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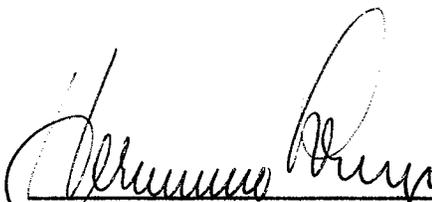
Miami-Dade Fire Rescue Business Plan

Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

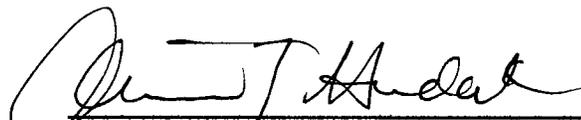


Plan Date: November 25, 2009

Approved by:



Herminio Lorenzo, Department Director



Alina T. Hudak, Assistant County Manager

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EXECUTIVE SUMMARY

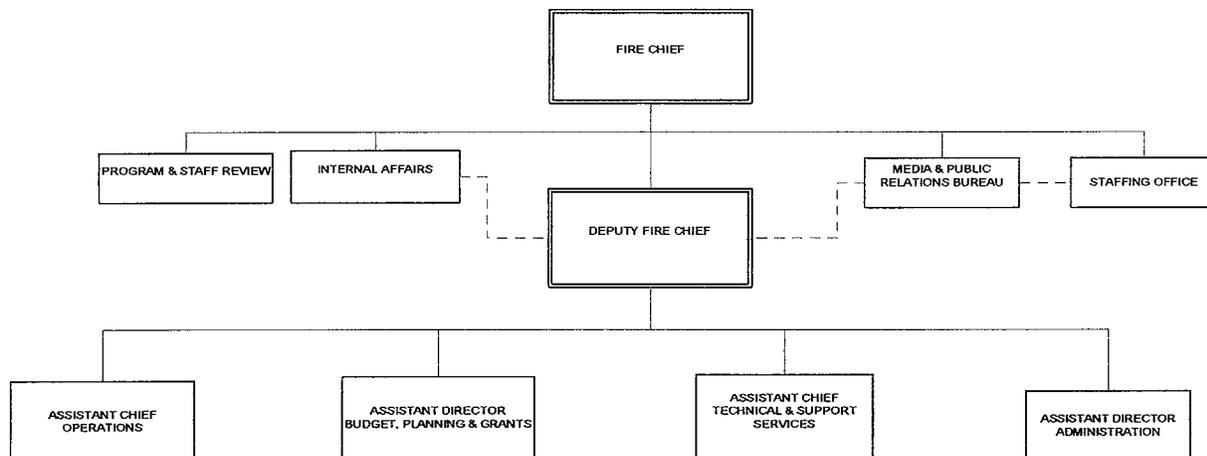
Organized in 1935 as a single-unit “fire patrol,” Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire-rescue departments in the United States with an annual operating budget of more than \$387.9 million and a \$146 million multi-year capital plan. MDFR is staffed by more than 2,580 employees; of which, more than 2,100 are uniformed firefighters.

MDFR has 65 fire-rescue stations within unincorporated Miami-Dade County and serves 30 municipalities: Aventura, Bal Harbour, Bay Harbor Islands, Biscayne Park, Cutler Bay, Doral, El Portal, Florida City, Golden Beach, Hialeah Gardens, Homestead, Indian Creek, Islandia, Medley, Miami Gardens, Miami Lakes, Miami Shores, Miami Springs, North Bay Village, North Miami, North Miami Beach, Opa-locka, Palmetto Bay, Pinecrest, South Miami, Sunny Isles Beach, Surfside, Sweetwater, Virginia Gardens, and West Miami. MDFR also provides aero-medical transport services within Miami-Dade County to state approved trauma centers and other medical facilities. MDFR’s four air rescue helicopters are also used to perform search and rescue missions, and firefighting and reconnaissance operations involving large incidents, such as wildfires and major alarms.

MDFR’s Special Operations Division includes response units dedicated to air rescue transports, ocean rescue lifeguards, rescue divers, marine fire and rescue operations, Hazardous Materials (HazMat), Urban Search and Rescue (USAR), Technical Rescue (TRT) teams and the Florida Anti-Venom Bank.

Throughout the 1,883 square-mile territory it serves, MDFR operates 134 rescue, suppression, and specialty units 24 hours a day, seven days a week, 365 days a year, providing emergency rescue aid to more than 1.7 million residents and visitors. During fiscal year 2008-2009, MDFR responded to approximately 235,300 emergencies, more than 75 percent of which were medical in nature. MDFR’s air rescue helicopters flew almost 1,600 missions during the same fiscal year, increasing the survivability of approximately 1,600 patients in critical emergencies.

Miami-Dade Fire Rescue
Table of Organization – Executive
As of December 1, 2009



Major Programs, Initiatives, and Accomplishments/Milestones - Fiscal Year 2009-2010

- ❖ Reduce MDFR's dependence on ad valorem taxes, shield MDFR from future legislative action affecting property tax revenue, and protect the level and quality of fire rescue service by exploring alternative revenue sources, such as implementation of a fire assessment and increases to existing emergency medical services (EMS) ground transport fees, and life safety permit and inspection fees.
- ❖ Increase district revenues and offset general fund subsidy by instituting a fee for air transports to trauma centers by beginning of fiscal year 2010-2011. This will require MDFR to comply with Federal Aviation Regulation Part 135, which includes certification and staffing requirements, and re-negotiating the collective bargaining agreement with Local 1403 with regard to pilot shift assignments.
- ❖ As an alternative to the proposal to fund Air Rescue operations, explore the feasibility of assessing \$5 to each vehicle registered in Miami-Dade County. This proposal must be approved by the State Legislature. If passed, it is estimated it would raise \$11 million for the program currently funded through the General Fund.
- ❖ Enhance revenue by increasing the percentage of fees collected for fire plans reviews, life safety inspections, Certificate of Occupancy inspections, Special Events fees, reinspection fees and Civil Violation Notice. Implement prorating of Life safety inspection fees allowing Fire Safety Specialist to conduct inspections in a geographically contiguous area.
- ❖ Improve patient care, as well as quality management and reporting capabilities, by fully implementing the electronic data collection system, allowing operations personnel to complete the Emergency Medical Services (EMS) Patient Report as patients are treated. The system is also expected to improve billing proficiency and revenue collections from patient transports. Full implementation is scheduled for the second quarter of fiscal year 2009-2010.
- ❖ Improve Patient Survivability by continuing to manage performance standards for hospitals participating in the Miami-Dade STEMI (ST-Elevation Myocardial Infarction) Network. Hospitals within the STEMI network are required to restore blood flow to patient's blocked artery within 90 minutes from arrival of paramedics to the patient. By requiring STEMI network hospitals to sign a performance commitment contract with MDFR and through extensive quality review, the STEMI network has reduced the time it takes to restore blood flow to a patient from approximately 2 hours and 15 minutes to 60 minutes in Miami-Dade County. Through the efforts of MDFR, Miami Dade residents have the highest survival rates after a blocked coronary artery in the nation.
- ❖ Enhance customer services by providing continuity of service, as well as, increase district revenues by continuing to operate Squad Program to transport Basic Life Support (BLS) patients. There are currently twelve (12) squads, which are staffed by a paramedic and emergency medical technician. Nine (9) squads were deployed during the first and second quarter of FY 2007-2008 and two (2) squads were deployed during third quarter of FY 2008-2009. An additional squad was placed in service on October 30, 2009 at 16435 NE 35 Avenue in North Miami Beach to serve the Community of Eastern Shores and the rest of North Miami Beach. On a daily basis, additional rescue units will also placed in service, based on availability of personnel and service demands.

