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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Amended
Special Item No. 1

TO: Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners

DATE: September 4, 2008

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Resolution calling special election relating to the creation of uniform countywide fire and rescue services

Resolution No. R-959-08

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Dennis C. Moss.

R. A. Cuevas, Jr.
County Attorney

RAC/bw

MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners

DATE: September 4, 2008

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Amended Special Item No. 1

Please note any items checked.

_____	**"4-Day Rule" ("3-Day Rule" for committees) applicable if raised**
_____	**6 weeks required between first reading and public hearing**
_____	**4 weeks notification to municipal officials required prior to public hearing**
_____	**Decreases revenues or increases expenditures without balancing budget**
_____	**Budget required**
_____	**Statement of fiscal impact required**
_____	**Bid waiver requiring County Manager's written recommendation**
_____	**Ordinance creating a new board requires detailed County Manager's report for public hearing**
_____	**Housekeeping item (no policy decision required)**
✓	**No committee review**

Approved _____ Mayor

Veto _____

Override _____

Amended

Special Item No. 1

9-4-08

RESOLUTION NO. R-959-08

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 OF MIAMI, MIAMI BEACH, HIALEAH, CORAL GABLES, AND KEY BISCAYNE WHICH MAY PROVIDE FOR THEIR OWN FIRE AND RESCUE PROTECTION SERVICES

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. A countywide special election, to be held in conjunction with a general election, is hereby called and shall be held in Miami-Dade County, Florida on Tuesday, November 4, 2008, for the purpose of submitting to the qualified electors of Miami-Dade County the proposal for amendment to the Home Rule Charter in the form attached hereto and made a part hereof.

Section 2. Notice of such election shall be published in accordance with Section 100.342, Florida Statutes.

Section 3. The result of such election shall be determined by a majority of the qualified electors of Miami-Dade County voting upon the proposal. The polls at such election shall be open from 7:00 a.m. until 7:00 p.m. on the day of such election. All qualified electors of Miami-Dade County, Florida shall be entitled to vote at said election. The County registration books shall remain open at the Office of the Miami-Dade County Supervisor of Elections until

twenty-nine (29) days prior to the date of such election, at which time the registration books will close in accordance with the provisions of general election laws. The question shall appear on the ballot in substantially the following form:

COUNTY CHARTER AMENDMENT
CREATING UNIFORM COUNTYWIDE FIRE AND RESCUE SERVICE AND PRESERVING EXISTING CITY SERVICE

SHALL THE CHARTER BE AMENDED 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 OF MIAMI, MIAMI BEACH, HIALEAH, CORAL GABLES, AND KEY BISCAYNE WHICH MAY PROVIDE FOR FIRE AND RESCUE PROTECTION SERVICES IN THOSE CITIES?

YES ☐

NO ☐

Section 4. The form of the ballot shall be in accordance with the requirements of general election laws.

Section 5. Early voting shall be conducted in accordance with the requirements of general election laws.

Section 6. Absentee paper ballots may be used by qualified electors of Miami-Dade County for voting on this question. The form of such absentee ballot shall be in accordance with the requirements prescribed by general election laws.

Section 7. A sample ballot showing the manner in which the question or proposal aforesaid will appear at this election shall be published and provided in accordance with the applicable provisions of general election laws.

Section 8. This special election on the proposal aforesaid shall be held and conducted in accordance with applicable provisions of the general laws relating to elections and the

provisions of the Miami-Dade County Home Rule Charter. The County Mayor or his or her designee, the Finance Director, and the Clerk of the County Commission are hereby authorized and directed to take all appropriate actions necessary to carry into effect and accomplish the provisions of this resolution. This election shall be a nonpartisan election. Election officials in connection with this election shall be appointed in accordance with the provisions of general election laws.

Section 9. This election shall be canvassed by the County Canvassing Board, in accordance with the provisions of Section 3.07 of the Home Rule Charter.

The Prime Sponsor of the foregoing resolution is Commissioner Dennis C. Moss. It was offered by Commissioner **Dennis C. Moss**, who moved its adoption. The motion was seconded by Commissioner **Dorrin D. Rolle** and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman **aye**
Barbara J. Jordan, Vice-Chairman **aye**

Jose "Pepe" Diaz	**aye**	Audrey M. Edmonson	**aye**
Carlos A. Gimenez	**aye**	Sally A. Heyman	**aye**
Joe A. Martinez	**aye**	Dennis C. Moss	**aye**
Dorrin D. Rolle	**aye**	Natacha Seijas	**aye**
Katy Sorenson	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**		

The Chairman thereupon declared the resolution duly passed and adopted this 4th day of September, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **Kay Sullivan**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

William X. Candela
Oren Rosenthal

MIAMI-DADE COUNTY HOME RULE CHARTER

ARTICLE-6[1]

MUNICIPALITIES

* * *

>>SECTION 6.03. UNIFORM FIRE AND RESCUE PROTECTION SERVICES.
Notwithstanding any other provision of Article 6, the Board of County Commissioners shall provide for a uniform, countywide system of fire protection services for all incorporated and unincorporated areas of the county with the exception of the Cities of Miami, Miami Beach, Hialeah, Coral Gables, and Key Biscayne which may provide for fire and rescue protection services in those cities. The fire and rescue protection services of those cities may be transferred to the county as provided for in Section 1.01(a)(18).<<

SECTION 6.0[[~~3~~]] >>4<<. MUNICIPAL CHARTERS.
A. Except as provided in Section 5.04, any municipality in the county may adopt, amend, or revoke a charter for its own government or abolish its existence in the following manner. Its governing body shall, within 120 days after adopting a resolution or after the certification of a petition of ten percent of the qualified electors of the municipality, draft or have drafted by a method determined by municipal ordinance a proposed charter amendment, revocation, or abolition which shall be submitted to the electors of the municipalities. Unless an election occurs not less than 60 nor more than 120 days after the draft is submitted, the proposal shall be submitted at a special election within that time. The governing body shall make copies of the proposal available to the electors not less than 30 days before the election. Alternative proposals may be submitted. Each proposal approved by a majority of the electors voting on such proposal shall become effective at the time fixed in the proposal.
B. All municipal charters, amendments thereto, and repeals thereof shall be filed with the Clerk of the Circuit Court.

SECTION 6.0[[4]] >>5<<. CHANGES IN MUNICIPAL BOUNDARIES.
A. The planning director shall study municipal boundaries with a view to recommending their orderly adjustment, improvement, and establishment. Proposed boundary changes may be initiated by the Planning Advisory

[1]Words stricken through and/or [[double bracketed]] shall be deleted. Words underscored and/or >>double arrowed<< constitute the amendment proposed. Remaining provisions are now in effect and remain unchanged.

Board, the Board of County Commissioners, the governing body of a municipality, or by a petition of any person or group concerned.
B. The Board of County Commissioners, after obtaining the approval of the municipal governing bodies concerned, after hearing the recommendations of the Planning Advisory Board, and after a public hearing, may by ordinance effect boundary changes, unless the change involves the annexation or separation of an area of which more than 250 residents are electors, in which case an affirmative vote of a majority of those electors voting shall also be required. Upon any such boundary change any conflicting boundaries set forth in the charter of such municipality shall be considered amended.
C. No municipal boundary shall be altered except as provided by this Section.

SECTION 6.0[[~~5~~]] >>6<<. CREATION OF NEW MUNICIPALITIES.
The Board of County Commissioners and only the Board may authorize the creation of new municipalities in the unincorporated areas of the county after hearing the recommendations of the Planning Advisory Board, after a public hearing, and after an affirmative vote of a majority of the electors voting and residing within the proposed boundaries. The Board of County Commissioners shall appoint a charter commission, consisting of five electors residing within the proposed boundaries, who shall propose a charter to be submitted to the electors in the manner provided in Section 5.03. The new municipality shall have all the powers and rights granted to or not withheld from municipalities by this Charter and the Constitution and general laws of the State of Florida. Notwithstanding any provision of this Charter to the contrary, with regard to any municipality created after September 1, 2000, the pre-agreed conditions between the County and the prospective municipality which are included in the municipal charter can only be changed if approved by an affirmative vote of two-thirds (2/3) of the members of the Board of County Commissioners then in office, prior to a vote of qualified municipal electors.

