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ARGYLE FIRE DISTRICT

Five Year Plan (2026-2027)

Strategic Plan

A Message from Chief Day

December 2025

Some of the goals that we will be looking at in this fire year plan will be the creating positions for staff, equipment, policies, and procedures. This will be a template for what will drive us into the future and improve our services to our community and surrounding communities. Customer service will be another top priority.

The fire service is changing every day. The dynamic nature of the environment, community demands, and staffing issues are growing with that being said. With growth comes opportunities for more members and more funding. Impact fees are still relatively new to Argyle only since 2021 the account is growing. With our growing community we do anticipate challenges but see that we can overcome those challenges. We find it important to build out the framework to excel in the future.

In order to provide comprehensive emergency services to our residents and visitors to the Argyle Fire District, the Argyle Fire District must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. To accomplish this goal I have developed the following Strategic Planning document. This report is designed to provide the department, citizens of the community, and municipality policymakers with a five-year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

In closing, I would like to thank the members of the department, community, and government officials for providing me the opportunity to facilitate the development of a document that will guide the future of the Argyle Fire District. As a department, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

-Jonathan Day, Fire Chief

Argyle Fire District Background

The Argyle Fire District has provided services to the community since 1979. As the Fire Chief I have identified the obvious fact that we have now come to a defining moment in our existence.

One that requires a fundamental review of our present status and the formulation of a plan designed to assist us in reaching our future goals and the service demands of the community.

The core question that we are attempting to answer through the development of the strategic plan is, "How can we improve the Argyle Fire District and in what direction are we going in?" I have taken information that was requested from our ISO inspection and the OPPAGA report to comprehensively address this.

Based upon this thorough assessment, the strategic plan included on the following pages will set short, medium, and long-term organizational goals and identify the objectives that will be required to meet these targets. As with any plan, we must recognize that the capacity to effectively achieve the identified goals significantly hinges on the ability of the department personnel to identify, acknowledge, and embrace the future vision of the department. I am hopeful our members are primed to meet this challenge and support the goals and objectives identified in the plan.

Executive Summary

As with any type of future planning certain opinions have been identified and positively exploited in the development of this strategic plan. These assumptions identify the continued growth of the Argyle Fire District population, additional visitors to the community, a continued increase in requests for fire department services, and the evolution of State and National standards as concerns that may impact the future of our organization.

Current and future operations, plans, and goals cannot be met without proper staffing levels.

Current and future staffing needs are projected in the staffing section of the plan. Goals to sustain the current level of personnel and the hiring of additional volunteers have been identified and documented. A proactive and positive approach to the future of our department in the areas of customer service, fire safety education, and enforcement of the State Fire Code has been developed and will remain at the forefront of our organization's future activities.

It is impossible for the members of our department to satisfactorily perform their required tasks without proper equipment, facilities, and apparatus. Therefore, our capital budget schedule needs to be designed to satisfy these obligations in a proactive and budget-conscious manner.

Replacement of our congested fire station has been identified and is addressed in the plan as a high-priority item.

The Argyle Fire District has a reputation for utilizing a high-quality internal training program developed and taught by our own personnel to cultivate the highest quality group of firefighters.

This hard-earned and well deserved standing highlights the quality of our training and the instructors within our department. Going forward, it is our intention to expand and enhance the department's training program through a back-to-basics approach to fire operations that includes employing the latest methods and tools available in our service, in a manner that supports the enhancement of the delivery of our services and the safety of our personnel. We are focused on remaining at the cutting edge of evolving technology and operational competence through our well-developed, diversified training program.

Technology in the fire service continues to change at an extremely rapid pace. Our organization has been exceedingly proactive in identifying and adapting to these changes. The current purchase of battery-operated tools and the recent Air Pack award from the AFG grant provides us with cutting-edge technology. Staying ahead of the technological curve to ensure we maintain and enhance our levels of productivity and efficiency will be a leading component of our future activities.

Our department provides a high level of quality fire suppression, and technical rescue services to the Argyle community. The fire service profession has undergone a considerable change in the type of services it offers and the methods utilized to deliver them over the past several years. We have become a virtual one stop shop encompassing all types of emergency response needs. In reply to these realities, our future emergency response strategy will be to develop and implement an action plan that provides for the continual upgrade of internal response capabilities, the frequent review and enhancement of mutual aid, and automatic aid agreements

with our neighboring city and counties along with an enhanced effort to increase to exploit regional based programs and projects. We currently have three members that are Florida State Certified Instructors. We are working with the Florida State Fire Marshall's Office to use the Grow as You Go training to certify more members.

