

# City of Miami Beach Fire Department Strategic Plan 2020-2025



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Revised by the City of Miami Beach  
Fire Department 2018-19

## TABLE OF CONTENTS

LETTER FROM THE CHIEF.....	3
EXECUTIVE SUMMARY.....	4
INTRODUCTION .....	5
ORGANIZATIONAL BACKGROUND .....	6
DEFINITION OF A COMMUNITY-DRIVEN STRATEGIC PLAN.....	9
THE PLANNING PROCESS.....	11
THE MISSION, VISION and VALUES STATEMENT .....	12
WHO ARE OUR CUSTOMERS.....	13
EXPECTATIONS.....	14
SERVICES PROVIDED .....	15
PROCESS AND ACKNOWLEDGEMENTS.....	16
KEY INTENDED OUTCOMES (KIO'S).....	17
MIAMI BEACH FIRE DEPARTMENT INTERNAL STAKEHOLDER GROUP.....	18
SWOT ANALYSIS.....	19
EXTERNAL STAKEHOLDERS.....	22
GOALS AND OBJECTIVES.....	25
ACRONYMS.....	42
WORKCITED.....	44

## Message from the Chief



To Our Customers:

I am pleased to present the City of Miami Beach Fire Department Strategic Plan for 2020 through 2025. It is my honor and privilege to be the leader of this organization which has a history and tradition of innovation, professionalism, and service to the citizens of Miami Beach. This Plan is a result of the combined effort and input from customers, elected officials, city administrators and fire department personnel. The plan focused initially on input from internal stakeholders and then expanded to include information from external stakeholders (customers) collected through surveys. This document is under constant review and will continue to change to keep up with the needs of our customers and community.

We are continuously seeking out the needs of our customers to provide a professional, effective, and rapid response. This document will provide the groundwork needed to create a framework for establishing and evolving goals and objectives. A strategic plan involves a "continuous process, one with no clear beginning and no clear end." (Center for Public Safety Excellence; CFAI). This planning should encompass a clear vision and direction of where the Department needs to be over the long term. This long term view can reduce variations to the short term crisis and obstacles. The strategic model that has been adopted will create a five-year plan for 2020 through 2025.

Sincerely,



Virgil Fernandez  
Fire Chief

## EXECUTIVE SUMMARY

The Miami Beach Fire Department was founded in 1920 to serve the City of Miami Beach and has evolved into a modern multifunctional agency. The department responded to approximately 34,122 unit responses including structure fires, car fires, construction accidents, hazardous material calls, medical rescue incidents, water rescues and public service calls and 24,173 alarms (fire incidents) during calendar year 2018. The Ocean Rescue Division guards over 15.2 million beach visitors annually.

The Miami Beach Fire Department (MBFD) Strategic Plan is a condensed document that is derived from the City of Miami Beach (CMB) Fiscal Year Budget, Capital Improvement Plan Budget, and the MBFD Standards of Cover (SOC). The funding source for implementation of the strategic plan begins with the budget process and is initiated in October for the upcoming fiscal year and the operational budget and Capital budget is approved in July.

This is a revision of the 2015-2020 Miami Beach Fire Department Strategic Plan and the document sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. 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 Departments guide to move forward capturing the vision, guiding leadership and building support for the plan within the community.

The staff has determined the departments customers based on seven (7) significant areas being; Fire Response, Emergency Medical Response, Communications, Fire Prevention, Ocean and Beach Safety, Emergency Management and Community Outreach. 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 Aide Agreements. The staff has determined a set of goals that should be attained by combining the customer's needs along with the resources that are required to provide effective emergency response and all other services provided. "The goals and objectives should now become the focus of the efforts of the agency" (CFAI 2008-2012 MBFD Strategic Plan). These goals and objectives can also be used as a benchmark to determine the success of the department in meeting the needs of the community that it serves.

## INTRODUCTION

This plan is a revision of the 2015-2020 Miami Beach Fire Department (MBFD) Strategic Plan. This document sets forth a comprehensive vision and mission statement that provides 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 2017/2018 and 2018/2019 Work Plans, 2016 City of Miami Beach Community Satisfaction Final Report, and the Center for Public Safety Excellence (CFAI) Strategic Plan created for the Department in 2008.

In Fiscal Year 2015/2016, the Fire Department received a UASI grant towards the purchase of a fire boat. Fire Boat 4 was placed in service on March 27, 2017. On October 1, 2016, the Department foreseeing placing the boat in service instituted a Marine Operations Station, which gave the City a new marine operation capability and creating a waterborne firefighting and water rescue team around it. In order to place the boat in service and fully staff the marine operations station, 13 new positions were added to the organizational chart (6 firefighters and 7 lieutenants).