Departmental Business Plan and Outlook
Department Name: Miami-Dade Fire Rescue
Fiscal Years: 2009-10 & 2010-11

- ❖ Enhance customer services by providing continuity of service, as well as, increase district revenues by evaluating the merits of upgrading BLS squads to urgent response rescues by the end of the second quarter of fiscal year 2009-2010.
- ❖ Reduce call handling and response times by upgrading navigational components on frontline units with a computer Advanced Tactical Mapping (ATM) interface to the Computer Aided Dispatch (CAD) System. ATM uses onboard GPS to display a unit's present location and the location of an incident to which a unit has been dispatched. ATM calculates the shortest path routing to an incident on the map and displays driving directions to the incident. Full implementation is scheduled for the last quarter of fiscal year 2009-2010.
- ❖ Upgrade frontline rescue units by adding thirteen new replacement rescue units by the second quarter of fiscal year 2009-2010.
- ❖ Achieve substantial completion of the MDFR Training Facility no later than the fourth quarter of fiscal year 2009-2010.
- ❖ Obtain certification from the State of Florida for the MDFR Training Complex as a State approved training facility.
- ❖ Improve Homeland Security preparedness by developing and implementing a Special Response Team (SRT) Tactical Paramedic (TP) Program in partnership with Miami-Dade Police Department (MDPD). During the first quarter of fiscal year 2009-2010, MDPD and MDFR began program planning. MDFR graduates are required to become certified reserve MDPD officers prior to being detached to MDPD. Training is scheduled to commence during the first quarter of fiscal year 2010-2011. There are currently three (3) SRT Teams, each comprised of nine (9) SRT police officers and a police sergeant. Upon certification as reserve police officers, six (6) firefighter/paramedics will be detached to MDPD on a six month rotation, two to each team. Upon completion of that rotation the firefighter/paramedics will return to duty at MDFR and be replaced by six (6) other TPs.
- ❖ Reduce construction costs and timelines, and allow for greater project oversight by implementing the County-assisted construction program for the construction of fire-rescue stations. This pilot program will be used in completing the additions to Cutler Ridge Fire-Rescue Station 34 and West Miami Fire-Rescue Station 40, re-construction of Homestead Fire-Rescue Station 16 and MDFR Vehicle Fleet Maintenance Facility, and construction of Doral North Fire-Rescue Station 69 and Coconut Palm Fire-Rescue Station 70.
- ❖ Reduce travel time to repair and service MDFR apparatus and County vehicle fleet by completing renovation of the MDFR Vehicle Fleet Maintenance Facility (Penske-Rollins Leasing site) purchased last fiscal year. The site, which contains five bays, will be utilized for heavy fleet repair work. Three (3) bays and the 30,000 gallon fuel depot is scheduled for completion by the second quarter of 2009-2010.
- ❖ Commence construction on three (3) new fire-rescue stations funded through impact fees:
 - **Bay Harbour Fire-Rescue Station 76** – build-out of a 7,500 square foot shell space in the Town of Bay Harbor Island's municipal government center, located at 9665 Bay Harbor Terrace for a two bay fire station. The new station will serve the areas of Surfside, Indian Creek, Bay Harbour and Bay Harbor Island. Completion is anticipated by end of fiscal year 2009-2010.

Departmental Business Plan and Outlook
Department Name: Miami-Dade Fire Rescue
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- Reduce response time to medical emergencies in the area of Doral North by completing construction of **Doral North Fire Rescue Station 69**. The new station, to be located at NW 112 Avenue and 74 Street, will serve a 17.6 square mile area in the north Doral area. This station will house a rescue unit, currently serving the Doral north area from Doral Station 45. This unit will assume almost 2,000 calls from the over-burdened suppression units at Hialeah Gardens Fire-Rescue Station 28, Doral Fire-Rescue Station 45, and Medley Fire-Rescue Station 46, which currently respond into this territory. Groundbreaking is anticipated for the second quarter of fiscal year 2009-2010. Construction of this station will be completed using the County-assisted construction program.
- **Miami Lakes West Fire-Rescue Station 64** - commence construction of a permanent three-bay station at the southeast corner of NW 154 Street and NW 77 Court to replace the service currently being provided from trailers located at 8205 Commerce Way, which houses one (1) ALS Engine.
- ❖ Commence construction of replacement fire-rescue stations funded through Sunshine State Loans and other Fire District proceeds:
 - **Model Cities Fire-Rescue Station 2** - located at 6460 NW 27 Avenue, will be rebuilt as a three-bay, one story facility. Completion slated for the third quarter of fiscal 2010-2011.
 - **Sunny Isles Beach Fire-Rescue Station 10**, located at 175-172 Street, will be rebuilt as a three-bay, two story facility. Completion slated for the third quarter of fiscal year 2010-2011.
 - **Homestead Fire-Rescue Station 16** - will be rebuilt at a new location. 325 SW 2 Street, as a three-bay, one story facility. The existing facility will revert to the City of the Homestead. Completion scheduled for end of fiscal year 2010-2011.
 - **Cutler Ridge Fire-Rescue Station 34** – located at 10850 SW 211 Street. Design and permitting scheduled for completion by the second quarter of fiscal year 2009-2010.
 - **Port of Miami Fire-Rescue Station 73** – located at Terminal H, will serve as quarters for the crew of Fire Boat 1. Completion slated for the third quarter of fiscal year 2010-2011.
- ❖ Reduce costs by developing and implementing an in-house station alarm monitoring system of all fire-rescue stations. Monitoring would be performed remotely by staff from the Fire Prevention and Facilities and Construction Maintenance Divisions. Currently monitoring is performed by an outside vendor on six (6) stations.
- ❖ Increase the availability of Fire Flow and enhance the efficiency and effectiveness of hydrant maintenance by implementing Phase .5 of the on-line Hydrant Program by having field operations identify and verify the location of hydrants throughout the County.
- ❖ Enhance firefighting capabilities in areas without water mains by developing a program that facilitates homeowner installed “dry hydrants” or wells. This effort will provide MDFR with much needed water for firefighting while improving the Insurance Services Office (ISO) rating for the homeowner’s fire insurance and reducing premiums. Phase I, which involves conducting a water survey of areas served by water mains, is expected to be completed by end of fiscal year.