Organizational Background

The Argyle Fire District is a volunteer fire department that provides fire, technical rescue, and fire prevention and education services to a population of approximately 6,016 year-round residents residing in an area of 95 square miles. These services are provided by 3 fire stations located in the North, South, and Central areas within the Argyle Fire District. The department consists of 34 volunteer firefighters. Chief of Department, Deputy Chief, Assistant Chief, Captain, Lieutenants, Firefighters, Emergency Medical Responders, and Support Members.

Core Values

The members of the Argyle Fire District are:

- Prepared for Duty
- Serving with Integrity
- Responding with Compassion
- Committed to Professional Excellence

These statements of core values mean the following to the Argyle Fire District:

Prepared for Duty-

This means that our members will do everything possible, to ensure that our

department is at an optimum state of readiness when called upon to respond at a moment's notice. Our members will be properly trained, equipped, supported, and focused on safe immediate response and customer service.

Serving with Integrity-

This relates to how we do business. We acknowledge that truth and trust are the foundations of relationship building and delivery. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

Responding with Compassion- Our department is a people-oriented service organization focused on helping those in need. Our members will provide the highest level of fire and emergency services with the utmost compassion and caring to anyone in need.

Committed to Professional Excellence- The Argyle Fire District will provide its members with the means, skills, and education to provide outstanding professional services. The organization will also achieve this excellence through a commitment to quality, respect for each person, and a workplace that is free of harassment, discrimination, and retaliation.

Core Functions

Administration:

The Fire Chief is responsible for the overall management of the Department, with functions of various duties and tasks delegated to the Deputy Chief, Assistant Chief, Captains, Lieutenants, working groups, and other individual personnel. The Fire Chief provides administrative control of the department, supervises the daily operations and activities of our members, directs personnel management activities, and coordinates all training events in a system designed to achieve our primary goal of protecting the lives and property of the residents and visitors to the Argyle Fire District.

Fire Suppression:

Our personnel provide fire protection, public assistance, hazardous material mitigation, and technical rescue services to the Argyle Fire District and the surrounding communities as requested.

Fire Prevention:

Argyle Fire District is responsible for providing fire prevention/fire inspection services, fire safety education, plan reviews, and fire investigations under the mandate of local, state, and federal laws, regulations, and standards.

Presumptions

To initiate our baseline strategic planning certain assumptions regarding the department were made: We assumed that;

- We will provide prompt, reliable service to our customers during any emergency and will train appropriately, respond rapidly, and adequately equip ourselves to mitigate all incidents.
- Our strategic plan will require periodic updates as events that shape the service demands of our community occur.
- We need to network and communicate with other community agencies to ensure an effective, team-oriented work environment and delivery of services.
- Changes of all types to the services we offer will continue to occur. It is our responsibility to identify, project, and plan to meet the challenges presented by these changes.
- We must ensure that we take every advantage to interact with the public and serve them in a manner that exceeds all expectations.
- We must ensure full cooperation with our mutual aid and take every opportunity to initiate regional partnerships and opportunities.
- We must be flexible enough to anticipate the needs of our community and appropriately adjust our services accordingly.
- We must prepare the next generation of department leaders through proper

mentoring and succession planning.

- Training is a critical aspect of safe and effective operations. It is our duty to ensure our members are trained and certified to the highest possible levels.
- We shall assume elected officials support the efforts of our organization to provide fire suppression and fire inspection services.
- The level of services we offer is directly linked to the training, experience, and readiness of our personnel. It is our obligation to ensure we meet the expectations of the community and our personnel.
- We must ensure that department members support and maintain a work environment that promotes equality, equity, and integrity.

Strategic Planning Topics

Strategic Planning Topic #1: Personnel

The Argyle Fire District is comprised of an outstanding group of dedicated, well trained individuals who are without question the department's most valuable resource. Managing these personnel requires the finite balancing of the needs of the membership. When managing in this environment it is important to remember that the achievements of any department ultimately hinge upon the success and development of the employees within. In order to ensure the future solvency of our department, the continued development of our personnel, and the sustained

delivery of professional, cost-effective services to the community, we have developed the following objectives to enhance our capabilities within this strategic planning category.

