

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### Fire Rescue

The Miami-Dade Fire Rescue Department (MDFR) protects people, property, and the environment by providing responsive, professional, and humanitarian emergency fire rescue services that are essential to public health, safety, and well-being. MDFR is one of the ten largest fire rescue departments in the United States, serving residents, businesses, and visitors 24 hours per day, 365 days per year. MDFR has 65 fire rescue stations serving unincorporated Miami-Dade County and 30 municipalities.

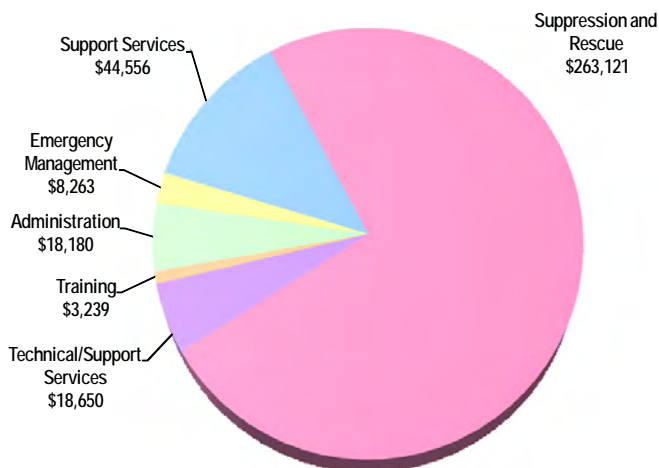
MDFR's commitment to protecting people, property, and the environment aligns with goals of the Public Safety strategic area. In addition, MDFR provides emergency air transport service within Miami-Dade County to state-approved trauma centers. Additional specialty units are dedicated to airport and seaport response, hazardous materials emergencies, ocean rescue, marine services, response to snake bites, urban search and rescue, and complex extrications. MDFR also inspects buildings for fire hazards and reviews plans for compliance with the Fire Code.

As part of the Mayor's reorganization of County government, effective October 1, 2011, the Office of Emergency Management (OEM) was merged into MDFR. The OEM supports our community's disaster preparedness, response, recovery, and mitigation needs through the coordination of information and resources. Additionally, the OEM manages the County's Emergency Operation Center (EOC), which coordinates emergency response and recovery plans, decisions, and operations in order to maximize the use of resources within Miami-Dade County. The OEM provides these services throughout Miami-Dade County, inclusive of all of its municipalities.

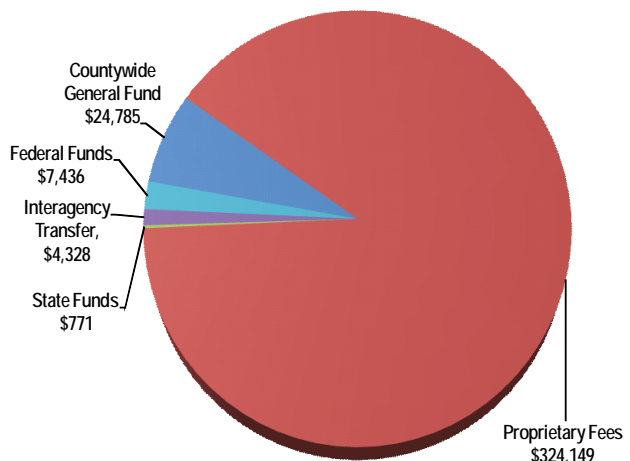
MDFR is accredited by the Commission on Fire Accreditation International (CFAI), which is part of the Center for Public Safety Excellence, Inc. The department is one of only 143 agencies to achieve International Accreditation Agency status by CFAI and is now the largest accredited fire-rescue department in the Southeast and the second largest in the Nation.

