



# VISION PLAN 2026-2031

*“Excellence in Service”*

WILLIAMSON COUNTY ESD #5

JARRELL, TX

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# MESSAGE FROM THE FIRE CHIEF

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Greetings!

In 2022, I was entrusted by The Williamson County ESD #5 (WCESD5) Board of Commissioners to serve the men and women of Jarrell Fire as their Fire Chief. The past four years have been a wonderful blessing and an incredible adventure.

Jarrell Fire covers a district of 75 squares miles that is experiencing rapid growth. In 2024, our district was #2 in the nation in terms of percentage growth in population. We developed a vision plan in early 2024 as part of the process to plan and project for our community's emergency response needs. The goal of that plan was to meet and update every other year so that we could evaluate the projection verses realities in terms of call volume, residential and commercial growth as well as available revenue to meet these needs.

In 2026, the vision plan committee met again, and this document outlines the strategic goals identified as priority for the next five years from budget 2026/2027-2030/2031

It is our privilege to share this plan to protect our district, the communities within, its citizens, and those passing through. The members of this vision plan committee wish to thank our Board of Commissioners for their unwavering support, our beloved community and the heart of Jarrell Fire & Rescue, our firefighters, administrators and command staff.

We stand committed and ready to accept the challenge each day to serve, cultivate these strategic goals into reality, enhance the services offered to our district, and meet the vision set forth for our future.

I personally invite our community to view our webpage at <https://www.wilcoesd5.org/> and our Facebook Page at Williamson County ESD5 / Jarrell Fire & Rescue for frequent updates on calls, events, budgets, meetings, minutes, personnel, apparatus, stations and so much more!



*Ron Stewart*

Fire Chief, Jarrell Fire Rescue  
Williamson County ESD No.5



# VISION PLAN CREATION PROCESS

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A vision plan was developed by a team comprised of the Fire Chief and a collaborative committee from Williamson County Emergency Services District #5, WCESD5 (AKA: Jarrell Fire & Rescue) formed from multiple ranks, shifts and positions within the organization and included:

## Administrative Staff

- Fire Chief Ron Stewart
- Assistant Fire Chief John “JJ” Jernigan
- Div. Chief Operations Matt Whisenant
- Div. Chief Prevention / Fire Marshal Bobby Belcher
- Administrative / Finance Manager Morgan Coop
- Human Resources Manager Vanessa Tucker

## Operations Staff

- Captain Matthew Truitt (C-Shift)
- Lieutenant Jonathan Nielsen (B-Shift)
- Engineer Andrew Allison (B-Shift)
- Engineer Tyler Lawhorn (C-Shift)
- Firefighter Trevor Stanford (A-Shift)
- Firefighter Devon Troupe (A-Shift)

This team met on multiple occasions over several weeks between January 2026 and May 2026 to identify current procedural processes, organizational overview, and consideration of the needs of the organization over a five-year period spanning fiscal year 2026/2027 to fiscal year 2030/2031.

Their findings and assessments are gathered in this document as an ongoing effort to ensure that WCESD5 (Jarrell Fire & Rescue) is fully prepared to serve our community and maintain the highest level of transparency and fiscal responsibility to our citizens.



# WILLIAMSON COUNTY ESD #5 BOARD OF COMMISSIONERS

The Board of Commissioners are appointed by the Williamson County Commissioners Court and serve two-year staggered terms as the policymaking, fiscal oversight, and policy direction body for WCESD #5 that maximizes service value to district citizens. WCESD #5 Commissioners serve on a voluntary basis and do not receive any compensation. The board members are a dedicated and visionary team that includes the following members as of June 2026:

**President – Bill Lawson**



**Vice President – Tommy Sladeczek**



**Secretary – Janet Hage**



**Treasurer – Mike Adams**



**Assistant Treasurer – Gary Kovar**



**Public Meetings:** Every month on the third Tuesday at 5 PM at Fire Station #2  
(155 CR 313 Jarrell, Texas 76537)



# MISSION, VISION, MOTTO, AND CORE VALUES

## Mission Statement

*“With pride and dedication, we will commit to providing the highest level of service.”*

## Vision Statement

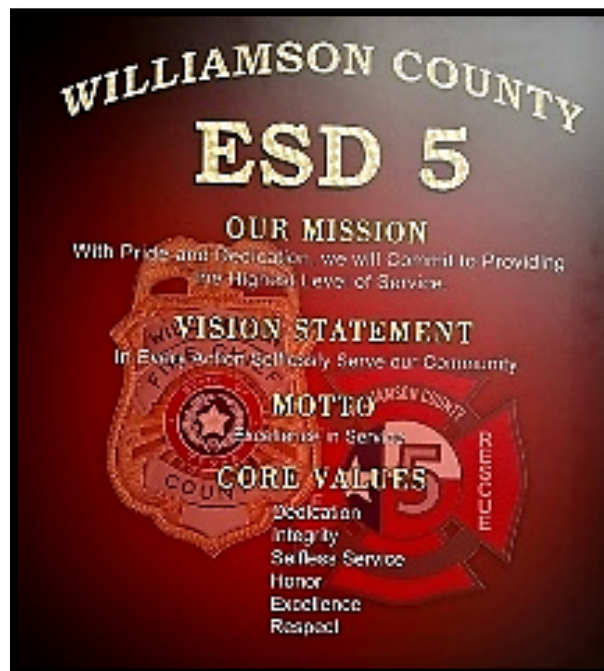
*“In every Action selflessly service our community.”*

## Motto

*“Excellence in Service”*

## Core Values

<b>D</b> DEDICATION	<b>I</b> INTEGRITY	<b>S</b> SELFLESS SERVICE	<b>H</b> HONOR	<b>E</b> EXCELLENCE	<b>R</b> RESPECT
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# WHAT IS AN EMERGENCY SERVICE DISTRICT (ESD)

*Understanding how Williamson County ESD #5 is funded, structured, and held accountable*

In 2001 the Williamson County Emergency Services District #5, AKA Jarrell Fire & Rescue, was approved for creation by area voters to provide the City of Jarrell and surrounding communities with a constant revenue stream through property taxes for the purpose of fire personnel, equipment, property, and apparatus. All properties and equipment are owned by the district, and the staff are employed by WCESD5.

As a governmental entity, the primary source of funds for an ESD is tax revenue. ESDs have two primary methods of securing this revenue, Ad Valorem Taxes (Property) and Sales Tax.

## Ad Valorem (Property) Tax

An ESD may impose an ad valorem tax on all real and personal property within the district that is subject to taxation. The current *maximum* allowable rate of taxation for ESDs across the state is \$0.10/\$100 of valuation according to Chapter 775 of the Texas Health and Safety Code. This is calculated annually by the Williamson County Tax Appraisal Office. An example of this would be that a property valued at \$100,000 pays no more than \$100 a year to the ESD.

## Sales and Use Tax

ESDs are also one of a select group of local political subdivisions that are eligible to levy local sales and use tax, subject to voter approval. Of that number, 6.25% is reserved and collected by the State of Texas. The remaining 2% sales tax rate is available for ESDs to collect if available.

In 2016 voters within the district, through a public election, approved a 2% sales tax rate for WCESD 5 in areas inside the 75 square mile district (see Page 16) but *outside* the then established city limits of Jarrell, Texas.

In 2021, the City of Jarrell and Williamson Co. ESD 5 entered into a sales tax sharing agreement for the allocation that 2% sales tax at a rate equally shared at 1% between Williamson Co. ESD #5 and The City of Jarrell, Texas provided that The City annexed the area in question and provided City services in exchanges for the 1% sales tax sharing. That agreement came with an 8-year expiration date at which time The City and Williamson Co. ESD 5 may revisit the terms and enter into a new agreement as they wish.

Consequently, all Williamson Co. ESD 5 expenses collectively, (capital, operational, and personnel), must fall at or under these tax caps. Our budget only increases when an increase in the property valuation and/or increase in local sales collection occurs. Were property valuation and sales tax to decrease, our budget likewise would also decrease.



WCESD5 continues to explore all options to increase staffing and available equipment to serve our rapidly growing community.

Currently WCESD5 has an interlocal agreement with Williamson County EMS in which the county funds a small stipend for ambulance service in county areas. This stipend, in the past, has been in the amount of approximately \$24,000 per year paid to WCESD5 in exchange for space for their ambulances and crews to house. A Williamson Co. EMS ambulance is assigned to WCESD5 district and responds out of WCESD5 fire station #2 twenty-four hours a day.

WCESD5 consistently pursues grant opportunities to increase services to our district. WCESD5 also collects additional revenue through our Fire Marshal's office plans review and some of the fire code inspections services provided.

WCESD5 is responsible for all Maintenance & Operations, Interest & Sinking expenses (AKA Debt), and the management of all revenues. This includes attending the county Appraisal District meetings, filling out all the Truth-N-Taxation forms, establishing the tax rate calendar, proposing the annual tax rate not to exceed .10 cents for \$100, conducting tax rate hearings, setting the tax rate, and voting on the tax rate. Once the revenues are determined, expenditures are established and the annual budget is published publicly as per Texas Law

By law, Williamson Co. ESD #5 undergoes a yearly financial audit conducted by an independent third-party firm in good standing and with a good reputation. All these independent external audits are available for viewing on our website. WCESD5 has earned a "satisfactory" rating for the past 3 years which the highest rating they can give an organization.



## **FIREFIGHTER JAKE OWEN MEMORIAL**

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Jake Owen started his career at Jarrell Fire on October 5, 2018, and was promoted to the rank of Driver/Engineer on August 5, 2020. Jake aspired to eventually promote to the rank of Lieutenant within the organization.

On January 19<sup>th</sup>, 2023, Jake completed his shift and went home expecting to return for his next shift on January 23<sup>rd</sup>. He called in sick that day with a severe headache and reported to the emergency room at Hillcrest Hospital in Waco. Doctors there recognized a tumor in his brain, and he was transferred to Houston Hermann Hospital for surgery.

Jake bravely fought malignant brain cancer for over eight months before going home to be with his savior on October 2, 2023, at the age of 25.

Subsequent investigations by the International Association of Firefighters (IAFF) and the National Fire Academy (NFA) deemed Jake's cancer to be career acquired. Therefore, Jake's name is displayed on the IAFF's Fallen Firefighter Memorial Wall in Colorado Springs, CO and on the National Fallen Firefighter's Memorial at the National Fire Academy in Emmitsburg, MD as a line of duty death.

The greatest honor for Jake, however, came when Jake's brother firefighters with the Jarrell Professional Firefighters Association fully funded a local memorial to honor their brother, Driver/Engineer Jake Owen. The memorial was dedicated on September 6, 2025, and serves as a peaceful place to visit Jake and remember his life's dedication to service of others.

Jake's memorial may be visited by anyone between 8am and 5pm daily at Jarrell Firehouse #2 located at 155 CR 313 in Jarrell. We invite and welcome you to visit.

**Never forget and always, Live Like Jake!**



**Engineer Jake Owen**

*1998 – 2023 Line of Duty Death*



# JACOB WAYNE OWEN

Sept. 9, 1998- Oct. 2, 2023



Engineer Jake Owen, to know him was to love him. His smile and kind heart were infectious. He loved the Lord, his family and friends and took great pride in his career as a Jarrell firefighter. He had a servant's heart and always put others' needs before himself. His bravery and faith never wavered throughout his fight. He always wanted to make sure everyone else was ok. He had a bear hug that could cure all worries and he shared that with everyone he loved.

Jake's attention and devotion to the important things in life will be commended for years to come. The "Live Like Jake" campaign challenges us to put a smile on each morning, just as he did. To put others before ourselves and to love everyone that you can to the best of your ability.

Though his life was cut way too short, he taught us to live each day to the absolute fullest.



# ORGANIZATIONAL BACKGROUND

WCESD #5 is a fully paid emergency service district that provides fire, EMS, rescue, fire prevention, code enforcement and education services to our 75 square mile district located in northern Williamson County. WCESD5 currently employs a total of 38 full-time career personnel in fire operations, prevention and administration.

<b>38</b> FULL-TIME PERSONNEL	<b>2</b> FIRE STATIONS	<b>75</b> SQUARE-MILE DISTRICT
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## Operations Staffing 2026/2027

WCESD #5 currently has 30 firefighters assigned to fire operations, that is the firefighters in the firetrucks on the streets responding to calls. They staff the two fire stations with ten firefighters per shift (2026/2027) The upcoming 2026/2027 budget intends to increase staffing to all three shifts to eleven each on a 48/96 hour 2 days on 4 days off rotating schedule.