SECTION 6.0[[~~6~~]] >>7<<. CONTRACTS WITH OTHER UNITS OF GOVERNMENT.
Every municipality in this county shall have the power to enter into contracts with other governmental units within or outside the boundaries of the municipality or the county for the joint performance or performance by one unit in behalf of the other of any municipal function.

SECTION 6.0[[~~7~~]] >>8<<. FRANCHISE AND UTILITY TAXES.
Revenues realized from franchise and utility taxes imposed by municipalities shall belong to municipalities.

Memorandum

MIAMI-DADE COUNTY

Date: August 26, 2008

To: Honorable Chairman Bruno A. Barreiro and Members
Board of County Commissioners

Supplement to
Special Item No. 1

From: George M. Burgess
County Manager

Subject: Fire Rescue Service in Miami-Dade County

September 4, 2008

On July 18, 2008, the Miami-Dade County Board of County Commissioners convened a special meeting to discuss proposed amendments to the Miami-Dade County Home Rule Charter. Among the items discussed was Amendment Item 17, **Attachment I**, that would require 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 has taken place over the past few months regarding the future of the fire rescue services in Miami-Dade County. Challenges facing all local governments due to recent State property tax initiatives, the recent approval of a constitutional amendment pertaining to property taxes, the potential of high property value municipalities opting -out of the Miami-Dade Fire Rescue Service District, and the need to ensure the most efficient, cost effective and responsive regional fire rescue service have all combined to necessitate a thorough analysis of how we deliver services within not just the Fire Rescue District, but also the entire County. Regardless of any decisions relative to the unification of all fire rescue departments in the County, these issues and related decisions regarding the department's capital and service expansion programs will have to be carefully analyzed as resources become scarcer and if District boundaries are threatened. Alternative revenue structures will also have to be explored.

The objective of this report is to provide a factual analysis based on available information. Data was obtained from numerous sources including published budgets and documents provided by the municipalities not currently part of the Miami-Dade Fire Rescue Service District (the District). Staff from the Office of Strategic Business Management (OSBM), Department of the Human Resources (HR), General Services Administration (GSA), County Attorney's Office (CAO), Miami-Dade Fire Rescue Department (MDFR), outside financial consultants and the County's Executive Office contributed to this review.

Fire rescue services are currently delivered to Miami-Dade County residents and visitors by MDFR, which serves the unincorporated areas of the County and 30 of the 35 municipalities. In addition, five municipalities operate fire rescue departments: City of Coral Gables, City of Hialeah, Village of Key Biscayne, City of Miami Beach, and City of Miami. Each fire rescue department responds primarily within its corresponding service territory, except for limited agreements for automatic aid and mutual aid. **Attachment II** contains a map of Miami-Dade County outlining service boundaries and station locations for each department. **Attachment III** depicts key statistics for all six fire rescue departments in Miami-Dade County.

In order to properly analyze the potential benefits of a unified fire rescue service, assumptions have been made regarding the operating environment of the future department. A fiscal analysis as well as a review of personnel issues has been completed. Critical service delivery issues such as closest unit response, elimination of artificial boundaries, the proper deployment of existing assets, maintenance and administrative redundancies, centralized fire dispatch, elimination of delays in mutual aid assistance, and

the co-location of facilities have all been analyzed for your review and consideration.

Fiscal Analysis

For purposes of this analysis, conservative assumptions were made regarding the proposed operating environment of the future unified department. Staffing requirements assumed in the fiscal analysis were based on recognized standards set by the National Fire Protection Association (NFPA) guidelines for service response to Emergency Medical Services (EMS) and fire calls. To illustrate the conservative nature of the analysis, staffing calculations also assumed all existing municipal fire rescue personnel would be retained in the proposed department. The current FY 2007-08 Fire Rescue District millage of 2.2067 was used to determine ad valorem property tax revenue. Revenue and expense information presented is the result of analyzing all available financial documentation provided by the municipal departments in published FY 2007-08 budgets and obtained through public record requests.

A full cost budget was developed for all of the municipal departments as depicted in **Attachment IV**. Figures were adjusted to reflect cost allocations not contained within municipal fire rescue department budgets but accounted for elsewhere in municipal budgets. These include, but are not limited, to health insurance, retirement contributions, workers compensation, facility maintenance, and administrative support for payroll and personnel functions. The cost of staffing all current operational units in service, as well as the cost of all additional sworn personnel employed in each municipality, was determined using MDFR personnel costs (average adjusted salary and fringe benefits by rank, including overtime). Cost allocations were made for the incremental resources needed in each operating division to manage and support a department with an additional 1,529 employees and 30 fire rescue stations.

In most cases, revenue information was also based on published budget documents. However, when estimated expenditures for a municipal department exceeded the allocated revenues, it was assumed that the difference came from a municipal ad valorem supported general fund source. Upon development of an ad valorem revenue need (all departmental expenses minus the fire department revenue) for each department, a property tax millage equivalent was calculated.

The current estimated municipal millage requirements to support the Miami and Hialeah fire rescue departments are higher than the current Miami-Dade Fire Rescue District millage rate, and the current estimated municipal millage requirements in Miami Beach, Coral Gables and Key Biscayne are lower than the current Miami-Dade Fire Rescue District millage rate. **Attachment V** depicts almost $11.9 million less in required ad valorem property tax revenue in a unified department after applying the current Miami-Dade Fire Rescue District millage rate within the cities of Miami, Coral Gables, Key Biscayne, Miami Beach, and Hialeah. Based on current millage rates, the owner of a homesteaded residential property of average value in Hialeah would pay $112 annually less in property taxes, and the City of Miami taxpayer would pay $89 less annually. In the cities of Coral Gables, Key Biscayne, and Miami Beach, the owner of a homesteaded residential property of average value would pay an additional $138, $843 and $150 respectively, in property taxes annually. Again, these figures are based on the average values in each municipality. There would be no fiscal impact to property owners already in the Fire Rescue District.

An estimated annual reduction of more than $13.5 million in operating expenses would be realized in a unified department. These reductions are primarily attributable to lower retirement costs, reallocation of civilian and executive sworn personnel, but do not include the annual service value of redeploying at least 100 sworn personnel as discussed in the following section. The new department would generate $11.9 million less in ad valorem revenue and realize $8.4 million more revenue from Fire Prevention, transport fees, and interest, the result being a decrease in overall revenue of $3.6 million. Based on the assumptions specified above, the unified department would achieve $9.9 million annually in net additional revenues as represented on **Attachment IV** and could be used to either increase reserves or decrease the millage rate.

Personnel

Table I below summarizes existing personnel for the six fire rescue departments in Miami-Dade as well as the corresponding chapter of the International Association of Fire Fighters (IAFF) that represent the sworn personnel for that department. A total 1,529 employees would transfer to Miami-Dade County under the proposed unified department. This total includes 1,367 civil service municipal firefighters which would become members of the unified fire department.

Table I
Total Personnel and IAFF #

Personnel/ IAFF Local	Coral Gables # 1210	Hialeah #1102	Key Biscayne #3630	Miami Beach #1510	Miami #587	Total Five Municipalities	Miami-Dade #1403	Total
Executive Personnel***	5	4	3	10	14	36	24	60
Sworn Personnel	139	285	39	206	698	1,367	2,029	3,396
Civilian Personnel	10	45	1	23	83	162	527	689
Total Personnel	149	330	39	229	781	1,529	2,555	4,084

An operational Table of Organization (TO), in compliance with NFPA staffing standards, for the future unified department is included in **Attachment VI**. The proposed TO would be established in accordance with standard County policy, including review by OSBM, HR and my office. A preliminary review of the existing staffing patterns indicates that there are approximately 164 more sworn personnel than required for countywide suppression and rescue services. Excess sworn positions may be used in a supervisory capacity or redeployed to stations for new services. Assuming all existing fire rescue personnel would be retained, at least 100 uniformed personnel (value at $10.5 million) are able to be redeployed to stations to provide direct services to residents. The unified department would thus realize an ability to enhance direct service by at least $10.5 million or reduce fire rescue district ad valorem revenue accordingly. This is in addition to the $9.9 million in annual additional net revenues, discussed previously, that would be realized in a unified department.

The County's Home Rule Charter and Florida Statutes provide for the preservation of pension benefits, seniority and accrued leave for municipal employees merged into the County. All other benefits and terms of employment would be subject to the collective bargaining process with the certified bargaining agent for the employees of the unified fire department. Currently, there are existing bargaining agreements for sworn personnel employed by the cities of Coral Gables, Hialeah, Key Biscayne, Miami, Miami Beach, and Miami-Dade County that are all chartered under the auspices of the IAFF.

