



CITY OF MIAMI BEACH FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

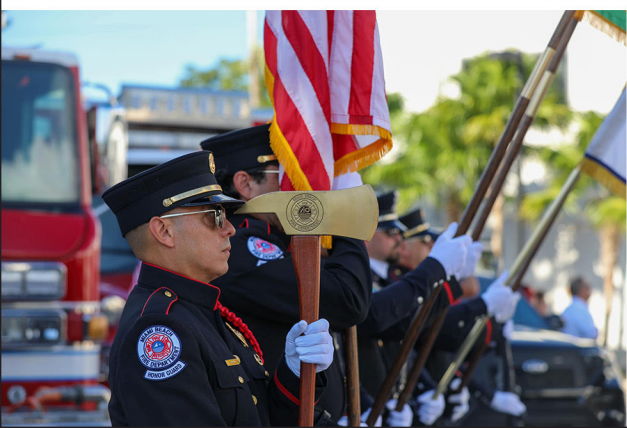






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Message from the Fire Chief

It is with great pride that I present the City of Miami Beach Fire Department's Strategic Plan for 2025 through 2030. As a Class 1 Fire Department and one of the few agencies in the nation with a triple-accredited 911 dispatch center, we hold ourselves to the highest standards of excellence, safety, and service. This plan reflects our commitment to continuous improvement and innovation as we protect and serve our vibrant community. Our mission is clear: to enhance our services, ensure long-term sustainability, and uphold the highest standards of accountability and customer service. Through efficient resource management, professional development, and adaptability, we will continue to deliver critical, lifesaving services to the residents and visitors of Miami Beach. This strategic plan is a living document, designed to grow and evolve with the challenges and opportunities we face in the coming years.

The Miami Beach Fire Department has always been more than just an emergency response organization. We are a pillar of safety, resilience, and trust. This plan builds on our legacy, ensuring we remain prepared to meet tomorrow's challenges with determination and innovation. Together, with the support of our city leaders and the dedication of our personnel, we will continue to deliver the exceptional service that defines who we are. Thank you for your trust and partnership as we work to keep Miami Beach safe and thriving.

Sincerely,

Digna Abello

Fire Chief, City of Miami Beach Fire Department

EXECUTIVE SUMMARY

Founded in 1920, the Miami Beach Fire Department (MBFD) has grown into a modern, multifaceted agency serving the City of Miami Beach (CMB). In 2023, the department responded to over 35,000 calls for service and executed 25,000 responses, including structure fires, vehicle fires, construction accidents, hazardous material incidents, medical rescues, water rescues, and public service requests. The Ocean Rescue Division played a critical role in protecting more than 15.2 million beach visitors annually.

The Miami Beach Fire Department Strategic Plan is a streamlined document derived from key city planning resources, including the City of Miami Beach Fiscal Year Budget, the Capital Improvement Plan Budget, and the MBFD Standards of Cover (SOC). The funding for this strategic plan is initiated through the city's budget process, starting in October for the upcoming fiscal year, with operational and capital budgets finalized in July. This document serves as an update to the 2020-2025 Miami Beach Fire Department Strategic Plan, laying out comprehensive vision and mission statements that set a clear course for the future. MBFD has a history of creating a solid vision, developing strategic plans, and securing support from both internal and external stakeholders. This plan will guide the department's progress by capturing its long-term vision, steering leadership, and fostering community support.

MBFD's customers are identified across seven key service areas: Fire Response, Emergency Medical Response, Communications, Fire Prevention, Ocean and Beach Safety, Emergency Management, and Community Outreach. Our personnel are often the first responders to emergencies within the city, and the department extends its support countywide and statewide through Mutual Aid Agreements.

The strategic goals outlined in this document have been established by aligning the needs of our customers with the resources required to provide effective emergency response and essential services. These goals and objectives now serve as the department's primary focus, providing benchmarks to measure our success in meeting the needs of the community we are dedicated to serving.



INTRODUCTION

This plan is a revision of the 2020-2025 Miami Beach Fire Department Strategic Plan. This document sets forth comprehensive vision and mission statements that provide the agency with a clear path into the future. The purpose of this document is to provide a management tool to define the Department's strategy and direction as to the allocation of its resources. This plan is intended to be dynamic and functional to meet the constant changing nature of fire and emergency medical responses. Elements of this document were attained from the department's Performance Plan Highlights (PPH), MBFD Fiscal Year (FY) 2023 and Fiscal Year 2024 Department Work Plans, City of Miami Beach Resident and Business Satisfaction 2022 Reports, and the Center for Public Safety Excellence (CFAI) Strategic Plan created for the Department in 2008.

In FY2022, the MBFD received a MetalCraft Fire Boat from the Miami Dade County Fire Rescue as a donation to expand its marine and firefighting capability. The fire boat began refurbishment in 2022 and plans to place the boat in service in late 2025. The boat will service the southern end of the City at the temporary Fire Station 5. Through the FY23 budget process, the MBFD was able to obtain funding to place the boat in service and fully staff the second marine operations station. To staff the boat, 14 new positions (firefighter and lieutenant positions) were added to the organizational chart.

The Fire Chief and Administration continues to be focused on implementing best practices, creating a workforce that is flexible, proactive and identifies, reduces, and eliminates redundancies. The Administration's expectation is that the workforce be well trained, innovative, and ethical always. Due to recent retirements, the department has a fairly new staff of line officers (Lieutenants and Captains), officer training and leadership mentorship is essential.



ORGANIZATIONAL BACKGROUND

The Miami Beach Fire Department was founded in 1920 with one fire station in southern Miami Beach to serve the city and evolved into a modern multi-functional agency. The Miami Beach Fire Department has a long history of innovation and commitment to meet the ever-changing needs and challenges for the citizens of Miami Beach. The agency began offering EMS services in 1969, and by 1977 the department was operating four stations serving the approximate 7 miles of the City of Miami Beach. In 2004, the Ocean Rescue Department became a division of the fire department. The Ocean Rescue Division is nationally certified by the United States Lifesaving Association (USLA).

Additionally, in October 2017, the Public Safety Communications Division (PSCD) became part of the fire department. Later in October 2018, Emergency Management also transitioned to the Fire Department. The Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009 and resubmitted for accreditation in 2014 and 2019. The Department rated as a Class One Department by the Insurance Services Office (ISO) in December 2007 and was last renewed in 2023. In 2024, the department broke record by attaining its highest score of 105.16 out of 105.5 with the ISO.

The agency is comprised of four fire stations and 38 lifeguard towers that are staffed by 448 personnel operating a comprehensive rolling and floating stock. For Fire Rescue, the department fields four engine companies, two ladder companies, seven rescues, four reserve engines, one reserve ladder, six reserve rescues, two (2) air truck, four (4) gators, an incident command vehicle, 1 fire boat and rescue supervisor vehicle. For Ocean Rescue, the department fields, an ocean rescue boat, 20 All-Terrain Vehicles (ATV's), five (5) watercrafts (jet skis), seven (7) ocean rescue gators and eight (8) ocean rescue supervisor vehicles.

The department had 35,000 calls for services and 25,000 responses including structure fires, car fires, construction accidents, hazardous material calls,

medical rescue incidents, water rescues and public service calls during calendar year 2023. The Ocean Rescue Division guards over 15.2 million beach visitors annually. In 2023, the Ocean Rescue Division rescued 317 drowning victims from rip currents, completed 650,946 preventive actions and 200 rescues.