The Fire Chief and Administration also 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 at all times. 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 multifunctional 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 square 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. The Department rated as a Class One Department by the Insurance Services Office (ISO) in December 2007 and was renewed in June 2012. In 2017, the department broke record by attaining its highest score of 105.5 with the ISO.

The agency is comprised of four fire stations and 36 lifeguard towers that are staffed by approximately 409 personnel operating a comprehensive rolling and floating stock. For Fire Rescue, the department fields four engine companies, two ladder companies, seven rescues, three reserve engines, one reserve ladder, eight reserve rescues, two (2) air truck, five (5) gators, an incident command vehicle, fire boat and rescue supervisor vehicle. For Ocean Rescue, the department fields, an ocean rescue boat, 20 All-Terrain Vehicles (ATV's), five water crafts (jet skis), nine ocean rescue gators and seven ocean rescue supervisor vehicles.

The department responds to approximately 34,122 unit responses (based on calendar year) including structure fires, car fires, construction accidents, hazardous material calls, medical rescue incidents, water rescues and public service calls. The Ocean Rescue Division guards over 15.2 million beach visitors annually. In 2018, the Ocean Rescue Division rescued 785 drowning victims from rip currents and completed 339,128 preventive actions.

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, Communication 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.

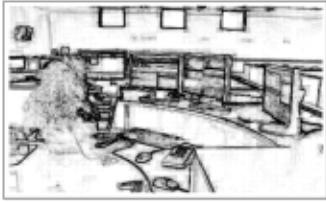
During the 2017 hurricane season and beginning with Hurricane Harvey, the department was deployed to work with Florida Task Force II's contingent. Following Hurricane Harvey, with Hurricane Irma bearing down on Miami Beach, the Fire Chief led the preparatory and response component of the effort both at the EOC and in the field.

Further in 2017, at the request of the Key West Fire Department, the Fire Chief mustered a multi-disciplinary task force of 12 firefighter contingents that responded not only for Search and Rescue, but for humanitarian aid. Meals Ready to Eat (MRE's), bottled water and personal care materials were placed in each of the responding units.

Late in 2017, the department obtained a Certificate of Authorization (COA) from the FAA to fly a drone for public safety use. Since obtaining the drone, the department has utilized it for drills, fire investigations and search and rescue tactics. In the aftermath of Hurricane Irma, the department conducted aerial assessments of lifeguard towers and public parks using a newly purchased DJI Inspired 1 drone. Since those first few days with lifeguard towers, the department's pilots continued to progress to conduct aerial flights over public property identifying downed power lines and vegetation using the same linking techniques with our Emergency Managers and GIS partners.

The department strives to continue to work with neighboring departments in mutual aide efforts and City departments to achieve maximum success.

Project title: MBFD Full Scale Ebola Exercise



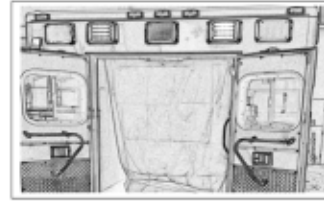
Shot no. 1: Identify a "Fever Alert"  
Shot type / position / movement:

"Dispatch receiving a call from a PT presenting with symptoms that activate "Fever Alert" protocol.



Shot no. 2: Staging of resources/responders  
Shot type / position / movement:

Captain 5 initiates "Fever Alert" protocol, mobilizes resources, and allocation of responders.  
\*Administrative staff assembles for meeting.



Shot no. 3: Preparation of transport vehicle  
Shot type / position / movement:

Outfit transport vehicle with "Rescue Condom," isolating PT from vehicle's PT cab.



Shot no. 4: Donning of PPE  
Shot type / position / movement:

MBFD's first responder donning the approved PPE via the "buddy system."



Shot no. 5: Patient transfer to hospital  
Shot type / position / movement:

Packaging PT and loading into rescue. Shot of the convoy (Rescue, Engine, Capt 5) en route to Mt. Sinai. MBFD personnel transfers PT to Mt. Sinai's staff.



Shot no. 6: Doffing of PPE/Decon of vehicle  
Shot type / position / movement:

MBFD responders decon transport vehicle. MBFD responders decon and doff PPE via the "buddy system."

\*FILMED SEPARATELY FROM EXERCISE.





## 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 2020-2025 Strategic Plan. The Community-Driven Strategic Planning process was used by the department during its development and implementation of the 2008-2012 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. To the department it meant:

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 current 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 Office of Budget and Performance Improvement (OBPI) where department directors are presented with a timeline for their budget deadline. The Budget Advisory Committee (BAC) 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 1<sup>st</sup> of each year and ends on September 30<sup>th</sup>.