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Department Name: Miami-Dade Fire Rescue
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- ❖ Meet the humanitarian needs of Miami-Dade residents by reaching out to chronic 911 callers and connecting them with the appropriate governmental agencies, business and community organizations in addressing their needs.
- ❖ Safeguard County assets by constructing a joint facility at Opa-Locka Airport to house both MDFR and MDPD helicopters and crews. These initiatives as well as others aimed to increase the efficiency of both operations, such as combining fuel and other purchases, were developed through the Aviation Working Group of the Public Safety Group.
- ❖ Enhance the efficiency of operations by automating the daily Station Recall for non-staff units such as the Rigid Hull Inflatable Boats (RHIB), Brush trucks, Air Boat. The system will also facilitate reporting when JAWS of Life equipment is out of service on a unit. The system will also capture all personnel that are Scuba Rescue Authorized (SRA) divers to assure proper dispatch on a water incident.
- ❖ Undertake Department examination by the Insurance Services Office (ISO) using a methodology that rates geo-political boundaries by the end of fiscal year 2009-2010.
- ❖ Evaluate the impact to MDFR of the Federal Communications Commission mandate that all Public Safety, and State and Local Government VHF and UHF system licensees convert from what has been known as "wide-band," 25 KHz to "narrow-band," 12.5 KHz, by January 1, 2013.
- ❖ Increase the reliability of communications by requesting funding for Phase II of UHF infrastructure upgrade, which includes microwave towers and the entire rebuild of the radio system, by the third quarter of fiscal year 2009-2010.
- ❖ Enhance response and communications by completing implementation of the Computer Aided Dispatch (CAD) system field reporting capabilities and resolving two critical outstanding issues: (1) Automatic Vehicle Locator (AVL) recommendation countywide with acceptable performance measure of 3 to 5 seconds for full unit recommendations; (2) CAD performance issues resolved that eliminate what is commonly known as "Dots and Hourglasses". Although the Printrac CAD system which replaces the 25-year-old computer technology with new dispatch software and hardware was scheduled for full acceptance in December 2004, Motorola was unable to provide the required deliverables and continues to work to meet those goals. Upgrades will continue as new systems become available.
- ❖ Enhance radio communications by creating a mechanism to split the north frequency (east/west) and establish a process for identifying locations for installation of repeater system.
- ❖ Enhance communications and employee well-being, by continuing to upgrade the existing 20-year old station alerting system with a semi-automated alerting system, Westnet.
- ❖ Ensure redundancy and enhance emergency preparedness by having a fully operational back-up site for the MDFR Communications Dispatch Center by end of fiscal year 2009-2010.
- ❖ Explore feasibility of placing an Aircraft Rescue Fire Fighting (ARFF) training facility at Homestead Air Base airport.
- ❖ Establish the Gearing Up to Power Down Program at MDFR to reduce energy usage. The Gearing Up to Power Down Program aims to have all eligible stations and facilities reduce their electricity consumption by 10 percent from November 2009 to November 2010. Fifty percent of

Departmental Business Plan and Outlook
Department Name: Miami-Dade Fire Rescue
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the savings will be reinvested to purchase more energy efficient items such as televisions or may also be used for approved station improvement purposes.

- ❖ Strive for organizational and professional excellence by applying for accreditation by the Commission on Fire Accreditation International (CFAI). Submit final application, which includes completion of Self-Assessment manual and Standard of Coverage, by the second quarter of fiscal year 2009-2010.
- ❖ Instill accountability and enhance customer service by implementing business reviews at the Battalion and Division level during fiscal year 2009-2010. Structured sessions with Operations Executive management will be held at six to eight-week intervals to discuss performance.
- ❖ Continue to provide employee support to Operations personnel through the expansion of the MDFR Chaplaincy and Critical Incident Stress Management (CISM) programs. Throughout fiscal year 2009-2010, Operations personnel will be participating in established trainings by the Federation of Fire Chaplains, the International Conference of Police Chaplains and the International Critical Incident Stress Foundation (ICISF).
- ❖ Standardize, in coordination with the Labor Management Committee, discipline policies. Policies will be phased in throughout fiscal year 2009-2010.
- ❖ Develop the operational plan for MDFR Training Complex by the third quarter of fiscal year 2009-2010.
- ❖ Enhance the efficiency of fire prevention operations by implementing document imaging systems (EDMS) and processes for filing and retrieving Fire Investigations, Special Events and Public Education information reports and information. Completion of Phase I, Fire Investigations, is scheduled for the second quarter of fiscal year 2009-2010. Special Events and Public Education will be phased in during fiscal year 2009-2010.
- ❖ Enhance personnel proficiency by establishing a training curriculum for all Fire Prevention competencies: new construction, life safety, fire engineering and water supply reviewers, cross-training of all Fire Rescue Processing Specialists, hazardous materials inspections and NFPA 704 Signal; special events and inspections. Training programs to be phased in during fiscal year 2009-2010.
- ❖ Increase public safety and survivability, by implementing an after-hours inspection program for high occupant load assembly occupancies which evaluates capacity and reduces overcrowding (supported by fee schedule).
- ❖ Continue to work with the Miami-Dade Aviation Department and MDFR Logistical Services Division in assuming maintenance of Airport Fire Rescue Heavy & Light Fleet by end of fiscal year 2009-2010.
- ❖ Enhance aircraft rescue fire fighting capabilities by acquiring donated aircraft for simulated aircraft training at Opa-Locka Airport and Miami International Airport.
- ❖ Bridge MDFR's internal communications gap by implementing MDFR's MediaNet, a one-stop multi-media shop. MediaNet, which will be accessible on MDFRnet, creates a common open and shared delivery platform that enables the easy exchange of print, digital and audio-visual content among MDFR employees. The pilot program was launched during the first quarter of fiscal year 2009-2010. Full implementation expected by end of fiscal year.

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- ❖ Provide MDFR employees with accurate and relevant answers to some of the most commonly asked questions by implementing the MDFR Frequently Asked Questions (FAQ) Forum. The FAQ Forum also serves as a shared, interactive platform for submitting and addressing employee inquiries. MDFR's Media and Public Relations Bureau is responsible for monitoring and updating the FAQ forum on a daily basis. This program was launched during the first quarter of fiscal year 2009-2010.
- ❖ Enhance career development and succession planning by increasing Officer Development Training classes for Chief Fire Officers.
- ❖ Eliminate the Domestic Preparedness Division and transfer responsibilities for the Hazardous Materials, Technical Rescue Team (TRT), and Urban Search and Rescue (USAR) bureaus to the Special Operations Division. The Terrorism Response Bureau, which is responsible for the Fire Service Intelligence Enterprise (FSIE), participation in the Fusion Center, and the Terrorism Liaison Officer (TLO) Program will remain and be staffed by restricted duty sworn personnel.
- ❖ Improve Homeland Security preparedness by increasing participation with the Miami-Dade Police Department (MDPD) Special Patrol Bureau Incident Management Team (IMT). The IMT is a 24-hour response unit which serves as the coordinating element for operational response to critical incidents and provides operation and technical assistance at incidents such as civil unrest, acts of terrorism and complex police shootings.
- ❖ Develop and implement Terrorism Liaison Officer (TLO) awareness level training to all sworn and civilian MDFR personnel. Training has been completed for all Fire Prevention staff and Fire Investigators. Training for the remainder of civilian personnel is scheduled for the first quarter of fiscal year 2010-2011. Training for sworn for sworn personnel is dependent upon grant funding.
- ❖ Develop and implement Terrorism Liaison Officer (TLO) Operations level training to all Division Chiefs, Chief Fire Officers and select company officers. Operational TLOs have a basic understanding of terrorism and act as an information resource for members of the department. Training is dependent upon grant funding.
- ❖ Continue to handle responsibilities for all domestic preparedness and terrorism response issues for MDFR, including the Urban Area Security Initiative Urban Area Work Group (UASI/UAWG), the South Florida Regional Domestic Security Task Force (SERDSTF), large-scale significant event planning, i.e., Super Bowl 2010.
- ❖ Complete renovations of the following fire-rescue stations:
 - Restrooms at **Opa-Locka Fire-Rescue Station 26** – 3190 NW 119 Street
 - Fence repairs at **Virginia Gardens Fire-Rescue Station 17** – 7050 NW 36 Street
- ❖ Commence interior renovations and addition to **Catherine Wall - North Miami Beach Fire-Rescue Station 31** – 17050 NE 19 Avenue.
- ❖ Complete addition of parking lot to **Westchester Fire-Rescue Station 47** – 9361 SW 24 Street.