Miami Beach Fire Department's mission, vision and goals are formatted to comply with the mission, vision and goals of the City of Miami Beach.

"The Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration Section, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division, Emergency Management, Public Safety Communication Division (PSCD) and the Ocean Rescue Division. Services are provided to the community from four Fire Stations that are placed to allow for rapid response to anywhere in the City. The Fire Administration, Training, Support Services and Ocean Rescue Divisions provide service from their own facilities. The Miami Beach Fire Department currently implements various programs and practices to fulfill the goal stated in its mission statement of providing a high level of safety, security, prevention and high level of emergency care. The department has a Special Weapons and Tactics (SWAT) Medic Program that allows firefighters/paramedics to work with the Miami Beach Police Department SWAT Team.

The MBSFD has achieved significant accomplishments within the last accreditation cycle. To name a few, the PSCD was triple accredited by the Accredited Center for Excellence from the International Academy of Emergency Dispatch (Medical, Fire and Police). A new public safety radio system which will provide multiple decades of service was implemented. The P25 system (L3 Harris radio system) has the latest available technology that allows users to operate well outside the City of Miami Beach and increases the interoperability capabilities with Federal, State, and Local agencies.

The Fire Prevention Division implemented the False Alarm Reduction Program in which the agency is fining buildings who have false alarms to maintain unit availability.



The agency implemented health and safety measures including policies and trainings to personnel that align with the provisions of the NFPA 1851 Cancer Related Risks of Firefighting and NFPA 1500 Critical Incident Stress Debriefing and PTSD Training. Further, the agency hosted numerous multi-company drills focusing on Urban Search and Rescue, Fire Boat, and Hazardous Materials responses throughout the City and region for Superbowl LIV. Due to the COVID-19 pandemic beginning in early 2020, the agency created a home bound and elderly residential facilities COVID testing and vaccine program.

The agency inoculated over 14,000 residents and employees between January through June 2021 with Moderna and Pfizer vaccines. The City procured refurbishment of Metal Craft Firestorm 36 fire boat. This boat was a surplus donated to the MBFD by the Miami Dade County Fire Rescue Department. The vessel will be used to augment the regional waterborne response to marine firefighting, search and rescue (SAR), and to provide a secondary source of water in waterfront property fire where the existing domestic supply may not be capable of sustaining the volumes of water needed for extinguishment. The refurbished vessel will serve out of the temporary Fire Station 5 on the southern end of the beach. The Emergency Management Division received over \$758,000 in additional reimbursement funds for Hurricane Irma, and \$1,194,130 from FEMA for COVID-19 activity (this is in additional to the \$38M reimbursement received from the CARES ACT). The department strives to continue to work with neighboring departments in mutual aid efforts and City departments to achieve maximum success.

Definition of a Community –Driven Strategic Plan

To ensure that customer needs were incorporated, the Community-Driven Strategic Planning process was used to re-develop the 2025-2030 Strategic Plan. The process was reliable and created a platform for a wide range of beginnings, which were implemented and continued to date. The process was adapted to meet Miami Beach Fire Department's specific needs and defines what a strategic plan is.

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

The department understands that strategic planning can be an opportunity to unify management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to achieve a common purpose, and how progress and levels will measure success.

The department strives to maintain its desire to focus on its products, services and processes through the eyes of the customer. The department will continue to involve and inform its customers via community outreach venues such as leadership academies, public information dissemination, residential and business surveys, social media, and involvement with local non-profit charities. The department recognizes that customers drive planning and operations, both to serve current residents and business owners and those who will be customers in the future.

The steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities via the customer and business satisfaction survey.
3. Establish the community's expectations of the organization via the customer and business satisfaction survey.
4. Review the department's Mission, Vision and Value Statements.
5. Identify the strengths of the organization.
6. Identify any weaknesses of the organization.
7. Identify areas of opportunity for the organization.
8. Identify potential threats to the organization.
9. Establish realistic goals and objectives.
10. Identify implementation tasks for each objective.

While in the process of strategic planning, the department will continue to identify with the following important points:

- Review the organization's history, culture, and evolution.
- Identify the status of the department.
- Determine where and what the agency desires to be in the future.

THE PLANNING PROCESS

The budgetary development process begins in late January of every year with a kick-off training by the Management and Budget Department (MBD) where department directors are presented with a timeline for their budget deadline. The Budget Advisory Committee (BAC) made up of residents and appointed by City Commission conducts meetings with both internal and external stakeholders and seeks input from the community and board members. In the months of January and February the City's department heads and staff begin the extensive and comprehensive process of evaluating the operations of each individual component of the budget. The actual budget process begins with the projected revenues of the next fiscal year and outcomes quarterly reports to date of the current budget year. The department's budget projections are due by the second week of March. The budget is then sent for approval through the Budget Office first and then to the City Manager's Office. The final budget is sent to the City Commission for approval. If the commission approves the budget, it is voted on in the first reading in July, and then the final approval and adoption takes place by the second reading in September. The City's fiscal year begins on October 1st of each year and ends on September 30th.

Department's Mission Statement

"The Miami Beach Fire Department is a diverse team of dedicated professionals whose mission is to provide our residents, businesses, and visitors with the highest level of service, safety and security through the delivery of fire suppression, emergency medical services, disaster preparedness, response and recovery, ocean rescue, fire prevention, public education programs and public safety communications."

The Department's history is built on creating a strong vision, establishing a plan, building support and presenting it. This document will serve as the Department's guide to move forward capturing the vision, guiding leadership and building support for the plan within the community.



The Miami Beach Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division, the Training Division, PSCD, Emergency Management and the Ocean Rescue Division. Services are provided to the community from four Fire Stations that are placed to allow for rapid response to anywhere in the City. The Fire Administration, Support Services and Ocean Rescue Divisions provide service from their own facilities. We are dedicated to providing our community with a high level of safety and security through prevention of fire, delivery of quality emergency and disaster services, ocean life guarding and fire and life safety educational programs. (City of Miami Beach Website).

Department’s Vision Statement

“Continue to be an exceptional workforce and nationally accredited, ISO Rated Class I, Fire Department dedicated to providing excellent services in Fire Rescue, Suppression, Prevention, Training, Support Services, Communications, Emergency Management and Ocean Rescue”.

Miami Beach Fire Rescue Values

Fitness, **I**ntegrity, **R**espect, **E**ducation, **O**rganization, **C**ompassion, **E**thics, **A**daptability, **N**ew technology, **R**eliability, **E**nthusiasm, **S**ervice, **C**reativity, **U**nity, and **E**xcellence

“S.M.A.R.T”

* **S**pecific

* **M**easurable

* **A**ttainable

* **R**ealistic

* **T**ime-bound

The Department is prepared to carry out the mission and values daily with readiness and training:

- Readiness at any given moment we are ready to respond efficiently and effectively to change the outcome of the emergency.
- Training provides the foundation to be ready. This includes hands on evolutions (drills) conducted regularly to support the capabilities of the Department. It allows everyone to understand the capabilities of the Department and what resources are needed to be brought in for additional support.
- This is done via company training that fall within ISO Guidelines.
- State Fire Classes
- County Wide Mutual Aid Drills

WHO ARE OUR CUSTOMERS?