A Shift	B Shift	C Shift
(1) Captain	(1) Captain	(1) Captain
(1) Lieutenant	(1) Lieutenant	(1) Lieutenant
(3) Driver / Engineers	(3) Driver / Engineers	(3) Driver / Engineers
(5) Firefighters	(5) Firefighters	(5) Firefighters
<b>Minimum Staffing: 7 Per Shift (Up to 2 Scheduled Off &amp; 1 Unscheduled Off)</b>		

## Administration Staffing 2026/2027

Fire administration employees work a 36-hour work week schedule and handling administrative assignments such as scheduling, budgeting, payroll and benefits, financial tracking and accountability, fire prevention activities, inspections, investigations, maintenance, tracking of equipment, training and much more. The administrative staff includes:

Command Staff	Support Staff
(1) Fire Chief	(1) Administrative / Finance Manager
(1) Assistant Fire Chief	(1) Human Resources Manager
(1) Division Chief Over Operations	(1) Training Captain
(1) Division Chief Over Prevention (Fire Marshal)	(1) Fire Inspector Assigned to Prevention



## Projected Operations Staffing 2030/2031

The goal of this five-year plan is to outfit the organization with the projected personnel needs to meet the growing demands of the district. The end goal of this vision plan is to reach staffing levels as outlined below by September 30, 2031.

A Shift	B Shift	C Shift
(1) Battalion Chief	(1) Battalion Chief	(1) Battalion Chief
(3) Captains	(3) Captains	(3) Captains
(4) Driver / Engineers	(4) Driver / Engineers	(4) Driver / Engineers
(7) Firefighters	(7) Firefighters	(7) Firefighters
Minimum Staffing: 11 Per Shift (3 Scheduled & 1 Unscheduled Off)		

## Projected Administration Staffing 2026/2027

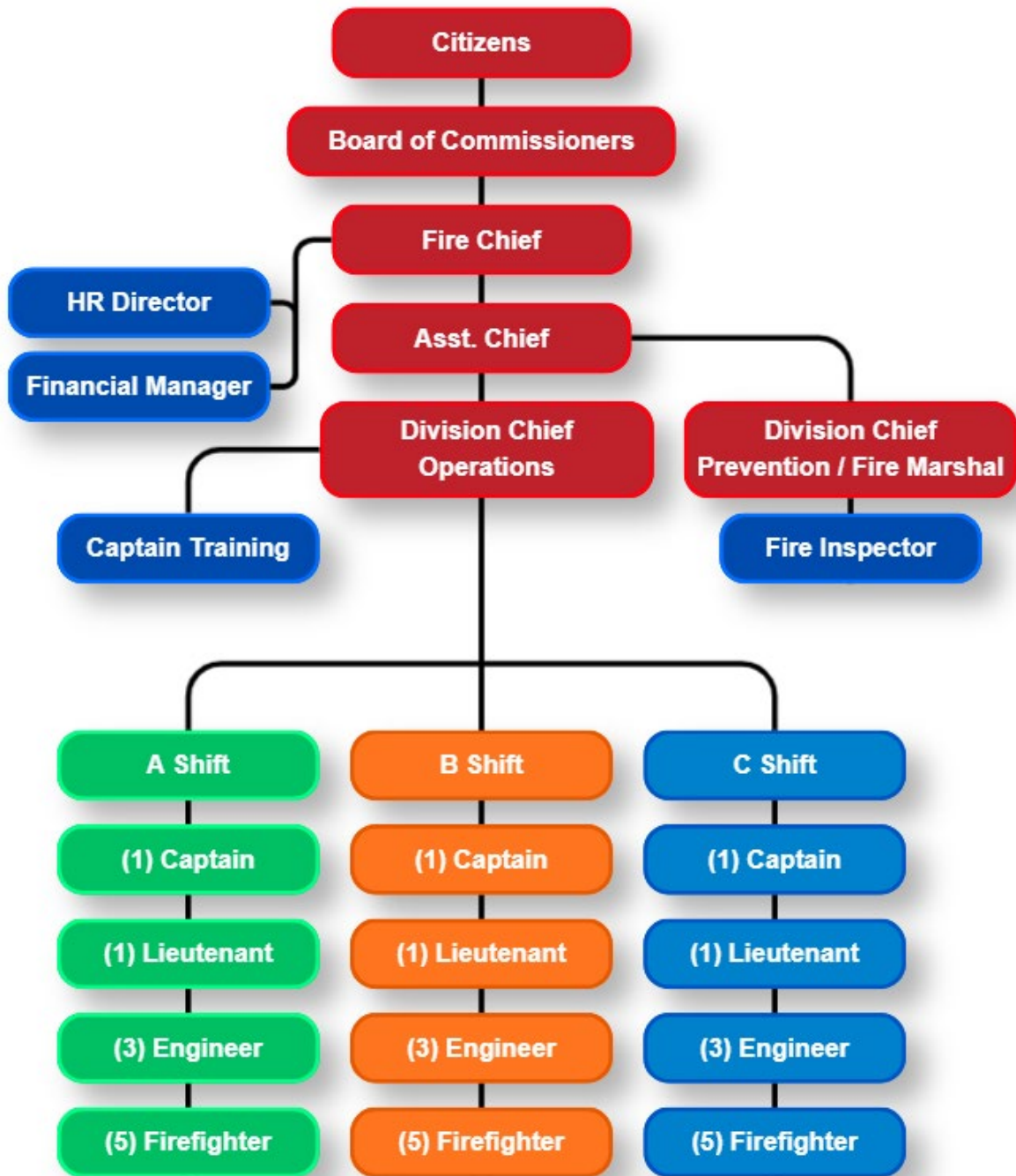
Fire administration employees work four 9 or three 10 hour plus one 6 hour day (employee's option) on a 36-hour work week with either Monday or Friday off. The end goal of this vision plan is to reach staffing levels as outlined below by September 30, 2031.

Command Staff	Support Staff
(1) Fire Chief	(1) Administrative / Finance Manager
(1) Assistant Fire Chief	(1) Human Resources Manager
(1) Division Chief Over Operations	(1) Training Captain
(1) Division Chief Over Prevention / Fire Marshal	(2) Fire Inspectors/Investigators Assigned to Prevention
	(1) Logistics Officer / Quartermaster
	(1) Public Education Officer / PIO

*\*\* NOTE: Williamson County ESD #5 has applied for SAFER grant funds to add nine additional firefighters to operations. If awarded, this would add three firefighters to each shift and cover the expense of their salaries and benefits for a period of three years. This grant cannot be counted on until the results are announced, and that is expected to occur by May 2026. If awarded, these nine firefighters would be hired immediately.*

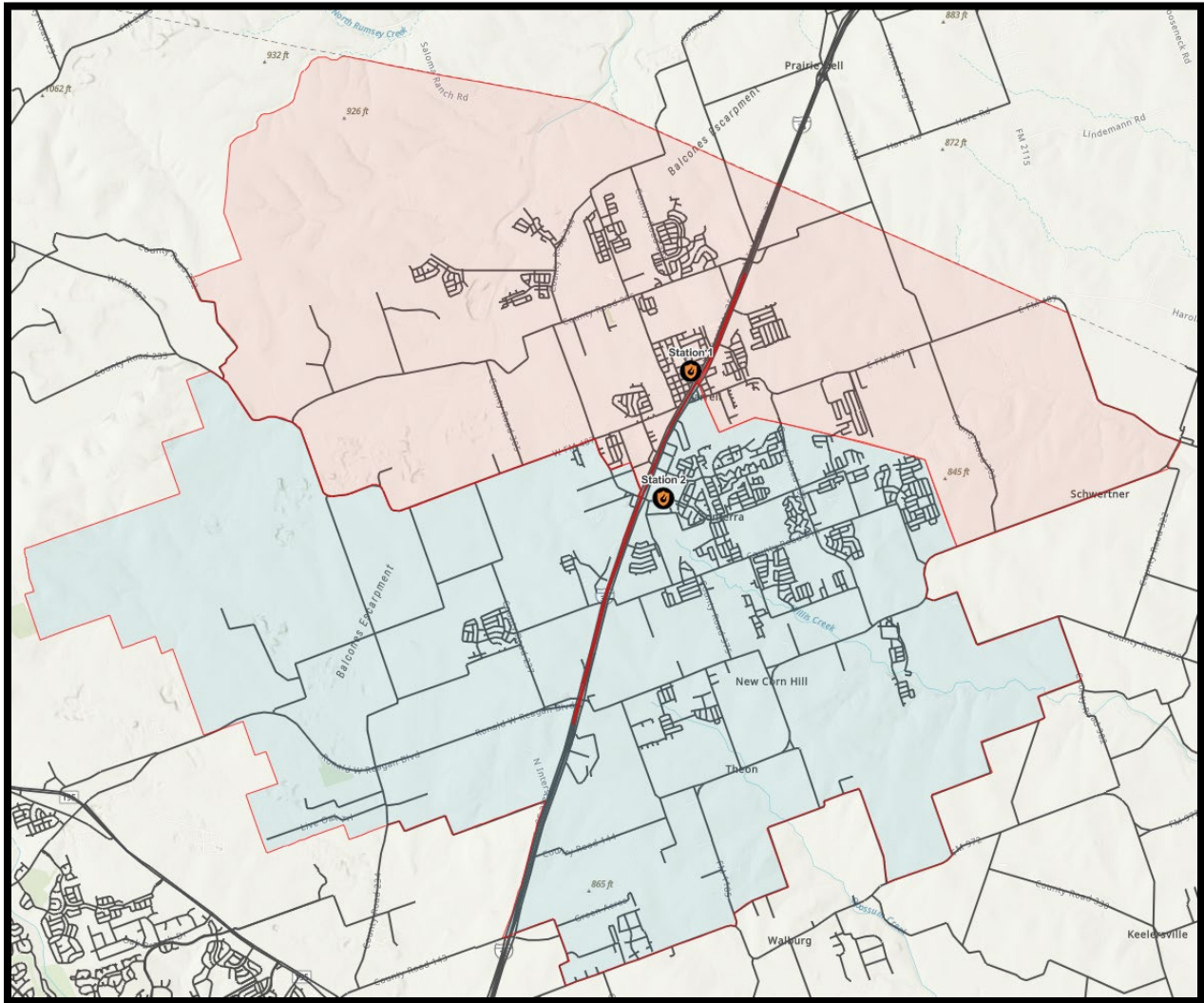


## Current Organization Chart (2026/2027)



## SERVICE AREA (“DISTRICT”)

Fire departments are assigned geographic areas where they are the primary emergency provider which are called a “district.” The primary service area for Williamson County ESD #5 covers 75 square miles and is essentially the area south of Salado, east of Florence, west of Bartlett and north of Georgetown as depicted in the district map below with the red indicating firehouse #1 coverage area and blue representing firehouse #2 coverage area.



# DISTRICT DEMOGRAPHICS

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## Population

WCESD5's district has undergone a transformation over the past decade from a rural area, with approximately 6000 total residents, to one of Texas' fastest growing areas. WCESD5 protects a population of approximately 26,000+ residents currently with growth projections into six figures in the next 7-10 years.



## Structures

Some of WCESD5's district is in the wildland-urban interface (WUI) which places challenges of wildland fires butting against developed areas and threatening improved properties and assets such as homes and/or businesses. These structures can range from 1-and 2-family single story dwellings, to 1-and 2-family or multiple-family dwellings and/or commercial business that are 2 or more stories in height.

## Residential Growth

There is expectation for a rapid growth of commercial, multi-family permanent and transient units planned such as anchor stores, apartments, and hotels. There are projections of up to 30,000 newly added living unit equivalents (LUEs) planned in the next 5-10 years within our 75 square mile district that could result in a population growth of as much as 50,000-75,000 new residents in addition to the 26,000 currently residing in the district.

## Commercial Growth

With this growth has come an increase in the residential, commercial, and industrial construction, both in the city and the county areas. The district has already witnessed several new retail stores and businesses arrive within the last few years including restaurants, car wash, grocery, auto supply, service, medical and dental practices, and fitness facilities and plans approved for a Wal-Mart Superstore expected to open in the fall of 2027 to the spring of 2028.

## Critical Infrastructures

WCESD5 protects critical infrastructures consisting of highways, electrical power transmission lines, and public buildings. Our 13-mile stretch of IH- 35, a major route for commerce including hazardous materials shipments, sees an estimated 85,000-100,000 vehicles daily and historically represents up to 24% of our total call volume. A major crude oil and natural gas pipelines bisect the district, and we are additionally a location for telecommunication sites, six public schools, pump houses, water sources, local government facilities and projections of large data centers.