### FY 2011-12 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2011-12 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<p style="text-align: center;"><b><u>OFFICE OF THE FIRE CHIEF</u></b></p> <ul style="list-style-type: none"> <li>Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; provides planning, research, accreditation and quality management for the department</li> </ul> <p style="text-align: center;"> <u>FY 10-11</u>                      <u>FY 11-12</u>  16                                      9 </p>			
<p style="text-align: center;"><b><u>TECHNICAL/SUPPORT SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides state and federally mandated minimum standard, career development, and advanced firefighting training, and oversees new program development; provides fire prevention and public education programs; directs fire prevention and building and alarm inspections; manages warehouse and supply, motor pool, and research and development activities; maintains and repairs departmental heavy equipment fleet; dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations</li> </ul> <p style="text-align: center;"> <u>FY 10-11</u>                      <u>FY 11-12</u>  355                                      331 </p>		<p style="text-align: center;"><b><u>SUPPRESSION AND RESCUE</u></b></p> <ul style="list-style-type: none"> <li>Provides fire suppression services, ground and air rescue transport, and medical services to the public; performs specialized protection services such as hazardous materials, water rescue, marine firefighting, and technical rescue training; performs building inspections, safety surveys, and firefighting and rescue demonstrations; oversees airport and seaport fire-rescue services and employee training activities; provides Fire Department personnel and equipment support for special events; maintains Antivenin Bank and administers the anti-venom program; oversees ocean rescue services; provides advanced emergency medical services training, certification maintenance, and hospital liaison services</li> </ul> <p style="text-align: center;"> <u>FY 10-11</u>                      <u>FY 11-12</u>  2,060                                      1,959 </p>	
<p style="text-align: center;"><b><u>BUDGET/PLANNING/GRANTS/FACILITIES/ADMINISTRATION</u></b></p> <ul style="list-style-type: none"> <li>Oversees capital project development; manages fiscal operations including capital and grants management, directs strategic and organizational planning projects; administers off-duty services; and provides facilities maintenance and construction</li> <li>Directs human resources activities; maintains medical records; functions as liaison with elected officials and County administrative offices; oversees policy and procedures development; maintains departmental records; oversees public affairs, management information and computer systems; and oversees procurement management</li> </ul> <p style="text-align: center;"> <u>FY 10-11</u>                      <u>FY 11-12</u>  149                                      113 </p>		<p style="text-align: center;"><b><u>EMERGENCY MANAGEMENT</u></b></p> <ul style="list-style-type: none"> <li>Provides overall leadership, management, and coordination of the Division; manages the County's emergency operations; plans, coordinates, and implements disaster preparedness, response, recovery, and mitigation programs for the entire County, inclusive of all of its municipalities</li> </ul> <p style="text-align: center;"> <u>FY 10-11</u>                      <u>FY 11-12</u>  20                                      17 </p>	

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12
<b>Revenue Summary</b>				
General Fund Countywide	26,908	27,174	31,105	24,785
Interest Earnings	900	311	200	200
Miscellaneous	690	778	1,038	780
Miscellaneous Revenues	9	10	0	0
Other	19	17,085	0	0
Public Health Trust	900	900	0	0
Aviation Transfer	18,382	19,048	19,905	18,217
Carryover	26,358	41,363	31,409	8,487
Contract Service	309	309	309	315
Fees for Services	41,044	37,990	36,725	40,225
Fire Ad Valorem District Tax	307,779	270,494	278,153	255,892
Rental of Office Space	665	675	33	33
State Grants	177	1,415	1,374	771
Federal Grants	4,819	7,328	5,721	7,436
Reimbursements from Departments	4,228	4,295	4,328	4,328
Reimbursements from Outside Agencies	0	0	1,500	0
<b>Total Revenues</b>	<b>433,187</b>	<b>429,175</b>	<b>411,800</b>	<b>361,469</b>

### Operating Expenditures

#### Summary

Salary	236,879	232,569	236,320	211,809
Fringe Benefits	91,002	90,603	100,418	82,452
Court Costs	11	0	11	12
Contractual Services	10,210	7,446	12,831	11,967
Other Operating	25,790	25,318	31,900	22,204
Charges for County Services	13,726	23,170	19,623	20,658
Grants to Outside Organizations	1,631	2,525	1,233	1,666
Capital	6,049	12,269	4,264	5,241
<b>Total Operating Expenditures</b>	<b>385,298</b>	<b>393,900</b>	<b>406,600</b>	<b>356,009</b>