The staff has determined the departments customers based on six (6) significant areas being Fire Response, Emergency Medical Response, Public Safety Communications, Fire Prevention, Ocean and Beach Safety, and Community Outreach.

Our customers are:

- Homeowners and Residents
- Tourist and visitors to Miami Beach
- 911 Callers
- Businesses, Organizations, and their employees
- Condominiums
- Assisted Living Facilities
- Night Clubs, Restaurants, and Entertainment Venues
- The Environment
- Miami Beach City Employees and Firefighters and their families
- Schools both public and private
- Hospitals and Doctor offices
- Bordering Cities, Miami Dade County, and the other agencies in the State of Florida

EXPECTATIONS

Regardless of the need for additional resources at an emergency, the Department's personnel are one of the first responders on scene for emergencies within the City of Miami Beach. In addition, the Department has agreed to assist other agencies throughout the county and State by signing Mutual Aid Agreements. These agreements require the Department to provide resources to other agencies and in return those from agencies may be requested as needed.

What are the Department's expectations?

- Safety
- Preparedness
- Honesty
- Trust
- Response readiness of equipment and responders
- Professionalism
- Teamwork
- Honor
- Take pride in our work
- Positive attitude
- What are the external stakeholder's expectations?
- Solve the problem
- Readiness
- Rapid response
- Extinguish the fire and protect property
- Effective medical treatment
- Life safety on the beach and the community as a whole
- Create a safe environment
- Prevention
- Be accessible
- Be seen in a positive light



SERVICES PROVIDED

The Miami Beach Fire Department identifies the following functions and services as the most important it provides and offers to the community:

Table 1 | Services

Fire Suppression	Public Safety Communications (9-1-1)
Emergency Medical Services	Fire Prevention
Ocean/Beach Rescue	Community Risk Reduction accomplishments by: <ul style="list-style-type: none"> ○ Fire Prevention and Inspections ○ Fire Investigations ○ Public Education ○ Fire Hydrant Flow Tests
FLUSAR response	
First Responder Hazardous Materials Response	
Public Assistance	
Public Safety Communications (9-1-1)	
Fire Prevention	

Table 2 | Support Programs

Emergency Management	EMS Medical Direction (Hospital, Medical Director, Dept. of Health, Patient Care Billing)	Logistics (Uniforms, Personal Protection Equipment (PPE), equipment, supplies, etc.)
Administrative/Clerical Support	State Fire Marshal's Office	Property Maintenance
Fleet Services and Maintenance	Information Technology (tech support for computers, phones, radios)	Neighborhood Services (Community Outreach, Leadership Academy)
Police Department (on-scene assistance)	Mutual Aid (Coast Guard)	Training (suppression, EMS, ocean rescue)
Arson Investigations	Building Department	Code Enforcement
Human Resources	Procurement	Dispatch
Public Works	Public Education	Plans Review

PROCESS AND ACKNOWLEDGMENTS

The Miami Beach Fire Department acknowledges its external and internal stakeholders for their participation and input into the “Community-Driven Strategic Planning Process”. In 2022, the organization began its re-evaluation of the plan and valuable feedback and useful concerns were gathered from external and internal stakeholders and Miami Beach Fire Department command staff and personnel.

Previous and current strategic plans are available on the department’s shared online drive. The “2020-2025” was also available on the department’s shared drive where it was accessible for all personnel to read about progress made and provide feedback and ideas. At the Chiefs’ bi-weekly staff meeting, the staff devotes part of the meeting and agenda to strategic plan updates. At each meeting, the plan’s progress is reviewed, and supplemental meetings scheduled on an as needed basis. In addition, in 2022, the MBFD held a 2-day staff retreat where Command Staff and Management personnel explored goals and objectives for the next 5 years and reviewed the Strategic Plan.

Department Work Plan

Each of the department’s goals and objectives identified on the Plan are linked to the MBFD’s Department Work Plan and Budget. The purpose of the Department Work Plan is to succinctly describe our department, including our mission and purpose, communicate the intended accomplishments of our department, and describe any factors that may limit our department’s ability to achieve these accomplishments. Our department’s work plan and its alignment with the City’s strategic planning process helps guide the resource allocation process (budget), providing an opportunity to re-evaluate allocations of funding. Our department work plan is prepared as a collaborative effort with departmental staff, the Office of Management and Budget (OMB), and the City Manager.

In addition, the purpose of the Budget is to break out our department’s budget by programs and identify the current service levels that each program is operating at. This helps focus policy decisions on the desired levels of service for each program. The Performance Measures also known as Performance Plan Highlights identify a handful of meaningful performance measures that show the service level being provided by the program and identify industry benchmarks. Performance Measures must be SMART – Specific, Measurable, Achievable, Results-Focused and Time-bound.

The Department plans on reviewing the strategic plan on an annual basis to identify achievements and new areas which need to be addressed to meet emerging needs and service demands. The department will review the plan annually during the annual budget process.

Miami Beach Fire Department Internal Stakeholder Group

Each member of the Miami Beach Fire Department has a stake in the success of our Strategic Plan. Every member of the organization was invited to review the goals and objectives of the department and weigh in on them. The input received by the internal stakeholders was invaluable and helped in expanding the department’s goals and objectives and to expand on the department’s SWOT (Strength, Weaknesses, Opportunities and Threats) analysis.

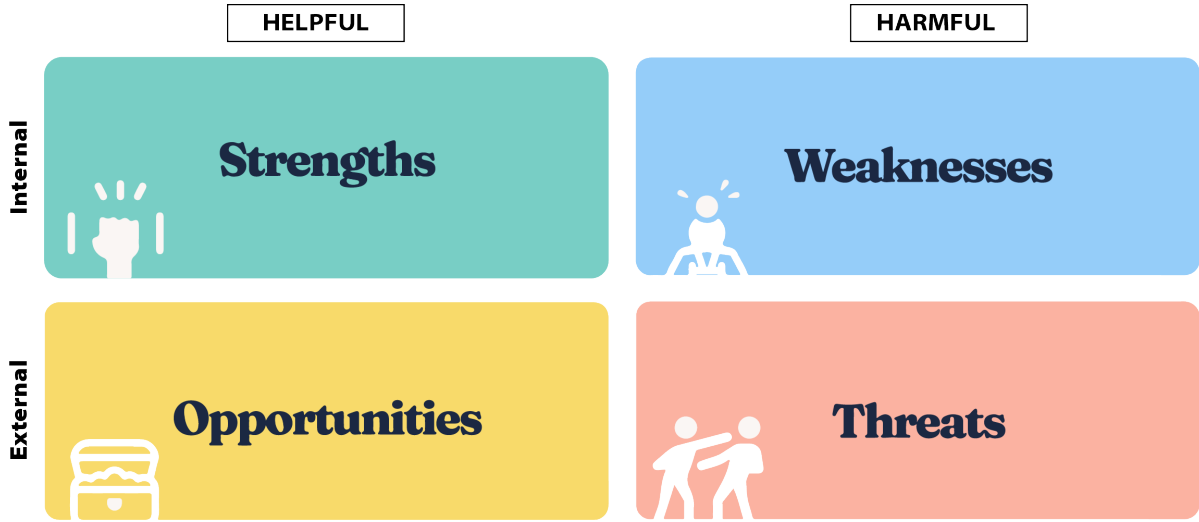


The participants took their work seriously and accepted the challenge to review the existing plan and redevelop a quality product. All staff involved has committed their time and energy to help the department re-evaluate its plan and implement. The internal stakeholder group consisted of the following:

