



South Beach Regional Fire Authority



Long-Range Plan, presented by Daryl Brown

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Special thanks and recognition to be given to the original creator of the SBRFA Plan, Retired Fire Chief Dennis Benn

History

Prior to October of 2017, the Citizens of the South Beach Community were serviced by 6 different emergency service delivery organizations: Grays Harbor Fire District 3, Grays Harbor Fire District 11, Grays Harbor Fire District 14, Pacific County Fire District 5, the City of Westport and South Beach Ambulance Service. All of these organizations had the common goal of providing service to the Citizens.

This system of service delivery was fraught with redundancies. South Beach Regional Fire Authority was formed to reduce these redundancies and streamline the service delivery system and began operating on October 1st of 2017.

Present and Future

Today the South Beach Regional Fire Authority services nearly 6,000 full-time residents, with a seasonal population swelling to 12,000 at times in the summer months. SBRFA will answer over 1,600 calls for service this year in 2026.

Through the formation of the South Beach Regional Fire Authority, we are enabled to:

- Provide service through one agency, reducing redundancy
- Align effort, reducing waste time, energy and spending
- Optimize the use of resources
- Form a unified vision of the future
- Plan for the future, considering the needs of all citizens of the South Beach Community

And through a longer-range planning process, we can identify Goals and Objectives and define strategies for the improvement of future service delivery.

This planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with stakeholder input constantly being factored into the plan.

The overarching goal of the plan is for the organization to look inward on itself, to determine if it can provide a more fiscally responsible, improved service to the Citizens it serves.



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Long Term Planning

What is a Long-Term Plan?

It is a living management tool which:

- Provides short-term direction
- Builds a shared vision for the future
- Sets goals and objectives using comparable standards
- Optimizes use of resources

Effective planning is a continuous and systematic process where the stakeholders of the organization make decisions about the future of the organization, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

Most importantly, planning aligns effort through an opportunity to unify the management, employees and stakeholders through a common understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progress and benchmarks will measure success.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the established goals or targets. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

Goals and Objectives

To achieve the mission of South Beach Regional Fire Authority, realistic goals and objectives must be established. This will enhance the strengths of the organization. It will address and strengthen identified weaknesses. As well as providing members and stakeholders with clear direction and address the concerns of the community.

As goals and objectives are management tools, they should be updated on an on-going and regular basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should become the focus of the organization. Although keeping in mind that this is a working document, understanding that this is a continuous ongoing process, more goals and objectives will most certainly be added as we attain goals. There will always be new horizons to achieve.



South Beach Regional Fire Authority



Color Codes

Personnel
Safety
Fire Operations
Medical Operations
Fire and Medical Operations
Training
Assets (Apparatus, Real Estate, Equipment)
Capital Projects
Fuel and Utilities
Administration/Planning/Budget

Objective	<i>Ensure proper planning and oversight utilizing budget committee</i>		
Timeframe	Annual/ongoing	Assigned To:	Chief/Assistant Chief/District Secretary/Budget Committee/Governance Board
Critical Tasks	• Evaluate revenue streams and their influence on operations • Evaluate fiscal forecasting and spending trends • Execute on fiscal priorities and manage budget with prudence • Determine proper reserve capacities • Determine lid lift feasibility and timing of lid lift • Seeking out future funding sources		
Funding Estimate	Capital Costs: \$0 Personnel Costs: Annual Salaries and Gov Board time	Consumable Costs: \$100 Contract Service Costs: \$0	

Objective	<i>Prepare for annual financial and accountability audits</i>		
Timeframe	On-going annually	Assigned To:	Financial and Records Administrator/Fire Chief/Assistant Fire Chief
Critical Tasks	• Enlist accounting consultant for audit preparation, internal audit and education • Maintain best practice accordance with SAO • Identify and correct processes as needed based on SAO best practices		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$20,000-\$40,000	Consumable Costs: \$250 Contract Service Costs: \$10,000	



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Objective	<i>Review and ensure budget reflects stated plans, goals and objectives</i>		
Timeframe	Annual	Assigned To:	Chief
Critical Tasks	• Review budget priorities • Provide opportunity for operational input • Review plans, goals and objectives • Ensure that priorities and objectives are aligned		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$5,000	Consumable Costs: \$500 Contract Service Costs: \$0	