### Non-Operating Expenditures

#### Summary

Transfers	168	157	129	129
Distribution of Funds In Trust	0	0	0	0
Debt Service	5,337	5,444	4,421	4,421
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	650	910
<b>Total Non-Operating Expenditures</b>	<b>5,505</b>	<b>5,601</b>	<b>5,200</b>	<b>5,460</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 10-11	Adopted FY 11-12	Budget FY 10-11	Adopted FY 11-12
<b>Strategic Area: Public Safety</b>				
Administration	21,716	18,180	94	57
Emergency Management	7,746	8,263	20	17
Support Services	45,456	44,556	157	142
Suppression and Rescue	310,021	263,121	2,164	2,053
Technical/Support Services	19,037	18,650	149	146
Training	2,624	3,239	16	17
<b>Total Operating Expenditures</b>	<b>406,600</b>	<b>356,009</b>	<b>2,600</b>	<b>2,432</b>

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Actual FY 10-11	Budget FY 11-12
Advertising	20	0	11	0	9
Fuel	2,469	2,939	4,273	3,794	3,920
Overtime	14,209	14,073	14,115	16,832	11,491
Rent	1,173	1,283	899	790	1,082
Security Services	566	445	633	588	588
Temporary Services	968	1,068	878	921	928
Travel and Registration	249	63	244	120	160
Utilities	2,246	1,969	2,502	2,228	2,308

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 10-11	Adopted Fee FY 11-12	Dollar Impact FY 11-12
<ul style="list-style-type: none"> <li>Fees for Advance Life Support (ALS) Level 1 emergency medical transportation</li> <li>Fees for Basic Life Support (BLS) emergency medical transportation</li> <li>Fees for Advance Life Support (ALS) Level 2 emergency medical transportation</li> </ul>	<p>\$600</p> <p>\$500</p> <p>\$800</p>	<p>\$800</p> <p>\$800</p> <p>\$900</p>	<p>\$1,222,000</p> <p>\$1,312,000</p> <p>\$60,000</p>

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
<b>Revenue</b>									
Fire Impact Fees	9,127	1,729	1,800	2,629	1,371	1,300	1,300	0	19,256
2006 Sunshine State Financing	11,456	0	0	0	0	0	0	0	11,456
BBC GOB Future Financing	0	0	0	0	0	0	0	1,375	1,375
BBC GOB Series 2005A	40	0	0	0	0	0	0	0	40
BBC GOB Series 2008B	15	0	0	0	0	0	0	0	15
BBC GOB Series 2008B-1	39	0	0	0	0	0	0	0	39
BBC GOB Series 2011A	31	0	0	0	0	0	0	0	31
Capital Asset Series 2002 Bond Proceeds	443	0	0	0	0	0	0	0	443
Capital Asset Series 2002 Interest	89	0	0	0	0	0	0	0	89
Capital Asset Series 2004A Bond Proceeds	2,300	0	0	0	0	0	0	0	2,300
Capital Asset Series 2004A Interest	124	0	0	0	0	0	0	0	124
Capital Asset Series 2004B Bond Proceeds	18,000	0	0	0	0	0	0	0	18,000
Capital Asset Series 2004B Interest	1,085	0	0	0	0	0	0	0	1,085
Total:	42,749	1,729	1,800	2,629	1,371	1,300	1,300	1,375	54,253
<b>Expenditures</b>									
<b>Strategic Area: Public Safety</b>									
Facility Improvements	3,337	163	0	745	1,000	1,000	2,021	1,300	9,566
Fire Station Renovation	2,094	1,464	0	0	0	0	0	0	3,558
Fire Station Replacement	5,718	765	43	0	0	0	0	0	6,526
New Fire Stations	5,600	5,105	1,847	1,097	0	0	0	0	13,649
Ocean Rescue Facilities	125	0	0	0	0	0	0	1,375	1,500
Telecommunications Facilities	18,954	500	0	0	0	0	0	0	19,454
Total:	35,828	7,997	1,890	1,842	1,000	1,000	2,021	2,675	54,253

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

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### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- FY 2011-12 Adopted Capital Budget and Multi-Year Plan programmed capital expenditures include: continued construction of Palmetto Bay Fire Rescue Station (\$1.55 million) and Miami Lakes West Fire Rescue Station (\$780,000), funded with Fire Impact Fees; station renovations (\$1.464 million), construction of Homestead Fire Rescue Station (\$354,000), construction of Model Cities Fire Rescue Station (\$411,000), and completion of Coconut Palm Fire Rescue Station (\$1.517 million), funded with Sunshine State Financing and Fire Impact Fees; completion of Doral North Fire Rescue Station (\$1.258 million) and UHF system replacement (\$500,000), funded with 2002 and 2004A Capital Asset Acquisition Bond proceeds; and expansion of West Miami Fire Station (\$163,000) funded with Capital Asset Series 2002 interest and Fire Impact Fees; all the units to be assigned to these new stations are currently in service at other stations or at temporary locations

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ADMINISTRATION

The Administration Division provides leadership and direction and formulates departmental policy.