Departmental Business Plan and Outlook
Department Name: Miami-Dade Fire Rescue
Fiscal Years: 2009-10 & 2010-11

- ❖ Determine the scope of renovations to the following stations, and prioritize these based on available funding:
 - **Miami Lakes Fire-Rescue Station 1** - 16699 NW 67 Avenue
 - **Carol City Fire-Rescue Station 11** – 18705 NW 27 Avenue
 - **Interama Fire-Rescue Station 22** – 15655 Biscayne Boulevard
 - **Sweetwater Fire-Rescue Station 29** – 351 SW 107 Avenue
 - **Miami Springs Fire-Rescue Station 35** – 201 Westward Drive
 - **West Bird Fire-Rescue Station 37** – 4200 SW 142 Avenue
 - **Golden Glades Fire-Rescue Station 38** – 575 NW 199 Street

- ❖ In conjunction with the postponement of debt service issuance due to budgetary restrictions the following construction projects have been deferred:
 - Expansion of **West Miami Fire-Rescue Station 40** for crew quarters has been indefinitely postponed. Renovation of this station will allow Engine 40 to remain in West Miami instead of relocating to South Miami Station 14 during evening hours. The West Miami Station 40 expansion will be on adjacent land purchased from the City of West Miami. MDRFR continues to proceed towards final approval of construction plans.
 - **North Miami Fire-Rescue Station 18** – Demolition of existing structures on three lots at 13500 NE 3 Court will be completed in the first quarter of fiscal year 2009-2010. Construction of this station was originally anticipated for completion by end of fiscal year 2009-2010.
 - **Highland Oaks Fire-Rescue Station 63 Phase II** - This project will expand the existing Station 63 to a two bay station to house Rescue 63 that is currently deployed at Station 22. The Highland Oaks location is a five acre parcel obtained from FDOT. Completion of this project was originally slated for the end of fiscal year 2010-2011.
 - **Arcola Fire-Rescue Station 67** – Construction of a double company, two (2) story, three-bay fire rescue station at 1275 NW 79 Street will serve the 3.5 square mile area. The area is currently served by surrounding units located at Model Cities Station 2, West Little River Station 7, and Miami Shores Station 30, which prolongs response times. MDRFR currently owns the land for the proposed Arcola Station 67. Expected completion by end of fiscal year 2011-2012.
 - **Dolphin Station Fire-Rescue Station 68** – Construction of a three-bay fire rescue station at N. W. 112 Avenue and 17 Street will serve a 28 square mile area in the Dolphin area. The area is currently served by surrounding units located at Sweetwater Fire-Rescue Station 29, Doral Fire-Rescue Station 45 and Fontainebleau Fire-Rescue Station 48, which prolongs response times. MDRFR currently owns the land for the proposed Dolphin Station 68. Construction of this station was originally anticipated for completion by end of fiscal year 2010-2011.
 - **Coconut Palm Fire-Rescue Station 70 and Palmetto Bay Fire-Rescue Station 62** - Construction of these stations will allow Rescue 70 and Rescue 62, currently deployed at Cutler Ridge Station 34 and Perrine Station 50, to move into locations within their service territory. The Palmetto Bay site is in the late stage of property acquisition, and Coconut Palm will be located on land currently owned by the county. Expected completion of both stations was originally anticipated for fiscal year 2010-2011.
 - Enhance access and security by changing ingress/egress to **Opa-Locka Fire-Rescue Station 26** – 3190 NW 119 Street.

Departmental Business Plan and Outlook
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- Rebuild three fire-rescue stations originally estimated to only require renovation:
 - **North Miami West Fire-Rescue Station 19** – 650 NW 131 Street
 - **North Miami East Fire-Rescue Station 20** – 13000 NE 16 Avenue
 - **Golden Glades Fire-Rescue Station 38** – 575 NW 199 Street

Anticipated Major Programs, Initiatives, and Accomplishments/Milestones - Fiscal Year 2010-2011

- ❖ **North Bay Village Fire-Rescue Station 27** – The City of North Bay Village will rebuild fire-rescue Station 27, located at 7903 East Drive, as part of their Village Municipal Complex. This station, originally built in 1965, adjacent to the North Bay Village Complex, serves a 0.37 square mile territory, which includes Harbor Island, North Bay Island, and Treasure Island.

DEPARTMENT PURPOSE/MISSION

Miami-Dade Fire Rescue Purpose/Mission Statement

Always Ready, Proud to Serve

We protect people, property, and the environment by providing responsive professional and humanitarian fire rescue services essential to public health, safety and well-being.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- **PS1:** Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future.
- **PS3:** Improve the quality of service delivery through commitment to ongoing employee training.
- **PS4:** Strengthen the bond between the public safety departments and the community.
- **ES8:** Ensure the financial viability of the County through sound financial management practices.
- **ES9:** Deliver on promises and be accountable for performance.