Table 3 | Internal Stakeholders

<p>Chief Digna Abello <i>Fire Chief</i></p>	<p>Alfredo Garcia-Diaz <i>Business Intelligence Engineer</i></p>
<p>Chief Juan Mestas <i>Deputy Chief of Operations and Emergency Manager</i></p>	<p>Yesenia Quintero <i>Financial Analyst I</i></p>
<p>Chief Jorge Linares <i>Deputy Chief of Administration</i></p>	<p>Captain Jeremy Bloomfield <i>Captain (Prevention Division)</i></p>
<p>Chief Victor White <i>Training Division Chief</i></p>	<p>Captain David Sola <i>Captain (EMS Division)</i></p>
<p>Chief Miguel Anchia <i>Support Services Division Chief</i></p>	<p>Milagros Robayna <i>Office Associate V</i></p>
<p>Chief Jason Casanova <i>Ocean Rescue Division Chief</i></p>	<p>Gerard Falconer <i>Ocean Rescue Deputy Division Chief</i></p>
<p>Chief Alan Lopez <i>Shift Division Chief-A Shift</i></p>	<p>Yovani Vidal <i>Ocean Rescue Beach Operations Supervisor</i></p>
<p>Chief Matthew Fisikelli <i>Shift Division Chief-B Shift</i></p>	<p>Lucas Bocanegra <i>Ocean Rescue Beach Operations Supervisor</i></p>
<p>Chief Jesus Sola <i>Shift Division Chief-C Shift</i></p>	<p>A-Shift Personnel</p>
<p>Yarily Sam-Gamil <i>Accreditation and Administrative Services Manager</i></p>	<p>B-Shift Personnel</p>
	<p>C-Shift Personne</p>

S.W.O.T ANALYSIS



The department identified its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

Fire Department is held in high regards by our community.	Good rapport with residents and businesses.
Fire Department is a quality Fire & EMS services agency.	Quick and effective response within the City of Miami Beach.
Community Service / Public Support/ Excellent ratings on City surveys.	Personnel certifications/ abilities (Instructor, Inspector, driver engineer's, primary swimmers etc.).
Employee compensation and benefits.	Having the right amount of resources to run calls.
Minimum staffing.	Well-funded department.
Short response time to Mt. Sinai Hospital (Sinai's capabilities for Cardiac & Stroke)	Support Services Division and the City's Property Management Division are getting issue resolved with the stations.
Specialty stations.	Great customer service.
30-day window so junior person doesn't keep getting forced.	Fire Prevention Division has done a great job following up on reported issues.
Administration and Union cooperation.	Unity throughout department.
Motivated department.	Quick and effective response within the City of Miami Beach.
Class 1 Fire Department.	Better life quality with rotating regular day off.
Good quality equipment.	Coverage – being able to adapt to busy periods.
Uniform budget and allowance (constant professional look).	Specialized stations with multiple people certified throughout shift.
Improvement in TRT capabilities.	



Weaknesses

Pay structure and lack of Chief's inability to be part of our Union.	Station 1 & 3 age (cost to maintain) and health of the buildings.
Personnel who will not step up to fill our many off duty details during busy seasons.	Apparatus maintenance not keeping up with needs.
Lack of consistency with rule changes on overtime and how to fill slots, who can get shipped out and ride above grade.	No outside training (adds different perspectives on how to do things)
Officer Development	Leadership classes, mandatory books and development.
Divide between personnel in our dept. (specialty teams vs general population and senior vs junior personnel).f calls	Absence of a training facility in our city due to expensive and limited real estate.
Operations Chief that is strictly dedicated to Suppression and not Emergency Management.	Inability to properly train due to call volume, which normally end up interrupting any training.
Promotional exams – too many books – assessment center-gear testing to our city.	Overwhelming amount of Target Solutions training without hands-on training.
Annual Bid affects continuity, team building, relationships.	Unable to perform enough special operations training.
Time it takes for promised changes to occur mentorships full rank structure in all divisions.	Need more Live Fire training.
Stocked and ready to go reserve units.	Alerting system and speaker issues. Lack of display with call information.
Spare apparatus readiness.	Station alerting system/bells are not reliable/effective consistently.
Station 1 & 3 age (cost to maintain) and health of the buildings.	Radio/communication/CAD problems.

Opportunities

Having Emergency Management Division is a great source of information for Mass Casualty Incidents (MCI), emergency management, logistics and other knowledge	We do not have the areas here to do all training. Live fire, extrication, or even a safe area to lay hose without being in traffic.
Where to reassign units and cross train (rescue personnel ride combat and vice versa).	Fire explorer program helps potential future employees as well as great for community service.
Increase administration staffing to allow more personnel to spread workload.	Inter-Agency training.
Staff FB-4 at station 4 when FB-5 goes into service. North End unit.	Scheduled cross training with City and County Specialty Units.
Work better with PD at all levels.	Mutual aid training.
Department is getting younger, opportunity for growth and long-term experience.	Training – keeping the staffing in training.
Mentorship program through all ranks established.	Mentorship.
PTSD and Mental Health awareness and program availability.	Ability to receive education thanks to tuition reimbursement.
Quick deployment surf rescue vehicles, like the lifeguard jet skis outfitted with lights. Possible locked to lifeguard stands when they are off duty.	
Electronic vehicle checkout and station maintenance system that keeps everyone involved up to date and informed.	

Threats

Terrorist threat at high profile events (religious, sexual preference, sexual identification).	Large influx of population during events overwhelms city services. Maybe increase PD and Fire staffing at all times.
Events that attract large crowds.	Flooding.
Sea level rise.	Inability to lock combat apparatus.
Social Media.	Need for street calming.
Multicultural jurisdiction.	Station security.
Lack of access to City.	Cancer (2 bunker gear/set).
Hurricanes.	Traffic.
City maintenance of tree canopy clearance over the roadways.	Station condition threat to health. Water leaks mold affects air quality.

External Stakeholders

A key element of the Miami Beach Fire Department’s organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. The City of Miami Beach formalized a performance-based approach for allocating resources based both on the City’s Strategic Plan priorities and supporting department work plans based on the City’s Excellence Model. The City’s Excellence Model is a strategic measurement-based model for continuous improvement. It is driven by the City’s Vision, with priorities established at the strategic level based on customer input and environmental scan information.

Performance Measures are established as multi-year priorities, while more specific City-wide initiatives are updated annually. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance is monitored to track progress and make adjustments. Key components of this process are the Resident and Business Surveys. In this strategic plan, the 2022 surveys are featured for the purpose of gathering stakeholder feedback from our city’s residents and business owners.

The City of Miami Beach Resident and Business surveys conducted by the ETC Institute had an inquiry regarding fire city services in which residents and business owners were asked to respond as to their satisfaction of services provided by the Fire Department. The ETC Institute’s goal was to obtain a total of 1,200 surveys and the goal was exceeded with a total of 1,361 completed surveys. ETC Institute collected, from each area of the city, 232 surveys from Condo Corridor, 292 surveys from Mid-Beach, 292 surveys from North Beach, 398 surveys from South Beach, and 147 surveys from South Pointe.