# BUDGET

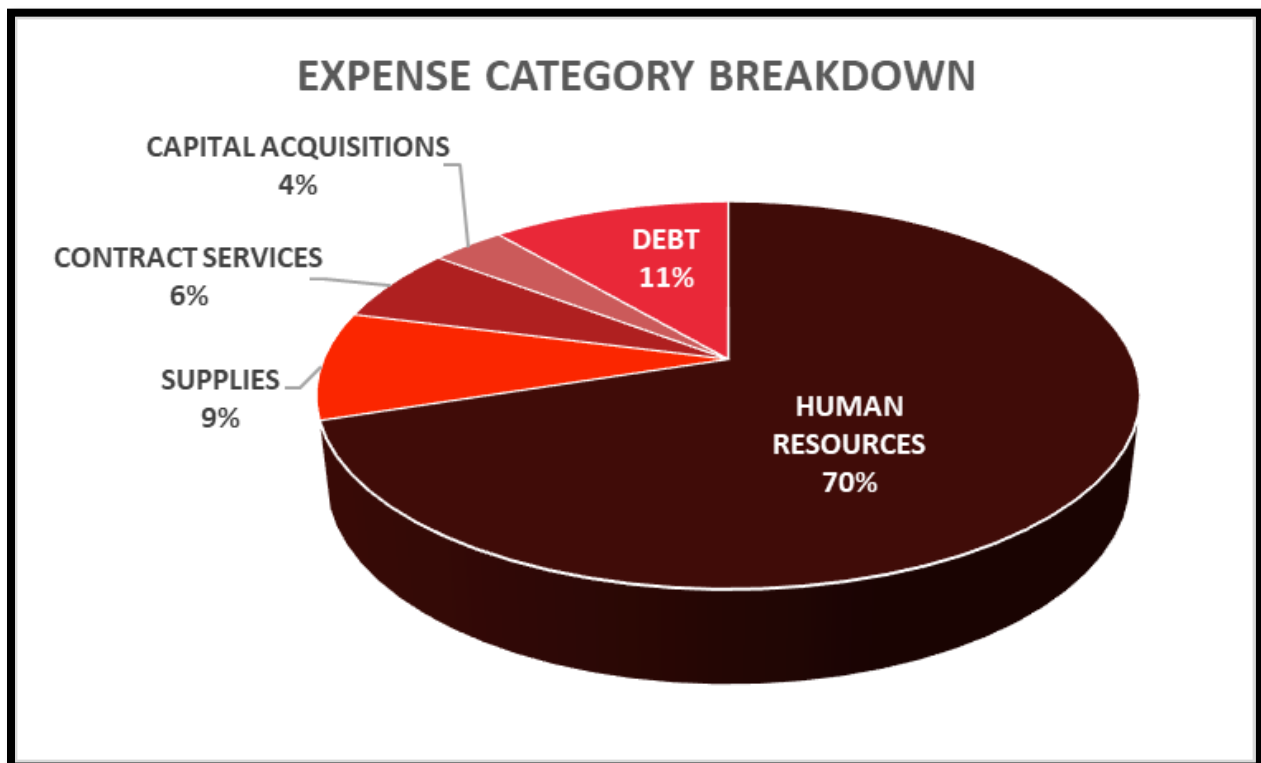
*Maintaining a balanced budget under statutory tax caps requires forecasting, fiscal discipline, and pursuit of every available grant opportunity.*

One of the primary tasks of the administrative team at Williamson County ESD #5 is to develop and maintain a working budget from revenues generated for operation. This revenue comes in the form of local sales tax of which, 2 cents per dollar goes to WCESD5 and property tax of which, no more than .10 cents per \$100 valuation (as determined by the Williamson County Tax Appraisal District).

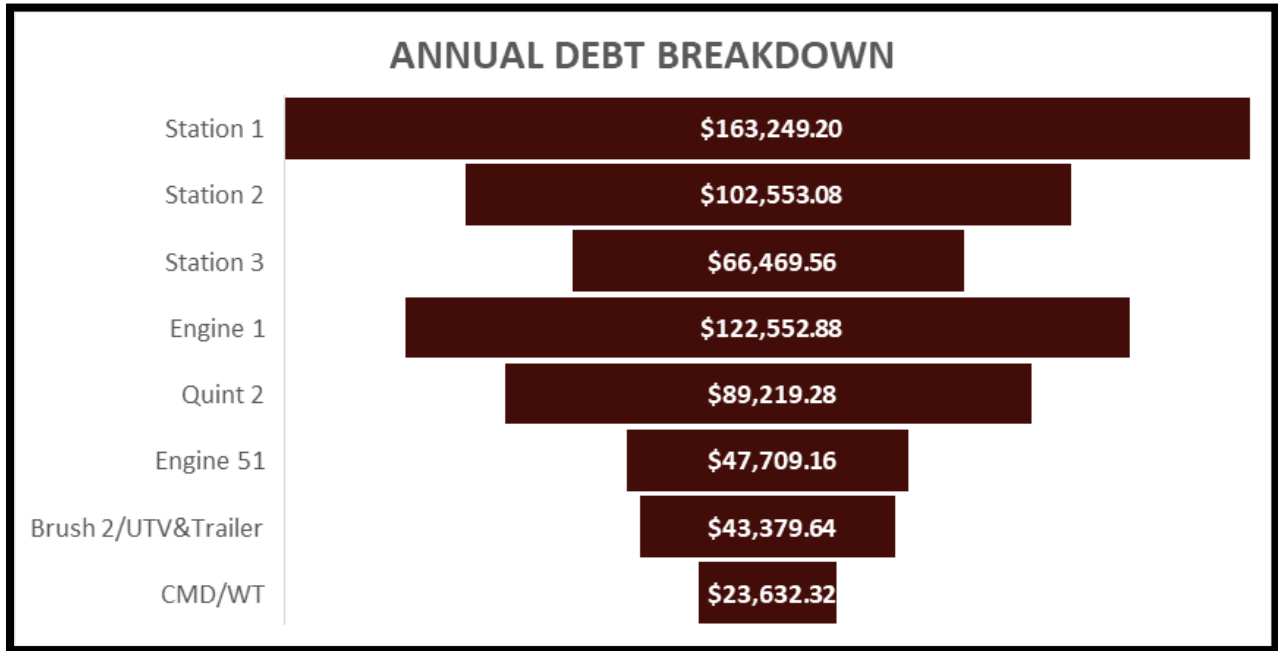
The budget is not unlike any home budget accounting for things such as mortgage payment of home and vehicles (known as interest and sinking funds, I&S more commonly called “debt”) and things such as vehicle and building maintenance, insurance, contracted work, investing, utilities, salaries, benefits and outfitting of our personnel. These funds are known as maintenance and operations or M&O.

Unique to our budget versus your own home budget are the salaries and benefits portion which accounts for up to 70% of our total budget. The remaining 30% is directed towards debt, capital acquisitions, contract services and supplies.

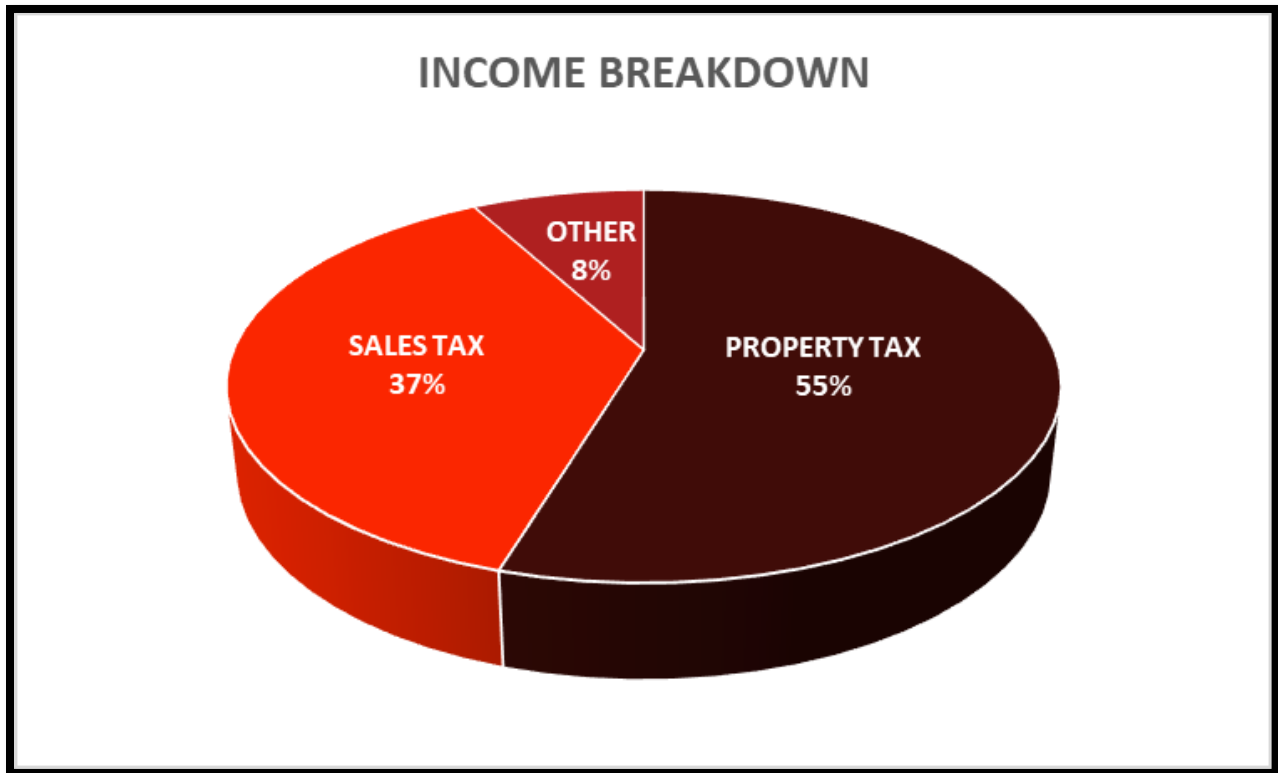
## Breakdown Of Expense by Category FY 2025/2026



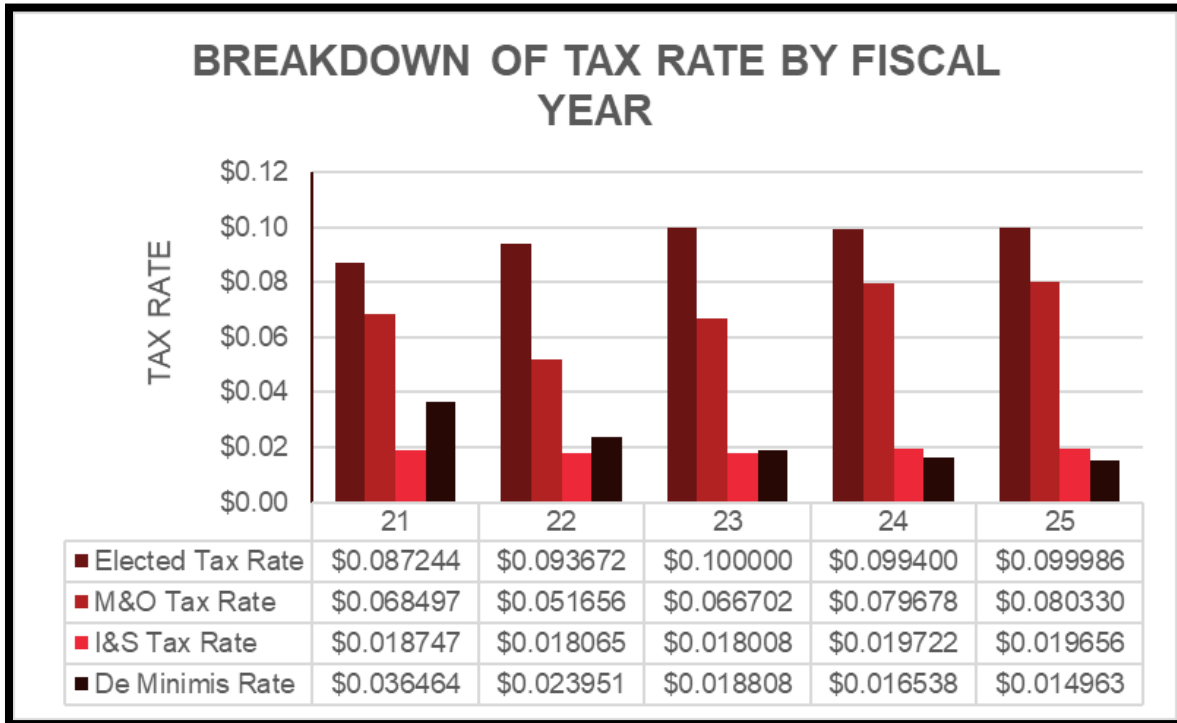
## Breakdown Of Debt by Account FY 2025/2026