The five municipal fire departments all have various employee benefits that are different for each collective bargaining agreement. In a consolidation process, each affected municipal fire department employee would have all existing pay, benefits and terms of employment with the concerned municipality preserved until the effective date of the transfer of service to the County. The process of properly classifying municipal employees in accordance with the County pay plan would be finalized prior to the effective date of the transfer of the municipal fire employees. In the period following the transfer date, a collective bargaining process would be initiated with the bargaining agent recognized by the Florida Public Employee Relations Commission (PERC) to represent the employees of the unified department.

Employee benefits and other terms and conditions of employment for municipal employees following the transfer of service would be determined by the outcome of the collective bargaining process. All issues of benefits related to employee classifications, pay ranges, health and life insurance benefits, accumulated leave, and participation in social security, for example, would be addressed during the unified collective bargaining process.

A collective bargaining process would address the wide range of benefits currently afforded to Coral Gables, Hialeah, Miami, Miami Beach, Key Biscayne and Miami-Dade County firefighters. The County's participation in the bargaining process would address issues of maintaining uniformity and consistency in pay, benefits and key operational work rules for the members of the unified fire service and benefits common to other County employees including the other nine certified bargaining units. The bargaining process would afford both the County and the Local membership to mutually agree on all aspects of employee benefits and work rules in a fair and equitable manner.

Each municipal fire department has employees not covered by collective bargaining agreements. The eventual organizational placement or assignment of these employees would be accomplished with the assistance of the County's HR and OSBM departments.

Pensions

The issue of pension and retirement benefits impacts all employees and requires careful consideration from all policymakers. As referenced earlier, Florida Statutes and County Charter require the protection of pension rights of any affected employees of any governmental unit which is merged, consolidated or abolished or whose boundaries are changed or functions or powers transferred. If a consolidation were to occur, each affected employee would be offered the opportunity to continue participation in their existing pension program or to join the Florida Retirement System (FRS). The County would contribute the employer contribution to the City pension plans on behalf of those employees who continue participation and facilitate payroll deductions and remittance of the employee contributions. The normal cost (the portion of the present value of benefits attributed to the current year) of these plans ranges from 9 percent in Key Biscayne to 26 percent in Miami Beach. The normal cost for special risk County employees is 20.92 percent. At today's contribution rates, the County's costs would be almost one half of one percent (0.45%) more than the proposed July 2009 FRS rate for City of Miami employees, which equals approximately $270,000 per year in additional costs. For Miami Beach, which has a contribution rate that is 3.30% higher than the proposed July 2009 FRS rate, the annual additional contribution would be approximately $611,000 per year. The other municipalities, with contribution rates lower than the FRS rate, would not represent any increased pension liability beyond the current FRS contribution and may off set the aforementioned cost. However, the pension programs will continue to be managed by the cities and the County may be responsible for future increases in the contribution level if the actuarial assumptions are incorrect or changed.

In order to evaluate the potential financial impact on the County, the most recent actuarial reports from each of the municipal pension systems was evaluated with the assistance of outside consultants. There are numerous factors that influence interpretation of actuarial reports and not all reports use consistent assumptions and costing methods. Each of the municipal pension funds relies on a combination of employer and employee contributions, and each has varying level of benefits, depending upon years of service, qualifying compensation and benefit accrual factors. In addition, the cities of Coral Gables and Hialeah firefighter pension assets are within the entire municipal pension fund, whereas the cities of Miami Beach, Miami, and Key Biscayne maintain separate funds for police and fire employees.

The total Actuarial Value of Assets in the pension funds for the municipal police and fire plans (including the combined Coral Gables and Hialeah plans) is more than $2.45 billion as reflected on **Table II** below. The total value of the Actuarial Accrued Liability is $2.92 billion. The Unfunded Actuarial Accrued Liability is almost $470 million. Under the provisions of the proposed Charter amendment, municipalities would be responsible for the unfunded liability portion of the pension costs attributable to past municipal service. The municipalities current plan to meet these obligations is through a 30 year amortization schedule which requires an annual additional contribution in excess of the pensions normal cost. These contributions

range from just over 1 percent of regular salaries in Key Biscayne to more than 27 percent in Coral Gables. With the County providing the normal cost (employer) contribution to the existing municipal plans, cities will have reduced pension obligations and should be able to reduce unfunded liabilities in a more expeditious and less costly manner than the 30 year amortization schedules contained within each actuarial report.

In addition to the aforementioned savings/costs to the individual property owners, assuming all City employees remained in their respective municipal plans, the County would make the following approximate annual contributions to those plans based on FRS rates. The City of Miami would receive almost $12.6 million, the City of Hialeah would receive approximately $5.1 million, the City of Miami Beach would receive about $3.6 million, the City of Coral Gables would receive approximately $2.6 million, and the Village of Key Biscayne would receive about $620,000. It is this revenue stream that will reduce the unfunded liability referred to previously.

Table II
Municipal Pension Comparisons

Municipality	(A) Actuarial Value of Assets	(B) Actuarial Accrued Liability	(B) - (A) =(C) Unfunded Actuarial Accrued Liability	(D) City Contribution Rate	Employee Contribution Rate	(E) Rate Due to Unfunded Liability	(D) -(E)=(F) Net City Contribution Rate without Unfunded liability	Date of Report	Discount Rate	Mortality
City of Coral Gables	$237,825,593	$398,844,136	$161,018,543	45.90%	5.00%	27.10%	18.80%	October 1, 2006 report***	7.75%	83 GAM
City of Hialeah	$500,501,442	$556,466,663	$55,965,221	26.31%	7.00%	9.55%	16.76%	October 1, 2006 report ***	8.00%	RP2000 Blue Collar
Village of Key Biscayne	$9,017,393	$12,335,707	$3,318,314	10.51%	10.5%	1.42%	9.09%	October 1, 2007 report (F&P)	8.50%	83 GAM
City of Miami*	$1,208,812,855	$1,318,400,000	$109,587,145	35.70%	7.00%	12.06%	23.64%	October 1, 2007 report (F&P)	7.75%	94 GAM
City of Miami Beach**	$495,993,903	$632,992,587	$136,998,684	50.02%	10.00%	23.80%	26.22%	October 1, 2007 report (F&P)	8.50%	83 GAM
Total	$2,452,151,186	$2,919,039,093	$466,887,907							

* - City of Miami Report says unfunded liability is "N/A" under aggregate cost method, but page 44 of Actuarial Report shows comparable Actuarial Accrued Liability calculated using EAN cost method. The split of the city contribution rates between past and future service are estimates for illustration purposes only
** - Projected to increase based on Pg. 15 of Actuarial Report: Amortization of unfunded liability is under a level percentage of payroll approach. As a result, the dollar amount of past service amortization for each year is expected to increase annually by the actuary's assumption for payroll growth
*** - Applies to All Employees
F&P - applies only to sworn Fire and Police Personnel

In order to prevent changes to the normal cost due to adjustments in actuarial assumptions, the most prudent position would be for the County to contribute no more than the FRS rate. Based on the proposed 2009 rate, which must be approved by the Florida Legislature, this will cover all the normal cost in every city, except Miami Beach.

Potential Service Realignments and Efficiencies

Elimination of Jurisdictional Boundaries allows for Closest Unit Response

There are more than 60 linear miles of adjoining jurisdictional boundaries among the six fire rescue departments. Within Miami-Dade County, there are numerous intersections where three different fire rescue departments would currently respond to an incident. The elimination of imaginary service restrictions would allow the closest available fire rescue unit to respond to an incident. Elimination of jurisdictional boundaries would also assist some of the municipalities whose fire rescue units are depleted when multi-unit responses are required. Closest unit response would also reduce response times to incidents. In a life-threatening situation or a structure fire, closest unit response is critical. Total response time to an incident is made up of four time intervals:

1. Public Safety Answering Point (PSAP) – time elapsed from call receipt by the 911 Call Taker to call transfer to either Police, Fire Rescue, or both – the industry standard is one minute
2. Fire Rescue Dispatch – time elapsed from call receipt from PSAP to unit dispatch - the industry standard is one minute
3. Turnout - time elapsed from unit dispatch to unit enroute to incident - the industry standard is one minute

4. Travel – time elapsed from enroute by unit to arrival of unit to incident.

Since the first three time intervals typically account for three minutes or less of the total response time to an incident, the balance, travel time, accounts for the larger percentage of response time. All fire rescue departments face the same challenges of traffic gridlock, safe speed standards, weather conditions and apparatus limitations that affect response times. Travel time is largely a function of distance. Proper placement of fire rescue stations allows emergency responders to arrive at an incident anywhere in their response area relatively quickly. Both NFPA and Insurance Services Office (ISO) look for the built-upon area of a community to have an engine stationed within a mile and a half radius of its assigned territory and a ladder within a two and a half mile radius. Elimination of jurisdictional lines will also enhance response times.