The overall response for the sample of 1,361 completed surveys had a precision of at least +/-2.6% at the 95% level of confidence. Based on the sum of “excellent” and “good” responses, the Fire Department was amongst the top seven services that received the highest ratings from residents with a 94.5% overall rating. The survey further found that the top four communication methods that residents use to obtain information about City government, issues and events are through the MB Magazine (50.1%), City website (49.6%), City email news (37%), and text messages (28.1%). If a resident’s needs to contact the City, they will likely use the phone (60.4%) or send an email (26.4%) first.





Stakeholders were asked to respond to the survey questions below using a scale from 1 to 4 (4-Excellent, 3-Good, 2-Fair, 1-Poor). In the percentages listed below, stakeholders that responded “don’t know” were excluded).

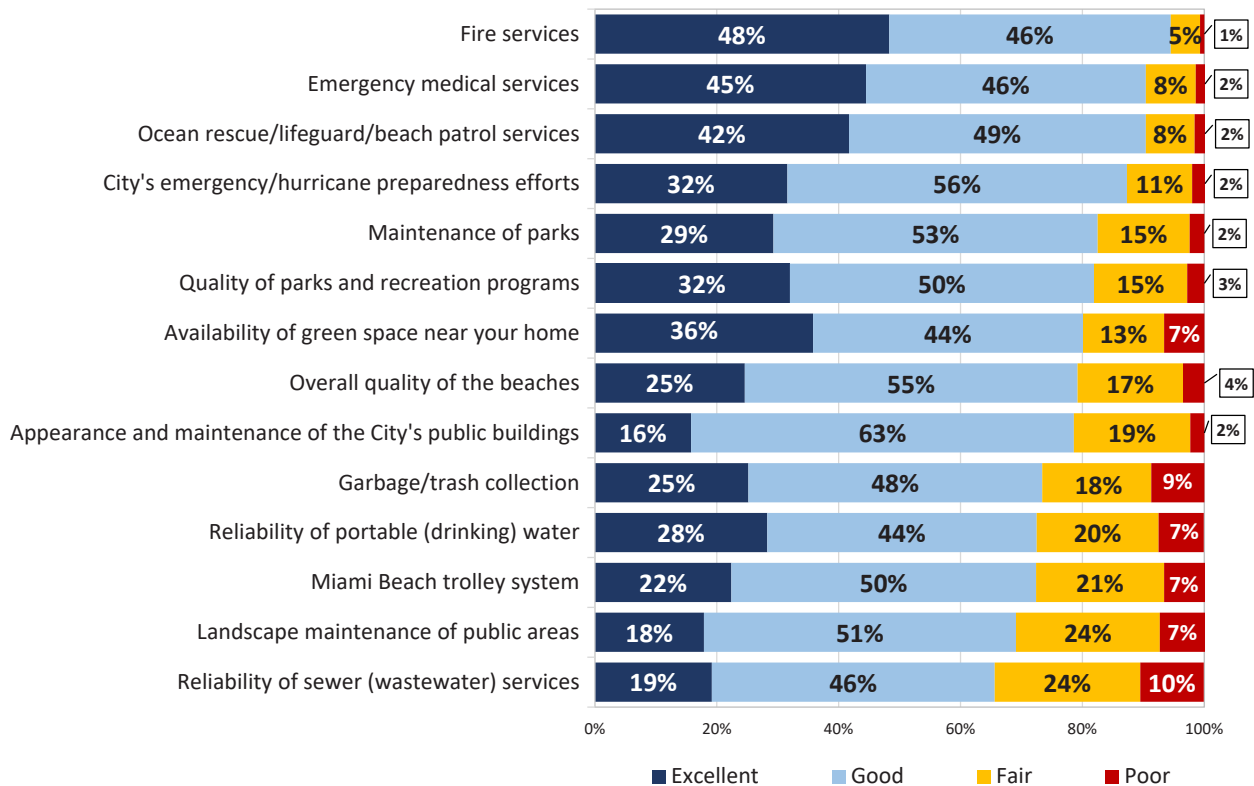
Resident Survey 2022: (Fire Department) – Satisfaction with City Services

(N=1361) Responses without “don’t know”

Q1-1	
Fire Services	Excellent: 48%; Good: 46%; Fair: 5%; Poor: 1%
Q1-2	
Emergency Medical Services	Excellent: 45%; Good: 46%; Fair: 8%; Poor: 2%
Q1-3	
Ocean Rescue/Lifeguard/Beach Patrol Services	Excellent: 42%; Good: 49%; Fair: 8%; Poor: 2%
Q1-4	
City’s emergency/hurricane preparedness efforts	Excellent: 32%; Good: 56%; Fair: 11%; Poor: 2%

Q1: Ratings of Major Categories of City Services

by percentage of respondents (excluding don't know responses)

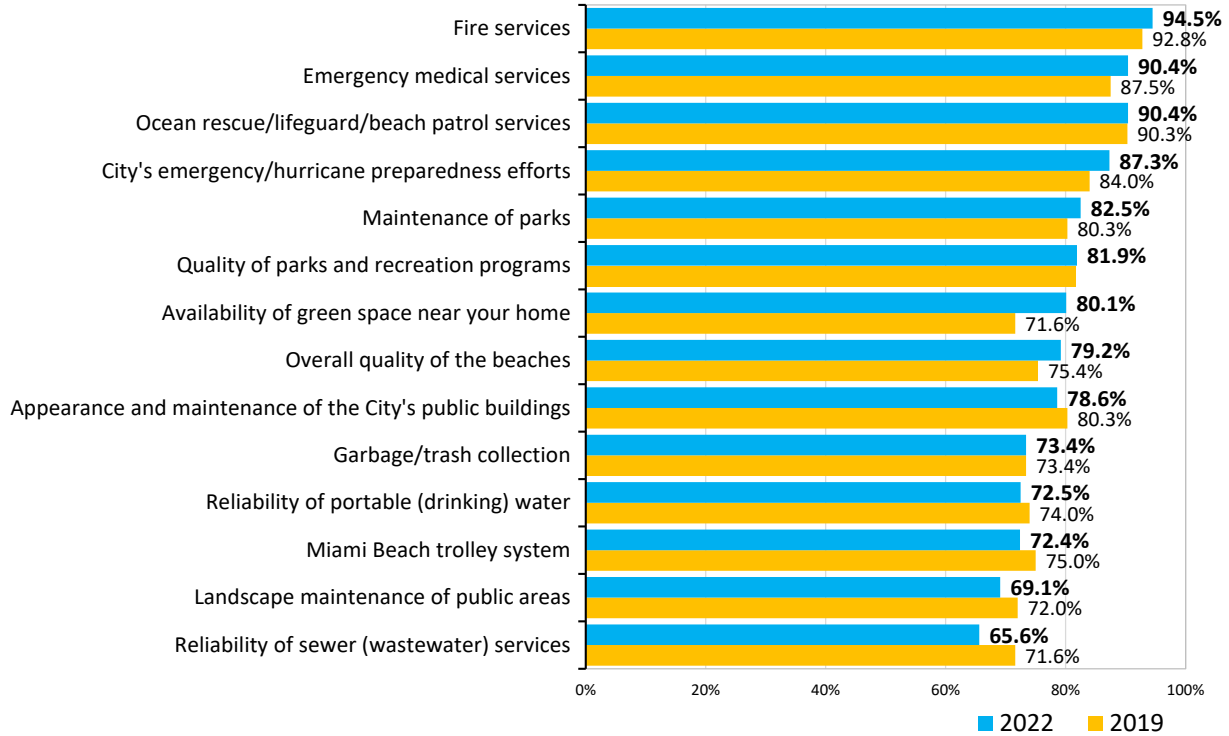


As shown in the illustrations in the 2022 Resident Survey (pg. 6), in a span of 3 years from 2019 to 2022, there is an increase satisfaction in the delivery of the Fire Department’s services.

