are developed by technical committees staffed by over 6,000 volunteers and are adopted and enforced throughout the world.

The NFPA has many standards that affect fire departments. These standards should be assessed and considered by fire departments to protect fire and EMS personnel from unnecessary workplace hazards. The NFPA standards establish the standard of care that may be used to evaluate fire department performance in civil lawsuits against fire and rescue departments (NFPA, 1995). In most cases, compliance with NFPA standards is voluntary. However, in some cases, federal or state OSHA agencies have incorporated wording from NFPA standards into regulations. In these cases, compliance with the standards is mandatory.

Regardless of whether compliance with an NFPA standard is voluntary or mandatory, fire and rescue departments must consider the impact of "voluntary" standards on private litigation. In some states, a department may be liable for the negligent performance of its duties. Even in states that protect rescue workers under an immunity statute, most state laws do not protect fire or rescue departments for grossly negligent or willful and wanton acts. Essentially, negligence involves the violation of a standard of care that results in injury or loss to some other individual or organization.

## NFPA Fire & Life Safety Ecosystem?

Figure 1: NFPA Ecosystem



### ***Difference Between 300 Consensus Codes and Standards***

**Code:** A code is a set of rules recommended by knowledgeable individuals that outline what needs to be done to ensure safety and compliance. Codes can be adopted into law by local jurisdictions, making them enforceable. For example, a building code may require the installation of fire alarm systems in certain buildings.

**Standard:** A standard elaborates on a code by providing specific details on how to meet the requirements outlined in the code. It includes the technical specifications and procedures necessary to implement the code effectively. For instance, while a code may state that a fire alarm system is required, the standard will specify the type of system and how it should be installed.

### ***NFPA standard***

NFPA adopted two (2) standards addressing fire department organization and development: NFPA 1710 (Organization and Development of Fire Suppression, Emergency Medical Operations, and Special

Operations to the Public by Career Fire Departments) and NFPA 1720 (Organization and Development of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments). Inasmuch as CBFD is a mostly career department, the NFPA 1710 standard would be most applicable and would apply.

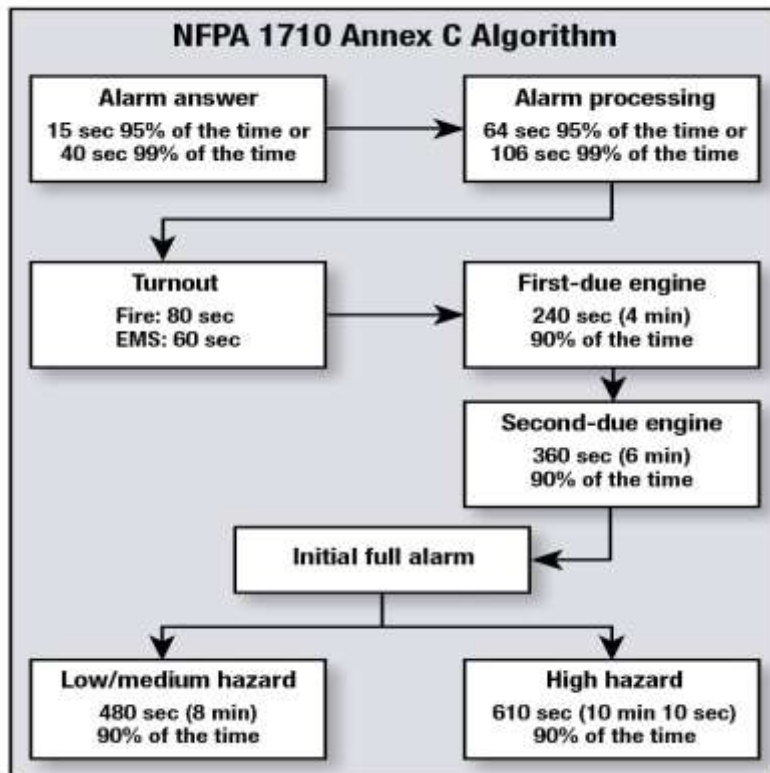
It is important to re-emphasize that NFPA standards are just that, “standards,” and not mandatory by law for a fire department to meet. However, once an incident occurs, the department will be judged on its performance as compared with the NFPA standards. It is not recommended that any department intentionally disregard these NFPA standards; rather, a department should work to meet them.

### NFPA 1710 – Fire 2020 edition (Career Department)

NFPA 1710 sets forth in concise terms the recommended resource requirements for fires, emergencies, and other incidents. Fire departments should deploy additional resources according to the occupancies and hazards in their jurisdiction. The total number of on-duty personnel is established by means of a task analysis that evaluates expected firefighting deployment.

The NFPA 1710 Annex C algorithm is designed to calculate and evaluate the time it takes for fire departments to respond to emergencies, including alarm handling, turnout time, and travel time. It also considers the adequacy of staffing levels to ensure effective incident management.

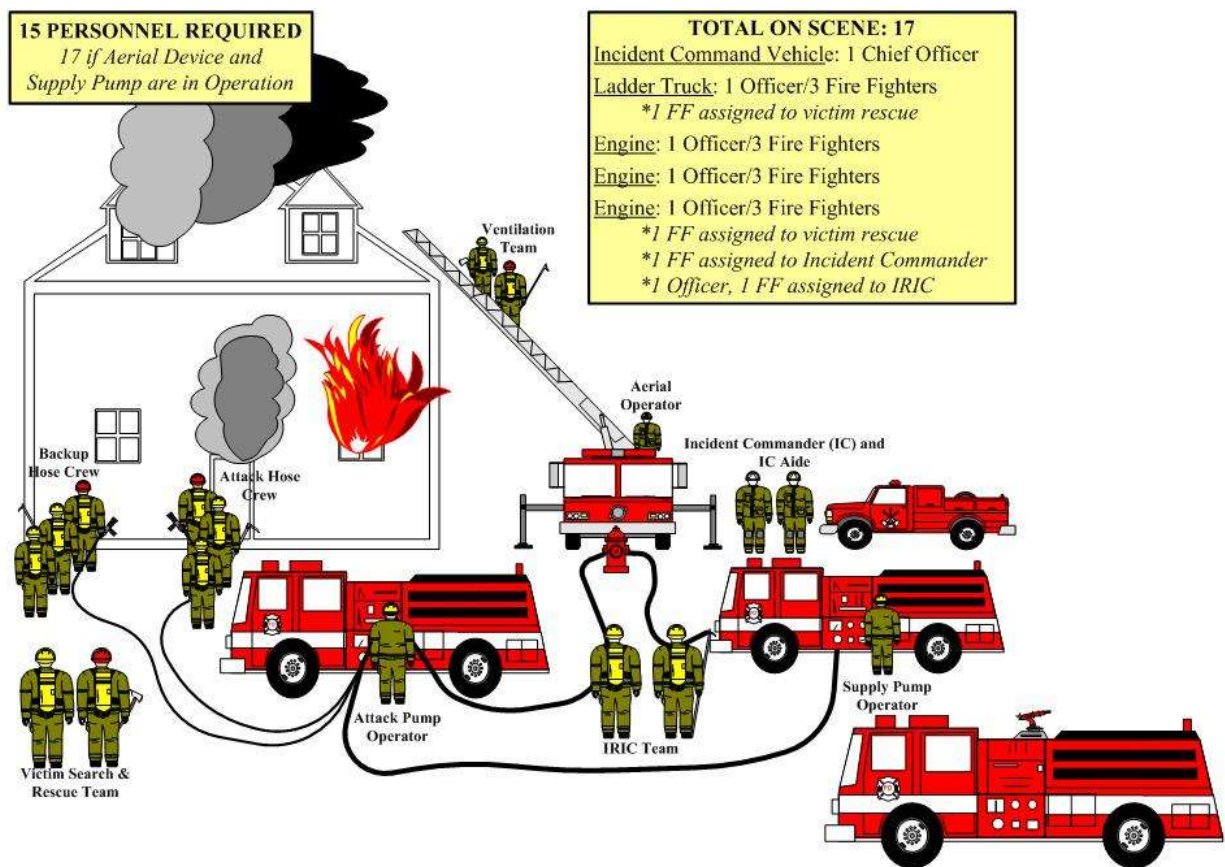
Figure 2: NFPA 1710 Annex C Algorithm



The figure below illustrates that NFPA 1710 requires that within the first four minutes of the alarm of a structure fire, a minimum of four firefighters is required. The remaining 13 firefighters, as required by the standard, must arrive within eight minutes of the initial alarm to support the first four firefighters in accomplishing various tasks of rescuing people and extinguishing the fire. These individuals can be obtained through mutual or automatic aid.

**The benchmark requirements in 1710 are based on a fire involving a 2,000 square foot detached single-family occupancy.**

Figure 3: Illustration Source: IAFF NFPA 1710 Implementation Guideline



## NFPA 1710 – EMS Incidents

The NFPA 1710 (2020 edition) standard requires the Fire Department to establish its role, responsibilities, functions, and objectives for the delivery of EMS. EMS treatment levels include:

- First Responders/Emergency Medical Responders
- Basic Life Support (BLS)
- Advanced Life Support (ALS)

Section 4.3.2: At minimum, they should be available with an Automatic External Defibrillator (AED).