## THE MISSION STATEMENT, VISION AND VALUES

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, Communications, 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 provide 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

*"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, Integrity, Respect, Education, Organization, Compassion, Ethics, Adaptability, New technology, Reliability, Enthusiasm, Service, Creativity, Unity, and Excellence**

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 Aide 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:

- Home Owners and Residents
- Tourist and visitors to Miami Beach
- Residents
- 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
- Patients
- 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 Aide 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
Emergency Medical Services
Ocean/Beach Rescue
FLUSAR response
First Responder Hazardous Materials Response
Public Assistance
Fire Prevention
Community Risk Reduction accomplishments by: <ul style="list-style-type: none"> <li>○ Fire Prevention and Inspections</li> <li>○ Fire Investigations</li> <li>○ Public Education</li> <li>○ Fire Hydrant Flow Tests</li> </ul>

**Table 2: Support Programs**

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

## PROCESS AND ACKNOWLEDGEMENTS

The Miami Beach Fire Department acknowledges MBFD's external and internal stakeholders for their participation and input into the "Community-Driven Strategic Planning Process". In 2017, 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 "2015-2020" 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.





## KEY INTENDED OUTCOMES (KIO'S)

Each of the department's goals and objectives identified on the plan are linked to a KIO in the Fire Department's performance measures scorecard. The department has seven (7) KIO's that it identifies with and outlined as follows:

- Streamline the delivery of services through all departments
- Improve building/development-related processes from single family residences to the large development projects (Fire Prevention Division only)
- Strengthen internal controls to achieve more accountability
- Enhance external and internal communication from and within the City
- Ensure that a universal culture of high quality customer-service is driving the conduct of the City Commission and all City employees
- Ensure expenditure trends are sustainable over the long term
- Improve the City's managerial leadership to reward innovation and performance

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**

<b>Chief Virgil Fernandez</b>	<b>Fire Chief</b>
<b>Chief Juan Mestas</b>	<b>Deputy Chief of Operations and Emergency Manager</b>
<b>Chief Miguel Anchia</b>	<b>Deputy Chief of Administration</b>
<b>Chief Robert Bedell</b>	<b>Rescue Division Chief</b>
<b>Chief Juan Meizoso</b>	<b>Fire Prevention Division Chief</b>
<b>Chief Digna Abello</b>	<b>Training Division Chief</b>
<b>Chief Jorge Linares</b>	<b>Support Services Division Chief</b>
<b>Chief Vincent Canosa</b>	<b>Ocean Rescue Division Chief</b>
<b>Chief Francois Betancourt</b>	<b>Shift Division Chief-A Shift</b>
<b>Chief Matthew Fisikelli</b>	<b>Shift Division Chief-B Shift</b>
<b>Chief Jesus Sola</b>	<b>Shift Division Chief-C Shift</b>
<b>Yarily Sam-Gamil</b>	<b>Accreditation and Administrative Services Manager</b>
<b>Joseph Florio</b>	<b>Fire Technology Administrator</b>
<b>Krysten Palma</b>	<b>Administrative Assistant</b>
<b>Salvatore Frosceno</b>	<b>EMS Manager</b>
<b>Captain Evan Prentiss</b>	<b>Captain</b>
<b>Lieutenant Russell Chisholm</b>	<b>Training Lieutenant</b>
<b>Captain Mark Schwartz</b>	<b>Captain</b>
<b>Chelsea Radig</b>	<b>Office Associate V</b>
<b>Gerard Falconer</b>	<b>Ocean Rescue Operations Supervisor</b>
<b>A-Shift Personnel</b>	
<b>B-Shift Personnel</b>	
<b>C-Shift Personnel</b>	

# S.W.O.T ANALYSIS



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

**Strengths**

Increased level of training obtained by most personnel (TRT and marine certifications)
Strong public image and world class city
Upgrade in Florida Task Force designation
Frontline apparatus and top notch equipment/physical resources (tools, gear, SCBA apparatus)
Good rapport with Human Resources and Budget Department and other City departments
Administration conscious of the department's well-being
Talented and diverse staff (outside skills are brought to the table) and experienced command staff
Effective training program (outside instructing and internal)
Short EMS transports to healthcare provider
ALS department
Multicultural department
EMS Manager and Infectious Disease Officer facilitates in-house trainings
Support from the Citizens we serve
Good labor/management relations
Active in the community
Adapt/ability to come up with solutions
Recognize strengths of personnel and utilize them
ISO Class #1 rated Fire Department and CFAI/CPSE accredited
Train on a skill or protocol every shift
Our internal culture allows for interagency cooperation
Technology progressive
Many opportunities for all levels
Progressive fire codes and enforcement
Involvement with regional/state-wide organizations
Opportunities for advancement
Employee recognition
Excellent customer service
Good morale
Annual Bid System

