



HOUSTON FIRE DEPARTMENT

**FY2027 Proposed Budget
Workshop Presentation
May 18, 2026**

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Fire Chief

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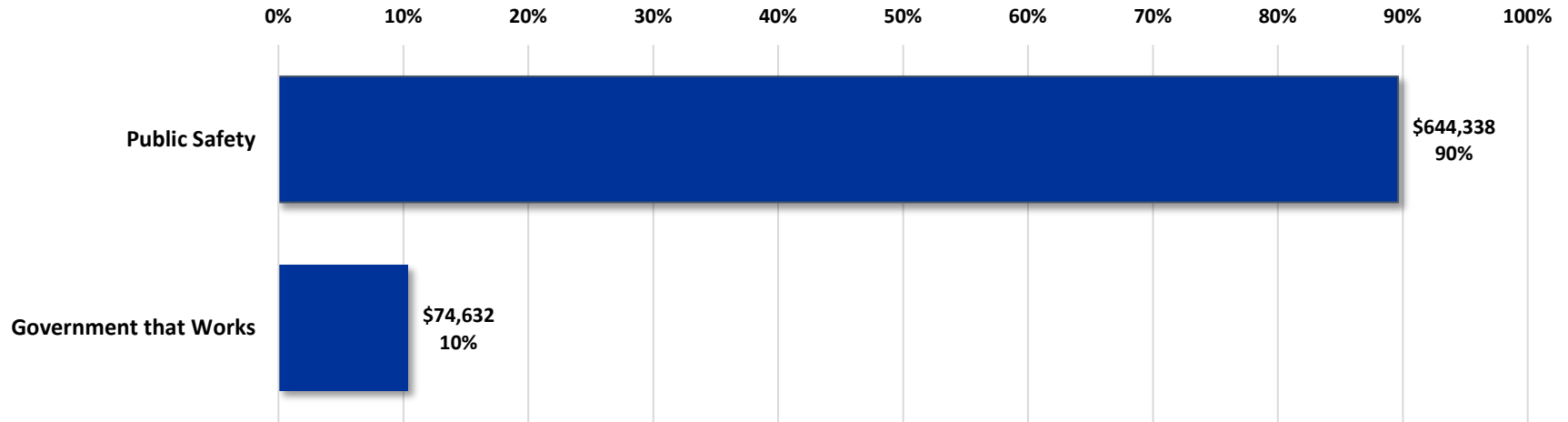
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Strategic Alignment



Government That Works	Public Safety
Administrative Services	Emergency Response and Rescue
Debt Service and Interfund Transfers	Community Fire Prevention and Risk Reduction
	Firefighter Health and Safety
	Executive Services

Department Budget by Priority



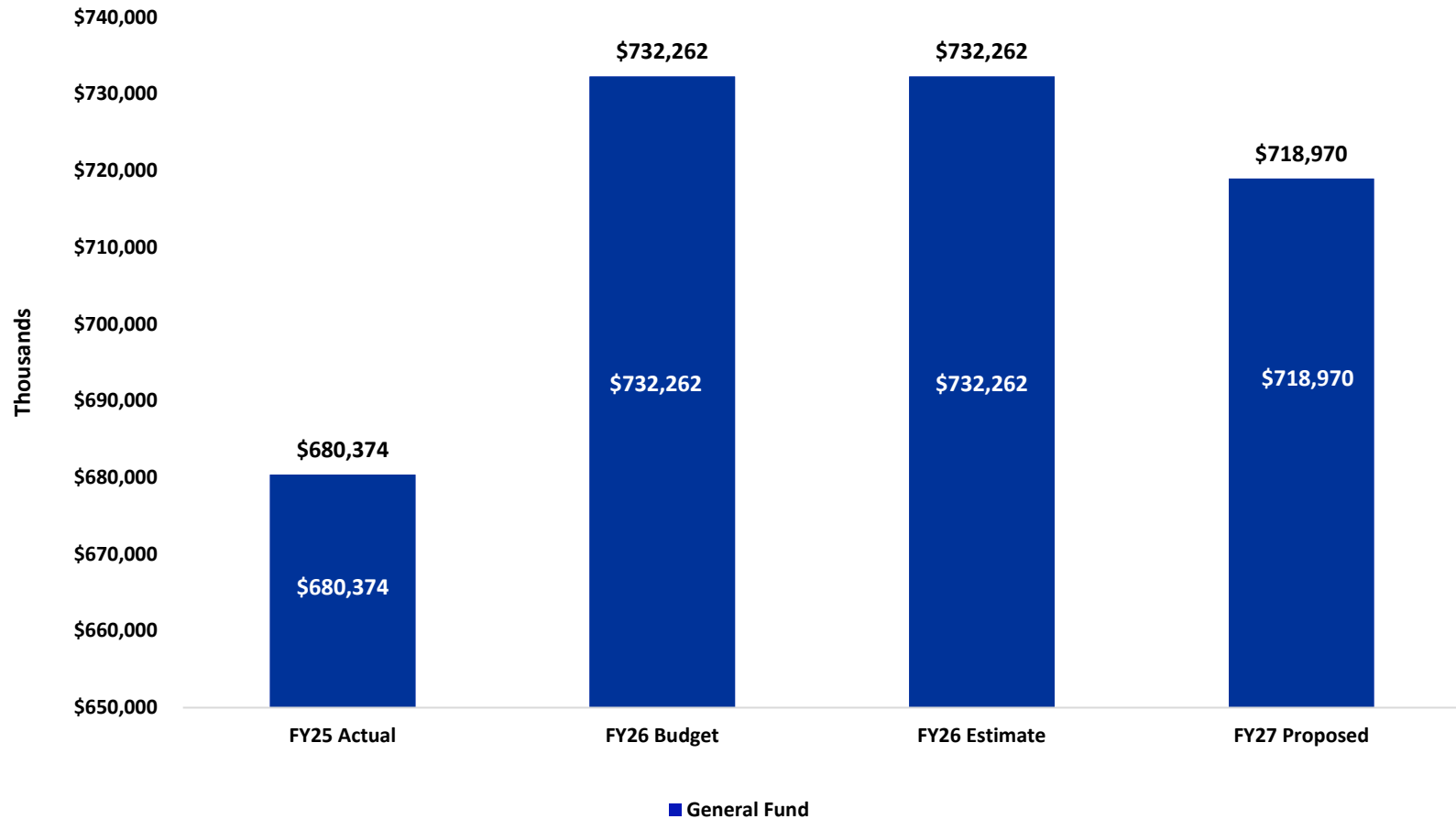
HFD Expenditures by Fund [in thousands]