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- **PS1-1:** Public safety facilities and resources built and maintained to meet needs (priority outcome).
- **PS1-2/3:** Reduce response time (priority outcome).
 - **Reduce Fire Rescue Response Time**
 - Enhance service levels as well as reduce response times by adding new services and/or stations to meet service needs. (ongoing)
 - Reduce call handling and response times by upgrading navigational components on frontline units with a computer Advanced Tactical Mapping (ATM) interface to the Computer Aided Dispatch (CAD) System. (ongoing)
- **PS1-4:** Reduction in property loss and destruction (priority outcome).
 - Enhance Fire Plan Review Process Timeliness (ongoing)
 - Increase life safety inspections in existing commercial occupancies in Miami-Dade County. (ongoing)

- Enhance firefighting capabilities in areas without water mains by developing a program that facilitates homeowner installed “dry hydrants” or wells. (ongoing)
- **PS1-4(b): Improved Patient Survivability**
 - Improve Patient Survivability by continuing to enforce performance standards for hospitals participating in the Miami-Dade STEMI (ST-Elevation Myocardial Infarction) Network. STEMI, typically referred to as a blocked coronary artery, is the leading cause of death in the United States and the leading cause of death for women in the United States. Hospitals within the STEMI network are required to restore blood flow to patient’s blocked artery within 90 minutes from arrival of paramedics to the patient.
 - Improve patient care, as well as quality management and reporting capabilities, by implementing an electronic data collection system, allowing operations personnel to complete the Emergency Medical Services (EMS) Patient Report as patients are treated. (second quarter of fiscal year 2009-2010).
 - Enhance Continuity of Service
 - Reduce MDFR’s dependence on ad valorem taxes, shield MDFR from future legislative action affecting property tax revenue, and protect the level and quality of fire rescue service by exploring alternative revenue sources, such as implementation of fire assessment and increases to existing emergency medical services (EMS) ground transport and fire prevention fees.
 - Institute a fee for air transports to trauma centers by beginning of fiscal year 2009-2010.
 - Explore feasibility of assessing \$5 to each vehicle registered in Miami-Dade County to fund Air Rescue Operations. (ongoing)
 - Increase billings and collection of fees charged for fire plans review, life safety inspections, Certificate of Occupancy inspections, Special Events fees, reinspection fees and Civil Violation Notice. Implement prorating of permits to allow inspectors to conduct inspections in a geographically contiguous area
- **PS1-5: Improved Homeland Security Preparedness (priority outcome)**
 - Utilize funds from Urban Area Security Initiative (UASI) Grant Expenditures to purchase approved equipment, training and supplies utilized in response to domestic acts of terrorism. (ongoing)
 - Develop and implement a Special Response Team (SRT) Tactical Paramedic Program in partnership with Miami-Dade Police Department (MDPD).
- **PS1-7: Easy and coordinated access to information by Departments and service delivery partners to promote more effective programs and results.**
- **PS3-1: Professional and ethical public safety staff. Minimal occurrence of public safety corruption incidents.**

Departmental Business Plan and Outlook
Department Name: Miami-Dade Fire Rescue
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- Enhance career development and succession planning by increasing Officer Development Training classes for Chief Fire Officers. (ongoing)
 - Standardize, in coordination with the Labor Management Committee, complaint handling and discipline policies. (ongoing)
 - Continue working with the Labor Management Committee to formulate a viable restricted duty policy. (end of fiscal year 2009-2010)
- **PS4-1:** Increased community awareness of information resources and involvement opportunities (priority outcome)
- Improve customer satisfaction with fire-rescue services by continuing the Customer Feedback Survey instrument for medical calls which was fully implemented in the second quarter of fiscal year 2009-2010.
 - Meet the humanitarian needs of Miami-Dade residents by reaching out to chronic 911 callers and connecting them with the appropriate governmental agencies, business and community organizations in addressing their needs.
- **PS4-2:** Increased involvement of individuals who want to give back to the community.
- Provide CPR Training funded through the Public Access to Defibrillator Demonstration Grant (PADD) Program (on-going)
- **PS4-3:** Resident and visitor safety awareness and preparedness for all segments of the community.
- Increase number of participants reached through Anti-Venom demonstrations and presentations. (ongoing)
- **ES8-1:** Sound asset management and financial investment strategies (priority outcome).
- Utilize funds from Urban Area Security Initiative (UASI) Grant Expenditures to purchase approved equipment and supplies utilized in response to domestic acts of terrorism. (ongoing)
- **ES9-1:** Alignment of services provided with community's needs and desires (priority outcome).
- Instill accountability and enhance customer service by implementing business reviews at the Battalion and Division level during second quarter of fiscal year 2009-2010. Structured sessions with Operations Executive management will be held at six to eight-week intervals to discuss performance. (on-going)
 - Provide CPR Training funded through the Public Access to Defibrillator Demonstration Grant (PADD) Program (on-going)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

MDFR's ability to successfully meet our customers' needs hinges on a number of factors, including MDFR's ability to:

- Reduce dependence on ad valorem taxes, shield MDFR from future legislative action affecting property tax revenue, and protect the level and quality of fire rescue service by implementing viable revenue and capital construction funding options.
- Augment revenue for any recurring losses that may be created if pending negotiations with the Town of Surfside and Villages of Indian Creek and Pinecrest are not resolved.
- Work in cooperation with Human Resources Department's Labor Management Division in finalizing the Collective Bargaining Agreement with Local 1403.
- Continue to adequately train uniformed personnel, half of which have less than five years tenure with the department.
- Effectively serve Miami-Dade's rural communities, which rely on the department's success in procuring affordable and strategically located land for needed fire-rescue stations.

INTERNAL SUPPORT REQUIREMENTS

1. Increased support from ETSD for implementation of hydrant maintenance system and GIS and data mining applications.
2. Assume maintenance of MIA facilities and apparatus by transferring service from MDAD to MDFR.
3. Continued coordination with Human Resources Department in finalizing contract negotiations with Local 1403.
4. Increased support from the Office of Grants Coordination in securing grant funding.

SUSTAINABILITY

- MDFR has taken steps to reduce energy usage by establishing the Gearing Up to Power Down Program in the first quarter of fiscal year 2009-2010. The Program aims to have all eligible stations and facilities reduce their electricity consumption by 10 percent from November 2009 to November 2010. Fifty percent of the savings will be reinvested to purchase more energy efficient items such as televisions or may also be used for approved station improvement purposes. MDFR stations and facilities' monthly power usage will be tracked and reported on MDFR.net as they are billed. In addition, electrical consumption all MDFR stations will also be posted for the past year. Because other entities share in the electrical service or MDFR staff are in temporary trailers, the following stations/facilities will not be eligible for this program: Station 42-Fisher Island, Station 40-West Miami, Station 12- Miami International Airport, Station 25- Opa-Locka Airport, Station 59- MIA Northside, Station 64- Miami Lakes West, Station 27- North Bay Village, and Station 10- Sunny Isles Beach, Haulover Ocean Rescue Facility, and Crandon Ocean Rescue Facility. (Applies across the Department)

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- Establish recycling program at all MDRF Facilities. MDRF has been working with the Resources Conservation Committee (RCC), to expand recycling efforts at all MDRF facilities for paper, plastic, glass and cans. (Applies across the Department)
- MDRF is committed to constructing facilities that reflect Leadership in Energy and Environmental Design (LEED) in accordance with Miami-Dade County Resolution R-228-09, Resolution to Reduce Miami-Dade County Government's Electrical Energy Consumption. The LEED projects linked to this initiative are West Miami Fire Rescue Station 40, Palmetto Bay Fire Rescue Station 62, Miami Lakes West Fire Rescue Station 64 and Arcola Fire Rescue Station 67. (Applies across the Department)

3 to 5 YEAR OUTLOOK

MDRF's call volume has increased 13% in the last five years, from 206,128 in fiscal year 2003-2004 to more than 235,000 calls in fiscal year 2008-2009. Increases in call volume coupled with the projected growth in population (based on the 2000 census), served as the catalyst for the creation of MDRF's Five Year Service Plan, which forecasts alarm growth for each service territory. From fiscal year 2006-2007 through fiscal year 2011-2012, MDRF had planned to place the thirty-two (32) new units in service and open eighteen (18) new stations in meeting our community's needs. MDRF had planned to hire another 800-1,000 new firefighters in the next five years to address these demands. Corresponding supporting services would also need to be expanded to support the existing infrastructure.