Trends: 2022 v. 2019

Q1: Ratings of Major Categories of City Services

by the sum percentage of respondents that rated the service as either excellent or good (excluding don't know responses)



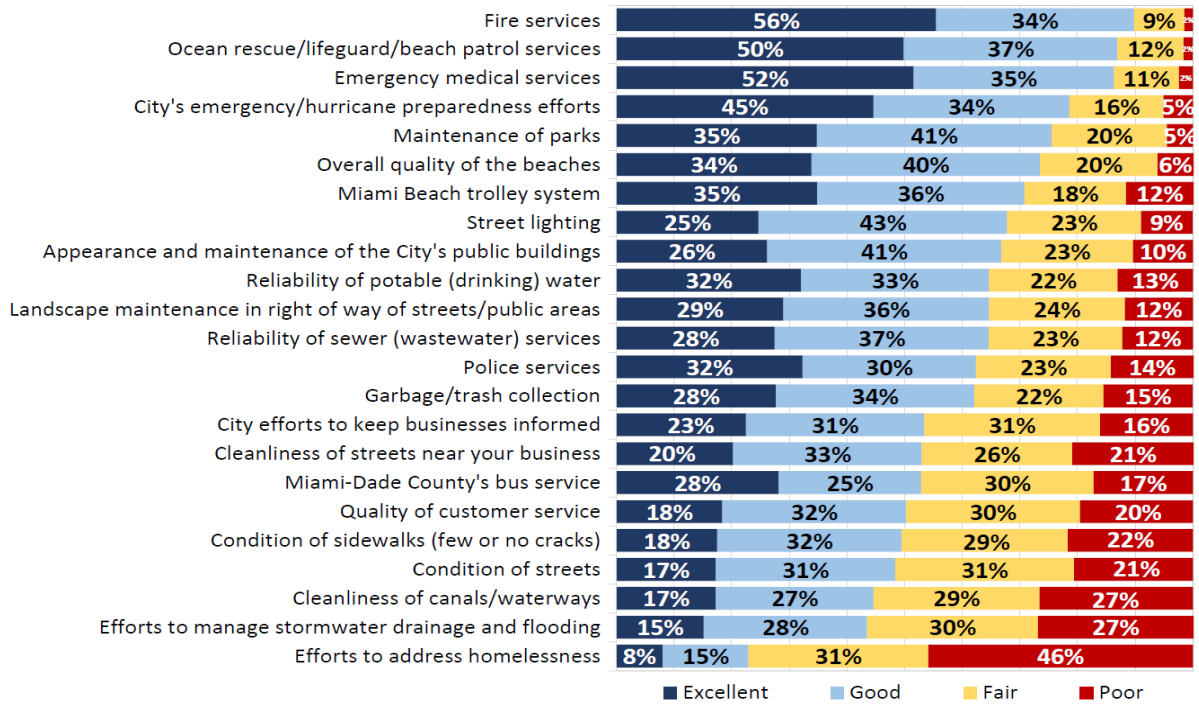
Business Survey 2022: (Fire Department) – Satisfaction with City Services

(N=604) Responses without “don’t know”

Q1-1	
Emergency Medical Services	Excellent: 52%; Good: 35%; Fair: 11%; Poor: 2%
Q1-2	
Fire Services	Excellent: 56%; Good: 34%; Fair: 9%; Poor: 2%
Q1-3	
Ocean Rescue/Lifeguard/ Beach Patrol Services	Excellent: 50%; Good: 34%; Fair: 16%; Poor: 5%
Q1-4	
City’s emergency/hurricane preparedness efforts	Excellent: 45%; Good: 34%; Fair: 16%; Poor: 5%

V1 & V2-Q1: Ratings of Major Categories of City Services

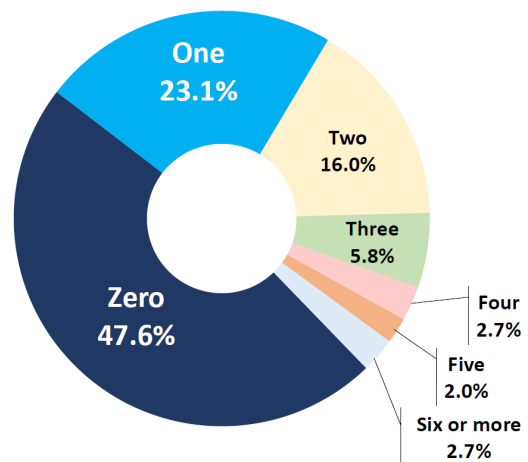
by percentage of respondents (excluding don't know responses)



Business Survey 2022: (Fire Department) Question V2-Q5 (pg. 25): During the past 3 years, how many times have you contacted or had any direct experience with the Miami Beach Fire Department?

(N=604) Responses without "don't know"

Times Contacted	Percentage
0	47.6%
1	23.1%
2	16%
3	5.8%
4	2.7%
5	2%
6+	2.7%



Business Survey 2022: (Fire Department) Questions V2-Q5a (page 78):
Q4a. Please rate your agreement with the following statements using a scale of 1 to 5, where 5 means “strongly agree” and 1 means “strongly disagree” based on your experience interacting with the Fire Department over the past three years (without “don’t know”).

(N=164)

SURVEY QUESTION	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Q5a-1 Professionalism of Fire Department staff conducting State fire code inspections.	62.7%	24%	9.3%	2.7%	1.3%
Q5a-2 Fire Department is open and interested in hearing concerns or issues of businesses.	57%	19%	18.3%	4.2%	1.4%





GOALS AND OBJECTIVES

Goal 1: Improve external communication.

Objective 1A	Develop and maintain a transparent and consistent method of communication with our community for excellence in public service.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Determine the effectiveness of current external communication methods and inadequacies. Research and design an effective practice for external communication to our community. Evaluate and implement practices and revise annually or as needed.
Division	Administration

Goal 2: Improve internal communication.

Objective 2A	Improve and maintain a clear, consistent, effective, and efficient method for internal communication to better meet the department’s mission.
Timeline	12-18 months
Critical Tasks	<ul style="list-style-type: none"> Design a system to disperse full messages and to mitigate misinformation. Provide training on how the newly developed internal communication should be used.
Division	Administration

Goal 3: Health Data Exchange (HDE) Mt. Sinai/EPCR/ADPI Billing.

Objective 3A	Establishing a shared data exchange partnership with Mt. Sinai giving the department the ability to provide better care, review all patient outcomes and receive important billing information to effectively increase department revenues.
Timeline	18 months
Critical Tasks	<ul style="list-style-type: none"> Meet with Mt. Sinai, ESO, and ADPI to facilitate communication between all stakeholders.
Division	Rescue Division

Goal 4: Identifying the need for additional storage capacity.