Section 4.3.3: Where EMS, beyond the Emergency Medical Responders level, are provided by another agency or private organization, the Authority Having Jurisdiction (AHJ) based on recommendations from the fire department, shall include the minimum staffing, deployment, and response criteria.

The fire department's turnout time (out the door) is 60 seconds with a travel time of 4 minutes (240 seconds) or less; this objective should be met 90% of the time. It is important to recognize that the American Heart Association has recognized that the survivor percentage of someone who is not breathing and has no pulse diminishes quickly after four (4) minutes. As we recognize the value of the four (4)-minute arrival time for a fire crew to a structure fire we can also apply the four (4)-minute response time goal for our first responding EMS crew:

- *If EMS intervention or citizen Cardiopulmonary Resuscitation (CPR) is performed within the first four (4) minutes, the patient survival rate is 45%; however, that number drops to 10.6% of patients discharged from the hospital.*
- *Every minute without patient intervention for a non-breathing, non-heartbeat patient, the chances of survival decrease by 10%. Brain damage occurs within 4 to 6 minutes without patient intervention.*
- *If patient treatment (citizen CPR or EMS) is not provided within 10 minutes, the survival rate is close to zero.*
- *Citizens performing CPR prior to the arrival of EMS is the most critical component to patient survival.*
- *Few resuscitation attempts are successful after 10 minutes without patient intervention.*
- *Currently, about 9 in 10 people who have cardiac arrest outside the hospital die without patient intervention.*

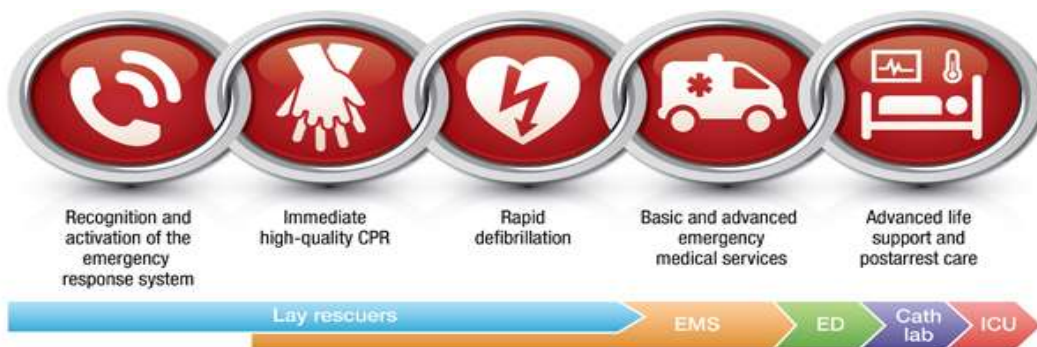
*Source: American Heart Association – multiple sites*

### ***EMS Chain of Survival***

The figure below illustrates the most recent intervention for a victim having a heart attack and includes the use of an AED for rapid defibrillation applied by a civilian.



Figure 4: EMS Chain of Survival



### Recommendation - NFPA

- Neither the City nor the Fire Department should adopt NFPA 1710. Adoption would include the adoption of all OSHA and NFPA standards by reference. However, a plan should be developed to meet as many standards as possible in the future. **Priority 3**

## Occupational Safety and Health Administration (OSHA)

### Mandatory

Before fire mitigation can begin, following the procedures outlined in the policy of two-in, two-out by the United States Occupational Safety and Health Administration (OSHA) policy, OSHA regulation 29 CFR 1910.134 paragraph (g) (4) is mandatory. The "Procedures for Interior Structural Fire Fighting" dictates the number of firefighting personnel required to be assembled on the fire ground prior to any interior firefighting efforts. This regulation requires two standby backup personnel and two fire suppression personnel on scene prior to the commencement of interior fire suppression activities. This rule is commonly known in the industry as the 2 In/2 Out rule. There is an exception to this rule, noting that if a victim is known to be trapped and there is a chance for a lifesaving rescue, such action can be taken, but this exception must be recorded in the incident report.

OSHA's respiratory protection standard requires that workers engaged in fighting interior structural fires work in a buddy system; at least two workers must enter the building together, so they can monitor each other's whereabouts as well as the work environment. There must also be at least two standby personnel outside the fire area prepared to rescue the inside firefighters should the need arise (**two-in/two-out**). One of these outside firefighters must actively monitor the status of the inside firefighters, but the second outside firefighter may perform a variety of other duties, such as pump operations, incident commander, or outside hose line operation. There are no provisions in the standard to waive the requirements for either the "two-inside firefighters" or the "two-outside firefighters," although the circumstances under which this provision applies are more limited than generally understood.

The standard does not require the "two-in/two-out" provision if the fire is still in the incipient stage, and it does not prohibit Firefighters from fighting the fire from outside before sufficient personnel have arrived.

It also does not prohibit Firefighters from entering a burning structure to perform rescue operations when there is a reasonable belief that victims may be inside. It is only when Firefighters are engaged in the interior attack of an interior structural firefighting that the "two-in/two-out" requirement applies. It is the incident commander's responsibility to judge whether a fire is an interior structural fire and how it will be attacked.

### ***Recommendation – OSHA***

- *The Cbfd must ensure they meet the OSHA “two-in/two-out” rule, including all references to respiratory protection. Priority 2*

## **Insurance Service Office, Inc. (ISO)**

### ***Non-Mandatory***

Insurance Service Office (ISO) is a leading source of information about property casualty insurance risk that provides risk information to many industries, including the government. The ISO Public Protection Classification (PPC) program is designed to help establish fire insurance premiums for residential and commercial properties based in part on the community's fire protection services. ISO™ rates communities every 10 years if their population is over 25,000 or 15 years if they are under 25,000. In addition, they send out questionnaires every 30 months.

The Insurance Services Office, Inc. publishes and utilizes the Fire Suppression Rating Schedule (FSRS) to “review available public fire suppression facilities, and to develop a Public Protection Classification for insurance purposes.” Once a fire department's capability is determined and classified, the information is communicated to and might be used by insurers to set rates for homeowners and commercial properties in local communities. Keep in mind that ISO is not an industry standard; it is only an index developed through a standardized data pool that is used by insurers to set rates.

Although the primary purpose of this tool is to rate fire protection from which insurance rates can be established, ISO ratings have been one of the few benchmarks to compare community fire protection. Realizing the true intent of the ISO classification, it should not be the sole determining factor in establishing public fire protection. Rather, the schedule should be considered an instrument for comparison and an additional factor from which to decide.

The Consultants are not suggesting ISO standards be ignored; rather, there are better methods of assessing fire suppression and prevention methods, such as the Center for Public Safety Excellence (CPSE) accreditation (discussed later in this section).

## **Public Protection Classification Number**

The Public Protection Classification Numbering system utilized by ISO is as follows:

**Table 4: Source ISO - Public Protection Classification Numbering**

PPC Score	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through and including Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.
- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of minimum Fire Suppression Rating Schedule (FSRS) fire flow criteria of 250 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, a fire department, but no FSRS creditable water supply.
- Class 10 does not meet the minimum FSRS criteria for recognition.

In obtaining an ISO Classification, the grading is broken down into three (3) major categories, with Community Risk Reduction recently added as a fourth category, resulting in the total percentage becoming 105.5%.

**Table 5: Source ISO: Point Values**

ISO Point Value	% Value	Point Value
Receiving & Handling of Fire Alarms	10%	10
Fire Department	50%	50
Water Supply	40%	40
Community Risk Reduction	5.5%	5.5
Total Possible Points	105.5%	105.5

## City of Brady ISO – PPC Classifications

Split Classifications: Public Protection Classification (PPC) **Score Class 04/4X**. The first number **04** refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable



water supply. The second number **4X** designation applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply.

ISO generally assigns Class 10 to properties beyond 5 road miles.

The X classifications replace the former 9 and 8B portions of a split classification, respectively. For example, a community formerly graded as a split 6/9 will change to a split 6/6X. Those designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

## City of Brady ISO PPC Grade

In the table below is a recording of the points issued to the City of Brady.