Category	FY25 Actual	FY26 Budget	FY26 Estimate	FY27 Proposed	Variance FY27 Proposed/ FY26 Budget	% Change
General Fund	\$680,374	\$732,262	\$732,262	\$718,970	(\$13,292)	-2%
Total	\$680,374	\$732,262	\$732,262	\$718,970	(\$13,292)	-2%

Totals may reflect a slight variance due to rounding.

HFD Expenditures by Fund (in thousands)

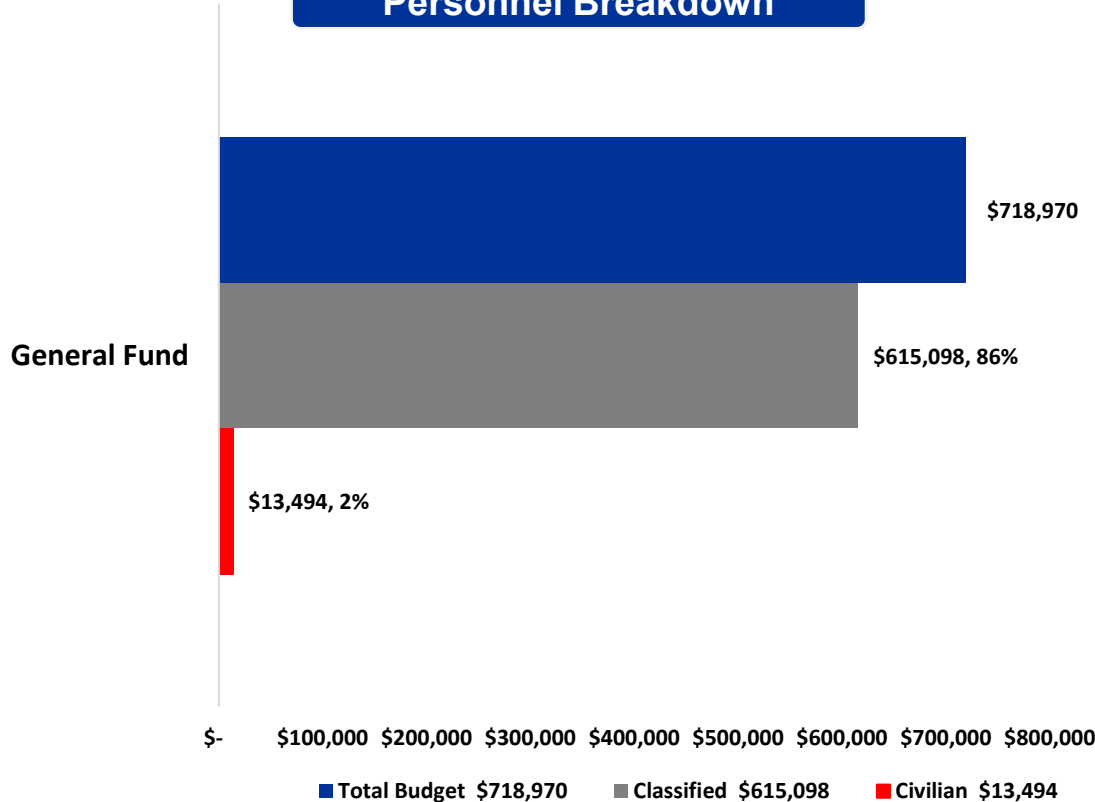


Totals may reflect a slight variance due to rounding.

Personnel vs. Non-Personnel [in thousands]



Personnel Breakdown



Non-Personnel Breakdown

General Fund

Supplies	\$ 11,637	1%
Services	\$ 28,164	4%
Restricted Account	\$ 50,577	7%
Total	\$ 90,378	12%

Totals may reflect a slight variance due to rounding.

HFD Expenditures by Program

(in thousands)



Program	FY25 Actual	FY26 Current Budget	FY26 Estimate	FY27 Proposed	Variance FY27 Proposed/ FY26 Current Budget	% Change
Emergency Response and Rescue	\$570,596	\$613,425	\$612,567	\$597,154	(\$16,271)	-3%
Administrative Services	\$59,923	\$65,617	\$65,511	\$70,363	\$4,746	7%
Community Fire Prevention and Risk Reduction	\$35,441	\$36,125	\$36,876	\$34,299	(\$1,825)	-5%
Executive Services	\$7,378	\$7,928	\$8,346	\$7,624	(\$304)	-4%
Firefighter Health and Safety	\$4,561	\$5,535	\$5,330	\$5,261	(\$275)	-5%
Debt Service and Interfund Transfers	\$2,475	\$3,632	\$3,632	\$4,269	\$637	18%
Total	\$680,374	\$732,262	\$732,262	\$718,970	(\$13,292)	-2%

Totals may reflect a slight variance due to rounding.