Objective 1

Timeline – Ongoing

Develop an organizational environment that promotes member commitment, loyalty, respect, and cooperation.

Related Tasks:

- Strive to improve recruitment & and retention of members.
- Continue to support social functions.
- Foster team building through training and social events.
- Research becoming a BLS department and requirements.
- Create an SOG that gives an incentive for members to recruit new members

Objective 2

Timeline – 0-24 months

Improve organizational communications.

Related Tasks:

- Weekly e-mail/text correspondence sent to members with news/updates.
- Clarify and enforce proper use of the chain of command.
- Quarterly meals for members and families

- Birthdays are acknowledged once a month and posted on the information board.
- Evaluate and implement a variety of communication avenues to encourage open

discussion of concerns, issues, and suggestions.

- Utilize improved communication practices to maintain high morale. Update all

SOGs and By-Laws to the website for member access.

- Hire Employees
- Firefighter One Class / Emergency Medical Responder (EMR) Class

Strategic Planning Topic #2: Staffing

The Argyle Fire District provides prompt, high-quality, cost-efficient fire services to the residents of our community. The volunteer-type system that we have utilized to deliver these services has performed adequately for many years. At this time, it is recognized that a secretary needs to be hired to take on the day-today tasks of answering phone calls, accepting impact fees, filing paperwork uploading information from training, etc. into the new software for recording fire department activities and trends. This would allow us to find information faster and would help improve our ISO rating with quick accurate reports. A Financial adviser to assist the bookkeeper with financial documentation and recording. A Firefighter One class approved by the state of Florida with our State-certified instructors teaching the class will be held. We have several new members who have shown interest in taking the class. This would improve our ISO rating and add to the certified personnel that we already have. Provide an Emergency Medical Responder Class to all members for refresher or new hires.

Objective 1

Timeline – 0-12 months

Recruit and train all personnel as necessary.

Related Tasks:

- Refine and optimize the department's recruiting process.
- Utilize media outlets such as social media TV, Radio, Build Boards, veteran centers, and newspapers as a method to announce volunteer recruitment efforts.
- Increase benefits for volunteers.
- Evaluate response and training participation levels of volunteers and establish specific criteria. Require personnel to meet the criteria.
- Develop a target call member recruit profile, with a focus on availability and commitment.
- Facilitate the ability of personnel to meet the required participation levels.
- Continue to train new members personnel to FF I/II certification levels to ensure the department is able to deliver effective core services.

Objective 2

Timeline – 12-60 months

Develop a staffing/response program designed to meet National standards and community needs.

community needs.

- Utilize statistical data to review current response deficits.

- Evaluate current staffing and response protocols to identify methods to meet fire based minimum staffing and response requirements.
- Investigate the enhanced use of mutual aid resources to improve fire-based minimum staffing requirements.
- Strive to meet NFPA Standards

Objective 3

Timeline – 36-60 months

Upgrade the current strictly volunteer staffing model, to a combination (volunteer/Paid On Call).

Related Tasks:

- Provide statistical, research-based, and budgetary documentation to the joint municipalities and Fire Commission to substantiate the creation and filling of this position. Raising the fire assessment to meet this goal. Possible funding through grants or other fees collected.
- Provide substantiation for the creation and filling of this position to the residents of the community through the effective dissemination of accurate information.

Strategic Planning Topic #3: Training

The Argyle Fire District has consistently provided high-quality training within a system that supports a cooperative and interactive learning environment conducive to the needs of all members of our department. Consistent and unified instruction of this type unites our members in a constructive training atmosphere and is a critical component of the overall safety and operational efficiency of our department. In keeping with our core training values of

professionalism, excellence, and teamwork we have developed the following objectives to assist with enhancing the content and delivery methods of our training programs while ensuring the continued professional growth of our members.

Objective 1

Timeline – 0-12 months

Maximize the use of internal and external fire instructors to deliver training programs.

programs.

Related Tasks:

- Evaluate the type of training programs requiring external instructors.
- Contact expert instructors and request proposals.
- Review and evaluate course proposals.
- Contract with instructors for program presentation.
- Schedule, facilitate, and support the training sessions.
- Send members to the free North West Florida Firefighter Weekend.
- Form a Joint Training Committee (JTC) between departments that will be beneficial for all departments. Contact outside instructors to also help with accomplishing new or different trainings.