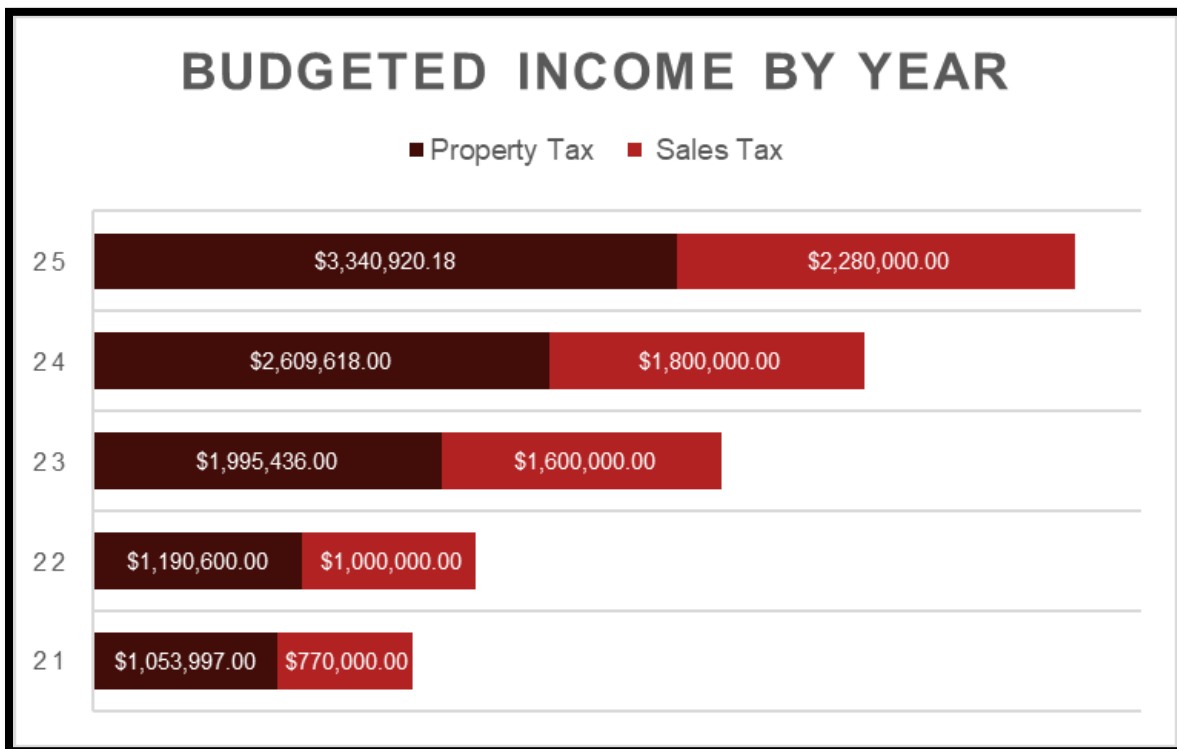
## Breakdown Of Income by Source FY 2025/2026



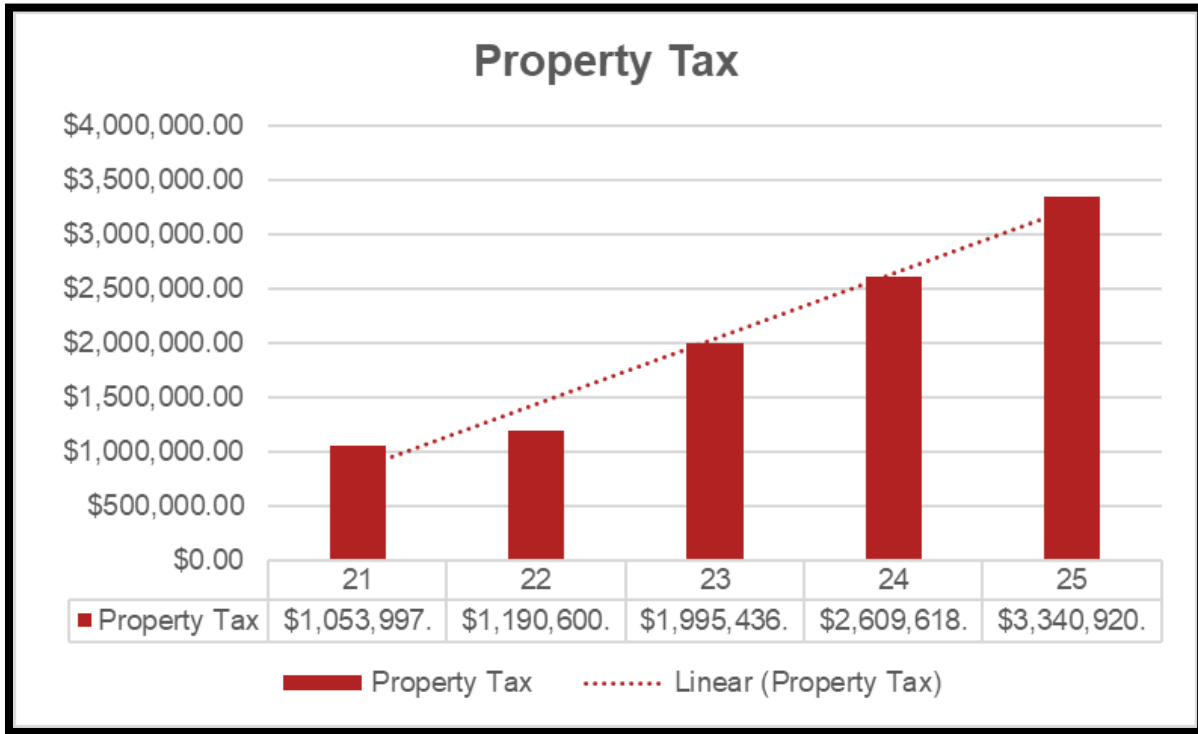
## Breakdown Of Tax Rate by Type FY



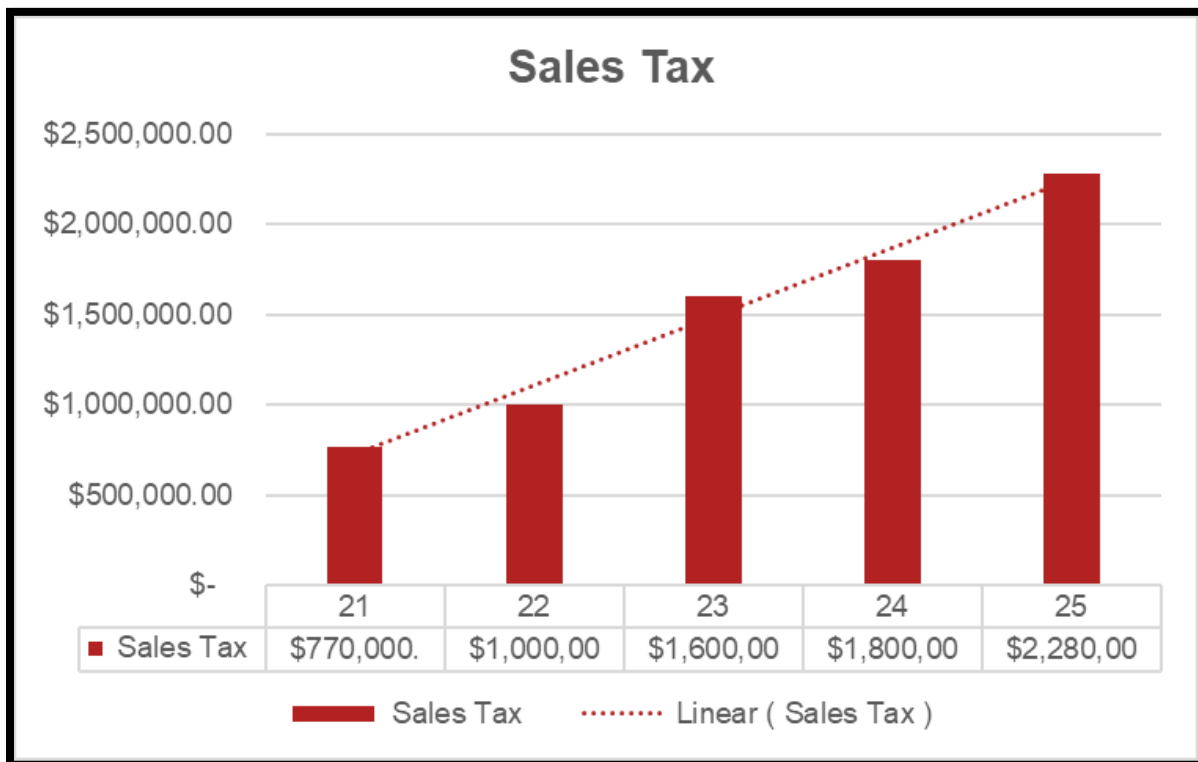
## Breakdown Of Income by Fiscal Year



## Breakdown Of Property Tax Levy by Fiscal Year



## Breakdown Of Sales Tax Income by Fiscal Year



## FORECASTING REVENUES

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While WCESD5 has seen substantial growth in revenues over the past five years, it has not met the growing needs (because of call volume increase both realized and projected) required to maintain response expectations to hire personnel, purchase needed equipment and build stations to plan for the continued projections of rapid growth. For this reason, we are pursuing multiple grants to help supplement revenue including AFG, SAFER, Motorola, MSA and more.

One of the difficulties in planning, predicting, and proposing a future budget for any ESD is the lag between the arrival of business growth and the monies available to purchase needed equipment and supplies which are collected from our property tax revenue.

WCESD5 protects all properties in our district from the day that construction begins with the same number of personnel and equipment. These new expenses must be absorbed into the current year's budget. It takes Williamson County Tax Office up to 24 months from the building's completion to appraise, collect, and distribute tax dollars. During this time, WCESD5 cannot receive the added tax revenue, yet still responds to the newly expanded areas which place budgetary constraints until the tax revenue disbursement begins.

This is an element of the fiduciary and moral responsibility that we are happy to take on in service to our community, and that we accept wholeheartedly. It can, however, make predictions of future revenues versus additional properties a challenge as we grow and so we include this element of budgeting for full disclosure.

WCESD5 employs three forecast methodologies to provide a comprehensive view of revenue growth, while ultimately favoring a conservative approach as part of our ongoing fiduciary responsibility to the citizens we serve.



## Forecast Methodologies

### **LINEAR FORECAST**

Projects steady, incremental growth based on recent assessed value trends, providing a clear and transparent basis for budgeting decisions that policymakers can readily explain and justify.

### **EXPONENTIAL SMOOTHING FORECAST**

Applies a weighted average of historical growth rates, placing greater emphasis on more recent years to produce a moderate to conservative projection that adapts to seasonality while remaining grounded in demonstrated performance.

### **COMPOUND ANNUAL GROWTH RATE (CAGR) FORECAST**

Applies the district's full historical compound annual growth rate of 22.70% uniformly across the projection period — the upper bound of potential growth, capturing the exceptional appreciation experienced during the 2021 and 2022 market surge. This is not anticipated as a sustainable planning baseline.

Taken together, these three models bracket a realistic range of outcomes, with WCESD5 anchoring its budget planning to the linear model as the approach that best serves the long-term financial stability and public trust of the district.

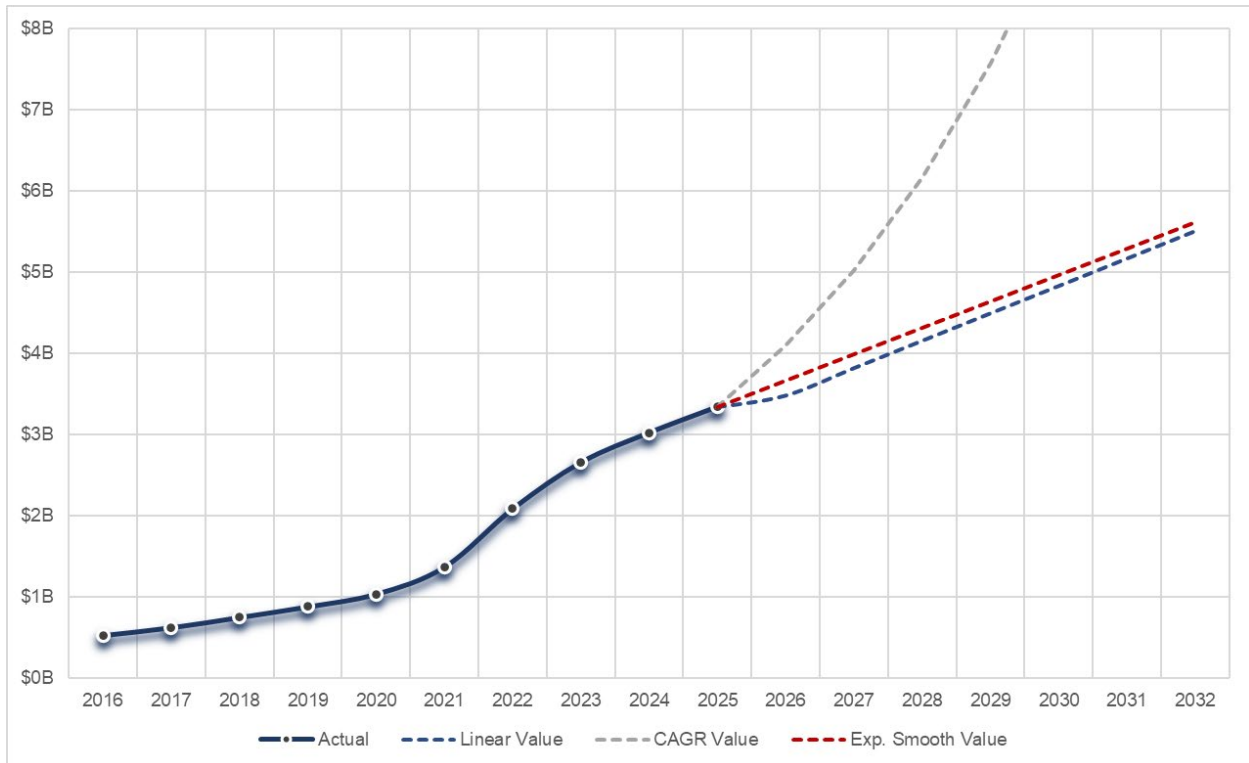
The linear and exponential smoothing forecasts produce remarkably similar projections across the FY 2026 through 2032 period, and this convergence is not coincidental. Exponential smoothing heavily discounts older historical data in favor of more recent observations, and in WCESD5's case the most recent actual growth rates of 13.73% in FY 2024 and 10.52% in FY 2025 represent a significant deceleration from the peak years of 2021 and 2022.