HFD Emergency Response and Rescue



Priority:	Public Safety
FY2027 FTE Count:	3,879.0

Program Description

This program includes Emergency Operations, Emergency Medical Services, Dispatch and Special Emergency Operations. Emergency Operations and Emergency Medical Services provides for structural fire suppression and basic & advanced life support emergency medical aid and transportation. Dispatch manages the infrastructure and equipment for communication between responders, emphasizing the expert coordination and swift movement of both fire and emergency medical service units. Special Operations focuses on technical rescue, hazardous materials mitigation and airport rescue fire fighting services.

Significant Budget Items

- 3% Classified Base Pay Raise
- 11 Cadet Classes starting in FY27
- Paramedic Training Classes to increase the number of credentialed Paramedics
- 5 Peak-Time Ambulances
- EMT and Paramedic Medical Management Training
- Maintain Water Rescue/Evacuation Capability with Swift Water Training, Structural Collapse Training, Rope and Confined Space Training

FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$597,154
Total	\$597,154

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Call Processing Time (Alarm Answer + Alarm Dispatch)	3:30	3:30	3:30	3:30	NFPA: Call Processing Time, Alarm answered in: 40 sec 99% of the time, Alarm Dispatched in 1:46 sec 99% of the time
First Unit EMS, Heart Problem/Chest Pain, Stroke, Breathing Problem Response Time 90th percentile (min: sec) *(Response time = Turnout + Travel Time)	13:49	13:00	13:49	13:00	NFPA: 9:00 min Response Time / ALS 1:00 min Turnout Time + 8:00 min Travel Time
First Unit EMS 300 Series (All Incidents) Response Time 90th percentile (min: sec)	15:00	15:00	15:00	15:00	Maintain response time goal under 12:59 min for not less than 90% of All Medical Call Types
First Unit Fire 100 Series (All Incidents) Response Time 90th percentile (min: sec)	13:00	13:00	13:00	12:00	Maintain response time goal under 9:30 min for not less than 90% of All Fire Call Types

HFD Emergency Response and Rescue con'td



Priority:	Public Safety
FY2027 FTE Count:	3,879.0

Program Description

This program includes Emergency Operations, Emergency Medical Services, Dispatch and Special Emergency Operations. Emergency Operations and Emergency Medical Services provides for structural fire suppression and basic & advanced life support emergency medical aid and transportation. Dispatch manages the infrastructure and equipment for communication between responders, emphasizing the expert coordination and swift movement of both fire and emergency medical service units. Special Operations focuses on technical rescue, hazardous materials mitigation and airport rescue fire fighting services.

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FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$597,154
Total	\$597,154

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Total Incidents - EMS (300 Series)	329,429	328,225	309,464	320,000	Operate an effective, efficient and safe EMS program that meets the needs of the community.
Total Incidents - Fire (100 Series)	8,043	7,834	8,043	8,043	Operate an effective, efficient and safe Fire Suppression program that meets the needs of the community.
Total Incidents – Other	74,644	73,471	65,493	75,000	Operate an effective, efficient and safe other program that meets the needs of the community.
Peak-Time Ambulance Units in Service	5	5	5	5	Additional Medical Transport Units staffed daily to augment EMS transport capacity during peak demand times.
Paramedics Available for Coverage	378	371	450	530	Need 432 credentialed Paramedics to provide efficient relief and reduce the reliance on overtime staffing of medic units.
Water Rescue and Strike Team Readiness – Personnel Trained	15	17	15	24	Maintain training and operational readiness of our water rescue resources and the supplemental water strike team.



HFD Community Fire Prevention & Risk Reduction

Priority:	Public Safety
FY2027 FTE Count:	189.2

Program Description

This program includes the Life Safety Bureau (LSB), Fire Investigation, Juvenile FireStoppers, Public Education/Community Outreach, & the Permits/Revenues Office. LSB provides fire & life safety compliance inspections to determine fire protection system requirements & potential problems in areas such as water supplies, exit locations, and construction materials. Fire Investigation provides quality investigations for determining the origins & causes of fires & the apprehension of persons responsible when a crime has occurred. Public Education/Community Outreach coordinates & delivers public education and community interaction programming with a focus on fire safety education and awareness as well as fire service education for the public. HFD offers intervention services (Juvenile FireStoppers, counseling) to ensure that the fire setting behavior will cease & The Permits/Revenues office provides customers with professional assistance in obtaining special fire, fire alarm, and false alarm permits as well as fire inspections & plan reviews.

Significant Budget Items

- 3% Classified Base Pay Raise
- Certification classes for Investigators: Basic Peace Office and Fire Investigation
- Inspector Training and Certification provided by Houston Building Professional Institute

FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$34,299
Total	\$34,299

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Arson Clearance Rate	26%	25%	25%	25%	Using FBI's Uniform Crime Reporting Program, provide quality investigations to determine Cause and Origin of fires & the apprehension of persons responsible when a crime has occurred.
Inspection Activities	30,000	35,000	30,000	35,000	Achieve minimum level of Fire Code compliance through comprehensive Fire / Life Safety inspections.
Juvenile Fire Stoppers referrals	30	40	40	40	Reduce recidivism of juvenile fire setting behavior; provide education and intervention for juvenile program participants.