As a result of budgetary constraints, nine (9) of the thirty-two (32) planned services from fiscal year 2006-2007 through fiscal year 2011-2012 will not be implemented. These services were critical in meeting the existing demands for fire-rescue service from our community. It is critical that MDRF reduce its dependence on ad valorem taxes, shield MDRF from future legislative action affecting property tax revenue, and protect the level and quality of fire rescue service by exploring alternative revenue sources. It is very important that fire-rescue services keep pace with the growth in our community to maintain a standard level of service county-wide.

In terms of uniform personnel currently employed, MDRF is a young department. Over half, 1,000 of MDRF's firefighters have less than five years tenure on the department. The new Training Complex slated for completion this fiscal year should dramatically improve our ability to train our workforce.

Attachment 1

DEPARTMENTAL PROFILE

Department Description

Major Services and Programs

Fire Suppression & Emergency Medical Services (EMS)

MDFR has 65 fire-rescue stations strategically located in MDFR's 1,883 square mile response territory to provide suppression and EMS response. Every unit is staffed with a state-certified emergency medical technician (EMT) and/or paramedic, and all units are equipped with the most up-to-date equipment.

Airport Units

MDFR is responsible for airport fire suppression and emergency medical services at Miami International Airport, Opa-Locka Airport and all general aviation airports in the County. Specialized units are trained and equipped to mitigate aviation emergencies.

Special Operations Units

MDFR has more specialized response units than any other Fire-Rescue department in South Florida. These include:

Air Rescue

The Air Rescue Bureau provides regional aero-medical, search and rescue, firefighting, and tactical support to area municipalities and local, state and federal governmental agencies. The program is supported by the taxpayers of Miami-Dade County through the General Fund. MDFR currently has four Bell 412 rescue helicopters used for transporting severely injured trauma patients to State approved Level I Trauma Centers. Flight crews are trained in additional tactical disciplines necessary to deploy personnel and equipment in search and rescue operations, firefighting, and reconnaissance on large incidents such as wild fires and major alarms.

Dive Rescue Bureau

Dive Rescue has the largest public safety diver program in the United States, with more than 630 SCUBA rescue divers and over 1,200 rescue skin divers and more than 100 response units. Members are trained in Rescue Diver, Dive Master and Dive Instructor to meet and exceed minimum industry standard requirements/recommendations.

Florida Antivenin Bank

MDFR currently maintains the only anti-venin bank for public use in the United States. Serum is delivered to treat victims who have sustained bites from venomous snakes and other animals, locally, nationally and internationally. The Venom Response Bureau is comprised of a highly specialized unit of Firefighter/Paramedic trained in response, management, and treatment of all types of animal envenomations. As of October 2008, the Bureau became the sole provider of coral snake anti-venin serum in the United States. The Venom Response Bureau also provides ongoing education, training and awareness of the many dangerous and venomous species native or imported to Miami-Dade County.

Hazardous Materials

The Hazardous Materials Bureau uses state-of-the-art equipment to respond and identify, track and mitigate and eliminate the spread of hazardous materials and Weapons of Mass Destruction incidents. MDFR's Hazardous Materials Bureau is one of thirty-two (32) Regional Response Teams for

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hazardous materials incident response. Currently, MDFR has more than 280 Certified Hazardous Materials Technicians and 160 Certified HazTox Paramedics supporting our operational needs.

Marine Operations Bureau

The Marine Operations Bureau oversees the operation, training, and maintenance of all Department marine assets. The Bureau continues to update the Marine Waterway Response Plan. This includes the survey and pre-fire planning of all Miami-Dade County Marinas and Ports, the strategic location of marine assets, replacement of the current hard-hull and rigid hull inflatable fleets, and Fire Boats.

Ocean Rescue Bureau

The Ocean Rescue Bureau was transferred to MDFR from the Parks and Recreation Department in FY 2003-2004. This bureau is funded through the Miami-Dade County General Fund and provides life safety enforcement and response at Miami-Dade County Beaches within the MDFR response territories. The Haulover Park and Crandon Park beach areas are staffed by an Ocean Rescue Administrator (Chief) in charge of both operations, a Beach Safety Manager (Captain) at Haulover, 5 Lieutenants, 42 full-time and approximately 40 part-time lifeguards. Each location also employs one full-time and one part-time Communications Support Specialist to assist with clerical work and assist as dispatchers.

Technical Rescue Bureau

MDFR operates six (6) Technical Rescue (TR) units, whose members are trained in complex vehicle extrication, rope rescue, trench rescue, and confined space rescue. MDFR's TR team has more than 326 members trained in these disciplines.

Urban Search and Rescue Team (US&R)

MDFR's US&R Team is one of 28 teams that comprise the National US&R System in cooperation with the Department of Homeland Security/Federal Emergency Management Agency trained and equipped to respond to natural and man-made disasters nationwide. Miami-Dade Fire Rescue's Florida Task Force 1 US&R Team has more than 200 members.

Other Divisions and Bureaus:

Communications

This division maintains real-time communications with all MDFR units. The division dispatches calls, mitigates emergencies, coordinates Intergovernmental and mutual aid, as well as facilitates communications with all hospitals in Miami-Dade County and South Broward County.

Emergency Medical Services

The Emergency Medical Services (EMS) provides medical direction for MDFR's ALS and BLS units, staffed by more than 1,570 paramedics and 530 emergency medical technicians (EMT). The division maintains relationships with thirty area hospitals regarding issues involving medical control, Emergency Department wait times, Cardiac Catheterization, and quality improvement.

Employee and Community Affairs Section

The Employee and Community Affairs Division (ECAS) provides educational and humanitarian services to internal and external communities. ECAS also oversees our nationally recognized ElderLinks initiative and administers the MDFR Chaplaincy Program. ECAS provides an array of support services to MDFR employees experiencing personal crisis and military deployment.

Facilities and Construction

Facilities and Construction oversees all department facilities from the planning, construction and furnishing phases to structural maintenance and protective programs. This division is comprised of two

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bureaus: Facilities Management, which provides maintenance to over sixty-five facilities, totaling over 520,000 square feet, and Construction Management, which coordinates the design and construction of all new fire rescue stations and facility remodeling.

Fire Prevention

Fire Prevention provides fire avoidance services aimed at reducing the incidence of injuries, death and property loss attributed to fire. Responsibilities include fire inspections, building plans and systems engineering review, fire investigations, and code compliance.

Human Resources

Human Resources is responsible for activities related to personnel/payroll, requests for reclassification, employee benefits, earned leave pool, tuition reimbursement, performance evaluations, civilian and sworn recruitment, , labor management/collective bargaining issues, processing employee grievances, monitoring labor contracts, coordinating temporary services and background investigations.

