

## FY 2012 - 13 Proposed 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 29 municipalities.

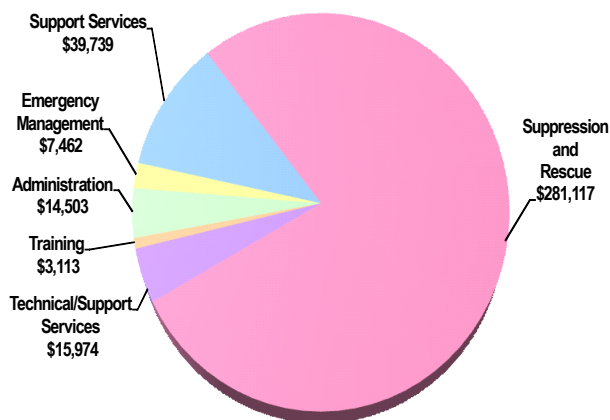
MDFR's commitment to protecting people, property, and the environment aligns with goals of the Public Safety strategic area. In addition, MDFR provides emergency air transport service within Miami-Dade County to state-approved trauma centers. Additional specialty units are dedicated to airport and seaport 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.

The Office of Emergency Management (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.

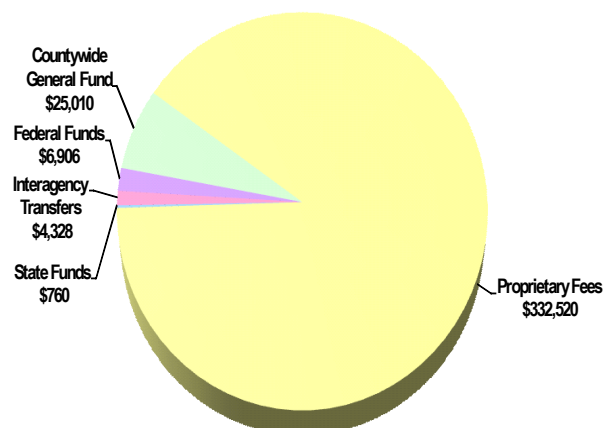
MDFR is accredited by the Commission on Fire Accreditation International (CFAI), which is part of the Center for Public Safety Excellence, Inc. The department is one of only 143 agencies to achieve International Accreditation Agency status by CFAI and is now the largest accredited fire-rescue department in the Southeast and the second largest in the Nation. Additionally, the Office of Emergency Management is accredited through the Emergency Management Accreditation Program, an affiliate of the Council of State Governments, and is one of only 41 jurisdictions nationwide and three in the State of Florida to achieve that status.

### FY 2012-13 Proposed Budget

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



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



## FY 2012 - 13 Proposed 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; and oversees public affairs</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>                      <u>FY 12-13</u>  9                                      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; administers off-duty services by providing Fire Department personnel and equipment support for special events; provides facilities maintenance and construction; management information and computer systems; and dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>                      <u>FY 12-13</u>  331                                      295 </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 (TRT); performs safety surveys, and firefighting and rescue demonstrations; oversees Airport and Seaport fire and rescue services and employee training activities; 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 11-12</u>                      <u>FY 12-13</u>  1,962                                      2060 </p>	
<p style="text-align: center;"><b><u>BUDGET/PLANNING/GRANTS/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; directs human resources activities; maintains medical records; functions as liaison with elected officials and County administrative offices; maintains departmental records; develops recruitment programs; and oversees procurement management</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>                      <u>FY 12-13</u>  113                                      50 </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</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>                      <u>FY 12-13</u>  17                                      17 </p>	

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	27,174	30,207	24,785	25,010
Interest Earnings	311	217	200	80
Miscellaneous	778	969	780	1,019
Miscellaneous Revenues	10	0	0	0
Other	17,085	0	0	0
Public Health Trust	900	0	0	0
Aviation Transfer	19,048	19,650	18,217	19,835
Carryover	41,363	12,966	8,487	11,242
Contract Service	309	309	315	630
Fees for Services	37,990	44,085	40,225	41,415
Fire Ad Valorem District Tax	270,494	274,942	255,892	258,594
Rental of Office Space	675	535	33	53
State Grants	1,415	77	771	760
Federal Grants	7,328	4,518	7,436	6,906
Reimbursements from Departments	4,295	4,187	4,328	4,328
<b>Total Revenues</b>	<b>429,175</b>	<b>392,662</b>	<b>361,469</b>	<b>369,872</b>