HFD Community Fire Prevention & Risk Reduction con'td



Priority:	Public Safety
FY2027 FTE Count:	189.2

Program Description

This program includes the Life Safety Bureau (LSB), Fire Investigation, Juvenile FireStoppers, Public Education /Community Outreach, & the Permits/Revenues Office. LSB provides fire & life safety compliance inspections to determine fire protection system requirements & potential problems in areas such as water supplies, exit locations, and construction materials. Fire Investigation provides quality investigations for determining the origins & causes of fires & the apprehension of persons responsible when a crime has occurred. Public Education/Community Outreach coordinates and delivers public education and community interaction programming with a focus on fire safety education and awareness for the public. HFD offers intervention services (Juvenile FireStoppers, counseling) to ensure that juvenile fire setting behavior in the community is addressed and occurrences reduced. The Permits/Revenues office provides customers with professional assistance in obtaining special fire, fire alarm, and false alarm permits as well as fire inspections and plan reviews.

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FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$34,299
Total	\$34,299

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Public Education Sessions and Community Interaction Engagements	500	1,000	1,000	1,000	Inform the public of health and safety risks including those that pose an immediate threat to the community (station tours, safety presentations).
Public Education Sessions and Community Interaction Attendees	N/A	75,000	30,000	60,000	Inform the public of health and safety risks including those that pose an immediate threat to the community (station tours, safety presentations).

HFD Community Fire Prevention & Risk Reduction con'td



Priority:	Public Safety
FY2027 FTE Count:	189.2

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FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$34,299
Total	\$34,299

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Public Service Announcement Campaigns	N/A	12	12	12	Inform the public of health and safety risks including those that pose an immediate threat to the community (station tours, safety presentations).
Number of smoke alarm installs	500	1,200	400	500	Install smoke alarms in the homes of eligible recipients (Houston resident, low-income, physically challenged, senior with fixed income)

HFD Firefighter Health and Safety



Priority:	Public Safety
FY2027 FTE Count:	19.9

Program Description

This program will provide for the overall wellness and fitness of HFD members in a way that will maintain firefighters physical and mental capabilities. This program will ensure that supplies and equipment used in operations are structurally safe and provide the necessary elements of protection.

Significant Budget Items

- 3% Classified Base Pay Raise
- HFD Staff Psychologists Team
- HFD Firefighter Support Network Team
- HFD Chaplain
- Funding for gear cleaning, hose testing and ladder testing
- Air Pack personnel and testing of self contained breathing apparatus (SCBA)

FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$5,261
Total	\$5,261

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Firefighters compliant with gear cleaning standard	95%	99%	100%	100%	NFPA 1851 - was created to establish proper PPE maintenance and limit the exposure of fire ground contaminants to firefighters; 1 Advanced Inspection and 2 Advanced Cleanings. Target includes all HFD personnel who are assigned a set of gear.
Fire hose tested for safety compliance (in ft)	454,080	467,000	410,000	450,000	NFPA 1962 - Annual testing for safety compliance helps maximize system integrity to avoid failure and ensure fast, effective response in a fire emergency. Target is all hose: Frontline, Reserve, Station & Warehouse Inventory.
Ground ladders tested for safety compliance (in ft)	12,000	9,000	12,000	12,000	NFPA 1932 - specifies requirements for the use, maintenance, inspection, and service testing of fire department ground ladders in order to provide safety for fire fighters and victims during the use of those ground ladders. Target is all ladders; Frontline & Reserve.
Members seen by the HFD Staff Psychologist Team	325	400	325	400	Support for HFD Classified and Civilian personnel to protect and promote their mental health and wellbeing.
NFPA Compliant Medical Physical and Cancer Screenings	673	0	0	1,800	Firefighters will receive a thorough assessment of their health as well as recommendations for achieving and maintaining long term health and managing health risks.



HFD Executive Services

Priority:	Public Safety
FY2027 FTE Count:	39.0

FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$7,624
Total	\$7,624

Program Description

This program includes the Office of the Director & Executive level personnel who provide leadership for all aspects of HFD operations in the execution of the department's goals. Executive level staff engage stakeholders to advocate for resources for the department manage the strategic direction of the department. This program also includes the HFD Professional Standards Office that investigates all allegations of employee misconduct including but not limited to violations of state or federal laws, violations of department rules and regulations or any complaint referred by the Office of Inspector General (OIG). The program also includes the HFD Public Information Office.

Significant Budget Items

- 3% Classified Base Pay Raise
- Salaries and fringe for Executive Asst. Chiefs and Asst. Chiefs
- Salaries and fringe for Public Information personnel.
- Salaries and fringe for Professional Standards Office.

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Classified Attrition	187	170	170	170	System input that directly affects the delivery of EMS and Fire Service and mitigates risk for responding personnel and the citizens of Houston. Target is historical attrition rate.
Cadets that start training	518	472	410	340	System input that directly affects the delivery of EMS and Fire Service and mitigates risk for responding personnel and the citizens of Houston. Target is Training Academy capacity.
Number of complaints against employees	160	135	160	120	Through training and executive feedback reduce complaints by ten percent each year.
Number of media releases	750	700	700	700	Facilitate the flow of factual information to the news media in a manner that promotes the department.
Social Media Impact	N/A	6M	3M	5M	Facilitate the flow of factual information to the citizens of Houston in a manner that promotes the department.