Elimination of Jurisdictional Boundaries reduces Duplicated Services

Attachment VII outlines buffer zones within a mile and a half radius of each station for the 94 fire rescue stations in Miami-Dade County. A review of the attachment depicts many areas where station territories overlap between the six fire rescue departments. Historically, the placement of stations was the result of jurisdictional boundaries. Throughout the County there are eight areas where multiple stations are located or are planned to be built in close proximity of each other, separated only by jurisdictional boundaries. It is difficult to determine whether each station territory is being adequately served and if any units are under-utilized, because call volume for each municipal station territory and unit is not available.

For example, in the area of Tamiami Trial and 62 Avenue, MDFR has acquired land to expand Station 40. The City of Miami has plans to reconstruct Station 11, which is less than one mile away at 59th Street and West Flagler. Similarly, City of Miami Station 13 is currently housed in a temporary trailer at 85th Street and NE 82 Terrace. MDFR's Station 30, built in 1995, is 0.88 miles away from Miami Station 13. A mile and half away, plans are underway for MDFR's Station 67 at 1275 NW 79 Street, which is funded in the County's 2008-2009 Proposed Resource Allocation and Multi-Year Capital Plan. As depicted in **Table III**, more than $9.1 million in construction costs as well as annual facilities maintenance costs of $307,000 would be avoided by co-locating assets in these areas or by constructing only one station, rather than building planned multiple stations in close proximity. In addition, another $7.8 million in operational costs would be avoided annually by not placing duplicate suppression and rescue units at these stations. Prospectively, new stations could be positioned based on community needs, not jurisdictional boundaries as currently planned.

Table III
Projected Five Years Savings & Cost Avoidance

Year	Area	Annual Facilities Maintenance Cost Savings	Cost Avoidance			Total Savings/ Cost Avoidance Over 5 Years
			Current	Future		
			Annual	Annual Unit Operations	One-Time Capital Construction	
Duplicated Services						
1	Key Biscayne - KB Station 1 & MDFR Station 15	$34,112		0	0	$170,560
1	Coral Gables/Pinecrest - CG Station 3 & MDFR Station 49	34,112		0	0	170,560
1	City of Miami & MDFR Fire Boat	34,112		0	$2,340,000	2,510,560
2	South Miami - COM Station 40 & MDFR Station 11	34,112		0	2,340,000	2,476,448
2	Miami Springs/East Hialeah - MDFR Station 35 & H Station 1	34,112		0	0	136,448
2	Hialeah Gardens/West Hialeah - MDFR Station 28 & H Station 8	34,112		0	0	136,448
3	Arcola - COM Station 13 & MDFR Station 67	34,112		$4,200,000	2,340,000	15,042,336
3	Palmetto Bay/South Coral Gables - MDFR Station 62	34,112		1,800,000	1,170,000	6,672,336
3	Bay Harbour - MDFR Station & MB Station	34,112		1,800,000	1,000,000	6,502,336
	Total Costs Avoided	**$307,008**		**$7,800,000**	**$9,190,000**	**$33,818,032**
Other Savings						
1	Unification Savings - Over 5 Years		$9,870,079			$49,350,395
1	Personnel - Service Value - Over 5 Years		10,500,000			52,500,000
	Total Other Savings		**$20,370,079**			**$101,850,395**
					Total Savings/Cost Avoidance	**$135,668,427**

Notes: Costs are based on MDFR's actual costs.
Legend: CG – Coral Gables, H – Hialeah, KB – Key Biscayne, COM – City of Miami, MB – City of Miami Beach

Duplication of construction and facilities maintenance costs could also be avoided by co-locating marine services assets, MDFR's fire boat and the soon to be implemented fire rescue boat in the City of Miami. With over 125 linear miles of waterway in Miami-Dade County, strategically locating these assets would be in the community's best interest rather than having similar assets across from each other separated by artificial jurisdictional lines.

There are areas of Miami-Dade County where there are no planned stations and a need exists or will exist in the next three years. In the past, station locations were dictated by area growth and jurisdictional boundaries. As adjacent areas were developed, underserved areas were created adjoining jurisdictional boundaries. A unified system would allow for better and more strategic capital planning and allocation of resources.

Communications/Interoperability

MDFR Communications has the infrastructure to communicate with the five municipal fire rescue departments located in the County. Through the Florida Interoperability Network (FIN/motobridge), MDFR can patch into other tactical channels, other Public Safety Answering Points (PSAPs), other agencies, and units on a state-wide basis. MDFR Communications also serves as the State, Terrorist and Turkey Point Warning System, for all of Miami-Dade County. MDFR also serves as the back-up for the municipal PSAPs. **Attachment VIII** depicts the location of each Fire Rescue Dispatch Center in Miami-Dade County. Countywide centralized dispatch ensures a unified command by standardizing communications and ensuring interoperability critical in terrorist and disaster response strategies. Consolidating the five existing fire rescue dispatch centers in the City of Coral Gables, City of Hialeah, City of Miami, City of Miami Beach, and Miami-Dade County, into two County wide dispatch centers would also ensure full redundancy. County wide dispatch would reduce response times by erasing jurisdictional lines and allowing the closest available fire rescue unit to respond to an incident. This would eliminate the need for additional communications and coordination between dispatch centers necessary for closest unit dispatch on a mutual aid call. This typically delays response between five to ten minutes. Under the existing mutual aid agreement, a department must deplete their available units before calling another Fire Communications

Dispatch to request available units to "back-fill" units at their Stations vacated in response to an incident. Approval must be granted before requested units are dispatched. During this time, the requesting department's resources are depleted until units arrive at the requested Station from another department.

Other Issues and Concerns

With regard to other liability issues, all transferred facilities would have to be added to the County's master property program. The County may be required to purchase flood policies on some of the buildings, depending on their location. Although the financial impact to our program is not known, it is not expected to be significant. The County would also assume responsibility for the buildings in "as is" condition and would be responsible for any issues that may need to be addressed, such as asbestos remediation or sick building issues. In the event that any of these facilities are damaged during the transition phase or other natural event, the County would require that the Cities be responsible for the costs to repair these facilities. Any other open claims related to fire rescue services such as accidents involving fire rescue vehicles, claims made against the department for poor/delayed/improper transport services, etc. would be the legal and financial responsibility of each City resulting from action or inaction by the municipality prior to the date of consolidation.

One of the other issues raised during the Commission meeting of July 18th, was the impact that unification would have on the Public Protection Classification (PPC) rating issued by ISO for each of the municipalities. ISO is a private organization that serves insurance companies and others by providing information about a community's risk. ISO uses a set of criteria defined in the Fire Suppression Rating Schedule (FSRS) to review a community's fire suppression capabilities and assign the PPC a number from Class 1 to 10.

The FSRS allocates credit by evaluating the following three major areas:

1. Fire Alarm and Communications System, which accounts for ten percent of the PPC, analyzes a community's facilities and support for handling and dispatching fire incidents

2. Fire Department, which accounts for 50 percent, examines the engine companies, distribution of fire stations and fire companies, department staffing and training and,

3. Water Supply System, accounting for 40 percent, reviews the water supply a community uses for fire suppression

No weight is assigned to other services provided by and expected of fire rescue departments, such as a department's ability to provide emergency medical services, technical rescue, hazardous materials response, or responses to motor vehicle collisions. Fire rescue departments lose points based on any activities not relating directly to fire suppression. **Table IV** reflects the current ISO ratings for each of the municipalities and Miami-Dade County.