- Oversees policy and procedures development
- Directs human resources activities including recruitment programs
- Functions as liaison with elected officials and County administrative offices
- Oversees procurement management
- Oversees management information and computer systems

### Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Ensure proper staffing and reduce unscheduled overtime	Full-time positions filled	IN	↔	2,619	2,553	2,570	2,419	2429

### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2011-12 Adopted Budget includes one Grant Administrator position added as an overage during FY 2010-11 and the elimination of nine administrative positions associated with the Wellness Center
- *The FY 2011-12 Adopted Budget includes the elimination of 38 additional civilian positions throughout the department; the reduction will hamper the ability to provide supervisory, administrative clerical and support to the department (\$2.695 million)*
- *The Department's FY 2011-12 Adopted Budget includes the elimination of 11 non-sworn positions associated with administrative and clerical support functions (\$1.090 million)*

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: TECHNICAL/SUPPORT SERVICES

The Technical/Support Services Division provides fire prevention and public education programs; provides recruit, in-service, and career-long training to MDFR employees; ensures compliance with state and federally mandated standards; oversees communications activities; and maintains heavy vehicle fleet.

- Provides career development and advanced firefighting training
- Directs fire prevention and building and alarm inspections
- Oversees warehouse and supply logistics
- Oversees motor pool operation, maintenance, and replacement
- Dispatches emergency and non-emergency calls for service
- Administers the Probationary Development Office and Driver Certification Program

### Strategic Objectives - Measures

- PS2-2: Improve effectiveness of outreach and response

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Reduce property loss and destruction	Fire plans reviewed	OP	↔	14,533	15,889	14,705	16,781	14,700
	Life safety inspections completed *	OP	↔	59,585	73,524	69,623	70,123	69,612
	Percentage of fire plans reviewed within 9 business days of submission	EF	↑	100%	100%	100%	99.5%	100%
	Average number of certificate of occupancy inspections per inspector	EF	↑	1,065	1,168	1,122	1,135	1,122
	Certificate of occupancy inspections completed	OP	↔	13,413	11,486	11,448	13,619	12,000

\*In FY 2011-12, MDFR plans to have completely implemented the Fire Inspection Permitting System (FIPS), which will allow inspectors to complete inspections real-time via a tough book

### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2011-12 Adopted Budgets includes the elimination of two Quality Assurance Specialist positions (\$310,000); it was determined that two remaining QA Specialists were sufficient to comply with reviews of 911 call takers; the two positions will be funded by Miami-Dade Police department through 911 fees
- The FY 2011-12 Adopted Budget includes the elimination of seven non-sworn full-time positions and two part-time positions associated with support functions (\$528,000); the reductions of these maintenance and logistics positions will reduce the timeliness of station repairs and impact administrative support
- The Department's FY 2011-12 Adopted Budget includes the elimination of one non-sworn position associated with training (\$91,000), which will reduce the Training Division's ability to develop and address training curriculum

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: SUPPRESSION AND RESCUE

The Suppression and Rescue Division provides fire suppression and rescue services.

- Performs specialized protection services such as hazardous materials, water rescue, marine firefighting, and technical rescue training; maintains Antivenin Bank and administers the anti-venom program; oversees ocean rescue services
- Provides rescue transport, air rescue transport, and medical services to the public
- Oversees Airport fire and rescue services and employee training activities
- Performs safety surveys and firefighting and rescue demonstrations
- Oversees Port of Miami fire and rescue services and employee training activities
- Provides Fire Department personnel and equipment support for special events