Because the smoothing model anchors itself to this recent slowdown, its projected trajectory naturally flattens toward a modest, steady climb that closely mirrors the linear model. In effect, both models are telling the same story: that the extraordinary appreciation experienced during the post-COVID real estate surge has normalized and near-term taxable value growth is expected to follow a measured, predictable path. When an independent smoothing model arrives at nearly the same conclusion as the linear forecast, it provides meaningful validation that the district's conservative planning baseline is well supported by the data.



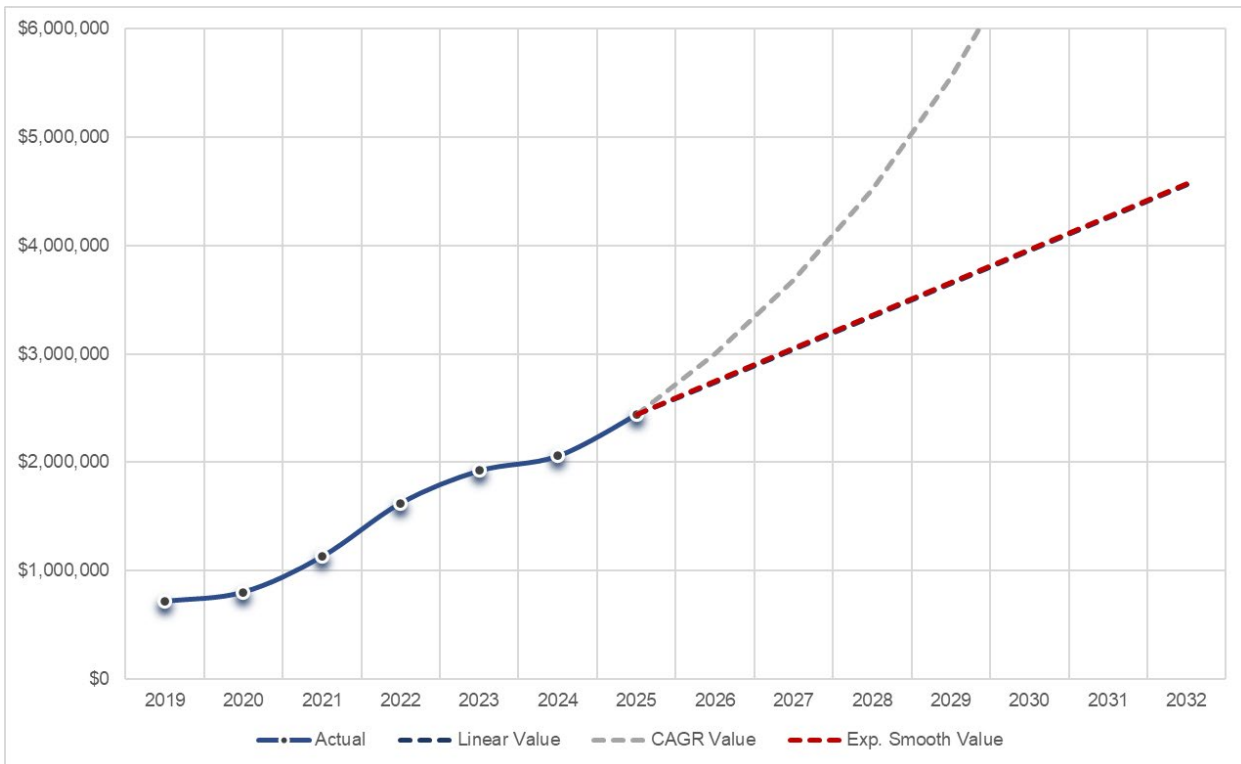
## Total Taxable Value Estimates by Fiscal Year

FY	Actual	Actual YoY%	Linear Value	Linear YoY%	CAGR Value	CGAR YoY%	Exp. Smooth Value	Exp. Smooth YoY%
2016	\$530,238,358							
2017	\$626,584,768	18.17%						
2018	\$752,022,993	20.02%						
2019	\$883,000,597	17.42%						
2020	\$1,038,219,552	17.58%						
2021	\$1,371,188,024	32.07%						
2022	\$2,087,535,312	52.24%						
2023	\$2,658,427,278	27.35%						
2024	\$3,023,307,289	13.73%						
2025	\$3,341,387,972	10.52%	\$3,341,387,972		\$3,341,387,972		\$3,341,387,972	
2026			\$3,483,057,821	4.24%	\$4,099,730,634	22.70%	\$3,666,140,544	9.72%
2027			\$3,819,760,841	9.67%	\$5,030,182,491	22.70%	\$3,990,755,116	8.85%
2028			\$4,156,463,860	8.81%	\$6,171,804,479	22.70%	\$4,315,369,688	8.13%
2029			\$4,493,166,880	8.10%	\$7,572,522,588	22.70%	\$4,639,984,259	7.52%
2030			\$4,829,869,899	7.49%	\$9,291,139,817	22.70%	\$4,964,598,831	7.00%
2031			\$5,166,572,919	6.97%	\$11,399,804,767	22.70%	\$5,289,213,403	6.54%
2032			\$5,503,275,938	6.52%	\$13,987,040,481	22.70%	\$5,613,827,974	6.14%



## Annual Sales Tax Estimates by Fiscal Year

FY	Actual	Actual YoY%	Linear Value	Linear YoY%	CAGR Value	CGAR YoY%	Exp. Smooth Value	Exp. Smooth YoY%
2019	\$714,993							
2020	\$801,607	12.11%						
2021	\$1,129,732	40.93%						
2022	\$1,623,986	43.75%						
2023	\$1,922,639	18.39%						
2024	\$2,059,563	7.12%						
2025	\$2,443,520	18.64%	\$2,443,520		\$2,443,520		\$2,443,520	
2026			\$2,741,491	12.19%	\$2,998,943	22.73%	\$2,753,408	12.68%
2027			\$3,044,863	11.07%	\$3,680,617	22.73%	\$3,056,446	11.01%
2028			\$3,348,234	9.96%	\$4,517,238	22.73%	\$3,359,483	9.91%
2029			\$3,651,606	9.06%	\$5,544,027	22.73%	\$3,662,521	9.02%
2030			\$3,954,977	8.31%	\$6,804,209	22.73%	\$3,965,558	8.27%
2031			\$4,258,349	7.67%	\$8,350,837	22.73%	\$4,268,596	7.64%
2032			\$4,561,720	7.12%	\$10,249,020	22.73%	\$4,571,633	7.10%



# DEPARTMENT ACHIEVEMENTS 2024 - 2026

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*A look at the milestones reached over the past two budget cycles.*

## Equipment, Stations, and Apparatus History

- Purchased a type 6 brush truck. (2024)
- Partnered with American Legion to purchase a Wildland UTV and trailer to transport that can serve as a command post and/or rehab. (2024)
- Purchased a state-of-the-art drone and implemented a drone program to aid in the tactical decision-making of large events such as wildland fires, structure fires and/or technical rescue emergencies. This has already been proven to improve efficiency, effectiveness, and reduce scene times. (2025)
- Purchased land with existing structures that will require renovation for the purpose of serving as a future fire station. (2024)
- Purchased a Used Engine from Jollyville FD (2025)
- Purchased technical rescue equipment (struts, airbags, rope rescue equipment) (2025)
- Purchased (3) new admin vehicles (command, and two staff pickup trucks) (2025)
- Purchased a highway traffic blocker apparatus to protect personnel. (2025)

### VISION PLAN

Yearly, monitor during the budget process the need to purchase and upgrade apparatus and equipment to maintain a good fleet. Continually monitor district growth and the need to purchase additional land for fire stations.



## Personnel, Benefits and Salary History

- Hired fifteen additional operations personnel. (2022-2026)
- Increase salaries by an average of 5% per year via COLAs and scheduled step raises to maintain competitive with surrounding fire departments. (2022-2026)
- Added full-time fire inspector to the Fire Prevention Division (2025)
- Hired three additional firefighters, increasing to 10 per shift (2026)
- Reclassified three lieutenants as shift captains (2025)
- Created formal Training Division and added the position of Captain to manage the program (2025)
- Increased the certification maximum per pay period pay from \$127 to \$140 (2025)
- Increased the longevity pay from \$4 per month per year to \$5 per month per year (2025)
- Transitioned from a high-deductible health insurance plan to a zero-dollar deductible plan. Redistributed HSA to either cover additional family premium cost or deposited in 457b retirement plan. (2026)
- Division Chief reclassification from Operations Captain (2025)
- Implemented an employee certification incentive program of up to \$250 per month to maintain competitive with surrounding departments (2023)
- To encourage appropriate work/life balance for administrative employees, we implemented a 36-hour work week in which employees choose either a four-day nine hour per day work week (9-9-9-9) or a three-day ten hour per day with a one-day six-hour work week (10-10-10-6) and have either Monday or Friday off. This not only provides employees with a unique opportunity to prioritize family, rest, recover and arrive to work focused and sharp, but also gives the citizens 2 extra hours per day to contact our admin staff with their needs.

### VISION PLAN

Yearly, monitor during the budget process the salaries and benefits of surrounding fire service organizations to ensure WCESD5 remains competitive to reward our employees and encourage them to remain with us their entire career.



## Training – In Service

- Expanded outside training to various locations including more professional conferences, seminars, outside training classes, TEEEX and opportunities that present themselves through the year as education and networking opportunities that support knowledge, skills and abilities of all employees. (2024)
- WCESD5 crews take advantage of county level training with monthly technical rescue team (TRT) training hosted on a rotational basis by a fire department in Williamson County. (2024)
- Standardized step-up training for all operations positions (2024)
- All Chief-level officers have attended the TCFA Fire Chief Academy and set this as minimum standard for the organization. (2024)
- All company officers have attended the TFCA Company Officer Academy and set this as a minimum standard for the organization. (2025)
- Develop and maintain a group of NWCG wildland firefighters (minimum qualifications of FF1/ICT5) for deployment under TIFMAS. This should include achieving further qualifications such as being a wildland deployable engine boss. (2025)
- The organization reprioritized the use of annual professional development plans (2024-2026)
- Standardized the process of evaluation of each formal training course administered by the Training Division. (2025)

### VISION PLAN

Increase our training in EMS while maintaining our minimum standard of firefighting training. Continue the process of standardizing all training programs across the organization in preparation for continued future growth.



## Public and Community Relations

Nothing is more focal to WCESD5 than the community that we serve and the citizens within it. In the past two years several community events have been added to the cadre of activities already undertaken by WCESD5. These functions include:

- Recognized as a “Safe Place” at both WCESD5 Firehouses (2026)
- Fire Safety House presentation to elementary schools (2024-2026)
- Expanded Junior Fire Cadet Summer Camp (est. 2023) to include two weeks and Jarrell ISD Police Department (2026)
- Initiated a request from the public to register their storm shelters that integrate into live results viewable inside operations response software. (2025)
- Participated in National Night Out with Jarrell Police Department (2022-2025)
- Created and expanded the Jarrell Fire Honor Guard and presented colors for services and ceremonies across the county, state and nation. (2022)
- Annually, be present in school zones the week school returns to increase awareness of the return of the school zones to maximum safety for our students. (2022-2025)
- Coordinate with local business and Sonterra Parks to plan and execute annual trunk or treat event in downtown Jarrell. (2022-2025)
- Participate in the planning and execution of the annual Jarrell High School Homecoming Parade.
- Standby at local July 4th Fireworks celebrations.
- Standby at Jarrell High School Football games.
- Started an annual Santa in the Station event for kids (2022-2025)

### VISION PLAN

Commit to continuing all Public Relations throughout the community of Jarrell Fire and Rescue. Continue evaluating the need and timing for implementation of services such as CPR classes, fire extinguisher training, Stop the Bleed programs, a CERT program and even hire a full-time public education officer (when revenue allows) to best serve our community.



## Policies and Procedures/Rules and Regulations/Guidelines

SOGs were thoroughly and comprehensively evaluated in 2022-2023 over the course of one full year using a committee of staff to achieve.

SOG's were subsequently reviewed for accuracy and applicability by all Officers in 2024, Engineers in 2025 and all Firefighters with the assistance of their officers in 2026.

Implemented an optional anonymous guideline feedback form to help maintain accurate documentation and allow open communication.