*Table 6: ISO PPC Score Brady Fire Department*

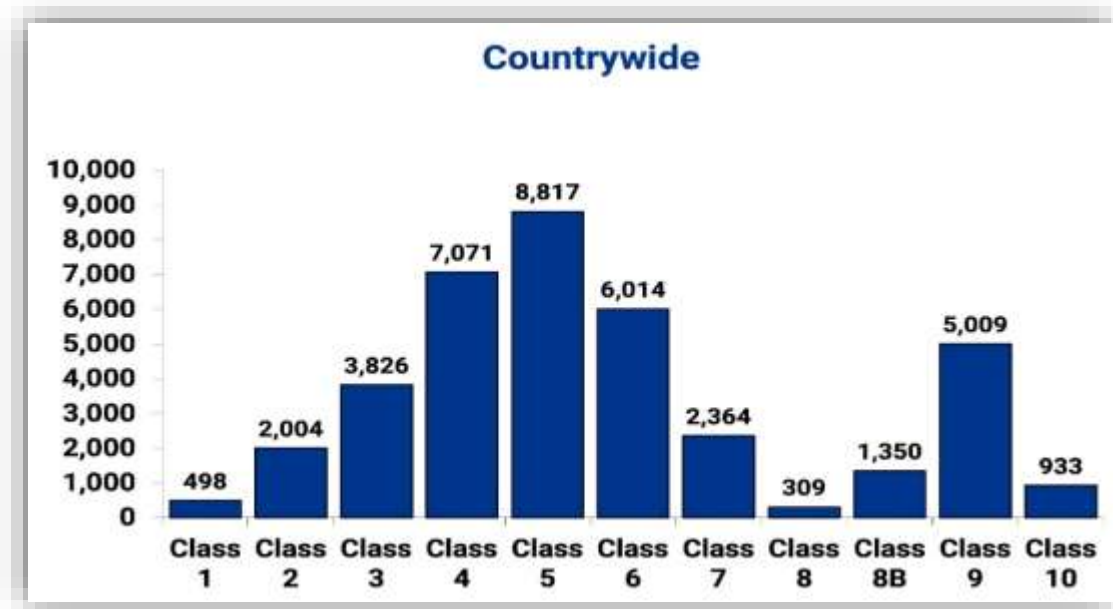
<b>Fire Protection Service Area</b>		
<b>FSRS Item</b>	<b>Credit Earned</b>	<b>Credit Available</b>
<b>Emergency Reporting</b>		
Credit for Emergency Reporting	3.00	3.00
Credit for Telecommunicators	3.43	4.00
Credit for Dispatch Circuits	1.56	3.00
<b>Credit for Receiving &amp; Handling Fire Alarms</b>	<b>7.99</b>	<b>10.00</b>
<b>Fire Department</b>		
Credit for Engine Companies	3.29	6.00
Credit for Reserve Pumpers	0.00	0.50
Credit for Pumper Capacity	1.50	3.00
Credit for Ladder Service	2.67	4.00
Credit for Reserve Ladder & Service Trucks	0.00	0.50
Credit for Deployment Analysis	6.20	10.00
Credit for Company Personnel	7.67	15.00
Credit for Training	1.24	3.26*
Credit for Texas State Training	1.29	
Credit for Operational Considerations	2.00	2.00
<b>Credit for Fire Department</b>	<b>25.86</b>	<b>50.00</b>
<b>Water Supply</b>		
Credit for Supply System	19.61	30.00
Credit for Hydrants	3.00	3.00
Credit for Inspection & Flow Testing	5.80	7.00
<b>Credit for Water Supply</b>	<b>28.41</b>	<b>40.00</b>

<i>Fire Protection Service Area</i>		
<b>FSRS Item</b>	<b>Credit Earned</b>	<b>Credit Available</b>
<b>Divergence</b>	<b>-3.86</b>	
<b>Community Risk Reduction</b>	<b>3.15</b>	<b>5.50</b>
<b>Texas Addendum Credit-CAFS</b>	<b>0.00</b>	<b>1.00</b>
<b>Total Credit</b>	<b>61.55</b>	<b>106.50</b>

*ISO = 04/4X October 2024*

## National & State PPC Scores

*Figure 5: ISO National ISO PPC Classification - 2025*

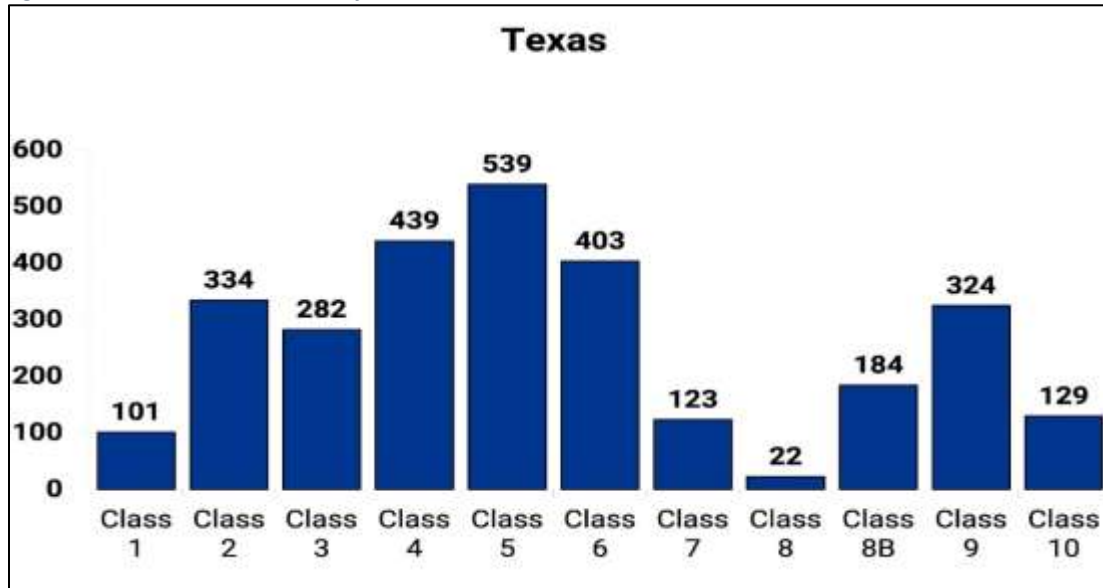


In 2025, there were a total of 38,195 departments evaluated by ISO, of which 7,071 or 18.5% received an ISO PPC classification of **04** that matched the CBFD score.

### ***Texas ISO Classifications – 2025***

The following chart illustrates the ISO PPC scores for municipalities/districts in Texas in 2025:

Figure 6: ISO Texas PPC Scores - May 2025



In 2025, there were a total of 2,880 departments evaluated by ISO, of which 439, or 15.2%, received an ISO PPC classification of **04** that matched the Cbfd score.

It is valuable to note what the ISO rating means to NTFD. The purpose of ISO is to determine a fire insurance classification, which may be used by an insurance company in the calculation of property insurance premiums. Historically, the ISO rating has not been conducted for property loss prevention or life safety purposes; however, recently, ISO has provided 5.5 points for factors achieved in Community Risk Reduction. Most insurance companies use the ISO rating as a benchmark and then use market data to establish competitive rates for residential properties.

### **Recommendation – ISO**

- *An ISO classification of Class 4/4X is an excellent rating. However, the Consultants do not believe any additional resources or fiscal commitment should be made to reduce the classification. Rather, the City/departments should attempt to maintain the Class 04 rating in the future. **Priority 5***

### **Center for Public Safety Excellence (CPSE)**

#### **Non-mandatory**

A better fire department evaluation tool exists. The International Association of Fire Chiefs (IAFC) has developed a program that measures the quality and performance of a particular Fire Service agency and will award national accreditation to those departments that pass the stringent criteria. The Center for Public Safety Excellence (CPSE), the umbrella organization, utilizes a process known as the Commission on Fire Accreditation International (CFAI). It specifies more than 250 performance indicators, including 70+ core competencies against which a fire agency can measure itself.

The CFAI is a structured process for documenting the levels of fire safety, fire prevention, fire safety education, and fire suppression services currently provided, and for determining the future level of service the department should provide. The accreditation process asks the community to determine and document whether its fire protection services are appropriate, adequate, and effective.

The advantage of the CFAI accreditation program lies in the process itself. The department must examine every aspect of its existence and determine the most cost-effective means of providing service. This program requires commitment and effort on the part of Fire Administration. If at some future point the Department wishes to seek accreditation, it is recommended that a single individual be assigned full-time for the completion of this project.

Although the Consultants do not recommend that the CBFDD begin the accreditation process, it is suggested that the administration look at the performance indicators or benchmarks set up for the evaluation process to be used as a guide while developing policies and procedures for the department.

### ***Recommendation – Accreditation***

- *The Department should not seek international accreditation (CFAI) at this juncture; rather, the CFAI performance indicators and core competencies should be utilized as a model for quality and a benchmark for examining and evaluating current practices. **Priority 4***

## Staffing

The question of recruiting and retaining fire/EMS staff and the ability to fund career staff into the future, is the topic that is addressed in most organizational studies, and this is no different with the City of Brady and Cbfd. Cbfd currently employs a full-time Chief, Assistant Chief, Administration Assistant working a standard 40-hour workweek, and three shifts of five Firefighter/EMT's (some paramedics) working a rotating 48/96 schedule (48 hours on duty at the station followed by 96 hours off duty). The BVFD reports a roster of approximately 20, however, it was admitted that not all of them are active or counted on for consistent emergency responses – that number falls between five and ten, depending on who one talks to. Both departments report declining numbers of applicants, which is typical in almost all areas of the country. One of the Consultant's first questions in every interview session with staff members was, "Why do you think McGrath Consulting is here studying your department?" Many of the answers included a variation of (paraphrasing) "To see if we need more or less staffing," or "To recommend changes to our department and staffing," or "To help us or get rid of us." Some believe there is consideration, or at least *should be* consideration, to concentrate only on EMS and depending mostly on the BVFD for firefighting responses. The Consultants believe that Cbfd and BVFD can continue to jointly deliver fire/EMS service adequately to Brady and McCullough County. However, as currently constructed, as well as expected throughout McCullough County, some changes should be made to the staffing of Cbfd. This organizational study will outline options to consider; ultimately, the Brady elected officials, the City Manager, and Fire Department leadership will be responsible for choosing a path forward.