HFD Administrative Services

Priority:	Government That Works
FY2027 FTE Count:	20.1

FY27 Proposed Budget by Fund (\$ in thousands)

Fund 1000	\$70,363
Total	\$70,363

Program Description

This program includes the costs for centralized department functions, including budget planning and management, accounts payable and receivable, purchasing, information technology, human resources and fleet management. It also includes general costs for items that support the operations of the entire department, including fees for annual lease agreements, fees for EMS billing, the chargeback for fuel, as well as the procurement of fire station furniture and fixtures.

Significant Budget Items

- 3% Classified Base Pay Raise
- Includes funding for Restricted Accounts
- Includes funding for the chargeback of budget, procurement, AP/AR, HR, FMD, and IT personnel and services
- Annual building and parking lease agreements
- Salaries and related benefits for classified and civilian staff in Logistics Division (contracts and resource management) and Planning Administration Division (accreditation, grants management)

Performance Measure Name	FY25 Actual	FY26 Estimate	FY26 Target	FY27 Target	Target Context
Expenditures Adopted Budget vs Actual Utilization	107%	111%	98%	98%	Monitor HFD spending to manage and plan for the most effective use of resources. Target is to manage expenditures with a focus on reductions that do not impact service levels.
Revenues Adopted Budget vs Actual Utilization	126%	118%	100%	100%	Monitor HFD revenues to identify positive and negative trends that could impact operations. Target is to realize 100% of revenues expected.

HFD Debt Service and Interfund Transfers



Priority:	Government That Works
FY2027 FTE Count:	0.0

FY27 Proposed Budget by Fund (\$ in thousands)

Program Description

This program includes budget allocated for interfund transfers in support of the Ethan Health LGC.

Significant Budget Items

- Funding for Ethan Health Local Government Corporation.

Fund 1000	\$4,269
Total	\$4,269

Revenue Highlights



Ambulance fees

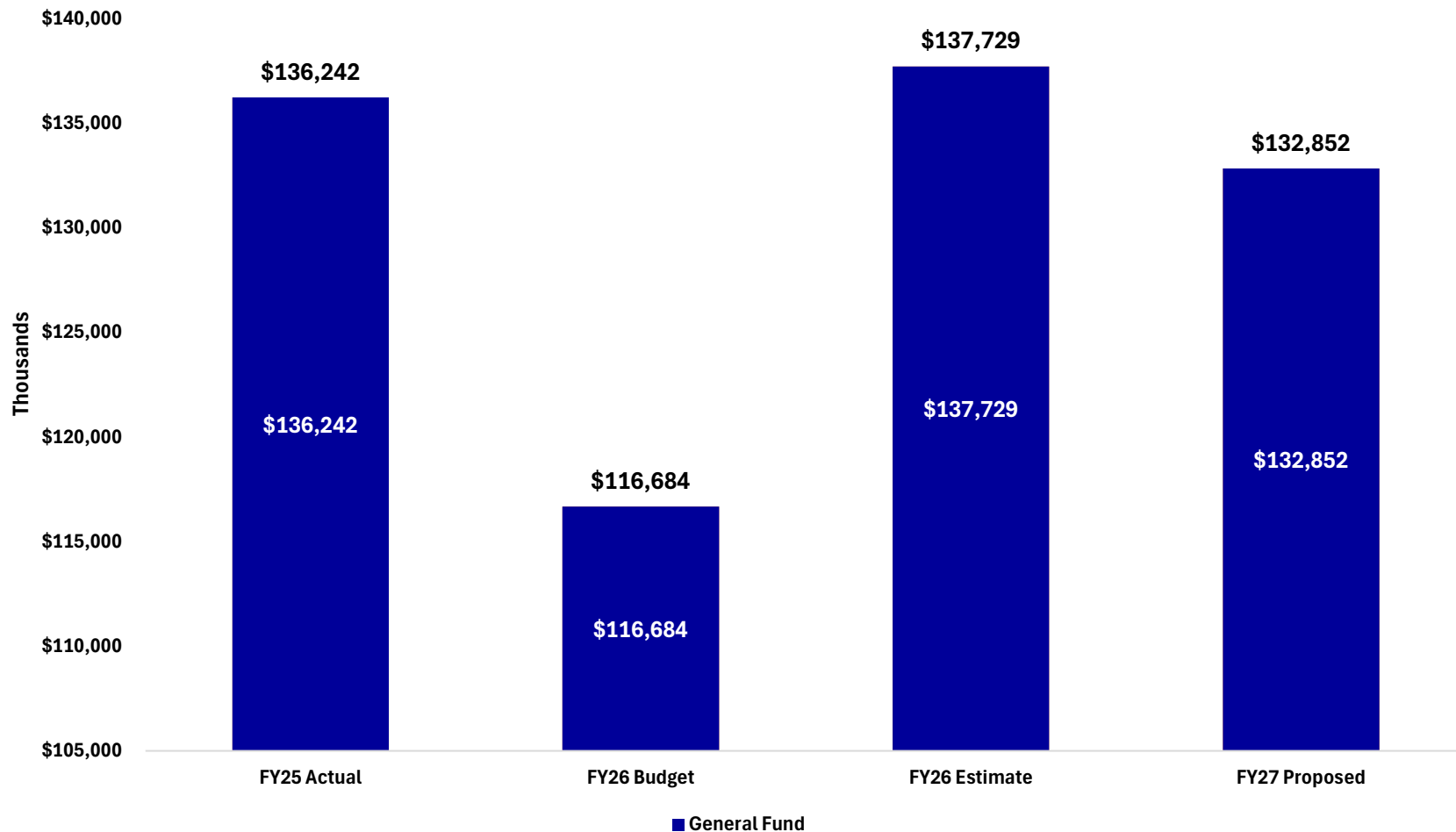
- Largest source of revenue, approximately 62% of the FY27 revenue budget
- Each year the fee is increased by inflation

Special Fire Permits

- There are 67 special fire permit types
- Each year the fee is increased by inflation



HFD Revenue by Fund (in thousands)



Totals may reflect a slight variance due to rounding.