Table IV
ISO Ratings for Each Municipality and Miami-Dade County

Metric	Coral Gables	Hialeah	Key Biscayne	Miami	Miami Beach	Miami-Dade
ISO Rating	1	1	3	2	1	4
Effective Date	Unknown	1996	March 15, 1999	1974	February 1, 2008	1977

According to Rick Vance, Quality Control Manager, ISO, in the event of a consolidation, ISO may have to complete a site visit to reevaluate fire suppression rating of each affected territory. Assuming there were no substantive changes in the response patterns of the new fire service, the ISO ratings for each of the municipalities would not change. However, ratings for Miami-Dade County were made under a prior

methodology which did not assign a separate rating to each geopolitical area. As a result, each of the thirty municipalities MDFR serves would receive a separate ISO rating.

The Fire Chief's Handbook® Fifth Edition, indicates that "all too often a fire chief is tempted to want the "bragging rights" which go along with the lower classifications, however very often a property owner can realize just as much in savings to his own particular property by making fire safety improvements (ie. fire alarm or extinguishing system, etc). This is particularly true for homeowners, for in many states, once a community reaches a certain classification, Class 4, the homeowners' premium does not change, even if there is further improvement in the city's rating. This is precisely the reason ISO stresses the fact that the FSRS is an insurance rating tool and not intended to be used as a means of evaluating the quality of fire protection provided by a community." This is the case in the State of Florida.

An analysis of the impact of ISO ratings on insurance premiums confirmed the Handbook's indications. An insurance underwriter representing Citizens Property Insurance Corporation compared insurance premiums for the same residential properties in Pinecrest varying only the ISO rating component from 1 through 4 as part of the carrier's Protection Code (PC) factor; all other variables remained the same. Insurance rates did not increase; in fact there was not an increase in the annual insurance premiums until the PC reached a 7 or above. The underwriter completed the same comparison for a property in Coral Gables with the same results. Insurance premiums remained the same in Coral Gables for a PC rating 1 to 4. The underwriter indicated that the results were the same for a commercial property in the City of Miami. The premium remained the same for the commercial property regardless of whether the PC rating was a 1 or 4. According to the underwriter "a commercial business owner will pay more only if the ISO rating is a 5 or greater.

At the meeting, a City of Miami Commissioner incorrectly indicated that insurance premiums for the Port of Miami would be significantly lower if the Port were served by the City of Miami Fire Rescue instead of MDFR. However, Lloyds of London does not use ISO ratings. Miami-Dade County's insurance program, which includes the Port, consists of approximately 50 percent placement in the London Market and the balance with domestic carriers. which also do not use PPC ratings as a factor in pricing.

Individual Insurance companies. not ISO, determine the premiums they charge to policyholders. Some insurance companies, such as State Farm, disregard the ISO protection class when underwriting a policy. None of the underwriters or insurance agents contacted were able explain how the ISO rating is used to calculate their premiums or how it is weighted as part of their PC computation. All indicated that each carrier has slightly different standards. An insurance underwriter for HULL & CO. stated that the PC is only one of the factors when quoting a policy and it is comprised of a combination of factors including protection, exposures, loss history, etc. The methodology a company uses to calculate premiums for property insurance may depend on the company's fire-loss experience, underwriting guidelines, and marketing strategy. An insurance agent representing Allstate Insurance stated, the protection class is not really what is affecting the change in pricing but more the territory.

The NFPA Handbook sets guidelines for fire suppression staffing based on the type of occupancy as depicted on **Table V**. As it stands today, units in two of the current municipal departments are currently exhausted when an incident requiring multi-unit responses on medium or high hazard occupancies (apartment, small businesses or high-rise buildings) is required. Units from these municipalities would not be able to respond in the event other similar incidents requiring a multi-unit response occurred simultaneously and would not have the personnel on-duty to respond to incidents at high hazard occupancies as recommended by NFPA.

Table V

	High-Hazard	Medium-Hazard	Low-Hazard
Occupancy Type	Schools, hospitals, nursing homes, explosives plants, refineries, high-rise buildings, and other high-life-hazard or large-fire-potential occupancies.	Apartments, offices, and mercantile and industrial occupancies not normally requiring extensive rescue or firefighting forces.	One-, two-, or three-family dwellings and scattered small businesses and industrial occupancies
Units	4 Pumpers and 2 Ladder Trucks	3 Pumpers and 1 Ladder Truck	2 Pumpers and 1 Ladder Truck
Total FFs	24	16	12
Total CFOs	2	1	1

Relevant to the policy discussion of a unified department, there are many perspectives, whether real or perceived, that merit consideration. From a municipal standpoint, residents may be concerned that their local fire rescue services would be reduced. Residents may perceive that they will receive inferior service or that response times will increase. Municipal taxpayers may also be troubled that their taxes will increase, wonder whether a larger department will serve their needs and question how the unification will impact the municipality's ISO rating and whether their insurance premiums will increase as a result. These are all legitimate concerns that have been addressed in this report.

From the Fire Rescue District's viewpoint, a resident living within the District may question why County assets and dollars are used today to supplement response capabilities for municipal departments. They may have concerns that the municipalities with a higher tax base are seeking to opt out eroding District revenues and increasing costs to District taxpayers. The serious implications of this issue would worsen should municipalities such as Surfside, Indian Creek, and Pinecrest continue to threaten to leave the District and contract with other municipalities for their services, while expecting the District to support major incidents in their communities. Should the above occur, we would be allowing wealthier communities to rely on the District to supplement their fire rescue service capabilities without paying their fair share. A unified fire rescue service with a uniform tax rate would be equitable for all residents.

Summary

A unified department would encompass standardized training, common medical protocols, and uniform equipment and apparatus throughout the county. Unification would also streamline service delivery by eliminating duplicated administrative and other services within the existing six fire rescue departments. Further, countywide fire rescue services would eliminate service overlaps and allow the closest available fire rescue unit to respond to an incident. Stations could be positioned based on community needs, not jurisdictional boundaries as currently planned. Given the budgetary challenges the six fire rescue departments are facing, unifying fire rescue services will ensure Miami-Dade residents receive the highest level of fire rescue services while reducing costs.

As shown in this document and based on very conservative budgetary estimates, a unified department would spend approximately $13.5 million less than the current combined expenses of the County and the municipal departments. After accounting for a $3.6 million reduction in estimated revenue, the net additional revenue would be $9.9 million per year. At least another $10.5 million in enhanced services could be realized from reallocating staff to direct service delivery positions in the field. An additional $34 million in construction, unit operating costs and facilities maintenance could also be avoided over the next five years. Collectively and very conservatively, more than $135 million in costs could be saved or avoided over the next five years alone. The more critical conclusions, as identified in this report, are the significant impacts to service delivery. Clearly, the analysis demonstrates that a unified service constructed in the

spirit of cooperation in the best interest of public safety has tremendous benefits while protecting the personnel rights of employees.

This report seeks to provide the Board with a factual analysis that can serve as the framework for a policy discussion that addresses what will provide the best public safety service to the residents of all of Miami-Dade County.

Attachments

c: Honorable Carlos Alvarez, Mayor
Robert A. Cuevas, County Attorney
Denis Morales, Chief of Staff, Office of the Mayor
Alina T. Hudak, Assistant County Manager
Herminio Lorenzo, Director, Miami-Dade Fire Rescue
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Angela Maher, Director, Human Resources
Wendi Norris, Director, General Services Administration

Approved _____ Mayor
Veto _____
Override _____

Substitute
Special Item No. 17
7-18-08

RESOLUTION NO. _____

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 THE BOARD OF COUNTY COMMISSIONERS TO TRANSFER FIRE PROTECTION AND RESCUE SERVICES FROM ALL MUNICIPALITIES TO THE COUNTY AND PROVIDE A UNIFORM, COUNTYWIDE SYSTEM OF FIRE PROTECTION AND RESCUE SERVICES, REQUIRE MUNICIPALITIES TO PROVIDE FOR THE TRANSFER OF FIRE AND RESCUE PROTECTION ASSETS TO THE COUNTY, AND FULLY FUND ACCRUED BENEFITS AND EXISTING PENSION PLANS FOR AFFECTED EMPLOYEES

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. A countywide special election, to be held in conjunction with a general election, is hereby called and shall be held in Miami-Dade County, Florida on Tuesday, November 4, 2008, for the purpose of submitting to the qualified electors of Miami-Dade County the proposal for amendment to the Home Rule Charter in the form attached hereto and made a part hereof.

Section 2. Notice of such election shall be published in accordance with Section 100.342, Florida Statutes.