While the City of Brady commissioned this study and not the BVFD, it is important for the reader to understand challenges within the volunteer/part-time service nationwide. While 20 years old, The International Association of Fire Chiefs *Lighting the Path of Evolution: The Red Ribbon Report* (IAFC Volunteer and Combination Officers Section, 2005) is still relevant and outlines it best:

*The growth in population has meant an increase in the number of calls for service just about everywhere in the country, putting added pressure on the volunteer staffing component and systems. There is the matter of rising expectations by citizens in most communities that have led to demands for increasingly sophisticated services. External drivers, such as legislative mandates, legal considerations, and the need to deal with the potential threats of terrorism, have all had an impact on volunteers. So have family considerations: two-job parents, two-earned households, and more competition for personal and family time...they all factor into the decline in the number of volunteers on the front lines.*

Even though Brady and McCullough County's population has not grown, emergency calls for service have increased over the years. Simply put, for multiple formidable reasons, it is extremely difficult for any fire/EMS agency to rely on volunteer or part-time staff. In fact, a recent study in Pennsylvania showed that volunteer Firefighters once numbered over 300,000 across the state; now that number is under 40,000 (Erie-Times News, December 12, 2022). Nationwide, NFPA reports a volunteer firefighter decline of almost 26% between 1984 and 2020 (usfa.fema.gov, 2025).

The types of Fire Department staffing for the U.S. nationwide and the State of Texas are illustrated in the tables below. Additionally, multiple staffing models will be discussed, along with the Consultant’s recommendations, in paragraphs to follow:

**Table 7: U.S. Nationwide Staffing Methodology**

Type of Department	Percentage	% of Population Protected
All-career	9.6%	49%
Mostly-career	5.1%	21%
Mostly-volunteer	15.5%	14%
All-volunteer	69.8%	16%

Source: NFPA.org – U.S. Fire Department Profile 2020 (Published 2022)

**Table 8: Texas Staffing Methodology**

Type of Department	Percentage
All-career	11.6%
Mostly-career	6.7%
Mostly-volunteer	11.7%
All-volunteer	69.9%

Source: U.S. Fire Administration - National Fire Department Registry (2024)

## Staffing Methodology Discussion

### ***Increase Full-Time Staff***

If budgets and potential revenue decreases due to lower population and industry closures in the Brady area were not an issue, an increase in full-time staffing would be a clear need and recommendation for CBFD and placing at least an additional two-person crew in service each day would be warranted. (As discussed in Fire Department Overview, the Consultants do believe it is possible to be creative with staffing if certain administrative position(s) are not filled.) As seen in the National Standards section, based on the number of available Firefighters on a day-to-day basis, and the distance from any other department for mutual aid, the minimum number of Firefighters on a scene in a minimum amount of time based on NFPA standards is essentially impossible to meet. Additionally, since CBFD is responsible for EMS responses in all of Brady and McCullough County, and a single EMS call can take a crew out of service for well over an hour, more staffing is justified. Furthermore, if hospital-to-hospital transfers were ever to return to being CBFD’s responsibility, the fact of a crew consistently being out of service for three to four hours at a time would certainly warrant an addition of at least one ambulance crew.

### ***Decrease Full-Time Staff***

Simply due to budget and future revenue concerns, decreasing the number of full-time CBFD staff members could be considered. The Consultants acknowledge that this would be a detriment to the emergency response model across Brady and McCullough County. But it is the responsibility of the Brady electorate and elected officials to live within the financial means available. This would put a higher reliance on BVFD for emergency response and support of the CBFD. As we have seen in previous discussions, the reliance on volunteers in general is a questionable concept in all industries, not just firefighting. However, BVFD has shown the ability to fundraise and support Brady in many ways. Ultimately, the Consultants would see decreasing the number of paid firefighter/EMT's as a potentially dangerous path forward and should be avoided if possible.

### ***Increasing Part-Time Program***

The Consultants learned that there are a few part-time members available to cover shifts and come in for calls when available. Not long ago, there were roughly 10 part-time members, but that number has decreased over recent years. Admittedly, the rural surrounding area is not conducive to attracting part-time members or other full-time Firefighters from other departments to work hours in Brady. However, in many areas of the country, using part-time staff members to supplement staffing is a productive model. If Brady could consider an attractive hourly rate for part-time involvement, it is possible that some shift positions could be filled regularly by that employee classification.

### ***Increase Volunteer Participation***

Based on the Consultant's interviews with some BVFD staff members, the BVFD is ready and able to support CBFD operations, training, and emergency responses even more than currently and as in the past. The Consultants believe there is merit and opportunity to increase BVFD support to CBFD in multiple ways; however, "buy-in" from volunteers on matters of regular training and an agreed-upon minimum amount of participation would be necessary. The members of the BVFD roster who typically cannot be counted on for regular participation in training, special events, and emergency responses would need to become more involved for the volunteers to be considered for a heavier workload. Additionally, consideration should be given to having more BVFD members certify as EMTs and/or paramedics to be able to support the EMS mission of CBFD.

### ***City of Brady EMS/Brady Volunteer Fire Department***

Given the high percentage of EMS calls (common in Brady and fire/EMS departments nationwide,) consideration can be given to having the BVFD handle fire responses and Brady Fire/EMS handling EMS only. However, as discussed in the sections above, full-time employees would still be necessary to cover the ambulances 24/7/365; the health and safety of not only Brady, but also McCullough County, as well, count on emergency ambulance service always being available. Furthermore, response times to fire calls would undoubtedly rise, as volunteers responding from home to respond on fire apparatus would naturally take much longer. The Consultants cannot support BVFD being solely responsible for all fire responses, but

it could be a consideration if the City of Brady budget cannot support a fully paid fire/EMS department into the future.

### ***Resident Live-In Program***

Admittedly a unique and labor-intensive option, a resident live-in recruit program could be a realistic way for CBFD to recruit and train potential members for the department. Generally, live-in programs are designed to increase staffing at the Fire Department while providing the live-in Firefighter benefits as an incentive. Most of these programs are geared toward college students attending a nearby school and provide a set of standards to which the member must agree in exchange for a place to reside. If the firehouse environment is attractive to a potential live-in member, that person will spend most of his/her day at the firehouse if it provides a positive atmosphere, sufficient privacy, and quarters. *(Source: Fire Engineering, by Jonathon Steed, Live-in Firefighter Program, November 11, 2013.)* Recruiting would begin at the high school level to garner interest in firefighting and EMS as a career option. Additionally, there are nine colleges or universities within 100 miles of Brady that could be considered as potential recruiting centers for a resident program. To be clear, many departments – volunteer, part-time, and career alike – are not equipped or staffed well enough to handle a resident program. The Consultants believe CBFD is equipped to *consider* a resident live-in program; while labor-intensive and challenging to implement, the advantages and disadvantages are worthy of discussion. Details of a resident live-in program include:

#### **Program Department Advantages**

- *Fiscally it is advantageous to provide additional staffing. (Texas employment law should be consulted for requirements of these positions.)*
- *Provides faster emergency response with Firefighters living on premises and staffing the daytime hours.*
- *Supplementing fire suppression teams with lower average ages; generally, younger Firefighters are better able to perform strenuous activity for longer periods with less heart stress.*
- *Relieves some burdens from the volunteer Firefighters who are balancing life, career, family, and volunteerism.*
- *Adopt the program to the department's unique needs.*
- *Help with maintaining stations, equipment, and apparatus on a regular basis.*
- *Assist staff with preplanning, code enforcement, fire prevention, and community service programs.*

#### **Resident Program Participant Advantages**

- *Provides positive experiences, opportunities, and extensive fire training to young people interested in pursuing a career in the Fire Service.*
- *Teaches new Firefighters communication skills, time management, and positive study habits.*
- *Creates a team environment and support system for young adults.*
- *Offers physical fitness, health, and wellness incentives.*
- *Continuing educational opportunities.*
- *Free living quarters include utilities, cable, desk, study area, laundry, and storage facilities (if available).*



## Resident Program Considerations

- *Some departments are simply not designed or built to accommodate one live-in member, let alone numerous ones. Cbfd is no exception; as currently constructed, Station 1 has limited areas for around-the-clock living quarters for multiple members; it is believed that some changes could be made to accommodate. The BVFD station does not have the ability to house a resident program as currently constructed.*
- *The resident program must have a defined command structure in place. Live-in members need a supervisor to answer. The Consultants believe a rigid command structure overseeing the program is possible at Cbfd.*

Participants must be made accountable and aware that they will have at least one supervisor to evaluate their progress for the duration of the program. This supervisor will verify that they continue to follow the rules by which they agreed to abide before setting foot in the firehouse. In Cbfd's case, the Training Officer or a command staff member could potentially oversee the program, but day-to-day operations and ongoing training oversight would ultimately fall to the shift Firefighters, so **positive buy-in** from that group would be **essential to the success** of the program. Finally, would a Resident Live-In Program be challenging and labor-intensive to implement? Yes. Would it be impossible? No.