Objective	<i>Conduct long-range fiscal forecasting</i>		
Timeframe	Annual/ongoing	Assigned To:	Assistant Chief/Financial Administrators
Critical Tasks	• Track and categorize all costs • Reduce unnecessary financial needs and redundancies • Perform long range fiscal analysis based on data collection		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$5,000	Consumable Costs: \$500 Contract Service Costs: \$0	

Objective	<i>Develop comprehensive apparatus replacement schedule document</i>		
Timeframe	12 months and ongoing	Assigned To:	Chief/Assistant Chief/Officers
Critical Tasks	• Develop apparatus replacement plan and schedule which identifies costs and benchmarks • Convey schedule throughout the organization • Review apparatus replacement plan annually (or if dictated by events)		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$1,500	Consumable Costs: \$500 Contract Service Costs: \$0	

Objective	<i>Modernize mobile and portable radios for improved communications</i>		
Timeframe	6 months to ongoing	Assigned To:	Assistant Chief
Critical Tasks	• Obtain funding for communications improvements • Align with area plans for Central area improvements for Grays Harbor Emergency Communications		
Funding Estimate	Capital Costs: \$50,000+ Personnel Costs: \$5,000	Consumable Costs: \$1,000 Contract Service Costs: \$5,000	



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Objective	Define operational needs assessment for the South Beach area		
Timeframe	12-months	Assigned To:	Chief/Assistant Chief
Critical Tasks	• Evaluate the response needs of the South Beach Area • Perform a gap analysis of those needs • Develop a plan to address any operational gaps		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$5,000	Consumable Costs: \$1,500 Contract Service Costs: \$2,000	

Objective	Ensure Compliance with State and Federal Guidelines, Standards and Regional Best Practices		
Timeframe	On going	Assigned To:	Training Officer/Officer Team
Critical Tasks	• Identify other agencies' best practices • Striving to meet NFPA standards • Engage with best practices in the region • Align training calendar with recommendations from Washington Fire Chiefs and WAC 296-305		
Funding Estimate	Capital Costs: \$40,000 Personnel Costs: \$15,000	Consumable Costs: \$5,000 Contract Service Costs: \$10,000	

Objective	Determine possible opportunities for Pacific County 24 Hour Staffing		
Timeframe	18 Months	Assigned To:	Chief
Critical Tasks	• Determine feasibility of partnering with Shoalwater Tribe for the purpose of building a station on tribal property • Develop a temporary south staffing plan or Plan B • Convey feasibility to team and commissioners • Identify possible timeline		
Funding Estimate	Capital Costs: \$50,000 Personnel Costs: \$5,000	Consumable Costs: \$2,500 Contract Service Costs: \$5,000	

Objective	Develop first due engine replacement committee for E31		
Timeframe	12 Months	Assigned To:	Chief/Committee
Critical Tasks	• Identify operational must-haves for replacement engine • Chief to establish budget for program • Identify top 3 vendors using cooperative sourcing and pricing agreements		
Funding Estimate	Capital Costs: \$800,000-\$1,000,000 Personnel Costs: \$5,000	Consumable Costs: \$2,500 Contract Service Costs: \$500	



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Objective	<i>Develop ambulance replacement committee</i>		
Timeframe	12 Months	Assigned To:	Chief/Committee
Critical Tasks	• Identify operational must-haves for replacement ambulance • Identify layout for reusable box • Chief to establish budget for program • Identify top 3 vendors using cooperative sourcing and pricing agreements		
Funding Estimate	Capital Costs: \$200,000-\$300,000 Personnel Costs: \$5,000	Consumable Costs: \$2,500 Contract Service Costs: \$500	

Objective	<i>Build headquarters at 708 Englewood Lane</i>		
Timeframe	12-48 Months	Assigned To:	Chiefs/Commissioners/Station Committee
Critical Tasks	• Form station committee to identify and prioritize facility needs at 708 Englewood Lane • Convey those opportunities to team and commissioners • Implement grant/loan or bond opportunities in station build • Work with contractors		
Funding Estimate	Capital Costs: \$9,000,000 Personnel Costs: \$100,000	Consumable Costs: \$25,000 Contract Service Costs: \$200,000	

Objective	<i>Perform necessary renovations to preserve and extend the life of the Training Center</i>		
Timeframe	3 months and ongoing	Assigned To:	Assistant Chief/Chief
Critical Tasks	• Evaluate exterior structure and repair • Replace inefficient/failed windows • Insulate where appropriate • Paint exterior		
Funding Estimate	Capital Costs: \$20,000 Personnel Costs: \$5,000	Consumable Costs: \$1,500 Contract Service Costs: \$0	