Section 3. The result of such election shall be determined by a majority of the qualified electors of Miami-Dade County voting upon the proposal. The polls at such election shall be open from 7:00 a.m. until 7:00 p.m. on the day of such election. All qualified electors of Miami-Dade County, Florida shall be entitled to vote at said election. The County registration books shall remain open at the Office of the Miami-Dade County Supervisor of Elections until

twenty-nine (29) days prior to the date of such election, at which time the registration books will close in accordance with the provisions of general election laws. The question shall appear on the ballot in substantially the following form:

HOME RULE CHARTER AMENDMENT
REQUIRING THE CREATION OF UNIFORM COUNTYWIDE
FIRE AND RESCUE SERVICES

SHALL THE CHARTER BE AMENDED TO REQUIRE THAT THE COUNTY COMMISSION PROVIDE A UNIFORM, COUNTYWIDE SYSTEM OF FIRE PROTECTION AND RESCUE SERVICES BY TRANSFERRING ALL SUCH EXISTING SERVICES FROM MUNICIPALITIES TO THE COUNTY, REQUIRING ALL SUCH FUTURE SERVICES BE PROVIDED SOLELY BY THE COUNTY, AND REQUIRING MUNICIPALITIES TO TRANSFER FIRE PROTECTION AND RESCUE ASSETS TO THE COUNTY AND FULLY FUND THE ACCRUED PENSION AND BENEFIT RIGHTS OF AFFECTED EMPLOYEES?

YES ☐

NO ☐

Section 4. The form of the ballot shall be in accordance with the requirements of general election laws.

Section 5. Early voting shall be conducted in accordance with the requirements of general election laws.

Section 6. Absentee paper ballots may be used by qualified electors of Miami-Dade County for voting on this question. The form of such absentee ballot shall be in accordance with the requirements prescribed by general election laws.

Section 7. A sample ballot showing the manner in which the question or proposal aforesaid will appear at this election shall be published and provided in accordance with the applicable provisions of general election laws.

4

Section 8. This special election on the proposal aforesaid shall be held and conducted in accordance with applicable provisions of the general laws relating to elections and the provisions of the Miami-Dade County Home Rule Charter. The County Mayor or his or her designee, the Finance Director, and the Clerk of the County Commission are hereby authorized and directed to take all appropriate actions necessary to carry into effect and accomplish the provisions of this resolution. This election shall be a nonpartisan election. Election officials in connection with this election shall be appointed in accordance with the provisions of general election laws.

Section 9. This election shall be canvassed by the County Canvassing Board, in accordance with the provisions of Section 3.07 of the Home Rule Charter.

The Prime Sponsor of the foregoing resolution is Chairman Bruno A. Barreiro. It was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman
Barbara J. Jordan, Vice-Chairman

Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairman thereupon declared the resolution duly passed and adopted this 18th day of July, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

William X. Candela
Oren Rosenthal

MIAMI-DADE COUNTY HOME RULE CHARTER

ARTICLE-1[1]

BOARD OF COUNTY COMMISSIONERS

* * *

Section 1.01 POWERS

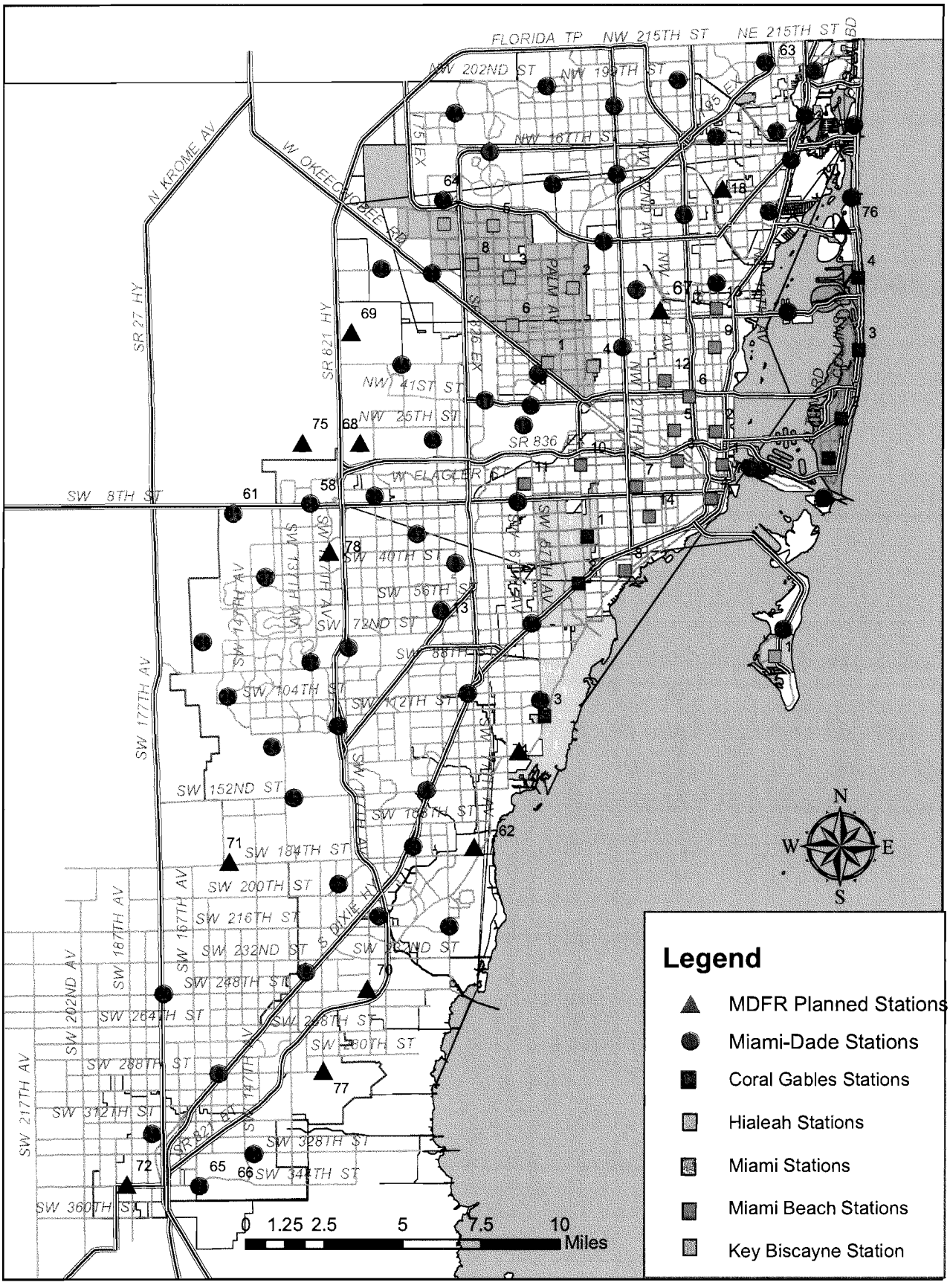
A. The Board of County Commissioners shall be the legislative and governing body of the county. The County shall have the power to carry on a central metropolitan government. The Board's powers shall include but not be restricted to the powers to:

* * *

>>25. Notwithstanding any other provision in this Charter, the Board of County Commissioners shall by ordinance, prior to October 1, 2010, transfer all fire protection and rescue services from municipalities to Miami-Dade County and provide for a uniform, countywide system for the provision of fire protection and rescue services. Thereafter, municipalities shall be prohibited from offering such services in Miami-Dade County. The ordinance transferring fire protection and rescue service shall provide, among other things, that municipalities whose services are transferred must transfer the existing municipal fire protection and rescue assets, provide funding for all accrued employee benefits, fully fund any actuarial deficit between the accrued pension benefits of all transferred employees and the value of the existing pension plan, and provide the means and timing by which such transfer and funding is accomplished. <<

[1]Words stricken through and/or [[double bracketed]] shall be deleted. Words underscored and/or >>double arrowed<< constitute the amendment proposed. Remaining provisions are now in effect and remain unchanged.