### Operating Expenditures

<b>Summary</b>				
Salary	232,569	234,799	211,809	223,970
Fringe Benefits	90,603	93,833	82,452	82,057
Court Costs	0	2	12	8
Contractual Services	7,446	7,200	11,967	9,809
Other Operating	25,318	27,660	22,204	25,212
Charges for County Services	23,170	16,519	20,658	16,807
Grants to Outside Organizations	2,525	853	1,666	540
Capital	12,269	5,390	5,241	3,505
<b>Total Operating Expenditures</b>	<b>393,900</b>	<b>386,256</b>	<b>356,009</b>	<b>361,908</b>

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	157	0	129	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	5,444	3,227	4,421	4,264
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	910	3,700
<b>Total Non-Operating Expenditures</b>	<b>5,601</b>	<b>3,227</b>	<b>5,460</b>	<b>7,964</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Public Safety</b>				
Administration	18,180	14,503	57	64
Emergency Management	8,263	7,462	17	17
Support Services	44,556	39,739	142	144
Suppression and Rescue	263,121	281,117	2,053	2,051
Technical/Support Services	18,650	15,974	146	137
Training	3,239	3,113	17	18
<b>Total Operating Expenditures</b>	<b>356,009</b>	<b>361,908</b>	<b>2,432</b>	<b>2,431</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	0	0	9	0	3
Fuel	2,939	3,794	3,920	3,351	4,018
Overtime	14,073	16,832	11,491	13,481	12,360
Rent	1,283	790	1,082	1,122	992
Security Services	445	588	588	406	381
Temporary Services	1,068	921	928	819	668
Travel and Registration	63	120	160	97	123
Utilities	1,969	2,228	2,308	2,278	2,310

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Fire Impact Fees	7,966	1,400	1,300	1,429	1,300	1,300	0	0	14,695
Impact Fees - Interest Earnings	750	0	0	0	0	0	0	0	750
2006 Sunshine State Financing	5,503	0	0	0	0	0	0	0	5,503
BBC GOB Future Financing	0	0	0	0	0	0	1,375	0	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 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
Vendor Financing	0	11,760	0	0	0	0	0	0	11,760
Operating Revenue	0	1,250	0	0	0	0	0	0	1,250
Total:	33,429	14,410	1,300	1,429	1,300	1,300	1,375	0	54,543
<b>Expenditures</b>									
<b>Strategic Area: Public Safety</b>									
Facility Improvements	1,200	400	745	1,000	1,000	1,300	555	0	6,200
Fire Station Renovation	0	1,472	1,472	0	0	0	0	0	2,944
Future Capital Projects	0	750	1,250	0	0	0	0	0	2,000
New Fire Stations	2,247	4,231	3,110	1,097	0	0	0	0	10,685
Ocean Rescue Facilities	125	0	0	0	0	0	1,375	0	1,500
Telecommunications Equipment	0	5,880	5,880	0	0	0	0	0	11,760
Telecommunications Facilities	19,454	0	0	0	0	0	0	0	19,454
Total:	23,026	12,733	12,457	2,097	1,000	1,300	1,930	0	54,543

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan programmed capital expenditures include: continued construction of new Fire Rescue stations, including Coconut Palm (\$1.198 million), funded by Sunshine State Financing, and Miami Lakes West (\$1.502 million) and Palmetto Bay (\$1.531 million), funded by Fire Impact Fees; Fire Rescue station renovations (\$1.472 million), funded by Sunshine State Financing; facility improvements (\$400,000), funded by Fire Impact Fees; and fire apparatus replacement (\$750,000), funded by Fire Impact Fee Interest
- In FY 2012-13, the Department will commence the UHF Narrowbanding project (\$11.760 million), funded by a ten-year lease financing agreement with the vendor; the project is necessary to comply with the Federal Communications Commission's (FCC) mandate for all public safety radio systems to operate with 12.5 kHz efficiency technology