**Weaknesses**

Challenges with IT (Information Technology), Human Resources and Procurement internal processes
Lack of larger training division (full rank structure)
Inability to hire in critical areas
Upgraded Telestaff needed
Station security
Turnaround of PM (preventive maintenance)
Lack of water rescue resources
GPS and mapping programs (i.e. Google Earth, Pulse Point)
Annual Bid System
Outdated Fire and EMS reporting programs
Inexperience among firefighters and officers (due to retirements)
Lack of storage area for equipment and spare apparatus
Lack of water rescue resources
Improve the radio system (i.e. batteries)
IT and radio system (better CAD system)
Need more EMS training
Need more rope equipment on engines
Need more live burns
Rapport with Police Department

**Opportunities**

Personnel trains off city limits and with other municipalities when necessary
Ability and resources for officers to mold efficient firefighters with the proper training and mentoring
Mutual Aid training/partnership
Improved dispatch procedures and training for dispatchers
Hazmat Team and trainings
Growing population
Public Education outreach to community and residents
Structure fire survey to improve services
Employee Tuition Reimbursement program
Fire explorer program
Reaching out to neighborhood community
More feedback opportunities i.e. articles, websites, social media
Stay current with new technology
Promote and train from within – Develop command staff
More City control/operation of Haz-mat Team
New dispatch/GIS mapping/GPS
Marine Station
USAR growth
Convention Center Renovation and expansion
Change of bid – move to attrition bid

## Threats

Code standards (i.e. state mandated) that do not allow older buildings to be brought to code.
Natural disasters (i.e. high tides, beach erosion, hurricanes, Red Tide) and Manmade disasters (i.e. terrorism)
Traffic and construction expansion – increasing response times due to traffic
Limited space for expansion
Radio dead zones in large buildings
City growth outpacing department growth
Dispatch
Slow Police Department response to Firefighter safety
High-hazard occupancies
Associations and agencies with opposing agendas (to fire/life safety)

## 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. KIO's 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. A key component of this process is the Community Satisfaction Survey. In this strategic plan, the last two community surveys are featured for the purpose of gathering stakeholder feedback from our City's residents.



The City of Miami Beach Resident and Businesses Satisfaction survey had an inquiry regarding fire safety inspections in which business owners were asked to: strongly agree, neither agree nor disagree, disagree, or strongly disagree with the following statements:

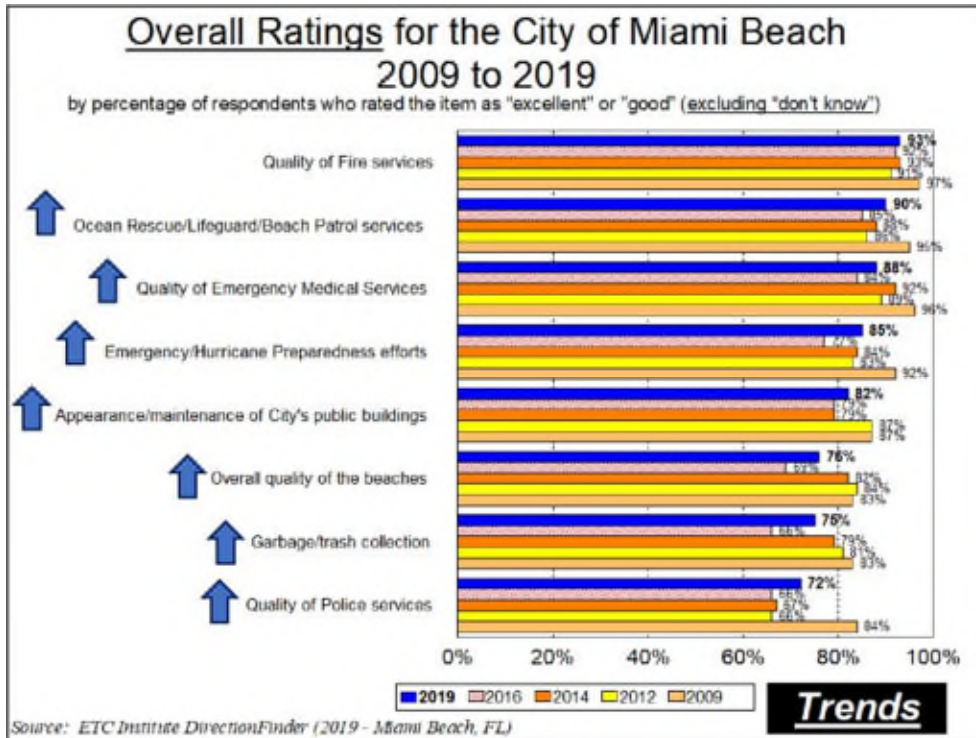
**Table 4: Business Survey: Code Regulations (Fire Department) (2016 Community Satisfaction Survey p. 19)**  
**Level of Agreement with the following statements regarding the Fire Department by percentage of businesses that have been in contact with the Fire Department during the past 3 years (excluding “don’t know”)**