SOG's will be reviewed for accuracy and applicability by rotation of all ranks reviewing them through 2031 and beyond to maintain strongly written and enforced policies.

### VISION PLAN

The review process will recur annually to ensure all policies and procedures remain current, relevant, and enforced to ensure maximum standardization and safety for all WCESD5 employees.

## Insurances Service Office (ISO)

A review of a district or municipal water, dispatch and fire service capabilities are conducted every five years by the ISO to determine the combined capabilities of these services. A grade is given on a scale between 1 (best) to 10 (worst) These grades impact the insurance costs that a homeowner pays.

During the last ISO evaluation of the district in 2019 WCESD5 was awarded a Class 3. This grade shows an improvement trend from the previous grade of 4.

Typically, ISO provides a split classification where those areas within 5 miles of a fire station and within 1000 feet of a reliable and credible water source scored a 3. The rural areas outside of the parameters scored a 10. The grade of 10 is expected to improve with improving water sources and fire service protection in the next evaluation. WCESD5 was able to prove an alternate water source granting a single Class 3 rating across the district. (See ISO Document on the following page)

**CURRENT ISO CLASS RATING**  
**Class 3 – District-wide**





TEXAS DEPARTMENT OF INSURANCE

State Fire Marshal's Office (112-FM)

333 Guadalupe Street, Austin, Texas 78701 ★ PO Box 149221, Austin, Texas 78714  
(512) 676-6800 | F: (512) 490-1054 | TDI.texas.gov/fire | @TXSFMO

3/11/2020

Mr. Mark McAdams  
Fire Chief of Jarrell  
155 County Road 313  
Jarrell, Texas 76537

**Place Code: Williamson: 49140**

Dear Mr. McAdams:

Insurance Services Office (ISO) has submitted a recommendation concerning your community's Public Protection Classification (PPC). Currently, the Community's Public Protection Classification is a Class **4**.

**Insurance Services Office is recommending the classification be changed to a single Class 3, with an effective date of 8/1/2020.** The recommendation is based on a review of your community performed on 11/1/2019 and does include application of the Texas Addendum to the Fire Suppression Rating Schedule.

With a single **Class 3** rating, all class-rated properties will use **Class 3**. Hydrant distance requirement does not apply due to an alternate creditable water supply.

Public Protection Classifications range from 1 (best) to 10 (worst).

We have reviewed the information provided and believe it is enough to grant approval. Enclosed is a PPC Submittal sheet indicating the point totals for the major areas associated with the review. The Insurance Services Office will be notified of our approval of their recommendation and the 8/1/2020 effective date.

If you have any questions regarding this change, you may be reached at the address indicated above or by email to [PPCOversight@tdi.texas.gov](mailto:PPCOversight@tdi.texas.gov).

***Please make sure all community officials and residents within your district are notified of the new Public Protection Classification rating for your community, and the effective date.***

We'd really like to find out how you feel about the Public Protection Classification (PPC) process and the Insurance Services Office (ISO) inspection services, by your participation in a brief customer satisfaction survey.



## Communications

- Command staff meets weekly on Tuesday, and full administrative staff meetings are held immediately after with operations officer representing their shift in attendance.
- Company Officers convene with command staff monthly for a meeting. Officers are encouraged to seek and bring back information to their members from these meetings and carry back discussions to their respective shift.
- The entire department comes together once a year to discuss the state of the organization and conduct Q&A in person.
- Annual shift-based meetings to review the current budget and fiscal state of the organization.
- ESD commissioner meetings are held monthly on the third Tuesday of every month as required by Texas Code Chapter 775.
- Ongoing department-wide communication is conducted via e-mail and each WCESD5 employee has their own assigned business e-mail address.
- The Fire Chief maintains an open-door policy if the traditional chain of command process is unsuccessful.
- Weekly Chief update newsletter is sent every Friday.

### VISION PLAN

Continue conducting weekly, monthly, and annual meetings to maintain effective bi-directional communication amongst the entire organization. Ensure feedback is continuously received and monitored regarding the organization's communications methods to determine effectiveness and drive change.



## Automatic Aid Agreements

Staffing shortages are supplemented using automatic or mutual aid agreements with our neighboring fire departments. These agreements outline a specific area and call type that will generate supportive assistance in the form of more fire apparatus and personnel.

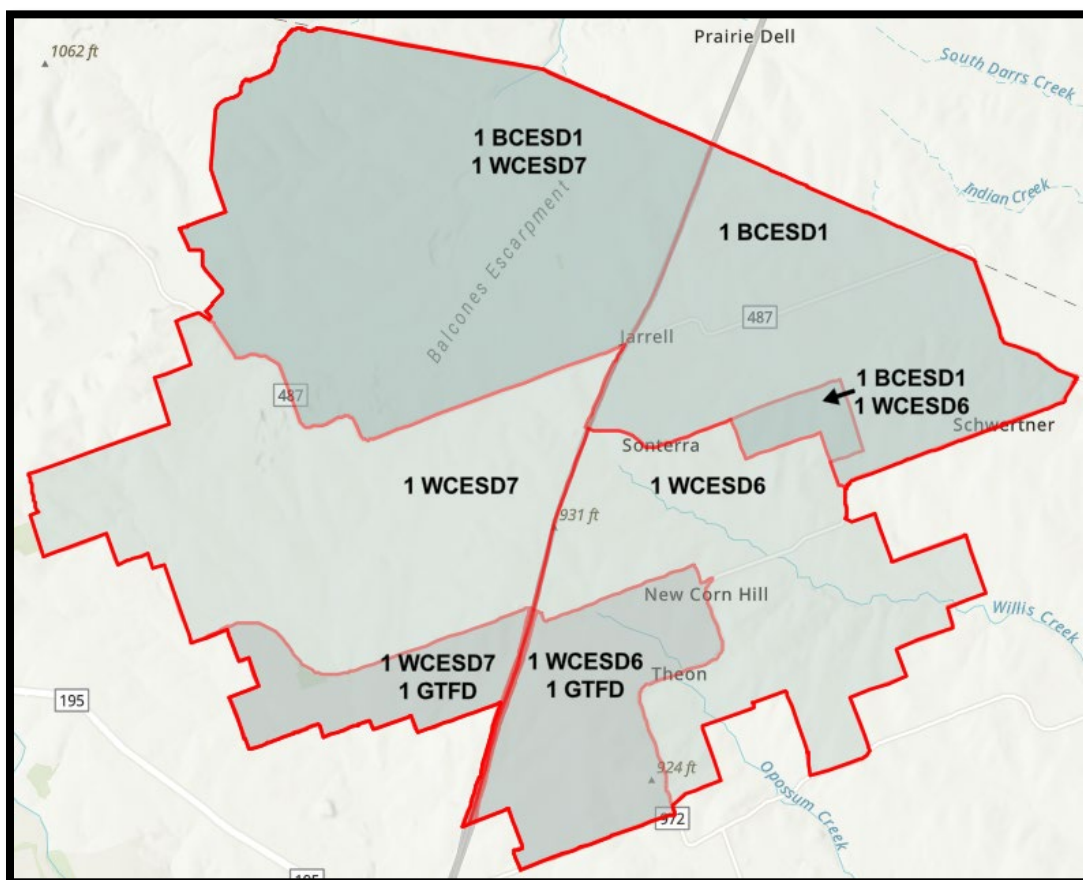
This works by coordinating with our Williamson County Emergency Communications Staff and Dispatchers to preassign locations that we will automatically be sent to assist in other districts and likewise, other districts will be automatically dispatched into our district according to a specific call type such as a structure fire.

Additionally, we may request assistance as needed at any times from neighboring fire service organizations and they may ask for help from us.

This allows more resources, tools, equipment and/or apparatus to be utilized without the added expense to each organization of staffing without the need to be self-reliant.

Currently, Williamson County ESD #5 has automatic aid agreements in place with the following organizations:

Partner Agency	Coverage Direction
Georgetown Fire Department (GTFD)	South
Williamson County ESD #7 (WCESD7)	West
Williamson County ESD #6 (WCESD6)	East
Bell County ESD #1 (BCESD 1)	North



# I-SWOT ANALYSIS SUMMARY

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Discussion and data collection for this vision plan started by conducting a survey of our committee to examine our immediate needs, strengths, weaknesses, opportunities, and threats (I-SWOT). This information would provide a perspective from the internal stakeholder's point of view on ESD's I-SWOT.

## Imminent Needs (Inside 3 Years or Less)

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- 3-6 Personnel Needed Per Budget Through at Least FY 2029/2030
- PT Plans Examiner to Full Time Eventually
- Logistics Officer Position
- Public Education Officer Position (Incl. PIO / Safety Officer Cert)
- Competitive Starting Firefighter Pay (First of 5 Years) to Encourage Recruitment
- Order Engine or Quint in 2 Years for Year 3-4 Delivery
- Training Facility Including Tower, Props, Sim-Lab (Phased with Overall Master Plan)
- Capability to Credit CE Hours In-House
- Establish Replacement Plan for Capital Equipment
- ID Location and Begin Station 3 Construction Process
- Preparation for the Position of Battalion Fire Chief
- Land Acquisition to Plan for Future Growth
- Hire Professional External Exam to Determine Capital Replacement Plan
- Subscribe with Zonda for Bi-Annual Demographic Report
- Potentially Share Cost of Emergency Manager for Jarrell and Surrounding Area
- Construction of a Covered Parking Area at Station 2 for Trailers and Reserves



## Strengths

- Positive Public Perception & Community Engagement
- Expanding Prevention Division
- Experienced Officers
- Adding New Firefighters with New Ideas and Backgrounds
- Growing Competencies & Expanding Disciplines
- Growth in Willingness to Learn, Train and Develop
- Expanding External Networking
- Positive Ownership and Teamwork
- Proficiency in IT and AI Understanding
- Growth Potential
- Career Ladder Potential & Opportunities
- Growing Ability to be Competitive in Salaries and Benefits
- Improving Ability to Recruit and Retain Firefighters
- Culture of Internal and External Collaboration & Relationship
- Strong Firefighting and Rescue Skills
- 48/96 Schedule
- Strong Board of Commissioner Support

## Weaknesses

- Need to Improve Overall Comfort with EMS Skills
- Overreliance with Online EMS Training
- Need for Ability to be Certified to Issue EMS Training CE Hours
- Need for a Training Facility Including Fire and EMS Simulation Lab
- Need to Address the Starting Firefighter Pay (First 5 Years)
- Need More Community Service and Education Programs (Ex: CPR, Car Seats, Etc...)
- Need a Capitol Improvement Calendar Plan (Apparatus and Stations)
- Growing Population of New Firefighters Requiring Time to Develop
- Need for Improved Communication (Emergency & Non-Emergency)
- Need for Fire Station Planning and Placement
- Growing Need for Dedicated Administrative Office Building
- Need for Understanding of Growth Versus Projections
- Revenues Not Pacing with Growth



## Opportunities

- Purchase of Apparatus
- CR 311 Land Provides Multi Opportunities for Future Growth Including Admin Building and Fire Station.
- Hiring Staff
- Opportunities for Employee Promotion as WCESD5 Grows
- Training Focus and Support
- Education of Public and Community in More Ways
- Increased External Opportunities including Deployments, TIFMAS, All-Hazards
- Increased Training Opportunities both Internal and External
- Opportunity to Add Needed Equipment
- Expansion of EMS Certification/Personnel Training
- Available Grants (AFG, Safer, Motorola, Local)
- Continuing to Build a Positive Culture
- Expanding Inspections, Plans Reviews, Fire Investigations
- Expanding Opportunity to Add Inspectors due to Growth
- Incoming Residential and Commercial Buildings and Infrastructure
- Expanding Experience of Current Firefighters

## Threats

- Low Experience Levels as We Grow and Hire New Firefighters
- Firefighters Promoting into Positions Too Quickly
- Budgetary Constraints and Unknown Revenue Growth
- Potential for Financial Slowdown or Recession
- Changes in and Evolving Technology
- Aging Vehicle Fleet Necessitating a Capital Improvement Plan
- 13 Miles of I-35 Bisecting the District Placing Imminent Danger to Crews on Highway
- Need for a Dedicated and Staffed Rescue Vehicle
- Ongoing Need to Recruit Quality Staff Both Ops and Admin.
- Communication Threats as Growth Continues
- 24 Month Delay in Property Tax Distribution
- More Wildland Urban Interface (WUI) Threats
- Water Challenges in Outlying Areas without Hydrant Service
- Regulatory Changes and Requirements Especially PPE
- Unknown Legislative Mandates in the Future
- PPE and SCBA Replacement & Inspection Requirements Tightening
- Indoor Apparatus Parking Space
- Need for Personnel Versus Financial Ability
- Need for Stations Versus Financial Ability
- Need for Apparatus Versus Financial Ability
- Need for Replacement of Radios & SCBA in 5 Years Versus Financial Ability
- Inability to staff a third fire station including paid time off and step up at current staffing levels



# STRATEGIC PLANNING TOPICS

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**#1**

## STRATEGIC PLANNING TOPIC FACILITIES

### The Anatomy of a Firehouse

A fire station is quite literally a firefighter's home for the duration of the 48 consecutive hours they are on duty and in this respect, not unlike any citizen's own residence.