## FY 2012 - 13 Proposed 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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure proper staffing and reduce unscheduled overtime	Full-time positions filled	IN	↔	2,553	2,419	2,429	2,358	2,431

### 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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Reduce property loss and destruction	Fire plans reviewed	OP	↔	15,889	16,781	14,700	16,881	16,700
	Life safety inspections completed	OP	↔	73,524	70,123	69,612	68,316	69,000
	Percentage of fire plans reviewed within 9 business days of submission	EF	↑	100%	99%	100%	99%	100%
	Average number of certificate of occupancy inspections per inspector	EF	↑	1,168	1,135	1,122	1,632	1,650
	Certificate of occupancy inspections completed	OP	↔	11,486	13,619	12,000	14,467	13,000

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes funding for two Quality Assurance Specialists for review of 911 calls; the two positions will be funded by Miami-Dade Police Department through 911 fees (\$144,000)

### **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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Reduce MDFR response time	Fire rescue calls	IN	↔	234,534	237,062	242,000	235,596	235,975
	Average response time to life-threatening calls within the urban development boundary (in minutes)*	OC	↓	7.58	8.05	8.15	8.11	8.15
	Average response time to structure fires within the urban development boundary (in minutes)*	OC	↓	6.25	6.40	7.00	6.37	7.00
	Average fire rescue dispatch time (in seconds)	EF	↓	43	40	40	49	45
	Life-threatening calls received by MDFR **	IN	↔	140,638	142,358	147,000	141,456	141,880
	Fire suppression calls received by MDFR **	IN	↔	23,829	22,677	24,000	21,516	20,715

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

\*\* 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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve response time to incidents occurring in waterways or shorelines	Fireboat Missions	OP	↔	352	305	280	219	200
	Potentially hazardous situations prevented at Crandon and Haulover parks	OP	↔	37,180	56,820	49,900	45,000	44,000

## FY 2012 - 13 Proposed 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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase community awareness and preparedness	Emergency shelter spaces available*	OP	↔	90,408	92,792	79,000	85,000	85,000
	Emergency Evacuation Assistance Program registrants	OC	↑	2,368	2,263	2,500	2,300	2,500
	New Community Emergency Response Team (CERT) members trained	OP	↔	135	129	150	90	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	↔	261,168	252,948	280,000	280,000	280,000
	Percentage of County departments with compliant Continuity of Operations Plans (COOP)	OP	↔	76%	88%	80%	80%	80%

\*Shelter spaces exceed minimum standard mandated by State of Florida, Division of Emergency Management (72,980 for 2013)

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure readiness of healthcare facilities	Plans reviewed for medical facilities	OP	↔	1,295	1,117	1,600	1,200	1,400