Statement 1: Fire Department employees have had proper training	Strongly Agree: 67%; Agree: 28%; Neutral: 5%; Disagree: None
Statement 2: Overall experience with Fire Department was good	Strongly Agree: 63%; Agree: 31%; Neutral: 4%; Disagree: 2%
Statement 3: Fire Department employees possess proper knowledge	Strongly Agree: 64%; Agree: 28%; Neutral: 5%; Disagree: 3%
Statement 4: Employees who assisted me were courteous/professional	Strongly Agree: 64%; Agree: 28%; Neutral: 7%; Disagree: 1%
Statement 5: Inspections by Fire Department are fair	Strongly Agree: 58%; Agree: 31%; Neutral: 6%; Disagree: 5%
Statement 6: Inspections by Fire Department are consistent	Strongly Agree: 56%; Agree: 32%; Neutral: 5%; Disagree: 7%
Statement 7: Fire Department is open and interested in hearing concerns/issues	Strongly Agree: 53%; Agree: 33%; Neutral: 7%; Disagree: 7%
Statement 8: Easy to get a hold of someone in the Fire Department	Strongly Agree: 54%; Agree: 31%; Neutral: 9%; Disagree: 6%

- 95% of business respondents who had been in contact with the Fire Department during the past 3 years “strongly agreed” or “agreed” that the employees have had proper training; 94% “strongly agreed” or “agreed” that their overall experience with the Fire Department employees possess proper knowledge. The statement that business respondents agreed with the least was “it is easy to get a hold of someone in the Fire Department (85% “strongly agreed” or “agreed”).

**2019 Community Satisfaction Survey**

As shown in the illustrations in the 2019 Community Satisfaction Survey (pg. 6), in a span of 10 years from 2009 to 2019, there is an increase satisfaction in the delivery of the Fire Department’s services by at least 3%.



Stakeholders were asked to respond to the survey questions below related to Fire Services 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).

**2019 Community Satisfaction Survey Questions – Fire Department Related pg. 59**

Question	Excellent	Good	Fair	Poor
Emergency medical services	43.2%	44.6%	10.3%	1.9%
Fire Services	48.5%	44.3%	6.4%	0.8%
Ocean Rescue/Lifeguard/Beach Patrol Services	41.2%	49.2%	7.6%	1.9%
City’s emergency/hurricane preparedness efforts	36.5%	48%	12.1%	3.4%



## GOALS AND OBJECTIVES

**Goal 1: Enhance department strategic, tactical and task level training through the collaboration of operations and training in order to ensure all training is related to the current work environment.**

Objective IA	Institute a training program that is ISO, CFAI and NFPA compliant
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Implement policies that align with the provisions of NFPA standards.</li> <li>• Continue providing the training and equipment to earn the necessary points from ISO to maintain a public protection classification 1 rating.</li> <li>• Using SWOT information and input from internal stakeholders generate list of training needs (equipment, props, facilities, and programs)</li> <li>• Implement Target Solutions to track all training</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training Division

Objective IB	Develop a sustainable method for the department wide training process.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Enhance the resources and training programs</li> <li>• Identify required training</li> <li>• Examine best practice examples from comparable agencies</li> <li>• Identify if it is department, shift, company level, or individual training</li> <li>• Identify interval requirements for training</li> <li>• Develop and implement a process/policy to track and ensure that all personnel receive required training</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training Division

Objective IC	Cross-train personnel to allow staff to fill non-traditional roles during emergency incidents.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Facilitate the acquisition of necessary certification for officers.</li> <li>• Identify if it is department, shift, company level, or individual training.</li> <li>• Participate in joint training with partner agencies and departments.</li> <li>• Develop and implement a process/policy to track and ensure that all personnel receive required training</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training Division

Objective ID	Monitor City mandated online training (Ethics, Diversity, Teambuilding, Sexual Harassment & Customer Service)
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify required training needs through monthly reports</li> <li>• Identify interval requirements for training</li> <li>• Develop and implement a process/policy to track and ensure that all personnel receive required training</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training Division



**Goal 2: To be able to hold members accountable for their behaviors, decisions, and actions.**

Objective 2A	Develop a fair and consistent procedure or system of holding members accountable
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Review current policy including employee participation</li> <li>• Continue to edit existing SOG's, and updating according to new standards</li> <li>• Assign person or committee to review and edit SOG's</li> <li>• Document and follow-up</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	All divisions