### **Recommendation – Resident Live-In Program**

- *Cbfd should consider implementing a Resident Live-In recruit program. **Priority 3***

In conclusion, Cbfd leadership and the City of Brady elected and appointed officials should thoroughly evaluate the budget and projections for years to come as decisions are made on increasing, decreasing, or maintaining the status quo in terms of full-time Fire Department positions. It is the opinion of the Consultants that decreasing full-time operations positions (those regularly responding to incidents on fire or EMS apparatus,) *especially* if continuing to cover all EMS calls in McCullough County and occasionally cover HTHS transfers, would be a detriment to public safety in and around the City of Brady and the county.

## Fire Stations & Apparatus

### Station Overview and Apparatus Allocation

**Station 1 (Main Fire Station)** is located in the downtown area, west of the town square. This facility houses both city- and volunteer-owned apparatus and operates full-time with paid City of Brady Fire Department (CBFD) personnel. As the primary response station, it handles fire suppression, EMS, and rescue calls throughout the coverage area. Widely known by all Firefighters and the City of Brady, Station 1 is badly in need of replacement. The building is over 100 years old, has roof leaks, and crumbling walls in some areas. The city has set aside funds for a new station, and the planning for the building has been ongoing for years before the recently-hired City Manager put a pause on the project in order to reorganize the plans and direction, since architecture and planning funds have been spent with no immediate path forward on construction. However, the Consultants strongly advise that the building plans continue as soon as possible, as many areas of the building are extremely outdated and pose potential health and safety hazard to staff members.

**Station 2 (Volunteer Fire Station)** is south of the town square, adjacent to the police station, and was formerly the EMS station before services were consolidated. It now serves as the home base for several volunteer-owned vehicles, including newer brush and utility trucks.

### ***Recommendation – Station 1 Replacement***

- *Station 1 replacement planning should resume as soon as possible. **Priority 1***

### Apparatus Ownership and Procurement

Apparatus within the department falls under two categories: city-owned and volunteer-owned. City-owned vehicles are funded through municipal budget allocations and are fully supported with maintenance, insurance, and staffing by the City of Brady. In contrast, volunteer-owned apparatus is typically procured through grants obtained by the volunteer fire chief, with occasional supplementary support from the city. Maintenance of these units is conducted using funds raised by volunteers and services from third-party vendors. For multiple reasons, including legal, liability, and shared-use details, the Consultants strongly believe formal agreements should be crafted and approved by both bodies regarding the arrangements of the vehicles and equipment.

### ***Recommendation – Formalize Operational Agreements with BVFD***

- *Create Memoranda of Understanding (MOUs) that clearly defines apparatus use, maintenance responsibilities, liability, and insurance coverage for shared equipment and responses. **Priority 1***

There is no dedicated or formal vehicle replacement plan or funding mechanism for either the city or volunteer departments. The most recent capital acquisition was a collaborative effort that led to the purchase of two identical 2017 Rosenbauer fire engines, one assigned to each department. These were funded through grants supplemented with city resources. To better plan for future apparatus and budget

needs, a concise replacement plan should be crafted and presented to city policymakers. While many factors dictate whether the replacement plan can be exactly followed, it would provide a plan that assists in the formation of capital budgets and vehicle purchasing planning into the future.

**Recommendation – Develop and Formalize a Fleet Replacement Program**

- Create a multi-year capital improvement plan aligned with NFPA 1911, which will help budget for replacements. **Priority 2**

**Apparatus Inventory and Utilization**

The following table outlines the current vehicle inventory, including details on ownership, mileage, and vehicle type:

*Table 9: Brady FD/VFD Apparatus*

ID	Type	Manufacturer	Year	Mileage	Ownership
Engine 1	Fire Engine	Rosenbauer	2017	25,513	City
Engine 2	Fire Engine	Rosenbauer	2017	9,222	VFD
Brush 1	Brush Truck	Chevrolet	2006	31,573	VFD
Brush 2	Brush Truck	Ford	2010	19,293	VFD
Medic 1	Ambulance	Ford	2023	22,203	City
Medic 2	Ambulance	Ford	2019	53,969	City
Medic 3	Ambulance	Ford	2016	52,722	City
Squad 1	Utility	Ford	2020	26,806	City
Command 501	Command	Ford F-250	2024	1,834	City
Command 502	Command	Chevrolet	2015	65,278	City
Truck 1	Utility	Ford	2023	Unk.	VFD
Truck 2	Utility	Ford	2020	Unk.	VFD
Tanker 1	Water Tender	Unk.	Unk.	Unk.	VFD

**Apparatus Condition and NFPA Compliance**

**Fire Engines:** Engine 1 and Engine 2 are both 2017 Rosenbauer models, similar in equipment and configuration. While both are generally in good condition, Engine 1 has documented mechanical issues, such as water leaks and unusual pump noise. Neither engine is equipped with EMS gear. Per NFPA 1900 and 1911, annual pump performance testing is required, though documentation of such testing is lacking.

**Ambulances:** Medic units 1, 2, and 3 are city-owned and ALS-capable. All were found to be well-maintained, with no major mechanical concerns.

**Squad 1:** This versatile utility response vehicle is equipped for EMS and fire incidents, helping alleviate strain on primary engines. It carries hoses, SCBAs, extrication gear, and ALS medical supplies.

**Brush Trucks:** There are four brush units. Brush 1 and 2 are older and maintained by city staff but owned by volunteers. Trucks 1 and 2 are newer and housed at Station 2. All are operational and frequently used for wildland incidents.

**Command Vehicles:** Command 501 (2024 Ford F-250) is assigned to the Fire Chief, and Command 502 (2015 Chevrolet) to the Assistant Chief. While both are operational, the recent purchase of 501 has raised concerns about the prioritization of limited resources.

**Water Tender:** A critical resource for rural responses, the volunteer-owned tender is a repurposed construction vehicle. However, its capacity and operational readiness were not fully verified during the assessment.

## Inspection, Maintenance, and Documentation

Daily apparatus checks are conducted by on-duty CBFDF personnel for all vehicles at Station 1. Additionally, a weekly rotation ensures thorough equipment and mechanical inspections. These are logged via ESO Records Management Software, aligning with NFPA 1911 standards.

Repairs vary based on ownership:

- Minor repairs for all vehicles at Station 1 are managed by CBFDF staff.
- City-owned apparatus requiring major work is serviced by the City of Brady Public Works Department.
- Volunteer-owned apparatus is repaired by external vendors, typically funded by the volunteer department.

Record-keeping responsibilities are divided: the City Public Works Department maintains documentation for city-owned units, while volunteers handle their own apparatus records. There is no formalized process to ensure full NFPA compliance across repair documentation. Formalizing these processes and who keeps the records will improve the consistency of record keeping and tracking of maintenance items, both completed and needed at regular intervals. Additionally, there is no confirmed record of annual pump testing, a critical NFPA 1911 requirement.

### ***Recommendation – Implement Annual Pump Testing***

- *Immediately initiate an NFPA-compliant pump testing program for all apparatus with fire pumps. **Priority 1***

### ***Recommendation – Standardize Maintenance Documentation***

- *All repairs and maintenance on CBFDF and BVFDF-owned apparatus should be documented per NFPA 1911 guidelines and stored centrally. **Priority 2***

### ***Recommendation – Enhance Interagency Equipment Management***

- *Standardize maintenance schedules and documentation protocols for both CBFDF and BVFDF apparatus. **Priority 2***

## Apparatus Sufficiency and Operational Impact

The combined fleets of CBFDF and BVFDF are generally sufficient for daily operations. However, several notable issues exist:

- No reserve units are available. Any prolonged mechanical issue can severely limit operational readiness.

- Heavy reliance on volunteer-owned vehicles (including Engine 2, brush trucks, and the tender) is a vulnerability for the city’s emergency response capability.
- No aerial ladder truck exists. Multi-story incidents (3+ floors) would require extended mutual aid response times. No engine is equipped with ladders exceeding 24 feet. (The Consultants are not recommending a ladder truck purchase; Cbfd has many other priority items to consider before the large expense of a ladder truck. However, see later recommendation regarding exploring options to explore regional partnerships, etc.)
- Staffing challenges prevent consistent three-person crews for engine responses, impacting safety and efficiency.

## Vehicle Replacement Planning

Currently, there is no active vehicle replacement plan in use by either the city or the volunteer department. A legacy five-year plan from 2008, which included ambulance replacement schedules, is now obsolete.