Objective 2

Timeline - 0-12 months

Increase staff attendance at training sessions.

Related Tasks:

- Emphasize hands-on training as often as possible.
- Ensure training is specific to the department's mission.
- Utilize internal instructors to ensure stimulating training sessions.
- Continue to improve the quality of training facilities, props, and resources.
- Implement a training program that allows for individualized, flexible training opportunities.

Objective 3

Timeline – 0-12 months

Facilitate the ability of the training committee to develop, conduct, and maintain department training programs.

department training programs.

Related Tasks:

- Provide adequate resources and funding to ensure program support.
- Have the paid secretary input data into a computer-based training/record management system.

Strategic Planning Topic #4: Fire Prevention/Inspection

The Argyle Fire District currently contracts out fire inspection duties and code enforcement to the company Fire Inspection Services. The assigned Inspector is responsible for conducting all fire inspections within the Argyle Fire District, in conjunction with direct partnership with the Chief of the department. We currently have an “in-house” fire prevention program. Each year the

Argyle Fire District holds several events, such as The Walton County Fair, and Westville Head Start. Kids of all age ranges from three years old to kids in their teens are informed on fire safety. We also have several other events that we attend to promote fire safety & prevention. This proactive and customer service-oriented approach and our commitment to ensuring the daily life safety of our residents and visitors to the Argyle Fire District and surrounding areas will be at the forefront of our future endeavors and goals. Adults at the Emerald Transformers and Westville Head Start are taught Fire Extinguisher Safety with live fire training.

Objective 1

Timeline – 0-12 months

Review the operational effectiveness of in house fire inspections, and fire prevention programs to ensure all required tasks are completed in a cost-effective, efficient manner.

prevention programs to ensure all required tasks are completed in a cost-effective, efficient manner.

Related Tasks:

- Assess inspection requirements within the community to develop a definitive list of required inspections and accurate inspection cycles.
- Ensure Fire Inspection Services provides high-quality, professional services to the community.
- Evaluate and ensure compliance with all State required inspections and mandates.
- Create the capability to move stored records and all future fire prevention inspection and related documents into a computer-based system.
- Assess the possibility of creating an “in-house” fire inspection program.

- Evaluate the benefits of having an “in-house” fire inspection program.
- Support the continuing education of assigned members and provide adequate resources for task completion.
- Provide proactive support and guidance to current and future business owners in relation to fire safety compliance.

Objective 2

Timeline – 0-60 months

Enhance/re-evaluate our existing pre-plans, and how having an “in-house” fire inspection program will enhance our ability to update pre-plans.

The inspection program will enhance our ability to update pre-plans.

Related Tasks:

- Assess existing pre-plans and investigate the necessity of updating.
- Input data into fire pre-plan software systems.
- Purchase additional tablets for the exclusive use of fire inspection programs.
- Ensure successful implementation and continued review and assessment of system application.

Strategic Planning Topic #5: Infrastructure

The Argyle Fire District needs a new fire station. The existing fire station doesn't meet District needs and it hasn't for a long time. It severely lacks adequate truck space, offices, sleeping rooms, training facilities, and storage space. There is little to no potential for expansion. It doesn't have enough room for maneuvering trucks. It creates a hazard for emergency personnel

and it puts emergency traffic into Fire Department Avenue creating a potential hazard for firefighters and citizens. We have had internal meetings to identify what is needed and required on the state level for new fire stations. After talking with different engineering companies and drawing out a station layout. An engineering firm was given the drawing and a site plan and cost was given. Each year we have put monies in a building fund. The Chief and Safety Committee came up with a list of issues with the station. Repairs are being made but we still need more space. As we strive to keep the fire station in the best possible condition, the mere growth of the fire service as a whole has made our current facility too small and inadequate for operations. As you can see from all of the aforementioned issues, the Argyle Fire District is in dire need of a new fire station. As the fire service as a whole continues to modernize and change, we need to be able to change with it, our current situation with our current fire station does not allow us to modernize and change. We are handcuffed due to a lack of space and inadequate facilities to keep up with modernization.

Objective 1

Timeline – 0-60 months

Facilitate the planning & construction of a new Fire station facility.

Related Tasks:

- Revise the internal building committee working group to review current needs.
- Meet with the design firm for project creation & and review.
- If required revise design to fit current department needs.
- Present plan to Fire Commission, Joint Municipalities.
- Lobby for required funding.