Objective 2B	Establish accountability, starting with the command staff level and inclusive of all personnel throughout the Fire Department
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Facilitate transition from peer to supervisor trainer, counselor, and developer</li> <li>• Higher levels hold lower levels accountable through the chain of command</li> <li>• Increase the responsibility with promotion, ensuring effective delegation</li> <li>• Create more structure and individual ownership</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	All divisions

Objective 2C	Complete the process of improving enforcement and compliance by enhancing development and providing training on team building and the disciplinary process.
Timeline	Ongoing in correlation with SOG review process and City required eLearning
Critical Tasks	<ul style="list-style-type: none"> <li>• Establish levels of progressive discipline</li> <li>• Differentiate between poor behavior and poor performance</li> <li>• Ensure consequences are reflected in policies, procedures, and rules</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	All divisions

**Goal 3: Acquire the tools and training to better respond to natural disasters to make the city more resilient.**

Objective 3A	Continue to expand the citywide capacity and capability by establishing partnerships with the private sector, Non-Governmental Organizations (NGOs) including faith based and volunteer entities.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Expand and further solidify the Citizen Emergency Response Team (CERT), Condo and Hotel Emergency Response Teams (ERT).</li> <li>Begin dialogue with Supermarket and Drugstore chains for post disaster actions.</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	DEM Division

**Goal 4: The Miami Beach Fire Department will maintain or improve our ability to comply with the established standard of cover in order to accomplish our mission.**

Objective 4A	Maintain current staffing and service levels
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Maintain or improve quality and efficiency of service through continued local control of service delivery and remain responsive to the City Commission and residents</li> <li>Limit overtime use to the extent possible to protect minimum staffing ordinance</li> <li>Continue to provide training</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	All Divisions

Objective 4B	Increase administrative support staff levels
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Present as an enhancement during FY16 budget preparation</li> <li>Submit budget requests that are fully documented showing a need for increased support staff level</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Fire Administration

**Goal 5: To increase Hazardous Materials (Haz-Mat) / Special Operations capabilities.**

Objective 5A	Evaluate and assess needs to meet job performance objectives
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualified personnel to head evaluation process</li> <li>• Set job performance objectives</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training/Operations Divisions

Objective 5B	Implement program, review results, and solicit feedback
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Have all equipment, trainers, and individual programs in place</li> <li>• Develop training schedule</li> <li>• Monitor results and request feedback from participants</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Training/Operations Divisions



**Goal 6: Acquire the tools and training to respond to terrorist incidents.**

Objective 6A	Evaluate and assess needs to meet training objectives
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualified personnel</li> <li>• Set training needs and objectives</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	DEM Division

Objective 6B	Implement, review results, and solicit feedback
Timeline	
Critical Tasks	<ul style="list-style-type: none"> <li>• Have all equipment, trainers, and individual programs in place</li> <li>• Develop training schedule</li> <li>• Monitor results and request feedback</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	DEM Division



**Goal 7: Increase lifeguard coverage to 7:00PM Year-Round**

Objective 7A	Due to possible passage by the State of Florida for year-round daylight saving and evaluate cost factors.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Analyze need for extended hours of coverage</li> <li>• Estimate number of additional employees needed to staff</li> <li>• Estimate additional funding</li> <li>• Present to the City Commission for approval</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Ocean Rescue Division and Fire Administration

Objective 7B	Seek funding sources available for increasing year-round coverage.
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify staffing costs for extended hours of coverage</li> <li>• Identify cost of additional equipment (wear and tear)</li> <li>• Explore available grants</li> <li>• Present to the City Commission for approval</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Ocean Rescue Division and Fire Administration



**Goal 8: Collaborate with the CIP Department on a design of the new lifeguard substation at North Beach Oceanside Park**

Objective 8A	Identify location for optimal emergency services
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Utilize GO Bond funds if approved by referendum</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Ocean Rescue Division and Fire Administration

**Goal 9: Evaluate and assess needs for additional lifeguard towers.**

Objective 9A	Evaluate and assess needs to meet job performance objectives
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Identify areas that lack coverage</li> <li>Prioritize areas that need coverage</li> <li>Estimate additional lifeguards needed and cost</li> <li>Present to the City Commission for approval</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Ocean Rescue Division and Fire Administration





**Goal 10: Coordinate with Police, Emergency Management and other city departments to create a collaborative atmosphere to prepare for the Super Bowl and Democratic National Convention (DNC).**

Objective 10A	Early preparation efforts with other city departments for a coordinated response of the Super Bowl events and DNC
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> <li>• Form a committee to assess needs and task responsibilities</li> <li>• Assess resources</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	DEM Division