Cbfd leadership provided an informal replacement timeline, summarized below:

*Table 10: Brady FD/VFD Apparatus Replacement Interval*

Apparatus Type	Cbfd Replacement Interval	NFPA Guidance
Fire Engines	15 years	Refurbish at 15, retire at 25 years (NFPA 1911)
Ambulances	5 years	Best practice (no specific NFPA interval)
Squad/Utilities	15 years	Based on usage
Command Vehicles	10 years	Based on role and condition

According to NFPA 1911, Fire Departments should:

- Remove fire apparatus from frontline service after 25 years.
- Evaluate for refurbishment at 15 years.
  - Refurbishment could extend vehicle service life, enhance safety, and reduce replacement costs. Refurbishment should include mechanical, structural, and safety system upgrades, provided the cost does not exceed 60–70% of new vehicle replacement and the vehicle passes a comprehensive inspection.
- Conduct annual performance testing, particularly of pumps and mission-critical components.

### **Recommendation – Explore Refurbishment of Apparatus**

- *Consider refurbishment of fire apparatus at a 15-year interval and ambulances at a 5-7 year interval, following NFPA 1911 & 1917 standards to extend vehicle life. **Priority 2***

### **Recommendation – Acquire and/or Designate Reserve Apparatus**

- *Reserve apparatus will ensure continuous service during maintenance and repair periods. **Priority 3***

CBFD's Fire Chief and Assistant Fire Chief are assigned command vehicles to support their duties and emergency response responsibilities. Vehicle 501, a Ford F-250, was purchased by the City in 2024 and assigned to the Fire Chief. However, discussions with personnel have revealed concerns regarding the high cost of the vehicle and its limited operational use. Reports indicate that the vehicle has primarily been used for ceremonial purposes, such as city parades, and not for active incident response.

In contrast, Vehicle 502, a mid-2000s Chevrolet Tahoe, was repurposed from the City's police department and is currently assigned to the Assistant Fire Chief. Despite its age, this vehicle remains in service and supports both administrative and operational duties. The Assistant Chief actively responds to incidents and serves as Incident Commander when necessary. This strategic reuse of city-owned vehicles supports the efficient allocation of limited budget resources and aligns with NFPA recommendations on maximizing existing assets before capital expenditures are made (NFPA 1900, *Standard for Automotive Fire Apparatus*, 2024 ed.).

To improve apparatus utilization and long-term planning, the City should consider establishing a Vehicle Evaluation Committee. This committee should be tasked with:

- Conducting a comprehensive review of all city-owned fire apparatus;
- Recommending the reassignment of vehicles based on operational needs;
- Developing a long-term vehicle replacement program; and
- Identifying apparatus needed to enhance emergency response capabilities.

The NFPA 1900 standard emphasizes that all Fire Departments should implement a replacement schedule for emergency vehicles, generally recommending frontline apparatus be replaced after 15 years and reserve status not exceed 25 years (NFPA 1900, A.4.1.2.1).

The committee should prioritize evaluating the necessity and specifications of a Fire Chief's vehicle. If the Chief's role is primarily administrative and does not include routine emergency response, a lower-cost, utility-style vehicle—rather than a heavy-duty command truck—would be more fiscally appropriate. This reassessment should also include reducing expenditures on specialized emergency lighting and incident command system (ICS) equipment for vehicles not designated for frontline emergency use.

Conversely, funds should be allocated toward a vehicle designated for a chief officer who routinely responds to emergencies and functions as the Incident Commander. This unit should be:

- Capable of navigating the local terrain;
- Outfitted with enhanced emergency lighting for response safety;
- Equipped to support field command operations (NFPA 1561, *Standard on Emergency Services Incident Management System*, 2020 ed., Section 4.3.1).

### ***Recommendation – Reassess Justification of Command Vehicles***

- *Conduct an internal review of Command Vehicle usage to align with public perception with operational needs. **Priority 3***

Interviews with the now-retired Fire Chief and department Firefighters identified a significant equipment gap—the absence of aerial capabilities within the department. Currently, CBF and BVFD vehicles carry only 24-foot ground ladders, which severely limit vertical access during structural firefighting operations. This limitation was flagged as a serious operational concern, especially given the lack of available aerial apparatus within the county and the extended response time—estimated at over one hour—required to obtain one through mutual aid.

NFPA 1901, *Standard for Automotive Fire Apparatus*, outlines the performance and equipment expectations for aerial devices and ground ladders, including required ladder reach and stability. Additionally, NFPA 1932 and NFPA 1911 mandate annual ladder inspections, certifications, and pump testing to ensure operational readiness and Firefighter safety.

Given the City's fiscal limitations and pressing capital needs—most notably a new fire station—the Consultants recommend forming an exploratory committee to evaluate the necessity and feasibility of acquiring an aerial apparatus. This committee should:

- Analyze call data and risk assessments to determine operational need;
- Consider the potential for a joint purchase among CBF, BVFD, and surrounding county departments to reduce costs;
- Address long-term expenses, including insurance, testing, and compliance with NFPA standards (NFPA 1911, *Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles*).

### ***Recommendation – Explore Aerial Apparatus Acquisition***

- *Conduct a feasibility study for acquiring a ladder truck through grants, regional partnerships, or shared-use agreements. **Priority 5***

## **Training**

In a 2019 International Association of Fire Chiefs article titled “Training as if your life depended on it!” Chief Ed Rush included a very poignant quote: “Let no man’s ghost return to say his training has let him down.” (IAFC.org, 2019/2025). While this quote may seem extreme and dramatic, the point is solid – other than responding to emergencies when the public calls, training is arguably the most important activity a Firefighter does. Numerous other articles can easily be pointed to referencing quotes and similar ideas; a Firefighter’s training regimen and participation will translate to how he or she operates on an emergency scene, why Firefighters never stop learning, extensive “lists” on the importance of Firefighter training, and

so on. Simply put, training is the backbone of any Fire Department and should be taken as seriously as responding to the emergency calls themselves.

CBFD officials provided very little training documentation to the Consultants, other than one *CE Solutions* spreadsheet that listed the department members’ total training hours, exams passed, and credits awarded. As explained to the Consultants, *CE Solutions* covers topics for the required CE (continuing education) requirements. Further, each crew attempts to complete one hour of training per shift on a topic of the Captain’s choosing – often EMS one day and fire the other (of their 48-hour tour of duty). Other training opportunities are occasionally offered by the department, and staff members requesting additional training or certifications are approved on an “As wanted” basis. The Consultants are not aware of what these additional courses or certifications are; they were not shared in any documents. CBFD Lieutenant overseeing training confirms that shift Captains have their choice of how to run sessions for their shifts, and that the requirement in Texas is 20 hours of training on any variety of topics. Multiple staff interviews included discussions on training, both positive and negative: multiple members felt hands-on training is not conducted often enough, and training props and tools need to be improved. Some felt that most training seems to be computer-related and not all job function preparedness. Some felt the training program was adequate, and that what needed to be covered was covered.

The table below shows the approved and actual budget trends of the past few years. The Consultants did not receive a breakdown of what the Training budget entails or how it is used on an annual basis. Based on limited information received on the Training program, as well as requests from Firefighters during interviews, the Consultants recommend that CBFD (and BVFD) follow NFPA 1001, *Standard for Firefighter Professional Qualifications*, as best as possible; NFPA 1001 outlines the minimum qualifications, knowledge, and skills required for Firefighters, as well as specifies job performance requirements (JPRs) for both career and volunteer Firefighters. Recognizing that building a training program based on NFPA 1001 and several other NFPA standards related to training and equipment will be comprehensive and time-consuming, a measured effort to concentrate on hands-on skills and improvement in the overall CBFD training program will help both the skills of staff members as well as morale.

**Table 11: Training Budget By Year**

Year	Budget Approved (Fire)	Budget Approved (EMS)	Budget Actual Fire/EMS
2024-25	\$8,900	\$7,900	TBD
2023-24	\$7,900	\$5,900	TBD
2022-23	\$7,900	\$5,900	\$2,941 / \$4,787
2021-22	\$7,900	\$5,900	\$6,613 / \$5,440
2020-21	\$7,900	\$5,900	\$7,944 / \$2,342
2019-20	\$7,900	\$5,900	\$4,093 / \$5,309

A foundational step in developing such a program is the adoption of NFPA 1001: Standard for Firefighter Professional Qualifications as the minimum training standard for all Firefighters, both paid and volunteer. This standard outlines the job performance requirements (JPRs) necessary for Firefighter I and II levels and is designed for structural firefighting. Adopting NFPA 1001 as the minimum threshold ensures all personnel



are trained to handle structural fire incidents safely and effectively, aligning the departments with nationally accepted performance benchmarks.

Volunteer Firefighters should be encouraged to pursue certification through the State Firefighters' and Fire Marshals' Association of Texas (SFFMA), which offers a structured, tiered certification program that parallels NFPA standards. While not mandatory under current state law, this training path enables volunteers to incrementally develop the skills necessary to operate in hazardous environments safely and to support the operations of paid personnel during joint responses.