HFD Revenue by Fund [in thousands]



Category	FY25 Actual	FY26 Budget	FY26 Estimate	FY27 Proposed	Variance FY27 Proposed/ FY26 Estimate	% Change
General Fund	\$136,242	\$116,684	\$137,729	\$132,852	(\$4,877)	-4%
Total	\$136,242	\$116,684	\$137,729	\$132,852	(\$4,877)	-4%

Totals may reflect a slight variance due to rounding.

HFD Revenue by Program

(in thousands)



Program	FY25 Actual	FY26 Budget	FY26 Estimate	FY27 Proposed	Variance FY27 Proposed/ FY26 Estimate	% Change
Emergency Response and Rescue	\$114,010	\$98,117	\$117,133	\$113,601	(\$3,532)	-3%
Administrative Services	\$2,925	\$1,525	\$2,571	\$1,569	(\$1,002)	-39%
Community Fire Prevention and Risk Reduction	\$16,548	\$14,767	\$15,195	\$15,011	(\$184)	-1%
Executive Services	\$2,766	\$2,275	\$2,830	\$2,671	(\$159)	-6%
Firefighter Health and Safety	(\$6)	\$0	\$0	\$0	\$0	0%
Debt Service and Interfund Transfers	\$0	\$0	\$0	\$0	\$0	0%
Total	\$136,242	\$116,684	\$137,729	\$132,852	(\$4,877)	-4%

Totals may reflect a slight variance due to rounding.



Questions



Appendix

Appendix



- Overtime Updates
- Attrition and New Hire Information
- HFD Accomplishments
- Department demographic breakdown (gender & ethnicity)
- HFD Mission Statement
- Department Org Charts
- Unmet Program Needs
- Restricted Account Details