**Goal 11: Replace SCBA gear as mandated by NFPA 1852.**

Objective 11A	Seek funding sources for the purchase of new self-contained breathing apparatus (SCBA) that meet NFPA 1852 requirements.
Timeline	January 2023
Critical Tasks	<ul style="list-style-type: none"> <li>• Ensure fund through a multi-year approach ahead of timeline</li> <li>• Evaluate equipment to ensure NFPA compliance</li> <li>• Explore available grants to help with funds if possible</li> <li>• Present to the City Commission for approval</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Support Services Division

**Goal 12: Conduct a minimum of two large scale functional exercises simulating active shooter and hurricane preparedness.**

Objective 12A	Begin by training employees on the established plans; build up from drills and tabletops to full scale functional exercises simulating active shooter and hurricane preparedness.
Timeline	January 2020-2022
Critical Tasks	<ul style="list-style-type: none"> <li>Plan-Train-Exercise-Evaluate</li> </ul>
KIO	Strengthen internal controls to achieve more accountability
Division	DEM Division

**Goal 13: In conjunction with Police Department and DEM Division, create a bike helmet and safety program to address all K-8 schools throughout the city.**

Objective 13A	Establish a bike helmet and safety program throughout all K-8 schools in the city.
Timeline	12 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Solidify partnership with University of Fl. – Dept. of Education</li> <li>Secure grant</li> <li>Identify a point of contact at each school</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	DEM Division

**Goal 14: Re-evaluate departmental SWOT analysis.**

Objective 14A	Conduct an annual re-evaluation of SWOT analysis
Timeline	12 months and Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Task Division Chiefs with reviewing the current SWOT analysis</li> <li>Implement newly adopted SWOT's</li> </ul>
KIO	Internal Controls to achieve more accountability
Division	Fire Administration

**Goal 15: Monitor software recently selected for Rescue Division (ESO/Safety Pad).**

Objective 15A	Assessment and Training for Rescue Personnel utilizing software
Timeline	12-36 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>Improved quality of patient care with enhanced software</li> <li>Protecting City’s best interest with billing and collections via software capability</li> </ul>
KIO	Internal Controls to achieve more accountability
Division	Rescue Division

**Goal 16: Implementation and training of new software and correlating hardware (ESO/Samsung CF-20).**

Objective 16A	Field monitoring and feedback from EMS personnel users
Timeline	12-36 months
Critical Tasks	<ul style="list-style-type: none"> <li>Monitor purchased hardware</li> <li>Monitor purchased software</li> <li>Constant quality control via communication with new vendor</li> </ul>
KIO	Internal Controls to achieve more accountability
Division	Rescue Division

**Goal 17: Replace fire stations 1 & 3 to current NFPA standards.**

Objective 17A	Replace fire stations 1 & 3 to current NFPA standards
Timeline	February 2020-2025
Critical Tasks	<ul style="list-style-type: none"> <li>Identify the type of construction that will withstand a category 5 storm</li> <li>Design the stations to meet anticipated future demands of the growing community</li> <li>Work together with the architects and engineers to provide a resilient design that meets NFPA standards and compliments our vibrant community</li> <li>Present to the City Commission for approval</li> <li>Pass referendum</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Support Services Division

**Goal 18: Renovate fire stations 2 & 4 to current NFPA standards.**

Objective 18A	Refurbish stations and update to current NFPA standards
Timeline	February 2020-2025
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify the type of renovations that will withstand a category 5 storm</li> <li>• Refurbish the stations to meet anticipated future demands of the growing community</li> <li>• Work together with the Property Management Division to provide a resilient infrastructure that meets NFPA standards</li> <li>• Joint collaboration with Procurement and Property Management to identify areas where product quality can be improved to prolong the life of the stations and diminish wear and tear.</li> <li>• Present to the City Commission for approval</li> <li>• Pass referendum</li> </ul>
KIO	Streamline the delivery of services through all departments
Division	Support Services Division

**Goal 19: Re-evaluate Strategic Plan.**

Objective 19A	Conduct an annual re-evaluation of the 5 year Strategic Plan
Timeline	12 months and Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Task Division Chiefs with reviewing the current Strategic Plan annually</li> <li>• Have internal stakeholders review and evaluate the Strategic Plan annually</li> <li>• Make Strategic Plan accessible to all Fire Department personnel</li> </ul>
KIO	Internal Controls to achieve more accountability
Division	Fire Administration