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

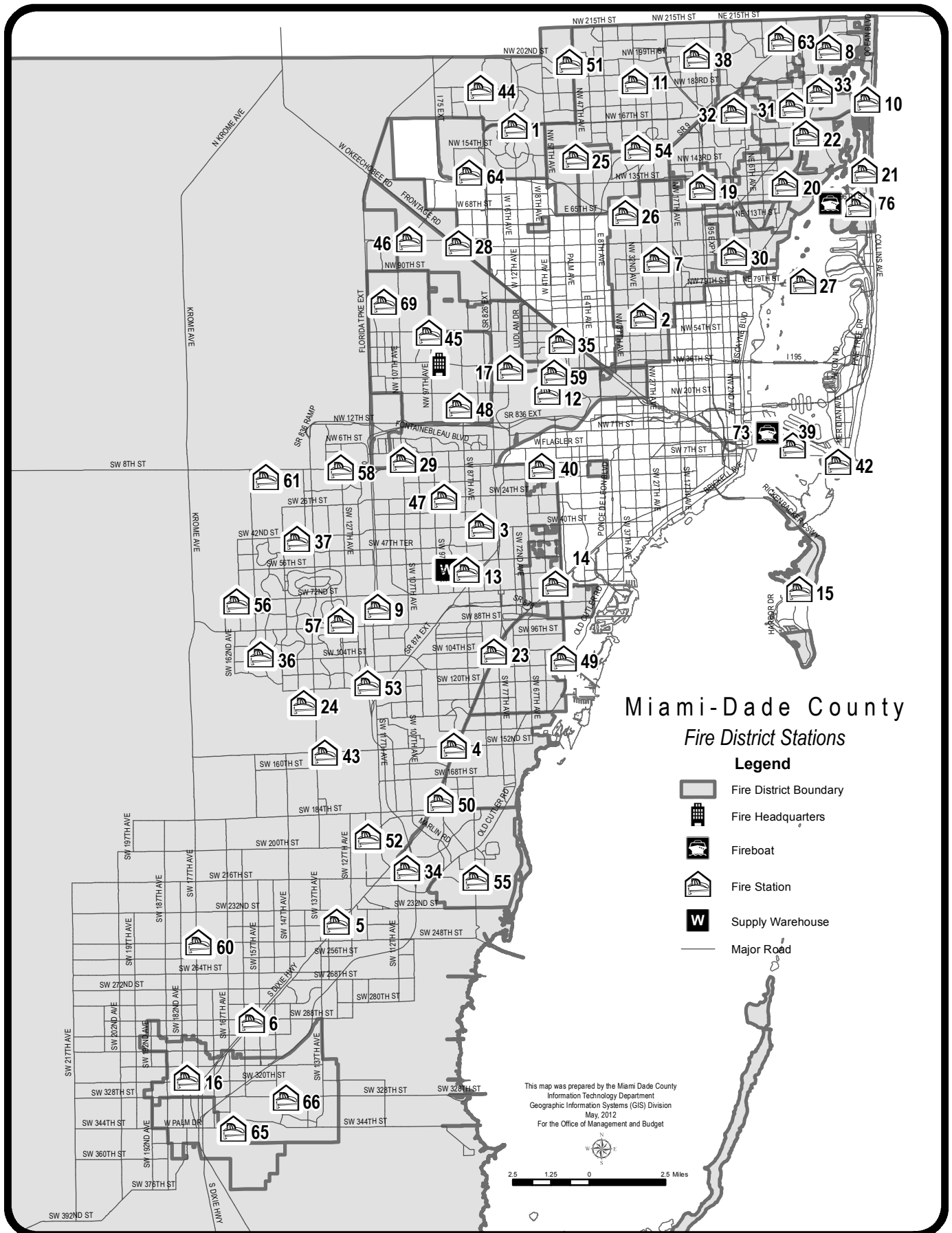
### ADDITIONAL INFORMATION

- In FY 2011-12 the Department relocated the Communications Division to the MDRF headquarters complex utilizing Urban Area Security Initiative grant funds (\$1.8 million) and 2009 Capital Asset Acquisition Bond proceeds (\$2.6 million); this project relocated fire rescue dispatch operations to the Doral area; the previous location 5680 SW 87th Avenue will remain as a back-up facility
- As part of the Department's reorganization plan, the FY 2012-13 Proposed Budget includes the elimination of a vacant Administrative Officer 1 position in the Budget Bureau

### 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
Assign full time crew to Fire Boat 1	\$0	\$2,471	18
Assign full-time crew to Fire Boat 2	\$0	\$2,471	18
Hire 189 firefighters to staff 13 new fire rescue units/services throughout Miami-Dade County	\$0	\$14,294	189
Provide quality service and meet Advanced Life Support (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>\$23,084</b>	<b>275</b>