To promote operational continuity and cohesion between the City and Volunteer departments, it is recommended that both entities conduct monthly joint training sessions. These sessions should be designed around core competencies such as incident command, interior structural firefighting, hazardous materials response, and wildland firefighting. Coordination between the departments during training promotes interoperability and enhances the effectiveness of emergency response operations. These sessions should rotate in subject matter and align with NFPA 1500 (Occupational Safety and Health Program), NFPA 1410 (Initial Fire Attack Drills), and NFPA 472/1072 (Hazardous Materials Operations).

Per OSHA regulations, training programs should also address annual workplace safety topics such as Hazard Communications, Bloodborne Pathogens, and respiratory protection. Additionally, all personnel operating vehicles should complete driver/operator training aligned with NFPA 1002 and VFIS vehicle operation safety programs.

All training should be documented in a centralized system that meets the standards of NFPA, TCFP, SFFMA, and VFIS. Maintaining accurate and detailed training records is not only essential for legal compliance and insurance eligibility but also serves as a critical component in the event of an internal review, injury investigation, or legal action. Records should include the training topic, objectives, method of instruction, instructor qualifications, date, and participant attendance. Training completed through TEEX, accredited institutions, TCFP-certified instructors, or recognized manufacturer representatives should be recorded and credited toward SFFMA certifications as appropriate.

To ensure Firefighter health and readiness, the departments should adopt a health and wellness program based on NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments. While not mandated for volunteer departments, physical and medical evaluations—especially for interior Firefighters—can significantly reduce risk and enhance safety. Behavioral health awareness and mental wellness should also be incorporated into annual training in alignment with NFPA 1500 recommendations.

It is also vital that instructors leading fire training sessions are properly credentialed. All instructors should hold at least a TCFP Instructor I certification or an equivalent recognized by the SFFMA. When utilizing vendor-led or external training, such individuals must be pre-approved by the department's Fire Chief and Training Coordinator to ensure instructional quality and relevance.

Lastly, policies and standard operating guidelines (SOGs) must be regularly reviewed and updated to reflect current NFPA standards and operational practices. SOGs should align with the capabilities and equipment used by both departments and should incorporate guidance from the Texas Intrastate Fire Mutual Aid System (TIFMAS), the National Incident Management System (NIMS), and relevant OSHA requirements. Special attention should be given to aligning equipment inspection and maintenance procedures with NFPA 1911 (fire apparatus) and NFPA 1851 (PPE care and maintenance) to maintain operational readiness and reduce liability.

In conclusion, this integrated training approach ensures that both the Cbfd and the BVFD operate within a shared framework of professional competency, regulatory compliance, and mutual support. By aligning their programs with standards from NFPA, TCFP, SFFMA, OSHA, and VFIS, both departments will be better equipped to serve their community safely and effectively. Figure 1 below is simply *an example* of a training calendar that could be developed to schedule and complete core training and job-specific competencies across any given year.

**Recommendation – Utilize NFPA 1001 as Part of the Training Program**

- Department leadership should consult and use NFPA 1001 as a baseline for implementing the annual training program. **Priority 2**

**Figure 6: Sample Annual Training Calendar**

Month	Training Topic	Standards Referenced	Training Type	Notes
January	Incident Command & NIMS (ICS-100/700 Refresher)	FEMA, NFPA 1561	Classroom / Scenario	Required annually by TDEM for interoperability
February	SCBA Donning/Doffing, Emergency Procedures, Air Consumption Drills	NFPA 1981, 1404	Hands-On	Include SCBA flow testing and documentation
March	Structure Fire Attack (Firefighter I/II Skills)	NFPA 1001, 1410, 1500	Live Burn / Scenario	Coordinate with mutual aid departments
April	Driver/Operator Training (Pumps, EVOC)	NFPA 1002, VFIS	Hands-On / Driving Course	All apparatus operators must complete annual EVOC
May	Wildland Firefighting & Red Flag Response	SFFMA Wildland Module, TIFMAS	Hands-On	Include fire shelter deployment & LCES
June	Heat-Related Illness, Rehab, PPE Inspection & Cleaning	NFPA 1851, OSHA	Classroom / Practical	Include turnout gear inspection logs
July	Water Rescue / Flood Response Awareness	NFPA 1670, SFFMA	Classroom / Demonstration	Focus on local hazards (rivers, low crossings)
August	Forcible Entry & Ventilation Techniques	NFPA 1001, 1500	Hands-On / Tools Use	Include hydraulic tool safety review

<b>Month</b>	<b>Training Topic</b>	<b>Standards Referenced</b>	<b>Training Type</b>	<b>Notes</b>
<b>September</b>	Fire Prevention & Community Risk Reduction	NFPA 1452, ISO	Classroom / Community	Prepare for Fire Prevention Week (October)
<b>October</b>	Live Fire Training Burn	NFPA 1403, TCFP	Live Burn	Must meet TCFP instructor and burn facility requirements
<b>November</b>	HazMat Awareness / Decontamination	NFPA 472/1072, OSHA HAZWOPER	Classroom / Scenario	Required for all personnel annually
<b>December</b>	Annual Skills Assessment & Policy Review	NFPA 1001, Department SOGs	Hands-On / Review	Include SOP/SOG updates, injury reporting protocol

# Fiscal

This section will provide a brief overview of the fiscal details of the City of Brady, based on the budget history provided on the city website. Approved budgets and recaps going back to fiscal year 2014-15 are easily found on the website, including budget line items across all funds. The Consultants were aware that Fire/EMS department funding into the future is a concern for Brady, given the loss of some industry, increasing costs of virtually all areas of purchasing/expenses, and the desire of City Council (per budget recaps found in almost all years’ documents) that resident’s property taxes not be increased. By way of brief explanation, the table below shows historical budget numbers as described in the large budget documents posted online (City revenues and expenses numbers come from the City Manager’s overview letter at the beginning of the document). However, multiple variables in descriptions of the many funds within the city end up as slightly different numbers. For example, the overview recap in the City Manager’s recap references the numbers in the Revenues/Expenses cells in the table below. On pages 21-22 of the 2024-2025 budget document ([Fiscal-Year-2024-to-2025-Budget](#)), the budget is shown as revenues and expenses balanced at \$34,307,337. The Consultants do not believe any of the information presented by the City is erroneous; it is understood that municipal budgets contain many factors, funds, internal transfers, and other items to consider when numbers are compiled and compared.

*Table 12: City Budget Details By Year*

Year	City Revenues*	City Expenses*	Fire Budget	EMS Budget^	Emer. Mgmt. Budget
<b>2024-25</b>	\$36,278,073**	\$30,279,284	\$495,910	\$2,051,584	\$16,400
<b>2023-24</b>	\$27,247,880	\$29,586,851	\$577,372	\$1,938,456	\$16,400
<b>2022-23</b>	\$25,084,080	\$29,923,465	\$522,037	\$1,943,744	\$17,000
<b>2021-22</b>	\$20,483,591	\$24,548,691	\$482,046	\$1,972,194	\$22,300
<b>2020-21</b>	\$19,398,878	\$24,375,997	\$489,671	\$1,726,910	\$15,300
<b>2019-20</b>	\$23,489,895	\$23,517,984	\$501,662	\$1,838,463	\$11,300
<b>2018-19</b>	\$22,676,247	\$23,517,984	\$385,073	\$1,453,893	\$12,800

\* = Revenues/Expenses do not include annual Capital fund amounts for large water treatment plant and distribution projects

\*\* = Includes roughly \$6m in TXDOT/TWDB grants

^ = EMS budget partially funded from McCullough County

Other than revenue and expense declines during the first couple of COVID-19 years, the budget trend for the City of Brady has seen steady increases over the past eight years. This is despite the population in Brady and McCullough County slowly decreasing over this time frame. Also important to document is the separation of fire and EMS funds for budget and personnel accounting purposes. The fire budget accounts for the Chief, one full-time Firefighter, the part-time program, and volunteer (BVPD) personnel. The EMS budget accounts for the Assistant Chief, Administration Assistant, Shift Captains, Training Lieutenant, seven EMS/Firefighters, three Fire Apparatus Operators (Engineers), and two part-time positions. Per the 2024-25 budget document, McCullough County will be expected to pay \$294,000, a \$51,000 increase from the past year. The Consultants are not aware of how that amount is negotiated between Brady and the County, however, with CBFD expected to provide service to all areas of the county, it is recommended that both agencies investigate a strategy and path forward that would ensure Brady is compensated fairly for the services it provides throughout the county.

***Recommendation – Conduct Evaluation of McCullough County Contribution for EMS***

- *Brady and McCullough County should evaluate the amount of funding for EMS to ensure Brady is compensated appropriately for the service it provides. **Priority 2***

As described on the city website, the City of Brady is seemingly self-sustaining, owning many areas of service that many municipalities do not: Brady owns and operates their own electric, gas, water, sewer, and trash services. Multiple areas of the budget reflect this, and it appears that, along with semi-regular assistance through state and federal grants and no-interest loans, it does a good job of maintaining services and utility systems. In conclusion, the Consultants do not see a budgetary reason that emergency services should be cut or staff numbers lowered. Ultimately, this decision relies on city leadership and policymakers if they determine whether revenue trends in the future do not support the current operation.