HFD Overtime Updates

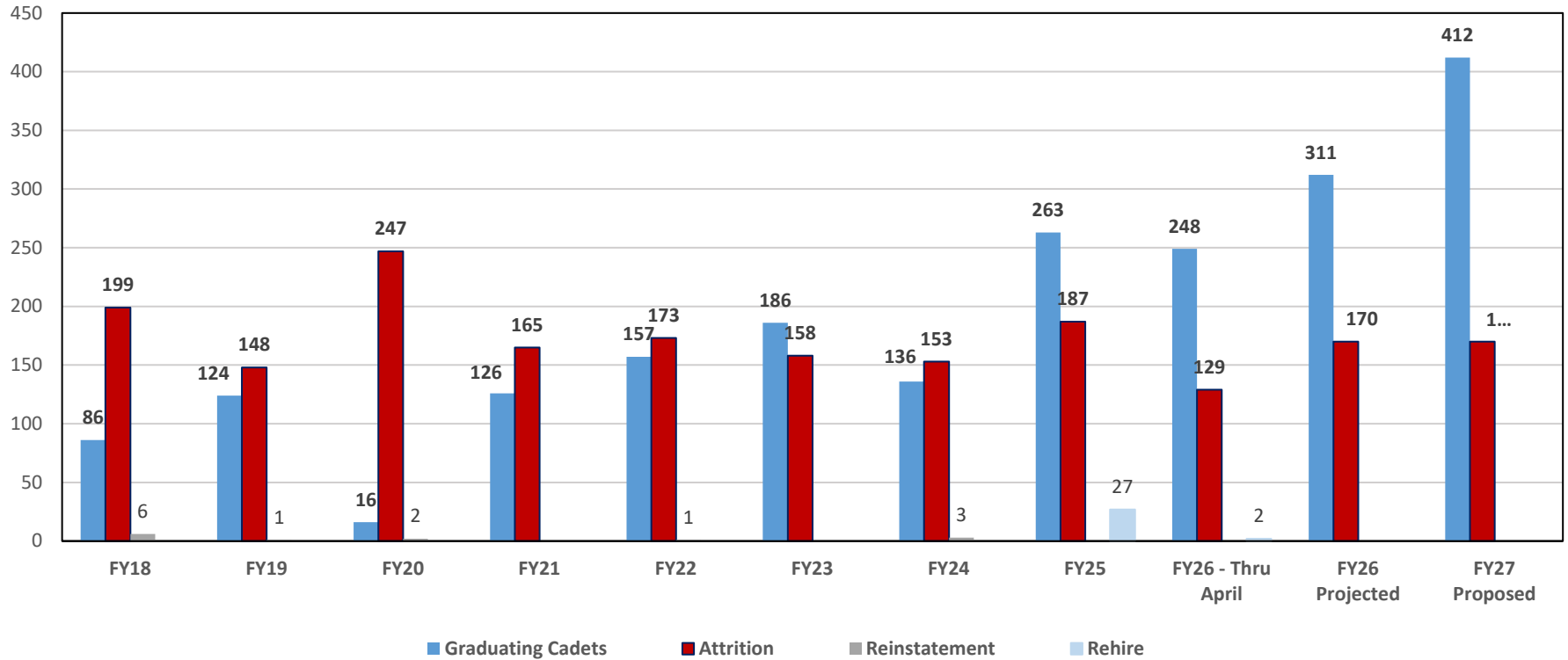


- Overtime Overview
 - Minimum Staffing
 - Obligations
 - Unit Availability

New/Re-Hires vs Classified Attrition



**New/Re-Hires vs Classified Attrition
FY2018 to FY27 Proposed**



HFD Accomplishments



- ISO Class 1 Designation- Insurance Services Office Public Protection Classification 1
- CFAI Accredited Agency Designation- Commission of Fire Accreditation International
- Awarded the FY24 Community Grant through Housing Urban Development in the amount of \$850,000 for a command training center with anticipated completion in December 2026
- Awarded CDBG-DR24 funding in the amount of \$6,150,000 to purchase High Water Vehicles & EMS transport units.
- Completed the installations of the awarded 2021 Fire Prevention and Safety strobe light smoke alarms with bed shakers for deaf/hard of hearing.
- Houston Arson closed multiple high-profile cases including the arrest of the Memorial Park serial arsonist, the Braeswood Bayou serial arsonist, and a defendant who made threats against a local church pastor.
- Strategic plan published in March 2026 with in-person feedback from 250+ personnel and dozens of community organizations.
- Accreditation manager certified as FEMA Level 1 Professional Continuity Practitioner and Association of Fire and Emergency Services Analysts (AFESA) Ethics Vice Chair in August 2025.

HFD Accomplishments



- Completed data science research project with Rice University on automatic alarms and false alarms in December 2025.
- Completed data science research project with Rice University on emergency response delays due to trains in east downtown in May 2026.
- Passed document review for Center for Public Safety Excellence (CPSE)'s 5-year accreditation cycle with peer visit scheduled for May 2026 and commission hearing for final approval in August 2026.
- Homeland Security office initiated HFD's Suspicious Activity Reporting (SAR) Application and development training for the department.
- 17 members of the Rescue Team will attain Swiftwater Technician certification as part of a multi-year program to train team members as both Swiftwater Boat Operators and Swiftwater Rescue Technicians to improve the team's response to incidents in moving water.
- The HFD HazMat Team continued valuable partnerships with entities like Shell Oil, CIMA, Harris County Fire Marshal's Office, Fort Bend County Hazmat, and Baytown Fire Department.

HFD Accomplishments



- Proactive Consumer Needs Team (PCNT)
 - PCNT began September 2024
 - PCNT has presented and collaborated with council members and the City Council Public Safety Committee to connect consumers with needed services
 - Ongoing collaboration with hospital districts, colleges and universities, and other fire and EMS departments on special projects pertaining to public and population health
 - PCNT has identified 3500 consumers with needed services and has assisted over 850 Houstonians to improve medical and social determinants of health, while protecting city resources.
- Paramedic Training
 - LSC#18: Graduates: 43, 38 passed NR, 30 Credentialed Paramedics, 4 Current Interns
 - LSC#19: Graduates: 21, all passed NR, 19 Credentialed Paramedics, 2 Current Interns
 - LSC#20: 22 Projected Graduates December 2027
 - WCJC#1 Graduates: 44, 37 passed NR, 29 Credentialed Paramedics, 7 Current Interns
 - WCJC#2 Graduates: 46 Currently Attempting National Registry
 - HCC#1: Graduates: 17 Currently Attempting National Registry

HFD Comparative Gender and Ethnicity Statistics



Category	Male	Male %	Female	Female %	Total Employees 04/30/2026
Classified	3,741	96%	155	4%	3,896
Civilians	38	40%	56	60%	94
Cadets	157	95%	8	5%	165
Total	3,936	95%	219	5%	4,155

Category	White	Black	Hispanic	A/O	Total Employees 04/30/2025
Classified	48%	17%	31%	4%	100%
Civilians	19%	32%	39%	10%	100%
Cadets	25%	30%	39%	5%	100%
Total	47%	18%	32%	4%	100%