#### Strategic Objectives - Measures

- PS2-1: Reduce response time

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Reduce MDRF response time	Fire rescue calls	IN	↔	235,302	234,534	239,000	237,062	242,000
	Average response time to life-threatening calls within the urban development boundary (in minutes)*	OC	↓	7.53	7.58	8.00	8.05	8.15
	Average response time to structure fires within the urban development boundary (in minutes)*	OC	↓	6.37	6.25	6.45	6.40	7.00
	Average fire rescue dispatch time (in seconds)**	EF	↓	46	43	40	40	40
	Life-threatening calls received by MDRF ***	IN	↔	124,383	140,638	125,000	142,358	147,000
	Fire suppression calls received by MDRF ***	IN	↔	25,603	23,829	28,000	22,677	24,000

\* Average response time target increased due to traffic congestion and expansion of coverage area without adding fire stations

\*\* Average fire rescue dispatch time target for FY 2010-11 remains at 40 seconds to reflect full implementation of the Automatic Vehicle Locator (AVL) dispatch system

\*\*\* Life-threatening calls and fire suppression calls are a subset of fire rescue calls

- PS2-2: Improve effectiveness of outreach and response

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Improve response time to incidents occurring in waterways or shorelines	Fireboat Missions	OP	↔	316	352	300	305	280
	Potentially hazardous situations prevented at Crandon and Haulover parks	OP	↔	46,359	37,180	49,900	56,820	49,900

\*Effective October, 2011 Fire Boat 2, operating out of Haulover Marina, was removed from service. Effective November, 2011, Fire Boat 1, located at the Port of Miami, was relocated to Haulover Marina and tended by the rescue crew from the new Bay Harbour Fire-Rescue Station 76. It is anticipated that the fireboat will be relocated to a dock in the vicinity of Station 76 during the fiscal year.



## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

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### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- *The Department's FY 2011-12 Adopted Budget includes eliminating 24 vacant firefighter overage positions approved during the FY 2010-11 Budget and the elimination of 29 unfunded sworn positions*
- *The Department's FY 2011-12 Adopted Budget includes reductions in activities of Countywide significance including elimination of four Fire dispatchers positions and one Officer in Charge position (\$590,000), which will delay implementation of additional channels that would enhance radio communications in the southern part of the County; line item reductions (\$24,000) in Communications Division; Ocean Rescue elimination of two Ocean Rescue Lifeguards (\$130,000), reduction of working hours by ten percent during off-peak months (\$126,000), and other line item reductions (\$248,000) in Ocean Rescue; overtime reduction (\$95,000) and other line item reductions (\$241,000) in Air Rescue*
- *The Department's FY 2011-12 Adopted Budget includes the elimination of 36 sworn positions assigned to the two fire boats*
- *\$4.498 million) and three positions in the Marine Operations Bureau (\$443,000); MDFR will cross train the crews with the units at the Port of Miami and in Bay Harbor to tender Fire Boat 1 and Fire Boat 2*
- *The Department's FY 2011-12 Adopted Budget includes eliminating one vacant helicopter pilot position and two vacant helicopter co-pilot positions approved as temporary overages during the FY 2010-11 Budget to allow for adequate training time for newly hired personnel*
- *The FY 2011-12 Adopted Budget includes the elimination of two administrative support positions associated with the provision of services to Miami-Dade Aviation Department (\$115,000); the reductions of these clerical positions will reduce administrative support provided to the uniform personnel at MDFR stations at Miami International Airport*

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: EMERGENCY MANAGEMENT

The Office of Emergency Management provides overall leadership, management, and coordination of the County's emergency operations, community disaster preparedness, and government response programs.

- Manages and develops the Comprehensive Emergency Management Plan (CEMP), other specialized emergency/disaster plans (terrorism, Turkey Point, pandemic illnesses, etc), and inter-agency agreements.
- Conducts outreach activities and training programs for County employees, volunteers, and the general public.
- Maintains and operates the countywide Emergency Operations Center (EOC), that brings county agencies and partners under one roof to coordinate the actions necessary to manage a disaster.
- Coordinates disaster response and recovery programs, such as evacuation, sheltering, damage assessment, debris clearance, financial assistance, critical facility and infrastructure restoration, sustained mass care, and business/economic recovery and redevelopment.
- Coordinates mitigation activities, such as the Local Mitigation Strategy and Urban Area Security Initiative.
- Manages Continuity of Operations Program to ensure critical County services are prioritized, maintained, and restored following an emergency or disaster.