Fire Rescue Service Countywide


FLORIDA TP
NW 215TH ST
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NW 167TH ST
N KROME AV
W OKEECHOBEE RD
SR 27 HY
SR 821 HY
SR 826 EX
SR 836 EX
NW 41ST ST
NW 25TH ST
W FLAGLER ST
SW 8TH ST
SW 40TH ST
SW 56TH ST
SW 72ND ST
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SW 344TH ST
SW 360TH ST
SW 177TH AV
SW 167TH AV
SW 187TH AV
SW 202ND AV
SW 217TH AV
PALM AV
SW 147TH AV
SW 137TH AV
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Key Service Statistics
Six Fire Rescue Departments in Miami-Dade County

Metric	Coral Gables	Hialeah	Key Biscayne	Miami Beach	Miami		Total Five Municipalities	Miami-Dade	Total
Territory Served (square miles)	14	20	1.25	7	35		77.25	1,880	**1,957.25**
Population*	44,604	228,528	11,433	93,721	395,434		773,720	1,688,572	**2,462,292**
Number of Stations	3	8	1	4	14		30	64	**94**
Daily Uniform Personnel on Duty	41	59	8	44	143**	(1)	295	638	**933**
Annual Responses **									
Alarms	7,453	27,800	1,998	18,131	83,117		138,499	229,782	**368,281**
Dispatches	NA	NA	NA	NA	NA		-	>350,000	-
Transports	2,191	7,718	536	6,440	31,758	(2)	48,643	65,109	**113,752**
FY07-08 Department Budget	$25,008,764	$42,428,000	$5,568,523	$45,744,552	$118,655,000	(3)	$237,404,839	$421,984,000	**$659,388,839**
Personnel									
Executive Personnel***	5	4	3	10	14		36	24	**60**
Sworn Personnel	139	285	38	206	699		1,367	2,028	**3,395**
Civilian Personnel	10	45	1	23	83		162	527	**689**
Total Personnel	149	330	39	229	782		1,529	2,555	**4,084**
Sworn Personnel									
Paramedics	102	160	37	177	576		1052	1600+	**2,652**
Emergency Medical Technicians	18	83	0	27	94		222	620	**842**
Number of Front-Line Units	**8**	**18**	**2**	**12**	**42**		**82**	**132**	**214**
Suppression	4	9	1	6	17		37	56	**93**
Rescue	3	8	1	6	24		42	50	**92**
Specialty	0	1	0	0	1		2	17	**19**
BLS Squads	1	0	0	0	0		1	9	**10**
Unit Staffing									
Rescue	3 Paramedics	3 Paramedics	3 Paramedics	3 Paramedics	3 Paramedics			3 Paramedics	
Engine	4 Firefighters	4 Firefighters	4 Firefighters	4 Firefighters	4 Firefighters			4 Firefighters	
Ladder	2 Firefighters	3 Firefighters	4 Firefighters	2 Firefighters	4 Firefighters			4 Firefighters	

NA - Not available

* Based on the Estimates of Population published by County and City in Florida by the University of Florida as of April 1, 2007.

** Provided for FY06-07 or earlier depending on information request.

*** Executive Personnel is reflected within the uniformed and civilian personnel figures. As such, it is not part of the sum of "Total Provided for FY06-07" or earlier depending on information request.

(1) - Based on applicable collective bargaining agreement (CBA), however daily actual is 140.

(2) - Includes transports completed by outside contractor, AMR.

(3) - Includes reserve for fire equipment items, pension allocation, health and life insurance, workers compensation, and unemployment insurance.

Miami-Dade County
Unification Analysis

		[A]	[B]					[C] [A] + [B]	[D]
		MDFR	Coral Gables	Hialeah	Key Biscayne	Miami	Miami Beach	Total	New Department
Operations	1,718	$215,453,900	$22,409,000	$38,809,000	$4,349,000	$100,975,000	$33,282,000	$415,277,900	$365,898,283
Communications	96	12,449,800	Included	Included	Included	Included	Included	12,449,800	12,488,786
Fire Prevention	141	18,814,800	Included	Included	Included	Included	Included	18,814,800	21,544,600
Training	29	5,225,800	Included	Included	Included	Included	Included	5,225,800	6,965,800
Special Operations	77	15,473,500	Included	Included	Included	Included	Included	15,473,500	15,473,500
EMS	25	4,947,200	Included	Included	Included	Included	Included	4,947,200	7,653,323
Logistical Services	68	33,384,158	Included	Included	Included	Included	Included	33,384,158	47,759,863
Facilities	54	7,619,600	Included	Included	Included	Included	Included	7,619,600	9,575,100
Ocean Lifeguards	30	3,875,000					7,840,718	11,715,718	11,715,718
MIA Operations	128	17,891,000						17,891,000	17,891,000
Air Rescue	46	12,083,000						12,083,000	12,083,000
Grants	6	2,001,000						2,001,000	2,001,000
Service Reserves	0	29,485,000						29,485,000	29,485,000
Emergency Reserves	0	5,000,000						5,000,000	5,000,000
Other/Administration	137	38,280,242	2,600,000	3,619,000	1,219,500	17,680,000	4,622,282	68,021,024	68,743,224
Executive Staff *									5,342,067
Total	2,555	$421,984,000	$25,009,000	$42,428,000	$5,568,500	$118,655,000	$45,745,000	$659,389,500	$639,620,263
* Executive - 36 positions									
New Department Needs:									
Other Operating:									
Worker Comp		6,905,000	841,685		197,221	2,938,927			10,882,833
General Liability		1,106,000	491,956						1,597,956
Duplications of expenditures									
Training			(100,000)		(50,000)				(150,000.00)
Logical supplies			(997,000)	(325,000)	(50,000)		(483,323)		(1,855,323.00)
EMS - Medical Director			(91,000)	(49,000)					(140,000.00)
Utilities				(200,000)	(66,000)		(125,000)		(391,000.00)
Fleet - Rescue & Suppr				(529,000)		(752,383)	(348,000)		(1,629,383.00)
Facilities				(91,000)		(187,170)			(278,170.00)
Contractual Agreement					(500,000)				(500,000.00)
IT ops (50% City of Miami)						(1,213,144)			(1,213,144.00)
Total									(6,157,020.00)
Net Expenditures									$645,944,032
Gross Savings									$ 13,445,467.63
							Revenue reduction		($3,575,388)
Net Savings									$ 9,870,079.63

Miami-Dade County
Unification Analysis

	[A]	[B]					[C]		
	MDFR	**Coral Gables**	**Hialeah**	**Key Biscayne**	**Miami**	**Miami Beach**	**[A] + [B] Total**	**Revenue Increment**	**New Department**
Ad valorem	$311,957,000	$24,451,000	$37,395,000	$5,550,000	$103,450,000	$43,455,000	$526,258,000	($11,941,230)	$514,316,770
Transport Fees	25,000,000	163,000	2,800,000	1,000	4,000,000	1,300,000	33,264,000	4,565,842	37,829,842
County GF Transfer	14,171,000						14,171,000		14,171,000
Fire Prevention Fees	8,600,000	395,000	790,700	0	3,007,000	720,000	13,512,700	2,000,000	15,512,700
Interest	3,200,000						3,200,000	1,800,000	5,000,000
Carryover	28,986,000						28,986,000		28,986,000
Other	30,070,000	0	1,442,300	17,500	8,198,000	270,000	39,997,800		39,997,800
Total	$421,984,000	$25,009,000	$42,428,000	$5,568,500	$118,655,000	$45,745,000	$659,389,500 *	($3,575,388)	$655,814,112 *
							* Revenue decrease →		($3,575,388)