Objective	<i>Real Estate Consolidation Based on Response Data</i>		
Timeframe	24 Months	Assigned To:	Assistant Chief
Critical Tasks	• Identify properties necessary for response area coverage • Determine reasonable property valuations for asset management and planning purposes • Determine plan for dispensation of unnecessary assets • Execute plans to consolidate properties to “right-size” our assets for response • Prepare properties for sale or trade as directed by the Chief and Board of Commissioners		
Funding Estimate	Capital Costs: \$75,000 Personnel Costs: \$5,000	Consumable Costs: \$25,000 Contract Service Costs: \$5,000	



South Beach Regional Fire Authority



Objective	<i>Develop Staffing Goals and Benchmarks</i>		
Timeframe	18 Months	Assigned To:	Chief
Critical Tasks	• Develop a gap analysis to determine current adequacies or inadequacies of emergency response as it relates to capabilities of current staff • Determine if we are meeting best practices and NFPA standards • Determine Citizen expectations of staffing and response and associated costs • Determine benchmarks for staffing increase or decrease		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$7,500	Consumable Costs: \$1,000 Contract Service Costs: \$2,500	

Objective	<i>Increase professionalism and promote leadership at all levels within SBRFA</i>		
Timeframe	On going	Assigned To:	Training Officer/Officer Team
Critical Tasks	• Encourage Fire Officer 2 Certification for all Company Officers • Require Fire Officer 1 Certification of all Acting Supervisors • Encourage leadership training of all personnel • Create officer development mentoring program • Ensure we follow the guidelines of our officer development program		
Funding Estimate	Capital Costs: \$5,000 Personnel Costs: \$2,500	Consumable Costs: \$1,000 Contract Service Costs: \$0	

Objective	<i>Initiate a recruitment and retention program</i>		
Timeframe	12 Months	Assigned To:	Operations Chief /Leadership team
Critical Tasks	• Determine candidate requirements • Refine on-boarding process • Determine initial training requirements and standards • Determine and implement the best outreach solutions		
Funding Estimate	Capital Costs: \$5,000 Personnel Costs: \$2,500	Consumable Costs: \$1,000 Contract Service Costs: \$0	

Objective	<i>Initiate a Health and Wellness Program</i>		
Timeframe	12 Months	Assigned To:	Everyone
Critical Tasks	• Initiate steps for physical wellness program • Initiate steps for mental and spiritual wellness program • Initiate steps for work/life balance		
Funding Estimate	Capital Costs: \$5,000 Personnel Costs: \$2,500	Consumable Costs: \$500 Contract Service Costs: \$0	

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Objective	<i>Evaluate existing methods of training and identify possible improvements.</i>		
Timeframe	12 Months	Assigned To:	Assistant Chief/Training Officer/Training Group
Critical Tasks	• Develop Training Group • Create Operational Play Book (first 10 plays) • Report findings and recommendations to Chief		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$2,500	Consumable Costs: \$500 Contract Service Costs: \$1,000	

Objective	<i>Implement new asset management procedure within data management system (ESO).</i>		
Timeframe	12 Months	Assigned To:	Assistant Chief/Supply Officer/Maintenance
Critical Tasks	• Identify tracking and costs/depreciation of LifePak monitors, gurneys, air packs, etc. • Present schedule and cost analysis to Chief and Commissioners		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$1,000	Consumable Costs: \$250 Contract Service Costs: \$0	

Objective	<i>Develop small expensive equipment replacement program</i>		
Timeframe	12 Months	Assigned To:	Assistant Chief/Supply Officer/Maintenance
Critical Tasks	• Identify replacement schedule and costs of LifePak monitors, gurneys, air packs, etc. • Present schedule and cost analysis to Chief and Commissioners • Create categories to track between fire, medical, and miscellaneous small equipment		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$2,500	Consumable Costs: \$0 Contract Service Costs: \$0	

Objective	<i>Develop and implement "Pre-fire" Inspection Program (High Hazard Visits)</i>		
Timeframe	12-24 Months	Assigned To:	Assistant Chief/Captains
Critical Tasks	• Identify commercial occupancies throughout the district • Develop inspection program • Assign companies inspection schedule • Develop format for conveying gathered information to other fire companies		
Funding Estimate	Capital Costs: \$2,500 Personnel Costs: \$5,000	Consumable Costs: \$2,500 Contract Service Costs: \$2,500	