### Strategic Objectives - Measures

- PS3-2: Increase countywide preparedness

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Improve public and partner communication	Continuity of Operations Plan submissions by County departments	OP	↔	42	46	46	51	27

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Increase community awareness and preparedness	Emergency shelter spaces available*	OP	↔	85,484	90,408	79,000	92,792	79,000
	Emergency Evacuation Assistance Program registrants	OC	↑	2,554	2,368	2,600	2,263	2,500
	New Community Emergency Response Team (CERT) members trained	OP	↔	130	135	150	129	150
	Emergency shelter spaces available for special needs	OP	↔	3,000	3,000	3,000	3,000	3,000
	Miami-Dade Alerts System subscribers	OP	↔	120,000	261,168	120,000	252,948	280,000
	Percentage of County departments with compliant Continuity of Operations Plans (COOP)***	OP	↔	46%	76%	80%	88%	80%

\*Target values are derived from ranges mandated by State of Florida, Division of Emergency Management (69,192 for 2008 and 72,980 for 2013); target for FY 2011-12 is based on Department estimates and exceeds State mandate; actual values calculated based on State formula of square feet per person using countywide square footage available, not physical units of space

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Ensure readiness of healthcare facilities	Plans reviewed for medical facilities	OP	↔	1,244	1,295	1,300	1,117	1,600

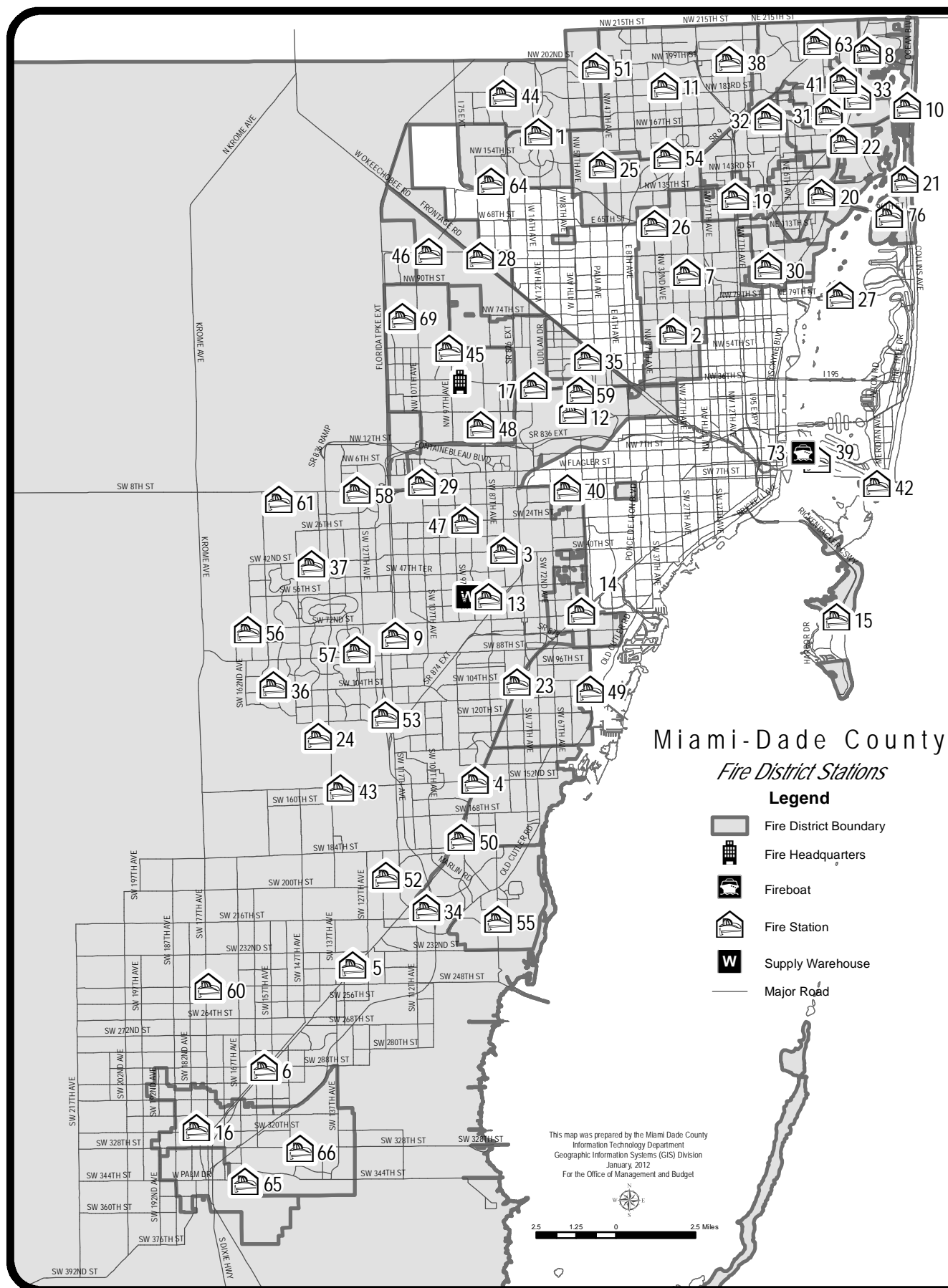
## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- *The FY 2011-12 Adopted Budget includes the elimination of a Public Information Officer, an External Affairs Coordinator, and an Administrative Secretary, which coupled with a significant change in the funding model limits OEM's ability to support the County's disaster programs*

#### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Provide funding to purchase vehicles for the Heavy Fleet Replacement Program	\$5,100	\$0	0
Reinstate Fire Boat 2	\$0	\$2,471	18
Reinstate Fire Boat 1	\$0	\$2,895	18
Issue \$50 million in new bonds to fund construction of new fire rescue stations, renovate/expand existing MDRF facilities and acquire land for future fire rescue stations	\$0	\$11,100	0
Hire 189 firefighters to staff 13 new fire rescue units/services throughout Miami-Dade County	\$0	\$14,294	189
Provide quality service and meet ALS requirements for special events venues by replacing dated equipment as well as refurbishing six rescue units and procuring a dedicated van	\$1,314	\$0	0
Safeguard County assets and enhance employee safety and well being by installing automatic gates and fences at 20 fire rescue stations throughout Miami-Dade County	\$144	\$0	0
Procure critical equipment essential to delivery of fire rescue services	\$229	\$0	0
Hire one Mobile Computer Unit Coordinator in the Communications Division	\$6	\$72	1
Reinstate critical public education services and key administrative functions by hiring two sworn and seven civilian positions	\$48	\$617	9
Maximize the classroom and training facilities at the new MDRF complex by hiring four Trainers	\$24	\$306	4
Ensure continuous availability of front-line response units and equipment by hiring three critical support positions	\$18	\$230	3
Ensure continuity of marine operations by procuring a spare fireboat, replacing rigid hull boats and hiring a mechanic for ongoing repair and maintenance of water craft fleet	\$1,806	\$58	1
Increase maintenance and repair by hiring nine trade positions to provide daily and routine maintenance at 70 MDRF facilities throughout the County; safeguard County assets by hiring three guards to provide security for MDRF Headquarters and Training Complex	\$54	\$581	12
Provide continuity of medical services and oversight by hiring one Emergency Medical Services Supervisor, two Emergency Medical Services Captains and one Emergency Medical Dispatch Quality Assurance Specialist II Captain	\$12	\$317	4
Decrease span of control to comply with fire rescue industry standards by hiring one Lieutenant, three Central Division Chiefs, and five Chiefs for the 15th Battalion	\$54	\$1,271	9
Reinstate seven full-time and two part-time non-sworn positions to provide administrative support to department	\$0	\$396	7
<b>Total</b>	<b>\$8,809</b>	<b>\$34,608</b>	<b>275</b>