## Firefighter Wellness

Firefighter health and wellness initiatives have grown exponentially over the recent years: The International Association of Fire Chiefs (IAFC), International Association of Fire Fighters (IAFF), National Fire Protection Association (NFPA), the Texas Commission on Fire Protection (TCFP), and several other nationally recognized organizations have established programs or committees to positively advance the health and welfare of Firefighters. These initiatives are meant to take proactive steps in helping Firefighters lead healthier lives and catch medical and physical issues before they become major problems for Firefighters – this includes Firefighters’ mental health as well. During the site visit, the Consultants learned of five recent tragic and heartbreaking deaths in the Cbfd family, one of which was a recent suicide that occurred in the Brady fire station. While Cbfd’s fairly comprehensive Standard Operating Procedures (SOP’s) include “Member Assistance Program” (312) and “Wellness and Fitness” (312.04), which references NFPA 1583 (Standard on Health-Related Programs for Fire Department Members), the Consultants are not aware of Cbfd taking an active role in pursuing annual physicals for staff members, or seeking regular mental or behavioral health check-ins for members. McGrath Consulting, Inc. in **no way** implies that Cbfd or the City of Brady could have prevented any of these tragic events from taking place, or that they handled the aftermath of any of them wrongly. However, it is recommended that the department take a more proactive role in physical and mental health awareness initiatives with staff members. This would include having staff members take annual physicals (meeting NFPA 1582 criteria, if possible) as well as regular check-ins with a mental health professional (specializing in first responder wellness, if possible).

### ***Recommendation – Health and Wellness Initiatives***

- *Cbfd should consider conducting annual physicals and mental health screenings as soon as possible. **Priority 1***

## Summary of Recommendations

Brady Fire Department Summary of Recommendations		
Priority	Objective	Recommendation
1	Station Replacement	<i>Fire Station 1 replacement planning should resume as soon as possible.</i>
1	Agreements with BVFD	<i>Create Memorandums of Understanding (MOUs) that clearly define apparatus use, maintenance responsibilities, liability and insurance coverage for shared equipment and responses.</i>
1	Pump Testing	<i>Immediately initiate an NFPA-compliant pump testing program for all apparatus with fire pumps.</i>
1	Firefighter Wellness	<i>CBFD should consider conducting annual physicals and mental health screenings as soon as possible.</i>
2	Promotional Process	<i>CBFD handling of the promotional process appears satisfactory, but should be detailed and documented in department SOG manual to ensure consistency.</i>
2	Assistant Chief Position	<i>Consideration should be given to eliminating the Assistant Chief position to either save budget funds or allocate to shift position(s).</i>
2	Command Staff	<i>Consideration should be given to merging command staffs of CBFD and BVFD to aid in command structure and training consistency for both departments.</i>
2	HTHS Transfers	<i>If CBFD is expected to handle regular transfers from HTHS, an ambulance crew should be dedicated to that duty.</i>
2	OSHA	<i>The NTFD must ensure they meet the OSHA “two-in/two-out” rule, including all references to respiratory protection.</i>
2	Vehicle Planning	<i>Create a multi-year capital improvement plan aligned with NFPA 1911, which will help budgeting for replacements.</i>
2	Maintenance Documentation	<i>All repairs and maintenance on CBFD and BVFD owned apparatus should be documented per NFPA 1911 guidelines and stored centrally.</i>
2	Maintenance Schedules	<i>Standardize maintenance schedules and documentation protocols for both CBFD and BVFD apparatus.</i>
2	Apparatus Refurbishment	<i>Consider refurbishment of fire apparatus at 15-year interval and ambulances at 5-7 year interval, following NFPA 1911 &amp; 1917 standards to extend vehicle life.</i>
2	Training Program	<i>Department leadership should consult and use NFPA 1001 as a baseline for implementing the annual training program.</i>
2	McCullough County/EMS	<i>Brady and McCullough County should evaluate the amount of funding for EMS, to ensure Brady is compensated appropriately for the service it provides.</i>
3	NFPA 1710	<i>Neither the City, nor the Fire Department, should adopt NFPA 1710. Adoption would include the adoption of all OSHA and NFPA standards by reference. However, a plan should be developed to meet as many standards as possible in the future.</i>
3	Live-In Program	<i>CBFD should consider implementing a Resident Live-In recruit program.</i>
3	Reserve Apparatus	<i>Reserve apparatus will ensure continuous service during maintenance and repair periods.</i>
3	Command Vehicles	<i>Conduct an internal review of Command Vehicle usage to align with public perception with operational needs.</i>

4	Accreditation	<i>The Department should not seek international accreditation (CFAI) at this juncture; rather, the CFAI performance indicators and core competencies should be utilized as a model for quality and a benchmark for examining and evaluating current practices.</i>
5	ISO	<i>An ISO classification of Class 4/4X is an excellent rating. However, the Consultants do not believe any additional resources or fiscal commitment should be made to reduce the classification. Rather, the City/departments should attempt to maintain the Class 04 rating in the future.</i>
5	Aerial Apparatus	<i>Conduct a feasibility study for acquiring a ladder truck through grants, regional partnerships, or shared-use agreements.</i>



# City Council

## City of Brady, Texas

### Agenda Action Form

<b>AGENDA DATE:</b>	08/05/2025	<b>AGENDA ITEM</b>	7.G.
---------------------	------------	--------------------	------

<b>AGENDA SUBJECT:</b>	Discuss publicity campaign as follow-up for citizens' request and council's direction to implement public safety campaign for local parks and public spaces.
------------------------	--

<b>PREPARED BY:</b>	J. Stewart	<b>Date Submitted:</b>	7-24-25
---------------------	------------	------------------------	---------

<b>EXHIBITS:</b>	See attached
------------------	--------------

<b>BUDGETARY IMPACT:</b>	<b>Required Expenditure:</b>	\$00.00
	<b>Amount Budgeted:</b>	\$00.00
	<b>Appropriation Required:</b>	\$00.00

<b>CITY MANAGER APPROVAL:</b>	
-------------------------------	--

<b>SUMMARY:</b>	Staff has developed both a publicity campaign as well as a few ideas for signs and bumper stickers that can be adopted as part of an ongoing program to raise awareness of safety in public parks and common spaces.
-----------------	--

<b>RECOMMENDED ACTION:</b>	Direct staff as desired.
----------------------------	--------------------------



**BRADY PARK PARTNERS**

**WARNING**

**WE IMMEDIATELY  
REPORT ALL SUSPICIOUS  
ACTIVITIES TO POLICE**

**BRADY POLICE DEPT | 325-456-0639**

# BRADY PARK PARTNERS

*SEE SOMETHING? SAY SOMETHING.*

BRADY POLICE DEPT. | 325-597-0639

# The Eyes of **BRADY**

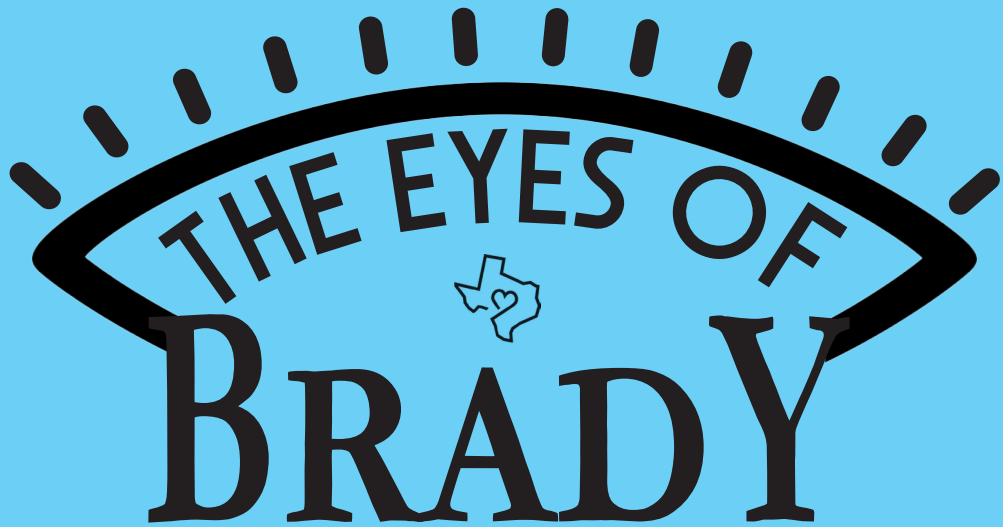


**BRADY**  
THE CITY OF  
**TEXAS**

**CHILD SAFETY VEHICLE** — This official city vehicle protects and assists children in public spaces. For assistance, contact Brady Police Dispatch, **325-597-0639**

**#SeeSomethingSaySomethingBrady**

**#KeepingBradyKidsSafe**



# ***CHILD SAFETY VEHICLE***

**This official city vehicle protects and assists  
children in public spaces. For assistance,**

**contact Brady Police Dispatch,**

**325-597-0639**

***#KeepingBradyKidsSafe***



**BRADY**

THE CITY OF

**TEXAS**