- For a temporary solution a double wide will help with office space, living quarters, bathrooms, and kitchen area.

Strategic Planning Topic #6: Operating Budget

Operating Budget

Budget development, implementation, and management are some of the most challenging tasks facing today's fire service leaders. The economic difficulties that are afflicting communities across the nation have highlighted the critical responsibility placed on department administrators to ensure their organizations are capable of delivering effective emergency response services to their communities in a setting that endorses reduced funding and support. The Argyle Fire District fully understands this issue and is particularly aware of our obligation to develop and implement a fiscally responsive financial plan that is respectful to the future needs of the department and the municipalities ability to provide adequate funding. In order to meet our commitment to future financial prudence in today's challenging budget environment we have developed the following objectives for inclusion within this planning topic.

Objective 1

Timeline – 0-60 months

Examine all department operations for efficiency and cost-effectiveness.

Related Tasks:

- Review all department functions on a cost-benefit, efficiency-based platform.
- Identify areas open to revision and redistribution of resources.
- Identify components available for implemented cost-saving strategies.

- If available, revise department functions for increased efficiencies.
- Conduct monthly reviews of the department budget to maintain a high level of fiscal responsibility.

Objective 2

Timeline – 0-60 months

Continually explore revenue enhancement opportunities.

Related Tasks:

- Identify and apply for all appropriate individual and regional-based grant opportunities.
- Utilize State contract pricing and purchasing groups as presented.
- Research, and apply for Federal grant funding.
- Apply for Florida Forestry 50/50 grant, US Forestry Grant.

Strategic Planning Topic #7: Capital Budget

The Argyle Fire District needs to establish and maintain a capital budget plan that will help offset the costs of significant future purchases, such as, but not limited to:

- Self-Contained Breathing Apparatus (SCBA) Replacement. (Every 15 Years)
- Other Apparatus Replacements As Needed.
- New Fire Station.
- Emergency Building Repairs.

The Argyle Fire District needs a capital budget plan that identifies our short, medium, and long-term needs, the method through which these purchases are completed gives our

organization the opportunity to remain fluid in the scheduling of equipment acquisitions. Each year we will evaluate our capital budget to reflect our immediate fiscal year needs and available funding.

Strategic Planning Topic #8: Administration

The Fire Chief has the overall responsibility of managing all functions of Argyle Fire District. To assist the Chief in accomplishing this task line officers are assigned duties that they are required to complete. The Deputy Chief, Assistant Chief, and Captains' main functions include apparatus and equipment maintenance, responding to emergency incidents as required, and directing personnel to ensure the organization continues to deliver excellent services to the Argyle Fire District. The complexity of today's fire department operations coupled with the administrative activities required to effectively manage the personnel and budget of a fire department, requires a multifaceted manager who has the ability to delegate tasks to staff members while at the same time creating and supporting a vision of future organizational excellence. The role of the Fire Chief includes the ability to research and evaluate new service delivery methods and standards and review and revise department operational needs. This support includes the ability to research and evaluate new service delivery methods and standards, review and revise department operational needs, implement and sustain new technological enhancements, acquire new equipment and resources for required service upgrades, and develop and support new policies and procedures. To meet these new challenges, we have developed the following objectives within this strategic planning category.

Objective 1

Timeline – 0-12 months

Revise Bi-Laws & SOG's to establish baseline documents detailing the requisite efficient and orderly operation of the department.

- Continue to revise & update department bi-laws & SOG's to be congruent with FL Statutes.
- Provide revisions to department members.
- Enforce Rules & Regulations as required.

Objective 2

Timeline – 0-24 months

Ensure the department is provided with adequate resources, equipment, and apparatus to maintain and enhance service delivery levels as required.

- Continually evaluate department equipment and apparatus in order to assure the availability of resources to meet response needs.
- Evaluate operational budget purchases against available funding in a Priority based system.
- Evaluate and revise the capital budget as necessary to meet current demands.

Objective 3

Timeline – 6-60 months

Review and revise department involvement in community outreach activities based on effectiveness and cost efficiency.

- Evaluate the relativity of all outreach programs as they relate to the mission of the department.

- Revise program delivery to increase efficiency and effectiveness.
- Create new programs to match community needs and priorities.
- Continue to deliver the current menu of services/programs that meet community needs and priorities