**Goal 20: To update the City of Miami Beach’s radio communications system to be APCO P25 compliant.**

Objective 20A	Evaluate and assess radio needs for all City Departments
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualified personnel to head evaluation process</li> <li>• Set job performance objectives</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 20B	Review results and solicit feedback
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> <li>• Establish a citywide radio committee to review results</li> <li>• Monitor results and request feedback from participants</li> <li>• Present results to City Commission</li> <li>• Award the RFP (Request For Proposal)</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 20C	Implement a new radio system
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop programming profiles of new radio equipment</li> <li>• Formalize all rooftop facility leases with private condominium associations.</li> <li>• Develop a training schedule</li> <li>• Develop trainers</li> <li>• Update radio equipment</li> <li>• Integrate new radio system into the current alerting system in the fire stations</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 20D	Develop interoperability strategies
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop Memorandum of Understanding with neighboring agencies (City of Miami, Miami Dade, Coral Gables, Hialeah)</li> <li>• Develop radio programming templates to accommodate operational needs.</li> <li>• Train all personnel in capabilities of new equipment</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 20E	Develop the P25 Radio System roaming feature in coordination with the City of Miami and City of Hialeah
Timeline	ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop Memorandum of Understanding with neighboring agencies to establish administrative guidelines for the combined system</li> <li>• Train Radio System Administration personnel in the daily function of administering the system.</li> <li>• Train all personnel in operational capabilities and limitations of new capability</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 20F	Develop the Radio System Be On application for selected mobile cell phone users
Timeline	ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop programming profiles for different users</li> <li>• Manage available licenses</li> <li>• Train all personnel in capabilities and limitations of software application</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

**Goal 21: To implement Emergency Fire Dispatch (EFD) protocols.**

Objective 21A	Develop all agency specific EFD policies and procedures
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualified personnel to participate in policy developing committees</li> <li>• Review agency needs and develop consistent language</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 21B	Train and certify all 911 call-takers in the use of the protocols
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop schedules to accommodate all personnel in need of initial certification training</li> <li>• Develop on-going training curriculum to maintain re-certification of all personnel.</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 21C	Obtain Accreditation from the International Academies of Emergency Dispatch
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop and implement a Quality Assurance program for EFD</li> <li>• Prepare and submit a 20-point accreditation application for each discipline</li> <li>• Maintain compliance after the accreditation process</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications



**Goal 22: To implement Emergency Police Dispatch (EPD) protocols.**

Objective 22A	Develop all agency specific EPD policies and procedures
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualified personnel to participate in policy developing committees</li> <li>• Review agency needs and develop consistent language</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 22B	Train and certify all 911 call-takers in the use of the protocols
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop schedules to accommodate all personnel in need of initial certification training</li> <li>• Develop on-going training curriculum to maintain re-certification of all personnel.</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications Division

Objective 22C	Obtain Accreditation from the International Academies of Emergency Dispatch
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop and implement a Quality Assurance program for EPD</li> <li>• Prepare and submit a 20-point accreditation application for each discipline</li> <li>• Maintain compliance after the accreditation process</li> </ul>
KIO	Ensure expenditure trends are sustainable over the long term
Division	Public Safety Communications

## **ACRONYMS**

**ALS:** Advanced Life Support

**ATV's:** All-Terrain Vehicles

**BAC:** Budget Advisory Committee

**CPAI:** Center for Public Safety Excellence

**CMB:** City of Miami Beach

**DPI:** Departmental Performance Indicator

**EPD:** Emergency Police Dispatch

**EMS:** Emergency Medical Services

**EMT:** Emergency Medical Technician

**FY:** Fiscal Year

**GIS:** Geographic Information System

**GPS:** Global Positioning System

**IT:** Information Technology

**KIO:** Key Intended Outcome

**MBFD:** Miami Beach Fire Department

**NFPA:** National Fire Protection Association

**PM:** Preventive Maintenance

**RFP:** Request for Proposal

**SOC:** Standards of Cover

**ISO:** Insurance Services Office

**USLA:** United States Lifesaving Association

**SCBA:** Self-Contained Breathing Apparatus

**SOG:** Standard Operating Guideline

**SOP:** Standard Operating Procedure

**SWAT:** Special Weapons and Tactics

**SWOT:** Strength, Weaknesses, Opportunities, and Threats

**FSE:** Full Scale Exercise

**HSEEP:** Homeland Security Exercise and Evaluation Program

**IED's:** Improvised Explosive Devices

**PPE:** Personal Protection Equipment

## **WORKS CITED**

2017/2018 Department Work Plan for Miami Beach Fire Department

2018/2019 Department Work Plan for Miami Beach Fire Department

2016 City of Miami Beach Resident and Businesses Satisfaction Survey

2019 City of Miami Beach Community Satisfaction Survey

Performance Plan Highlights – FY18/19

Commission on Fire Accreditation International. (2008-2012). *Miami Beach Fire Department Strategic Plan*.

### **Websites:**

[www.miamibeachfl.gov](http://www.miamibeachfl.gov), *City of Miami Beach official website*