Logistical Services

Logistics researches, delivers and maintains all materials, equipment and apparatus for Miami-Dade Fire Rescue through the following areas: Breathing Air unit, Mobile Equipment unit, Research and Development unit, Inventory & Supply, Tactical Communications unit and the Fleet Operations unit that repairs and maintains the heavy fleet, tools and equipment.

Media and Public Relations

MDFR's Media and Public Relations Bureau continuously ensures quality local, national and international media coverage of MDFR-related incidents, initiatives and events 24 hours a day, 365 days a year. The bureau also provides life-saving public safety education to Miami-Dade County residents and promotes increased public awareness of the many services the department offers.

Management Information and Technology

Management Information and Technology (MIT) improves enables the expansion of our interoperability through shared applications and data systems across bureaus and divisions. The MIT Division also provides automated business solutions training to all MDFR employees.

Program and Staff Review

The Program and Staff Review (PSR) Division provides auditing, accountability tracking, performance improvement, strategic planning, and policy formulation for MDFR. This division adds value to the department by performing operational reviews and providing recommendations to institute best practices and maximize operational efficiencies. The PSR Division also processes public records requests and oversees the Idea Machine.

Training and Safety

This division provides recruit, in-service, and career-long training to MDFR employees. It also administers the Probationary Development Office and Driver Certification program.

Wellness Center

Wellness Center is a partnership between MDFR and the IAFF Local 1403 Firefighters Union, and is responsible for providing comprehensive medical and rehabilitative services to department personnel through state-of-the-art health education techniques, prevention-oriented health care, the delivery of job-specific rehabilitative services and an aggressive wellness initiative.

Table of Organization

Will be forwarded on Monday, November 30th - we are unable to add revisions to TO received from OSBM because document is locked.

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Financial Summary

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	13,869	26,265	25,412
Interest Earnings	2,815	2,579	1,800
Miscellaneous	236	686	686
Miscellaneous Revenues	13	0	0
Public Health Trust	900	900	900
Aviation Transfer	18,939	18,701	18,292
Carryover	36,665	37,496	24,421
Fees for Services	36,404	35,053	35,225
Fire Ad Valorem District Tax	313,524	308,386	274,370
Rental of Office Space	791	260	260
State Grants	0	1,200	1,288
Federal Grants	761	736	1,006
Reimbursements from Departments	0	0	4,328
Total Revenues	424,917	432,262	387,988
Operating Expenditures Summary			
Salary	227,891	233,756	219,566
Fringe Benefits	86,032	87,803	90,764
Other Operating	63,564	70,143	61,462
Capital	10,017	8,300	11,606
Total Operating Expenditures	387,504	400,002	383,398
Non-Operating Expenditures Summary			
Debt Service	5,723	10,256	4,590
Reserve	0	22,004	0
Total Non-Operating Expenditures	5,723	32,260	4,590

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Public Safety				
Administration	29,706	22,333	133	112
Communications	0	0	0	0
Support Services	54,713	53,383	158	154
Suppression and Rescue	290,294	283,153	2,125	2,131
Technical/Support Services	20,007	20,837	141	158
Training	5,282	3,692	29	28
Total Operating Expenditures	400,002	383,398	2,586	2,583

Capital Budget Summary

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
1994 Fire District Bond Interest	5,558	0	0	0	0	0	0	0	5,558
2002 Fire District Bond Interest	4,125	0	0	0	0	0	0	0	4,125
2002 Fire Rescue District Bonds	17,895	0	0	0	0	0	0	0	17,895
Building Better Communities GOB Program	125	1,175	200	0	0	0	0	0	1,500
Capital Asset Acquisition Bond 2002	443	0	0	0	0	0	0	0	443
Proceeds									
Capital Asset Acquisition Bond 2004A	2,930	0	0	0	0	0	0	0	2,930
Proceeds									
Capital Asset Acquisition Bond 2004B	18,000	0	0	0	0	0	0	0	18,000
Proceeds									
Capital Asset Series 2002 Interest	89	0	0	0	0	0	0	0	89
Capital Asset Series 2004A Interest	205	0	0	0	0	0	0	0	205
Capital Asset Series 2004B Interest	865	0	0	0	0	0	0	0	865
Developer Fees/Donations	605	0	0	0	0	0	0	0	605
Fire Impact Fees	7,380	2,647	4,425	7,935	1,650	0	0	0	24,037
Fire Rescue Taxing District	225	665	0	0	0	0	0	0	890
Future Financing	0	0	48,000	0	0	0	0	0	48,000
Miscellaneous - Other County Sources	135	0	0	0	0	0	0	0	135
Sunshine State Financing	21,200	0	0	0	0	0	0	0	21,200
Total:	79,780	4,487	52,625	7,935	1,650	0	0	0	146,477
Expenditures									
Strategic Area: Public Safety									
Capacity-Improving Projects	0	42	1,000	1,000	0	0	0	0	2,042
Facility Improvements	5,189	2,033	2,390	7,610	0	0	0	0	17,222
Fire Station Renovation	927	1,195	5,844	7,084	0	0	0	0	15,050
Fire Station Replacement	4,052	7,124	2,614	0	0	0	0	0	13,790
New Facilities	0	0	5,000	5,000	0	0	0	0	10,000
New Fire Stations	4,733	4,537	10,962	7,610	6,003	7,450	0	0	41,295
Ocean Rescue Facilities	125	1,175	200	0	0	0	0	0	1,500
Support Facilities	34,292	11,286	0	0	0	0	0	0	45,578
Total:	49,318	27,392	28,010	28,304	6,003	7,450	0	0	146,477

Current Business Environment

In September 2009, the Miami-Dade County Board of County Commissioners (BCC) adopted the FY2009-10 budget, reducing the resources available to provide services to the residents of Miami-Dade County. Miami-Dade Fire Rescue's (MDFR) FY 2009-10 budget will be \$40 million lower than the adopted FY 2008-09 budget, and the Fire District will receive \$34 million less in property tax revenue. As a result, this upcoming fiscal year presents the third consecutive year of declining property tax revenue for the Fire District.

As a consequence of this revenue shortfall, the service plan for the upcoming fiscal year eliminates 29 civilian employee positions, reduces direct services provided by uniform personnel, and freezes 59 sworn positions. While the 29 non-sworn positions eliminated will result in layoffs, sworn staff positions impacted will be frozen and personnel redeployed to direct service operations reducing overtime and filling attrition vacancies as they occur. As a result, no active sworn personnel will be separated from County service. Impact bargaining may be required for those positions filled with bid-in personnel.

Customers Served and Service Trends:

MDFR serves the second largest service area among the top 10 Fire Departments in the United States. In service area, MDFR ranks second to Los Angeles County Fire, which serves a 2,300-square-mile territory with twice the units and staff. Further, a large percentage of MDFR's service area is rural, which negatively impacts average response time as compared with a fire-rescue department serving an urban community. For example, average response times are expected to be greater for MDFR when compared to a department like Phoenix Fire Department, which has about the same number of stations and population size, but covers one-third the territory.