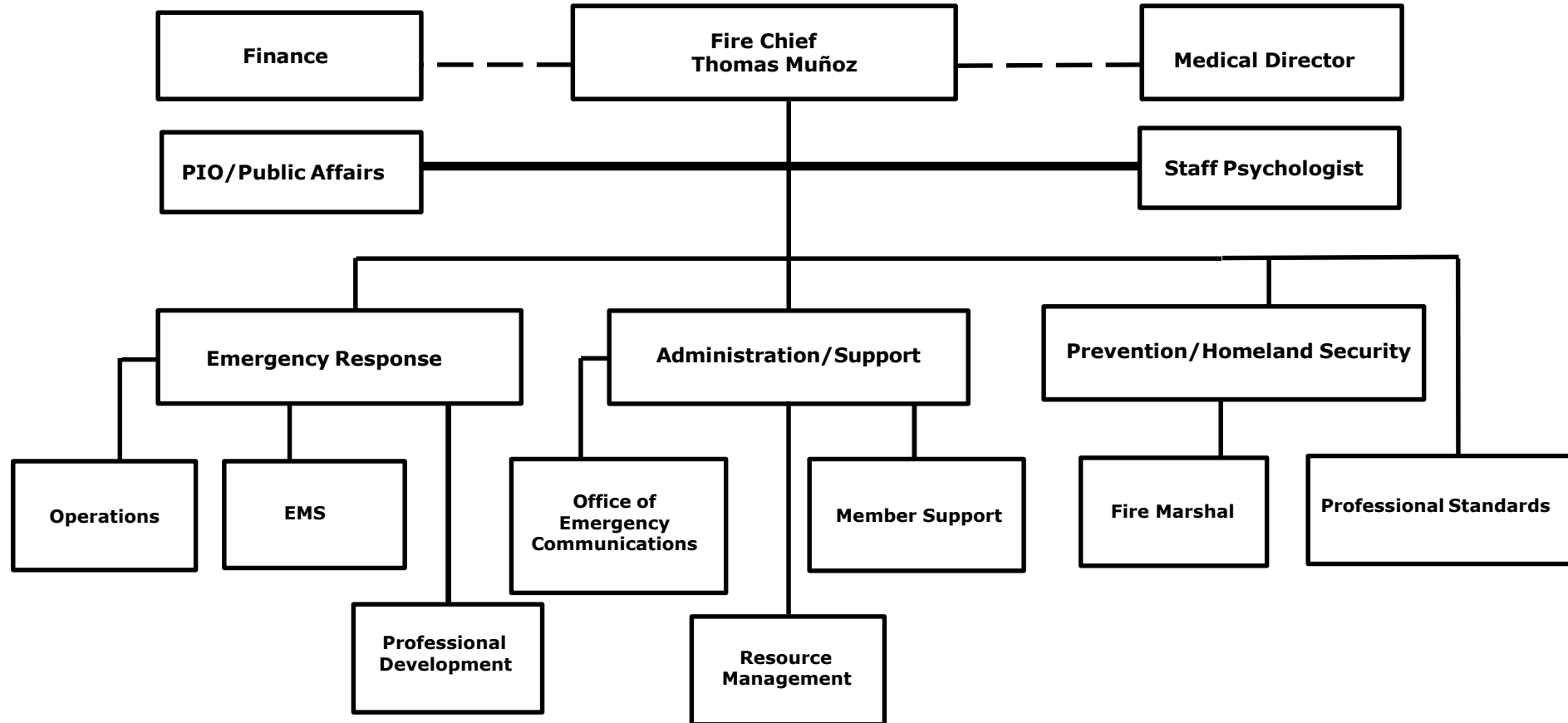
HFD MISSION



TO SAVE LIVES, PROTECT PROPERTY,
AND SERVE OUR COMMUNITY WITH
COURAGE, COMMITMENT AND COMPASSION



HFD Organizational Chart



HFD Unmet Program Needs



- Additional Ambulance Transport Capacity
- Ordinance Additional Classified Staff
- Additional Civilian Staff

Restricted Account Details



GL Description	Justification & Cost Drivers
Interfund Electricity	Responsible for administering the electricity accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Electricity expenses are projected to be lower than the previous year as a function of the competitive bidding process.
Interfund HR Client Services	Include HR operation cost reflecting health benefits and restricted accounts increase.
Interfund KRONOS Service Charge	Software license and maintenance costs associated with the city of Houston's Time and Attendance System (KRONOS).
Interfund Drainage Charge	Fee is based on impervious service.
Interfund Application Services	Costs include Microsoft Enterprise licenses, 3-1-1 maintenance support and applications, SAP licenses maintenance and support, various Enterprise Application and Server support personnel, CSMART (MCD Only), eSignature, Project Management, Infor, eDiscovery, Cyber Security Office software and support, HITS Budget support via the Finance Department, eSignature.
Interfund Data Services	Costs associated with software and maintenance support contracts required to maintain city networks, applications, desktop devices, servers, payment card industry security, storage devices, cloud services, telephone systems and network equipment including Phonoscope circuits. Contracts cover Antivirus, Firewall and Network backup systems. Also, the Data Center costs are included in the Data Services restricted account.
Interfund Voice Services	Monthly costs for Voice/Communication Services. The services include: Local landlines, voice/data circuits, long distance, 1-800 numbers, calling cards, language lines, Citywide ISP/Internet Access. The major vendors are ATT, Department of Information Resources (DIR), Verizon and Century Link.
Interfund Wireless Services	Monthly charges for Verizon Business services and mobile devices including cell phones, air cards and tablets.
Interfund Voice Labor	Labor costs and parts needed to perform work associated with installation and/or upgrades of telephone systems and cabling. The sole vendor is Selrico.
Interfund Vehicle Accidents	Provides vehicle accidents repairs for all city departments' rolling stock equipment.
Interfund Permit Center Point of Sale	HPC Point of Sale chargeback.
Interfund Insurance Fees	Cost increase for property insurance premium.
Interfund GIS Services	Personnel, software licenses and maintenance costs associated with the city of Houston's Enterprise Geographic Information System (EGIS).
Interfund Permit Center Rent Chargeback	HPC lease chargeback.
Interfund Vehicle Services - Tires	Tire purchases and services costs for City's rolling stock equipment.
Interfund Vehicle Services	Provides repair, maintenance, and administrative support for all city departments' rolling stock equipment. Expense explanation - Vehicle Services are projected to increase driven by part cost, contractual increases, and an aging vehicle population.
Interfund Vehicle Fuel	Fuel Program operates and manages all City owned fuel sites. Expense explanation - Fuel services are driven primarily by market pricing.
Interfund Natural Gas	Responsible for administering the natural gas accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Natural gas expenses are projected to be lower than the previous year due to current market conditions and locking in a rate favorable to the City.
Interfund Radio System Access	Due to the consolidation of the radio group in General Fund to revolving fund for HITS. This group is responsible for the operation and maintenance of the City's public safety radio system.