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan



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## Miami-Dade Fire Rescue

1	Miami Lakes 16699 NW 67 Ave, Miami Lakes 33014	37	West Bird 4200 SW 142 Ave, Miami-Dade 33175
2	Model Cities 6460 NW 27 Ave, Miami-Dade 33147	38	Golden Glades 575 NW 199 St, Miami-Dade 33169
3	Tropical Park 3911 SW 82 Ave, Miami-Dade 33155	39	Port Of Miami 1303 Africa Way, Miami 33132
4	Coral Reef 9201 SW 152 St, Miami-Dade 33157	40	West Miami 901 SW 62 Ave, West Miami 33144
5	Goulds 13150 SW 238 St, Miami-Dade 33032	41	North Division 2270 NE Miami Gardens Dr, Miami-Dade 33180
6	Modello 15890 SW 288 St, Miami-Dade 33033	42	Fisher Island 65 Fisher Island Dr, Miami-Dade 33109
7	West Little River 9350 NW 22 Ave, Miami-Dade 33147	43	Richmond 13390 SW 152 St, Miami-Dade 33177
8	Aventura 2900 NE 199 St, Aventura 33180	44	Palm Springs North 7700 NW 186 St, Miami-Dade 33015
9	Kendall 7777 SW 117 Ave, Miami-Dade 33183	45	Doral 9710 NW 58 St, Doral 33178
10	Village of Sunny Isles 175 172 St, Sunny Isles Beach 33160	46	Medley 10200 NW 116 Way, Medley 33178
11	Carol City 18705 NW 27 Ave, Miami-Dade 33056	47	Westchester 9361 SW 24 St, Miami-Dade 33165
12	Airport NW 42 Ave / NW 21 St, Miami-Dade 33122	48	Fountainebleau 8825 NW 18 Ter, Miami-Dade 33172
13	East Kendall 6000 SW 87 Ave, Miami-Dade 33173	49	Pincrest 10850 SW 57 Ave, Pincrest 33156
14	South Miami 5860 SW 70 St, South Miami 33143	50	Perrine 9798 E Hibiscus St, Miami-Dade 33157
15	Key Biscayne 2 Crandon Blvd, Miami-Dade 33149	51	Honey Hill 4775 NW 199 St, Miami-Dade 33055
16	Homestead 325 NW 2 St, Homestead 33030	52	South Miami Heights 12105 Quail Roost Dr, Miami-Dade 33177
17	Virginia Gardens 7050 NW 36 St, Miami-Dade 33166	53	Turnpike 11600 SW Turnpike Hwy, Miami-Dade 33186
19	North Miami West 650 NW 131 St, North Miami 33168	54	Bunche Park 15250 NW 27th Ave, Miami-Dade 33054
20	North Miami East 13000 NE 16 Ave, North Miami 33161	55	Saga Bay 21501 SW 87th Ave, Miami-Dade 33189
21	Haulover Beach 10500 Collins Ave, Miami-Dade 33154	56	West Sunset 16250 SW 72 St, Miami-Dade 33193
22	Interama 15655 Biscayne Blvd, North Miami 33160	57	West Kendall 8501 SW 127 Ave, Miami-Dade 33183
23	Kendall South 7825 SW 104 St, Miami-Dade 33156	58	Tamiami 12700 SW 6 St, Miami-Dade 33184
24	Air Rescue 14150 SW 127 St, Miami-Dade 33186	59	Airport North Side 5680 NW 36 St, Miami Springs 33166
25	Opa Locka Airport 4600 NW 148 St, Opa-Locka 33054	60	Redland 17605 SW 248 St, Miami-Dade 33031
26	Opa Locka 3190 NW 119 St, Miami-Dade 33167	61	Trail 15155 SW 10 St Miami-Dade 33194
27	North Bay Village 7903 East Dr, North Bay Village 33141	63	Highland Oaks 1655 NE 205 St, Miami-Dade 33179
28	Hialeah Gardens 10350 NW 87 Ave, Hialeah Gardens 33016	64	Miami Lakes West 8205 Commerce Way, Miami Lakes 33016
29	Sweetwater 351 SW 107 Ave, Sweetwater 33174	65	East Homestead 1350 SE 24 St, Homestead 33035
30	Miami Shores 9500 NE 2 Ave, Miami Shores 33138	66	Village Of Homestead 3100 SE 8 St, Homestead 33033
31	Sun Ray 17050 NE 19 Ave, North Miami Beach 33162	73	Fireboat 975 N America Way, Miami 33132
32	Uleta 16899 NE 3 Ct, North Miami Beach 33162	76	Bay Harbor 1165 95 St, Bay Harbor 33154
33	Aventura 2601 Pointe East Dr, Aventura 33160		
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		

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