# FY 2011 - 12 Adopted Budget and Multi-Year Capital Plan

## Miami-Dade Fire Rescue

1	Miami Lakes 16699 NW 67 Ave, Miami Lakes 33014	38	4200 SW 142 Ave, Miami-Dade 33175 Golden Glades
2	Model Cities 6460 NW 27 Ave, Miami-Dade 33147	39	575 NW 199 St, Miami-Dade 33169 Port Of Miami
3	Tropical Park 3911 SW 82 Ave, Miami-Dade 33155	40	1303 Africa Way, Miami 33132 West Miami
4	Coral Reef 9201 SW 152 St, Miami-Dade 33157	41	975 SW 62 Ave, West Miami 33144 North Division
5	Goulds 13150 SW 238 St, Miami-Dade 33032	42	2270 NE Miami Gardens Dr, Miami-Dade 33180 Fisher Island
6	Modello 15890 SW 288 St, Miami-Dade 33033	43	65 Fisher Island Dr, Miami-Dade 33109 Richmond
7	West Little River 9350 NW 22 Ave, Miami-Dade 33147	44	13390 SW 152 St, Miami-Dade 33177 Palm Springs North
8	Aventura 2900 NE 199 St, Aventura 33180	45	7700 NW 186 St, Miami-Dade 33015 Doral
9	Kendall 7777 SW 117 Ave, Miami-Dade 33183	46	9710 NW 58 St, Doral 33178 Medley
10	Village of Sunny Isles 175 172 St, Sunny Isles Beach 33160	47	10200 NW 116 Way, Medley 33178 Westchester
11	Carol City 18705 NW 27 Ave, Miami-Dade 33056	48	9361 SW 24 St, Miami-Dade 33165 Fountainebleau
12	Airport NW 42 Ave / NW 21 St, Miami-Dade 33122	49	8825 NW 18 Ter, Miami-Dade 33172 Pinecrest
13	East Kendall 6000 SW 87 Ave, Miami-Dade 33173	50	10850 SW 57 Ave, Pinecrest 33156 Perrine
14	South Miami 5860 SW 70 St, South Miami 33143	51	9798 E Hibiscus St, Miami-Dade 33157 Honey Hill
15	Key Biscayne 2 Crandon Blvd, Miami-Dade 33149	52	4775 NW 199 St, Miami-Dade 33055 South Miami Heights
16	Homestead 325 NW 2 St, Homestead 33030	53	12105 Quail Roost Dr, Miami-Dade 33177 Turnpike
17	Virginia Gardens 7050 NW 36 St, Miami-Dade 33166	54	11600 SW Turnpike Hwy, Miami-Dade 33186 Bunche Park
19	North Miami West 650 NW 131 St, North Miami 33168	55	15250 NW 27th Ave, Miami-Dade 33054 Saga Bay
20	North Miami East 13000 NE 16 Ave, North Miami 33161	56	21501 SW 87th Ave, Miami-Dade 33189 West Sunset
21	Haulover Beach 10500 Collins Ave, Miami-Dade 33154	57	16250 SW 72 St, Miami-Dade 33193 West Kendall
22	Interama 15655 Biscayne Blvd, North Miami 33160	58	8501 SW 127 Ave, Miami-Dade 33183 Tamiami
23	Kendall South 7825 SW 104 St, Miami-Dade 33156	59	12700 SW 6 St, Miami-Dade 33184 Airport North Side
24	Air Rescue 14150 SW 127 St, Miami-Dade 33186	60	5680 NW 36 St, Miami Springs 33166 Redland
25	Opa Locka Airport 4600 NW 148 St, Opa-Locka 33054	61	17605 SW 248 St, Miami-Dade 33031 Trail
26	Opa Locka 3190 NW 119 St, Miami-Dade 33167	63	15155 SW 10 St Miami-Dade 33194 Highland Oaks
27	North Bay Village 7903 East Dr, North Bay Village 33141	64	1655 NE 205 St, Miami-Dade 33179 Miami Lakes West
28	Hialeah Gardens 10350 NW 87 Ave, Hialeah Gardens 33016	65	8205 Commerce Way, Miami Lakes 33016 East Homestead
29	Sweetwater 351 SW 107 Ave, Sweetwater 33174	66	1350 SE 24 St, Homestead 33035 Village Of Homestead
30	Miami Shores 9500 NE 2 Ave, Miami Shores 33138	69	3100 SE 8 St, Homestead 33033 Doral North
31	Sun Ray 17050 NE 19 Ave, North Miami Beach 33162	73	11151 NW 74 St, Doral 33178 Fireboat
32	Uleta 16899 NE 3 Ct, North Miami Beach 33162	76	975 N America Way, Miami 33132 Bay Harbor
33	Aventura 2601 Pointe East Dr, Aventura 33160		1165 95 St, Bay Harbor 33154
34	Cutler Ridge 10850 SW 211 St, Miami-Dade 33189		
35	Miami Springs 201 Westward Dr, Miami Springs 33166		
36	Hammocks 10001 Hammocks Blvd, Miami-Dade 33196		
37	West Bird		