It is also notable that over 500,000 of Miami-Dade County's population in the Fire District of 1.7 million are uninsured. As a result, this segment of the population will contact MDFR in lieu of a primary care physician. Emergency Medical Calls accounted for 75% of the incidents MDFR responded to in FY 2008-2009. Over 20% of these incidents were categorized as "non-life threatening" incidents.

Customer Feedback

> *MDFR Customer Feedback Program:*

In May 2008, MDFR began a trial Customer Feedback Program to assess customer satisfaction with fire-rescue services. Customer Feedback Survey instruments are sent one month in arrears to 20% of patients MDFR served the prior month. Response to the survey has been very positive. Over 12% of the 12,000 surveys sent have been returned. Respondents scored the four questions between one (1) and five (5), with one being strongly disagree and five being strongly agree. More than 90% of the surveys received during the trial period rated MDFR's services 4.75 or higher on a scale of five in response to all questions answered.

The Customer Feedback Program was fully implemented during March 2009. Survey results for the first seven months of emergency medical service of 2009 were outstanding. Just over 2,500 medical patients served between January 1, 2009 and August 31, 2009 returned surveys. This accounts for 12% of surveys sent. On average for all four questions, respondents rated MDFR's service 4.80 overall. Just under 90% of all returned surveys have received an overall average score above 4.50, which is excellent. These results confirm MDFR's outstanding service and professionalism in delivering the highest level of emergency medical care.

➤ ***Fire Prevention Customer Feedback Survey***

Over the last two years MDRF has participated in the countywide Building & Development Survey. The instrument compares equal customer service values over all of the departments involved in the development process. Monthly customer satisfaction has been rated over 90% since the inception of the program. MDRF's fire prevention/fire engineering area has consistently rated higher than other departments.

In October 2009, MDRF implemented a similar trial survey instrument at the Fire Prevention customer counter located at MDRF Headquarters. This instrument will gauge customer satisfaction with all services provided by the Fire Prevention Division. Results of the survey will be posted in January 2010 at which time the survey process will be re-evaluated prior to full implementation.

Fire-District

➤ ***Regionalized Fire-Rescue Services:***

On July 18, 2008, the Miami-Dade County Board of County Commissioners (BCC) convened a special meeting to discuss proposed amendments to the Miami-Dade County Home Rule Charter. Among the items discussed was Amendment Item 17, that would have required the unification of the County and all municipal fire rescue services into one entity providing services for the entire community. At the meeting a number of questions and concerns were raised about the effect of this proposed legislation, and subsequently the Chairman of the Board of County Commissioners requested that a report be prepared responding to the salient questions surrounding this issue.

Much discussion took place prior to the July 18, 2008 BCC meeting regarding the future of the fire rescue services in Miami-Dade County. Challenges created by recent State property tax initiatives, the recent approval of a constitutional amendment pertaining to property taxes, and the potential of high property value municipalities opting -out of the Miami-Dade Fire Rescue Service District forced MDRF to begin analyzing the way services are delivered within the District, the department's capital program and action that may be taken in response to changes to any district boundaries.

At the September 4, 2008 BCC meeting, Commissioners approved a resolution calling a countywide special election in Miami-Dade county, Florida, in conjunction with a general election to be held on Tuesday, November 4, 2008, for the purpose of submitting to the electors of Miami-Dade county the question of whether to amend the home rule charter to require that the Board of County Commissioners provide a uniform, countywide system of fire protection and rescue services for all incorporated and unincorporated areas of the county with the exception of the cities fire and rescue protection services.

The related votes on the fire protection question were not released. The Village of Pinecrest and Indian Creek Village sued over the right to negotiate their own fire protection arrangements, and a judge ordered the vote results to be sealed. The judge's decision was reaffirmed by the Third District Court of Appeals.

➤ ***Fire Suppression Assessment***

In December 2008, the County Manager forwarded a report to the BCC recommending that the County begin discussing the merits and the process of evaluating a non ad-valorem uniform special assessment method for providing fire suppression services in the fire district. The report stated that fire assessment fees provided a cost effective and financially stable option of funding future fire services in many communities. Non ad valorem fire assessment fees have become

commonplace throughout Florida with 16 counties and 27 municipalities in Broward County alone having implemented fire assessment fees. Use of a fire assessment fee was an option to diversify the revenue stream for MDRF and provide a sustainable future funding source. A minimal assessment fee would have reduced reliance on property taxes and been a more equitable means of raising revenue for fire protection services.

On January 29, 2009 the BCC passed R-50-09, a resolution authorizing the County to contract with Government Services Group, Inc, to provide consulting services for development of a fire protection special assessment. On February 17, 2009 the BCC passed R-109-09, a resolution of intent that authorized the use of the uniform method of tax collection for revenue associated with a fire protection special assessment.

MDRF and the consultants worked diligently to produce all of the necessary information related to development of the assessable fire protection budget and correct classification of all fire calls. MDRF conducted more than 3,000 field inspections of property to ensure accurate categorization of improvements for the proposed assessment roll. In addition, the consultant worked closely with the Property Appraiser and Tax Collector to meet their needs for proper formatting and other technical requirements to use the tax notice for collection purposes.

At the May 19, 2009 BCC meeting, a Fire Protection Special Assessment Ordinance was presented which authorized the imposition and collection of special assessments in the MDRF Service District and established special assessment procedures which would govern the application and administration of fire protection special assessments on an ongoing basis. The ordinance was referred to the July 14, 2009 Budget, Planning and Sustainability Committee meeting for approval to forward the item back to the BCC with a favorable recommendation. The motion failed by a vote of 1-5.

The City of Coral Gables adopted a \$50 annual fire assessment fee for residential occupancies effective this fiscal year. MDRF again intends to recommend to County Administration to pursue the establishment of a fire assessment fee in the Fire District in the current fiscal year.

Incorporations

With the advent of the County's incorporation policy, newly incorporating cities are required to remain in the MDRF District causing no operational or fiscal impact to the District.

Annexations

Annexations of areas by cities currently served by MDRF are also operationally and fiscally transparent to the Department. However, given the potential reduction in revenues due to tax reform, annexations of areas by cities not served by the Fire District pose a concern to the Fire District. Annexations of areas by cities not served by MDRF will negatively impact the department both operationally and fiscally. Depending on the size of the area and the existing/potential tax base of the area, the District can endure substantial ad-valorem loss. Over the past ten years, Coral Gables has annexed Deering Bay, Snapper Village, Hammocks Lakes, Kings Bay and Pine Bay, all previously served by MDRF. Hialeah annexed about three square miles, just north of the City.

Currently, the City of Miami Beach is evaluating the merits of annexing Fisher Island, while Coral Gables continues to contemplate the value of assuming High Pines and Ponce at Davis. The latter had been on hold from the last three fiscal years. The fiscal impact of these will be financially evident. However, except for Fisher Island, services to these areas will not be truly eliminated. As a result, the remaining residents and businesses within the District will absorb the additional cost.