The "firehouse" as it is often called must provide our crews with a very similar quality of life. It must support the needs of the personnel, the organization and the community in which it is located. A firehouse must also accommodate extremely diverse functions including not only housing operations but also administration, training, community education, equipment, vehicle storage, minor maintenance, storage of all gear and equipment and even recreation activities such as working out.

While normally only occupied by fire personnel, our stations may also host the public for community education, outreach programs or outside organizational meetings.

The location placement of the fire stations is largely driven by the need to minimize response time and is determined by demographic and geographic studies, growth projections and heat maps of current and projected call volume. This is accomplished using computer-generated maps that show historical call volume clusters and project future call volume generated with the assistance of known growth.

### Apparatus Bay Support and Vehicle Maintenance

Apparatus bay support functions include not only fire apparatus parking but also cleaning and maintenance areas for the firefighter's self-contained breathing apparatus (SCBA), protective clothing, fire hose, and equipment. Further, it may include storage areas for firefighting gear and equipment and secure storage for medical supplies. Some of these areas are specialized spaces for disinfecting protective equipment and for maintaining and recharging the SCBA in a clean environment.



## **Administrative, Training, Residential and Specialized Areas**

Administrative areas include standard offices, conference rooms and training rooms. The area will also include specialized spaces such as an officer dorm with sleeping and shower facilities and computer training/testing facilities for firefighter continuing education.

The day room accommodates kitchen, dining, and living/recreation functions. It is often separated into subspaces for those three functions, but an open design may also be effective to encourage interaction between the spaces. The dining space may also double as training or meeting space and might include provisions for audiovisual equipment.

Dorm room design can vary widely from station to station and department to department. Each firefighter is provided with a place to sleep, work, and store personal items. Careful consideration should be given to the location and design of the area to ensure a rapid response. Other residential areas include a laundry room, a physical fitness room, bathrooms, and showers, etc.

## **Maintain a Safe and Healthy Firehouse Environment**

Due to the continuous occupation of the facility by firefighters and the presence of hazardous materials, special attention must be given to designing the facility to accommodate equipment and operational strategies to both protect the occupants and maintain a healthy environment including:

- Provide a secure facility for both personnel and materials such as controlled medical supplies and hazardous fire suppression agents.
- Ensure good indoor air quality and abundant natural light in the residential and administrative areas.
- Ensure good ventilation of industrial areas such as the apparatus bay and prevent contamination of clean spaces such as the SCBA maintenance area



## Firehouse #1 – 212 N. 5th St, Jarrell, TX 76537



*Photo Credit: Lisa Nielsen*

Firehouse #1 is located at 212 N. 5th St. in Downtown Jarrell, Texas and was opened on September 11th, 2022, and dedicated at a public open house on October 29, 2022.

Construction started on this project in April of 2021 after a heat map survey of growth and call volume identified the ideal location to build.

Firehouse #1 houses a front-line engine (Engine 1) staffed 365 days a year 24 hours per day by three to four scheduled personnel. One of the Jarrell Fire & Rescue's two brush trucks, our 1500-gallon water tender, and a reserve engine are also housed at Station #1.

This is also the location of WCESD5 administrative offices including Fire Prevention (Downstairs), Fire Administration (Upstairs), and Fire Training (Office Downstairs, Classroom Upstairs)

### VISION PLAN

Preparing for the expected growth in their fire district to include personnel and capital replacement plan for the apparatus.



## Firehouse #2 – 155 CR 313, Jarrell, TX 76537



*Photo Credit: Lisa Nielsen*

Opened in 2010, Firehouse #2 houses a frontline aerial ladder (Quint 2) staffed by three personnel and frontline squad staffed by two personnel. Station 2 is staffed 365 days per year 24 hours per day. Station 2 also houses the districts reserve brush truck and UTV/Trailer. There are four administrative offices and a conference room in firehouse 2. The monthly commissioner board meetings are held in the conference room, and the offices will serve for future growth and expansion.

### VISION PLAN

The vision for this firehouse includes the addition of a fourth firefighter to Quint 2.



## Land for Future Growth – 1135 CR 311, Jarrell, TX 76537



To meet the needs of our rapidly growing community, Jarrell Fire & Rescue purchased property located at 1135 FM 311 on the south and east side of our district in an area targeted for potentially high growth in residential and commercial business.

Currently it is unoccupied, but reserve Engine 2 is housed there. Crews address the needed care of this station such as mowing, edging and any identified maintenance no longer than every two weeks and staff visit the property for visual inspections at least weekly.

### VISION PLAN

The 5-year plan is to contract a fire service architect to lead the design of the facilities and staff with a four-person engine in a new apparatus that is to be purchased and place a second two-person squad or rescue vehicle here once it opens. The estimated timeframe to open is 3-5 years based on budget estimates of affordability and interviews with architectural firms projecting the timeframe of the project.





## Future Administration Facility – Location to be Determined



There is a need to consider a building in the future to house the administrative teams such as Chief, Asst. Chief, Division Chiefs, Prevention (Fire Marshal, Deputy Fire Marshal, Inspectors, Investigators, Plans Reviewers), Logistics, Public Education, Human Resources, Financial Manager and Training Division.

Efficiency requires these teams to be located together to maximize communications and coordinate efforts. There will come a need to construct an administrative building with offices for these employees, bathroom facilities, break room, common boardroom, storage warehouse and possibly a gym for admin employees.

### VISION PLAN

The plan for this type of facility is on the radar but revenue for this type of building may hinder construction for several years. The organization understands as they grow a unified concentric facility will increase the efficiency of operations while reducing the financial/operational strain of having facilities located throughout the district.



## Future Training Facility – Location to be Determined



Fire service organizations are constantly training and so the need for a location and equipment to conduct quality and realistic fire and rescue training necessitates the need for a modern training facility. Training is at the core of any fire service organization's needs. If the staff are not properly prepared to respond to any emergency, then they cannot effectively serve our community.

A strong training division is key to saving lives in both fire and EMS response. This requires facilities to conduct training. There is a need to build a fire, rescue and EMS training facility. This project will have to be completed in phases, but one element is the construction of a multiple story drill tower to simulate various emergencies. This facility can also have a room dedicated to hold realistic EMS simulations as well as serve fire focused training.

Revenue is a major consideration as to when this need will become a reality, but the need is recognized and discussions have been ongoing about what the timing for this looks like. The process of pricing these facilities has passively started and the price information we collected from a leading manufacturer of these types of facilities (WHP) was roughly \$268,000 for the facility itself including labor. The cost of pouring the concrete pad and foundation came in at \$171,000 for a total cost for this project of an estimated \$440,000 and after tools and equipment needed to complete the project, a budget of no less than \$520,000 could reasonably be expected.

### VISION PLAN

The plan for this facility is to include it in this five-year vision plan with an expectation that it could be mid-range to end of this plan to bring it on board based on budget ability.



# #2

## STRATEGIC PLANNING TOPIC EQUIPMENT AND APPARATUS



Fire apparatus is the heart of any fire service organization. It is what carries the personnel, equipment, tools, water, and hose to the emergency that our crews are responding to. Without our apparatus, serving is not possible and therefore it is critical that we have a plan to maintain and update our apparatus the best as we can with the budget.

WCESD5 is on a 20-year replacement plan for larger fire apparatus with the intent of reducing that to 15 years as we grow. After 20 years of frontline service, an apparatus should be targeted for replacement (as able with budgetary constraints) with a newer and similar vehicle. The replaced apparatus will then remain in our fleet as a backup/reserve engine.

The smaller vehicles will be placed on a shorter rotation projected to be 15 years for fire vehicles such as brush trucks, squads, mini-pumpers or rescues and 10 years for

command vehicles for administrative personnel.

NOTE: As you read the names of the various apparatus, one thing to consider is that the number associated is usually related to which firehouse they operate out of. Example, Quint 2 is so named because it operates out of firehouse #2 and not because we have two of them necessarily.



## Current Fleet

### Engine 1

An engine is also called a triple because it provides three primary tools: a water tank, a water pump, and hose to discharge the water. Engine 1 is the department's frontline engine and is the primary response apparatus for structure fires and other incidents requiring fire suppression and water delivery.

Engine 1 is a 2016 model Pierce engine acquired from Jollyville Fire Department and was placed into service in September of 2025. This purchase represented approximately half the cost of a new engine while still providing a reliable & quality apparatus. This approach allowed the district to maintain operational capability while exercising fiscal responsibility to the citizens served.

### VISION PLAN

Maintain this apparatus to frontline quality and use as a frontline engine until at least 2031.



*Photo Credit: Lisa Nielsen*



## Quint 2

A quint is named because of the five things it provides: a water tank, water pump and hose just like the engine and so it can do all that an engine (AKA triple) can do. Additionally, a quint has an aerial ladder and several ground ladders. It is clear to see that it's a good purchase due to its flexibility, but cost and accessibility to narrow areas is a concern as a quint is much larger than an engine at 42' long, weighing over 80,000 pounds and has a 105' aerial ladder for elevated fire attacks and/or rescues.

Our quint is a 2014 model Pierce purchased in 2022 from Jollyville FD

### VISION PLAN

Maintain the quint to frontline quality and utilize as a frontline apparatus until at least 2029/2030.



*Photo Credit: Lisa Nielsen*



## Squad 2

A squad has the capability to combat smaller fires and is also equipped with a water tank, pump, and hose but at a smaller capacity. This piece of equipment can get into smaller places, go off-road and is much more fuel efficient. Our squad is a 2019 Ford F-550 and was newly purchased in 2019.

### VISION PLAN

This apparatus runs the most calls and as a result is likely to wear out faster than other less often utilized vehicles. The goal is to maintain this to frontline quality and use as a first line response until 2029/2030.



*Photo Credit: Lisa Nielsen*



## Tender 1

A tender is a fire apparatus that has a primary role of providing a larger amount of water than an engine, quint, or squad. They are used in areas that are not served by a water source such as hydrants to provide the needed water for firefighting tasks.

Our tender has a 1500-gallon water tank to support firefighting in rural areas. It is a 2003-year model purchased in 2003. This vehicle is used much less than other apparatus and so extension of the projected replacement date is an option.

### VISION PLAN

We will continue to use Tender 1 as a frontline tender since our other apparatus have larger water tanks on them. This will be maintained to frontline quality and used until deemed its replacement is needed. Despite being over 20 years old it continues to be a quality and less often used piece of equipment. The expectation is that we can potentially keep Tender 1 as a frontline responder for 5-8 more years, so until about 2031-2035



*Photo Credit: Lisa Nielsen*

## Brush 1

A brush truck is designed specifically for fighting wildland and grass fires. They are maneuverable, capable of off-road operation with four-wheel drive and can carry and pump water through hose lines. Brush trucks are also equipped with vehicle-mounted discharges that can be operated from inside the cab to aid in effective extinguishment.

Jarrell Fire Brush 1 is a 2024 Ford F-550 that was placed into service in February of 2025. This apparatus serves as the first-out unit for wildland and brush fires within the district

### VISION PLAN

Brush 1 has a planned service life of 15-20 years. The goal is to operate Brush 1 to frontline quality standards until about 2040 and evaluate for replacement.



*Photo Credit: Lisa Nielsen*



## Reserve Apparatus

### Engine 51

Engine 51 serves as the reserve engine for the district and is housed at Station 1. This apparatus is utilized as a backup to the frontline engine and to maintain service continuity when the primary engine is out of service or committed to other incidents.

Engine 51 is a 2009 model Pierce engine purchased in 2018 from Austin Westlake Fire Department. This apparatus previously served as the frontline engine and is targeted for replacement no later than 2029.

#### VISION PLAN

Maintain E51 to frontline quality and prepare it to not only serve as a backup engine but also be an asset that is deployable to wildland and all-hazard events.



*Photo Credit: Lisa Nielsen*



## **Brush 52**

Brush 52 is a 2008 model that previously served as Brush 1 and now functions as a reserve apparatus. It is housed at Station 2 and is utilized as a second-out unit for larger wildland and brush fires within the district. This apparatus is also used to pull the UTV/Command Post Trailer during extended or complex incidents within Williamson County ESD #5 district coverage area.

### **VISION PLAN**

Maintain B52 to a frontline quality and use as a reserve brush truck for another 5-8 years with a target surplus selling off in about 2031-2035.



*Photo Credit: Lisa Nielsen*



## Specialty Vehicles

### Wildland & Special Events UTV

In 2023, WCESD5 responded to a large wildland fire in Cobb Creek that took over a week to extinguish. Challenges included the thick juniper trees that were in the path of the fire and accessibility to access spot fires for extinguishment. WCESD5 needed a UTV to access, scout and direct available resources and had to borrow that resource from Williamson Co. Office of Emergency Management (OEM). This identified a need and so WCESD5 partnered with Jarrell American Legion Joe Kott Post 317 to purchase a Wildland UTV. Our thanks to them for their support.