Objective 4A	Acquiring new rescue transport units with additional storage capacity.
Timeline	24 to 36 months
Critical Tasks	<ul style="list-style-type: none"> • Establish a rescue apparatus committee • Evaluate specifications for each apparatus • Design/build sessions with committee members • Execute an ITB to acquire the best possible unit
Division	Rescue Division

Goal 5: Automate equipment and vehicle inventory.

Objective 5A	Develop information system that meets the current and future vehicle and equipment inventory needs of the department.
Timeline	6-12 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current systems that support our current day-to-day operations. • Coordinate Fire Department needs with I.T. and end users to develop custom format and reports, which will be automatically routed to appropriate area for mitigation.
Division	Support Services Division

Goal 6: Create real time vehicle status dashboard.

Objective 6A	Create a maintenance and labor tracking dashboard based on work order process outlining all maintenance, repair, and costs related to Fire Department apparatus.
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Coordinate Fire Department needs with Fleet Management and Fire I.T. to develop web-based dashboard from updated FASTER system.
Division	Support Services Division



Goal 7: Continue collaboration between Training and Operations to ensure member training is relevant and current with respect to the daily work environment encountered.

Objective 7A	Develop annual training program that is ISO, CFAI, and NFPA compliant, and revise as needed to reflect latest standards/requirements.
Timeline	Ongoing annually
Critical Tasks	<ul style="list-style-type: none"> • Ensure policies are compliant with NFPA standards. • Ensure training and equipment provided meets requirements to earn points necessary to maintain ISO public protection classification 1 rating.
Division	Training Division

Objective 7B	Maximize use of Target Solutions for training information delivery and records/hours tracking.
Timeline	Ongoing annually
Critical Tasks	<ul style="list-style-type: none"> • Provide ongoing training classes to current and new personnel on how to utilize Target Solutions for personal and Departmental CEU's opportunities, and information. • Provide additional classes for Training Division assigned and self-assigned activities.
Division	Training Division

Objective 7C	Monitor City mandated online training.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Assign and ensure completion of training for new personnel. • Collaboration with City to ensure ongoing training is accomplished by all personnel.
Division	Training Division



Goal 8: Develop, Implement, and Maintain an Officer Development Program.

Objective 8A	Expand on the foundation of Blue Card Command Training by incorporating in-house classes and signoffs of MBFD systems/applications and policies prior to promotional testing.
Timeline	12-18 Months
Critical Tasks	<ul style="list-style-type: none"> • Identify applications/programs necessary for officers. • Create a curriculum based on department required documentation that promotional candidates will need to complete. • Create training schedule that offers the classes on multiple shifts. • Create a task book to be signed off by current officer(s) demonstrating candidate's ability to meet department required standards.
Division	Training Division

Objective 8B	Create a mentorship/internship program to allow interested personnel an opportunity to observe administrative positions for possible future promotions.
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Determine timeframe and process with Fire Administration on how personnel will participate. • Notify personnel of program details and open it to interested individuals.
Division	Training Division

Goal 9: Continue to evolve and enhance Special Operations and Marine specialty unit/station capabilities.

Objective 9A	Evaluate nature of calls/responses to ensure necessary equipment, training, and SOG's are being provided.
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> Review past incident reports with 300's and Operations Chief, to include outcomes and possible areas that need improvement. Solicit feedback from personnel that have recently completed further training classes on equipment, training, and SOG's.
Division	Training Division

Objective 9B	Identify and train personnel interested in becoming subject matter expert's (SME's) in different fields/disciplines to provide in house continuing education/training.
Timeline	12-18 Months
Critical Tasks	<ul style="list-style-type: none"> Identify personnel interested in becoming in house trainers. Coordinate getting those individuals the required training and resources to provide continuing education training to personnel.
Division	Training Division

Objective 9C	Compare MBFD programs and equipment against other similar departments/municipalities and standards to ensure best practices/procedures are being incorporated.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Network with surrounding departments and request training/SOG's documents to compare. Evaluate MBFD policies/procedures against established standards and best practices.
Division	Training Division



Goal 10: Enhance Training Division capability to deliver consistent, standardized, and current training to existing personnel and new recruits.

Objective 10A	Expand staffing in Training Division to include Captain and Firefighter(s) to allow greater development, delivery, and accountability/follow up of training programs.
Timeline	12-18 months
Critical Tasks	<ul style="list-style-type: none"> Request additional positions for next budget year.
Division	Training Division

Objective 10B	Identify and provide training for interested and qualified individuals to become subject matter experts/Train the Trainer on various topics.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify personnel interested in becoming in house trainers. Coordinate getting those individuals the required training and resources to provide continuing education training to personnel.
Division	Training Division

Goal 11: Position the DEM training program to support the Fire Department and other City personnel to meet compliance and accreditation standards.

Objective 11A	Deliver training in compliance with the National Preparedness Directorate's National Training and Education Division (NTED) for the National Incident Management System (NIMS).
Timeline	Ongoing throughout FY 2023
Critical Tasks	<ul style="list-style-type: none"> Ensure NIMS compliance by providing ICS 300 and 400 in-house to public safety and other City personnel. Provide as many relevant courses and trainings that can be taught outside of the National Fire Academy or Emergency Management Institute. Where possible, bring trainings offered by the Center for Domestic Preparedness (CPD), National Domestic Preparedness Consortium (NDPC) and other national training organizations recognized by FEMA to Miami Beach.
Division	EM Division

Objective 11B	Develop in-house training program, incorporating qualified instructors from current staff.
Timeline	FY 2023
Critical Tasks	<ul style="list-style-type: none"> • Emphasize Train the Trainer opportunities. • Where possible and relevant, offer train the trainer instruction to personnel in other City Departments.
Division	EM Division

Objective 11C	Ensure that City staff have basic knowledge of procedures, programs and applications used during activations and in response to threats and hazards
Timeline	FY 2023
Critical Tasks	<ul style="list-style-type: none"> • Crisis Track damage assessment application training. • WebEOC resource tracking program training, with an emphasis on training for personnel most likely to be assigned to Emergency Support Functions (ESFs) and documentation support. • Train-the-trainer for the Training Division Chief and Training Captain • 300s to identify groups of Captains to be trained as primary/secondary WebEOC "scribes"
Division	DEM

Objective 11D	Facilitate position- and task-specific training for City personnel assigned to Emergency Support Functions (ESFs)
Timeline	FY 2023
Critical Tasks	<ul style="list-style-type: none"> • Offer in-house position-specific training. • Share training opportunities offered in Region 7.
Division	DEM





Goal 12: Enhance Community preparedness and resilience through public outreach and training.

Objective 12A	Provide instruction and training to residents and businesses through the Community Emergency Response Team (CERT) program
Timeline	Monthly training
Critical Tasks	<ul style="list-style-type: none"> Provide activities, training and advanced courses monthly. Identify and train CERT teams in each neighborhood in the City, per directive from Chief Resilience Officer (CRO). Coordinate with the Economic Development Department to bring BERT (business emergency response team) training and Continuity of Operations (COOP) support to local businesses.
Division	DEM

Objective 12B	Provide the public with accurate and useful information on how to properly prepare for natural and man-made disasters
Timeline	Ongoing – on website March/April every odd-numbered year – update hazard guide
Critical Tasks	<ul style="list-style-type: none"> Provide City PIO with information and resource suggestions for hurricane and all-hazard preparedness. Update printed bi-lingual all-hazard guide every other year, with a focus on elder population and those without internet access. Participate in City and Community events with outreach table/booth to provide information and resources to the public. On-request public safety and preparedness presentations to community groups and businesses. Continue coordination of the Hotel and Condo ERT program with ongoing trainings, refresher courses and supplemental instruction.
Division	DEM



Goal 13: Reinforce and test capabilities through a coordinated exercise program.