*Photo Credit: Lisa Nielsen*

## UTV/Command Post Trailer

The UTV requires the ability to be transported to scenes across the county and so a trailer was designed and built for this purpose. WCSED5 partnered with Phil's Trailer Sales to customize a trailer that not only could transport the UTV but also serve as a mobile command post once on site. This trailer will be transported to the incident location and be an air-conditioned location for crews to rehab and incident command strategies and tactics to be discussed in addition to carrying the UTV.



## Command Vehicles

Fire service organizations have command staff that support the efforts of operations firefighters and provide incident command to larger incidents. These vehicles provide the administrative side of the organization and are on call as needed 24 hours a day and seven days a week, even when staff are “off duty.” They must respond at all hours to a moment’s notice and do so in a company vehicle that carries all the tools they need to serve this purpose. Command Vehicles have a targeted replacement date of 15 years.

### Chief 1

2019 Chevy Tahoe purchased new in 2019. Assigned to the Fire Chief of Jarrell Fire & Rescue

#### VISION PLAN

Target for replacement in 2034



*Photo Credit: Lisa Nielsen*



## Chief 2

2023 Chevy Tahoe purchased new in 2023 Assigned to the Asst. Fire Chief of Jarrell Fire & Rescue

### VISION PLAN

Target for replacement in 2038



*Photo Credit: Lisa Nielsen*



### **Chief 3**

2025 Ford 250 purchased new in 2025. Assigned to the Operations Division Chief of Jarrell Fire & Rescue

#### **VISION PLAN**

Target for replacement in 2040



*Photo Credit: Lisa Nielsen*



## Fire Marshal 1

2021 Chevy Z-71 purchased new in 2021. Assigned to the Division Chief / Fire Marshal of Jarrell Fire & Rescue

### VISION PLAN

Target for replacement in 2036



*Photo Credit: Lisa Nielsen*



## Fire Inspections and Fire Training Vehicles

The mobile nature of our Fire Inspectors and Fire Training Officer necessitates a vehicle to conduct day-to-day operations. In 2025, 2 Ford Rangers were purchased for these tasks. They are not equipped with radios or sirens so do not respond to emergencies but support the fire prevention duties of these positions.

### VISION PLAN

Utilize as a daily vehicle with a targeted replacement date of 2040.



*Photo Credit: Lisa Nielsen*



## Traffic Blocker Vehicle

Jarrell Fire responds to as much as 25% of all our requests for service on the 13 miles of IH-35 that we cover from Georgetown to the Bell / Williamson County Line. Those calls place our firefighters in direct danger from oncoming traffic. A rapidly rising industry standard is protection for our responders in the form of a designated blocker vehicle. This is not only safer for our crews but also designed to absorb an impact that may better protect the citizens driving through the district.

The highway blocker vehicle was purchased for about 1/6<sup>th</sup> the cost of a fire apparatus and so also makes fiscal sense versus using apparatus to block oncoming traffic and protect first responders.

Jarrell Fire's highway blocker entered service on . The photo below is a sample of the vehicle ordered and not the actual vehicle itself.

### VISION PLAN

Enter service in 2026 and maintain as a frontline for the duration of its service with a target replacement date of 2041.



## Equipment Needs

The fire service is always evolving around the latest standards and innovations that require attention, budgeting, and training. To list every piece of equipment that our vehicles carry would make this document hundreds of pages long, so focus here is given on the major purchases identified by the vision planning committee in the I-SWOT analysis and project a time frame for implementation.



## Standardizing SCBA

Self-Contained Breathing Apparatus (SCBA) is the breathing air lifeline for firefighters inside of atmospheres that are oxygen deficient and/or contain toxic products. It is imperative that the SCBA are the most technologically efficient and in perfect working condition every time. Our current SCBAs are in top shape but have one issue that requires attention, their connectors are not all the same meaning in an emergency, one person cannot always share their air with another person to escape a hostile environment. These connectors must be standardized so that if needed, any firefighter can share air with another as they conduct their emergency exit from the toxic environment.

### VISION PLAN

WCESD5 intends to pursue AFG grant funding in the 2026/2027-2027/2028 budget years for standardized SCBAs. If that grant is not awarded, then the best option is to consider replacing SCBAs in the 2029/2030-2030/2031 budget cycles to be determined once the revenues for those fiscal years are determined.



## Fire Hose

Fire hose is another essential tool for a firefighter, and our growing organization requires more hose to fulfill the emergency response call volume. As WCESD5 expands to more apparatus and stations, the need for hose will only grow as well. The plan is to budget a small amount each budget for the purchase of fire hose to remain well stocked.

### VISION PLAN

The plan for firehose is to set aside budget money in the coming years to increase the stock and use it to equip apparatus as they come online. This spreads out the cost over several years while still maintaining the amount needed to operate efficiently.



## Miscellaneous Equipment

The list of tools and equipment carried by a fire service organization is extensive and requires daily checks for maximum operational efficiency and currency. All fire service tools on our apparatus will be constantly monitored for replacement needs.

### VISION PLAN

In our budgets, there is always a reserve for unexpected or unplanned expenses, and this will continue to be a practice to ensure maximum tool effectiveness and operability.



## EMS

Emergency Medical Services (EMS) calls make up a significant portion of our fire department's responses, making reliable and appropriate medical equipment essential for providing effective first response care. Although the department currently operates at the Basic Life Support (BLS) level and does not provide patient transport, firefighters are often the first to arrive on scene and play a critical role in patient stabilization until transporting agencies arrive. To support this role, the department must maintain dependable EMS equipment that allows personnel to quickly assess patients, initiate life-saving interventions, and support other responding medical providers.

Current equipment needs to focus on maintaining well-stocked BLS medical kits and essential patient assessment tools. These include automated external defibrillators (AEDs), oxygen delivery systems, airway management equipment, trauma and bleeding control supplies, mechanical CPR devices and diagnostic tools such as pulse oximeters, and glucometers. Ensuring that this equipment is standardized across apparatus, regularly inspected, and replaced on a scheduled cycle will help maintain operational readiness and improve consistency in patient care during medical incidents.

### VISION PLAN

Looking ahead, the department should remain mindful of the potential expansion of EMS capabilities as some personnel pursue accreditation and certification as first response paramedics. While the department does not currently provide Advanced Life Support (ALS) services, future planning may include evaluating equipment and training needs should ALS-level care be incorporated into operations. Establishing a forward-looking equipment strategy will allow the department to adapt to evolving community needs while continuing to provide safe, effective emergency medical response.



# #3

## STRATEGIC PLANNING TOPIC EMPLOYEE STAFFING STRUCTURE (2026-2031)

The National Fire Protection Association (NFPA) 1710 outlines the recommended minimum staffing of firefighters on a structure fire for organizations with an aerial apparatus as 17 personnel. This is a national standard that has been studied and accepted as maximizing firefighter safety. With this goal in mind, the WCESD5 vision planning committee laid out the needs for the next five years to meet demand but fall within the confines of the projected budget. Also, to fulfill the NFPA 1710 minimums of 17 per shift. The plan calls for a gradual increase over the five years culminating with the 2029/2030 budget year.

### Forecasted Operations Staffing by 2031/2032 Budget

The committee identified the need to reach a staff level of 45 operational personnel, 15 per shift. This plan includes the addition of Battalion Chiefs (Off of Front-Line Fire Apparatus & in a Command Vehicle) in approximately 2028/2029 budget cycle. The projected 2031/2032 organizational chart should look like this:

Operations Staffing	Per Shift	Total
Battalion Chief	1	3
Officers (Captains)	3	9
Engineers	4	12
Firefighters	7	21
<b>TOTAL OPS PERSONNEL</b>	<b>15</b>	<b>45</b>

Unit	Bat Chief	Officer	Engineer	Firefighter
Battalion 1	1	-	-	-
Engine 1	-	1	1	2
Brush 1	-	-	-	-
Quint 2	-	1	1	2
Squad 2	-	-	-	-
Engine 3	-	1	1	2
Rescue 3	-	-	1	1
<b>TOTAL PER SHIFT</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>7</b>

This plan places WCESD5 in a position to not only fulfill NFPA 1710 but do so with an allowance of up to 3 total firefighters off duty on any given shift and still meet the criteria.



## Forecasted Administrative Staffing by 2030/2031

To meet the demands of not only the growing population, but also the growing personnel, there was consideration given to the needs of support staff. Like the operations staffing, support staff is a gradual increase to the projected 10 administrative personnel that culminates in the 2030/2031 budget and looks like this:

Administrative Staffing	Position
1	Fire Chief
1	Assistant Fire Chief
2	Division Chief
1	Public Education / Information / Safety Officer
2	Fire Inspector / Investigator
1	Logistics Coordinator
1	Training Coordinator
1	Financial Manager
1	Human Resources Director
<b>11</b>	<b>TOTAL ADMIN</b>



# #4

## STRATEGIC PLANNING TOPIC TRAINING (IN SERVICE & OTHER)

As fire departments take on more responsibilities and duties, becoming an all-hazard mitigation department, more training and expertise is often needed. We can also see a greater increase in the number of medical aid calls that we respond to annually. As medical skills become a more pertinent job function for firefighters, more emphasis should be placed on this kind of training. Training should be conducted daily within the department which will be led by the company officer.

### Training Objectives:

- Maintain a full-time training officer to assist with the training needs of the ESD. This individual can also be used to assist with fire life safety operations.
- Provide the Company Officers with the means to conduct in-service training.
- Continue having the training officer schedule and teach standard training exercises, with all department members, to establish consistency and proficiency in everyday firefighting evolutions and skills.
- Train with neighboring departments
- Have all members certified as wildland fire fighters through the NWCG (National Wildfire Coordinating Group).
- Advance our firefighters' technical skills by sending members to hazardous material, swift water, ropes, and extrication courses.



Fire Life Safety encompasses a variety of code enforcements, fire investigations, fire reporting, plan reviews and inspection duties. The Fire Marshal's office is staffed by one (2) people Monday through Thursday from 7:00 am to 4:00 pm. The Fire Marshal's office is located at 212 N 5<sup>th</sup> St in Jarrell, Texas. The Fire Marshal is responsible for managing the daily operations of the fire marshal's office in direct partnership with the Chief and command staff Department. Currently, the Fire Marshal is also responsible for other tasks such as department logistics and fleet maintenance. The downside of having one person doing inspections and logistic activities is that when that individual is out of the office, either performing inspections or using personal time, there is a delay in servicing the public.



### Fire Prevention Objectives

- Provide fire prevention with the hardware (mobile terminals or tablets) to employ the mobility aspect of the new computer software. This would allow the inspections to be recorded in the field and cut down on administrative time needed to spend in the office doing the paperwork after the inspection is done.
- Pre-fire planning – the data needs to be available through hardware to every fire officer and every responding unit. By accessing the information using hardware and software the members have the most accurate information instead of missing the paper that was tucked away in a drawer.
- Hire a part time fire inspector/plans examiner (this can be the same person as the training officer)
- Continue on-shift fire inspection program.
- (All officers must be at least a TCFP inspector)

## VISION PLAN TIMELINE

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### HIRING

- (3) Firefighters ~ Oct 2026
- (3) Firefighters ~ Aug 2027

### PURCHASE / ENCHANCEMENTS

- EMS Sim Lab equipment
- Modification to increase starting firefighter pay
- Temporary affordable training facility
- Covered parking facility at Station 2

### PLANNING

- Subscription to bi-annual demographic report

**FY 26/27**

### HIRING

- (3) Firefighters ~April 2028
- (1) PRN/PT Plans Examiner / Fire Inspector
- (1) Part-Time Logistics Manager

### PURCHASE / ENCHANCEMENTS

- (1) Quint ~Delivery 2030/2031

### PLANNING

- RFP for construction of a new Station 3 and admin building
- Contract with third-party for development of a capital improvement and replacement plan

**FY 27/28**

### HIRING

- (3) Firefighters ~April 2029
- (1) Public Education Officer / PIO
- (1) Plans Examiner / Inspector (*Replacing a PRN/PT*)
- (1) Shared Emergency Manager Coordinator

### PROMOTIONS

- (3) Lieutenants from Engineers
- (3) Engineers from Firefighters

### PURCHASE / ENCHANCEMENTS

- Purchase medium rescue apparatus
- Build Station 3 and admin building

**FY 28/29**



**HIRING**

- (1) PRN Fire Inspector / Investigator

**PROMOTIONS**

- (3) Battalion Chiefs from Captains (Off Trucks)
- (3) Captains from Engineers
- (3) Engineers from Firefighters

**PURCHASE / ENCHANCEMENTS**

- Lieutenant position inactivated and converted to Captain

**PLANNING**

- Purchase Battalion Chief vehicle
- RFP for training facility

***FY 29/30***

**PURCHASE / ENCHANCEMENTS**

- Take deliver of new quint apparatus
- Construction and opening of training facility

**PLANNING**

- Acquire land for Station 4 and possibly Station 5

***FY 30/31***