Objective 13A	Deliver exercises in compliance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Follow HSEEP template. All exercise components are developed to achieve goals and objectives. Involve personnel from all departments in EXPLAN development. Conduct after-actions with exercise planning team. Complete improvement plans following afteraction.
Division	DEM

Objective 13B	Hold a citywide multi-day hurricane exercise
Timeline	Each year as early as possible
Critical Tasks	<ul style="list-style-type: none"> Involve all City departments. Incorporate use of WebEOC and applications necessary to meet objectives. Exercise plan will incorporate current challenges and can be held in-person, virtually, or in hybrid format. Coordinate hurricane exercise with local partners such as Mount Sinai Medical Center, Florida Power and Light, and Miami Beach Convention Center.
Division	DEM

Objective 13C	Coordinate exercises to test capabilities across departments
Timeline	As requested, establish one new cross-department exercise each year (Cyber / Active Shooter / MCI / Structural Collapse)
Critical Tasks	<ul style="list-style-type: none"> Departments take the lead in establishing exercise scenario and conducting planning meetings. DEM provides guidance on HSEEP requirements.
Division	DEM

Goal 14: Support the City’s Resilience and Sustainability efforts.

Objective 14A	Participate in Chief Resilience Officer’s initiatives and partnerships
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify existing City and DEM programs that complement the goals and objectives set forth by the CRO and the South Florida Regional Climate Compact. Participate in and provide DEM representatives to consortiums and task forces as assigned by the CRO. Provide support documentation for required certifications and programs requiring compliance.
Division	EM Division

Goal 15: Provide planning and guidance that supports departmental accreditation efforts citywide.

Objective 15A	Maintain the Comprehensive Emergency Management Plan (CEMP) and annexes
Timeline	Adherence to scheduled maintenance per plan
Critical Tasks	<ul style="list-style-type: none"> Ensure that the CEMP provides needed references for accreditations. Follow the prescribed plan maintenance for updates and revisions. Maintain the currency of annexes and SOPs under the CEMP.
Division	EM Division

Goal 16: Provide support and guidance for reimbursement and recovery efforts following major impacts.

Objective 16A	Compile and manage documentation and justifications for reimbursement programs
Timeline	Timeline prescribed per project
Critical Tasks	<ul style="list-style-type: none"> Ensure timely input of documentation to government grant and funding portals. Maintain transparent and continuous communication with FEMA and audit liaisons assigned to each case and project. Train staff in the proper use of the portal system and reporting methods.
Division	EM Division





Goal 17: Succession Planning.

Objective 17A	Next Fire Marshal
Timeline	12 to 18 Months
Critical Tasks	<ul style="list-style-type: none"> • Train new person. • Find volunteer willing to pay differential
Division	Fire Prevention

Goal 18: Improve Communications and information sharing.

Objective 18A	Integration of mobile eyes and Energov, on citizens portal
Timeline	6 to 12 Months
Critical Tasks	<ul style="list-style-type: none"> • Be able to let owners see their building violations online, while still protecting private information that is restricted as a public record • work together with IT, mobile eyes and Energov in order to provide assistance
Division	Fire Prevention

Objective 18B	Integration of pre fire plans and mobile eyes inspection's with CAD
Timeline	6 Months
Critical Tasks	<ul style="list-style-type: none"> • Be able to pull up pre fire plans while enroute to a building fire • Be able to pull up Target and high Hazard building info on scene by command
Division	Fire Prevention



Goal 19: Continue to provide timely plans review.

Objective 19A	Hire extra reviewer in plans section
Timeline	6 to 12 Months
Critical Tasks	<ul style="list-style-type: none"> The plans review deadlines have been lowered from 30 days turnaround to 20 day turn around, keeping up with the workload has required that we do in house OT paid from our budget New ordinance for Expediting, plans review for special projects has created a 10 turn around review with pre submittal meeting and reviews prior to review
Division	Fire Prevention

Objective 19B	Increase minimum requirements for plans reviewer as well as raising the starting pay in order to get better qualified pool of applicant
Timeline	6 to 12 Months
Critical Tasks	<ul style="list-style-type: none"> Increasing technology and specialties in the life safety equipment requiring more specialized reviews
Division	Fire Prevention

Goal 20: Proximity dispatching capabilities.

Objective 20A	Develop proximity dispatching capabilities for Police Department based on portable radio information.
Timeline	24 months.
Critical Tasks	<ul style="list-style-type: none"> Implement and test interface between L3Harris radio system and Tyler New World CAD system. Develop and implement dispatching policies and procedures. Train all dispatchers.
Division	Public Safety Communications



Goal 21: Automated TeleStaff Capabilities.

Objective 21A	Replace the current fire alerting system inclusive of proposed Fire Station-5
Timeline	36 months.
Critical Tasks	<ul style="list-style-type: none"> • Develop and publish Request for Proposal (RFP). • Identify suitable vendor. • Deployed new system which includes interfacing with CAD system.
Division	Public Safety Communications

Goal 22: Automated TeleStaff Capabilities.

Objective 22A	Develop and implement the automated TeleStaff attendance capability
Timeline	18 months.
Critical Tasks	<ul style="list-style-type: none"> • Implement and test the TeleStaff functionality that allows for the system to select, notify, and record vacancies and overtime opportunities. • Develop and implement policies and procedures. • Train all division personnel.
Division	Public Safety Communications

Goal 23: Educate our young Miami Beach residents the necessary skills to stay safe in and out of the water during the summer months.

Objective 23A	Expand the Junior Lifeguard Program
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Funding • Staffing
Division	Ocean Rescue

Goal 24: To enhance our BLS capabilities by upgrading medical equipment.

Objective 24A	Having new and improved medical equipment when dealing with medical emergencies
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify equipment available and needed Estimate cost and funding
Division	Ocean Rescue

Objective 24A	Four LUCAS Devices
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify equipment available and needed Estimate cost and funding Identify Grant possibilities Train in-house with the Rescue Division before deployment
Division	Ocean Rescue

Goal 25: Evaluate needs for additional lifeguard towers in unguarded areas.

Objective 25A	Close gap between guarded and unguarded beaches
Timeline	3-5 years
Critical Tasks	<ul style="list-style-type: none"> Research amount of water rescue emergencies in unguarded areas. Estimate cost and funding
Division	Ocean Rescue





WORKS CITED

2023/2024 Department Work Plan for Miami Beach Fire Department
2022/2023 Department Work Plan for Miami Beach Fire Department
2022 City of Miami Beach Resident and Businesses Satisfaction Survey
2022 City of Miami Beach Community Satisfaction Survey
Performance Plan Highlights – FY22/23 and FY23/24
Commission on Fire Accreditation International. (2008-2012).
Miami Beach Fire Department Strategic Plan.

Website | miamibeachfl.gov, City of Miami Beach official website