Note:
Countywide
245,337,415,000 2.2067
$514,316,770

Proposed Unified Fire Rescue Millage
Taxable Value of 2007

Municipality/Authority	2007 Preliminary Taxable Value	FY 2007 Municipal Operating Millage Rate	FY 2007 Millage for Fire Service	Municipal Property Tax Revenue/General Fund Budgeted for Fire Service	Fire Rescue District Property Tax Revenue Budgeted	Current MDFR District** Millage Rate	Revenue Generated to Fire District with all Cities Included	Savings (or *cost*) for City and UMSA Taxpayers	Reduction to Municipal Property Tax Levy	Percent of all Property Tax	Savings or (Cost) to Average Residential Homestead Property Owner	Savings or (Cost) to Average Residential Property Owner	Average Residential Homestead Taxable Value	Average Residential Taxable Value
Miami	$39,048,437,000	7.2999	2.7887	$103,450,000		2.2067	$81,859,777	**$21,590,223**	$103,450,000	38.20%	$88.51	$136.10	$152,076	$233,851
Miami Beach*	26,850,062,000	5.6555	1.7036	43,454,412		2.2067	56,287,530	(12,833,118)	43,454,412	30.12%	(150.24)	186.21)	298,625	370,123
Coral Gables	13,245,130,000	5.2500	1.9432	24,451,000		2.2067	27,766,627	[illegible]	24,451,000	37.01%	[illegible]	[illegible]	524,937	556,522
Hialeah	11,025,689,000	6.5400	3.5701	37,394,984		2.2067	23,113,869	**14,281,116**	37,394,984	54.59%	112.26	152.64	82,333	111,956
Miami Springs	1,112,958,000	7.5000	2.2067		$2,333,166	2.2067	2,333,166	0						
North Miami	3,235,296,000	8.3000	2.2067		6,782,361	2.2067	6,782,361	0						
North Miami Beach	2,744,936,000	7.5000	2.2067		5,754,388	2.2067	5,754,388	0						
Opa-Locka	939,292,000	9.8000	2.2067		1,969,099	2.2067	1,969,099	0						
South Miami	1,665,098,000	5.8810	2.2067		3,490,653	2.2067	3,490,653	0						
Homestead	3,803,787,000	6.2500	2.2067		7,974,126	2.2067	7,974,126	0						
Miami Shores	963,259,000	8.2500	2.2067		2,019,342	2.2067	2,019,342	0						
Bal Harbour	2,482,775,000	2.9020	2.2067		5,204,803	2.2067	5,204,803	0						
Bay Harbour Island	880,682,000	4.7500	2.2067		1,846,231	2.2067	1,846,231	0						
Surfside	1,577,154,000	5.6000	2.2067		3,306,290	2.2067	3,306,290	0						
West Miami	411,184,000	8.4950	2.2067		861,992	2.2067	861,992	0						
Florida City	719,915,000	8.9000	2.2067		1,509,205	2.2067	1,509,205	0						
Biscayne Park	210,612,000	9.2000	2.2067		441,520	2.2067	441,520	0						
El Portal	140,940,000	8.7000	2.2067		295,462	2.2067	295,462	0						
Golden Beach	705,403,000	8.5900	2.2067		1,478,782	2.2067	1,478,782	0						
Pinecrest	3,942,372,000	2.4000	2.2067		8,264,651	2.2067	8,264,651	0						
Indian Creek	367,023,000	8.2500	2.2067		769,414	2.2067	769,414	0						
Medley	1,849,855,000	6.9000	2.2067		3,877,971	2.2067	3,877,971	0						
North Bay Village	1,052,874,000	5.9000	2.2067		2,207,208	2.2067	2,207,208	0						
Key Biscayne	6,514,113,000	3.2000	0.8968	5,550,023		2.2067	13,655,958	(8,105,935)	5,550,023	28.03%	(843.18)	1,143.62)	643,720	873,008
Sweetwater	494,433,000	3.9487	2.2067		1,036,512	2.2067	1,036,512	0						
Virginia Gardens	234,408,000	4.6000	2.2067		491,405	2.2067	491,405	0						
Hialeah Gardens	1,277,356,000	6.1200	2.2067		2,677,804	2.2067	2,677,804	0						
Aventura	9,609,882,000	2.2270	2.2067		20,145,820	2.2067	20,145,820	0						
Islandia	320,000	8.1934	2.2067		671	2.2067	671	0						
Sunny Isles	6,287,016,000	2.9500	2.2067		13,179,880	2.2067	13,179,880	0						
Miami Lakes	3,223,332,000	2.7403	2.2067		6,757,280	2.2067	6,757,280	0						
Palmetto Bay	2,943,989,000	2.3736	2.2067		6,171,675	2.2067	6,171,675	0						
Miami Gardens	4,841,977,000	5.1488	2.2067		10,150,551	2.2067	10,150,551	0						
Doral	10,418,582,000	2.4470	2.2067		21,841,151	2.2067	21,841,151	0						
Cutler Bay	2,808,566,000	2.4470	2.2067		5,887,779	2.2067	5,887,779	0						
U.M.S.A.	77,984,881,000	2.0416	2.2067		163,484,775	2.2067	163,484,775	0	214,300,419					
County-wide	245,337,415,000	4.5796	2.2067		514,316,770	2.2067	514,316,770							
Fire Rescue	148,808,520,000	2.2067	2.2067		311,956,973									
Library	222,622,874,000	0.3842				**Net Savings to Hialeah and Miami**		**$36,871,339**						
		9.2121				**Cost to Coral Gables, Key Biscayne, and Miami Beach**		(24,754,681)						
			Municipal Revenue	$214,300,419										
			Fire District Revenue	$311,956,973										
* Includes Lifeguard Services			**Total Current PTAX REVENUE**	$526,257,392			**Net Savings**	**$11,940,622**						
** MDFR millage used to compute municipal revenues														

Attachment V

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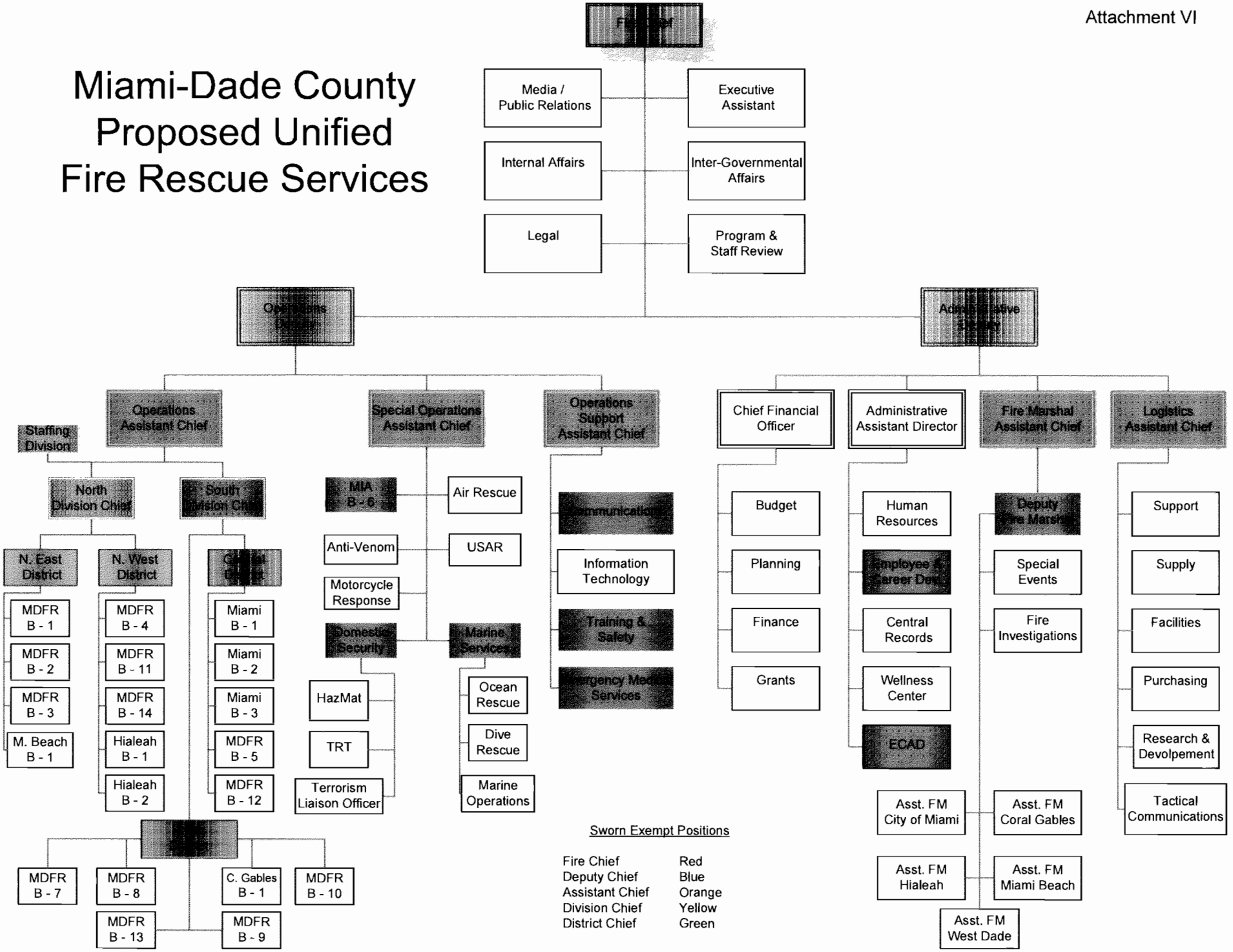
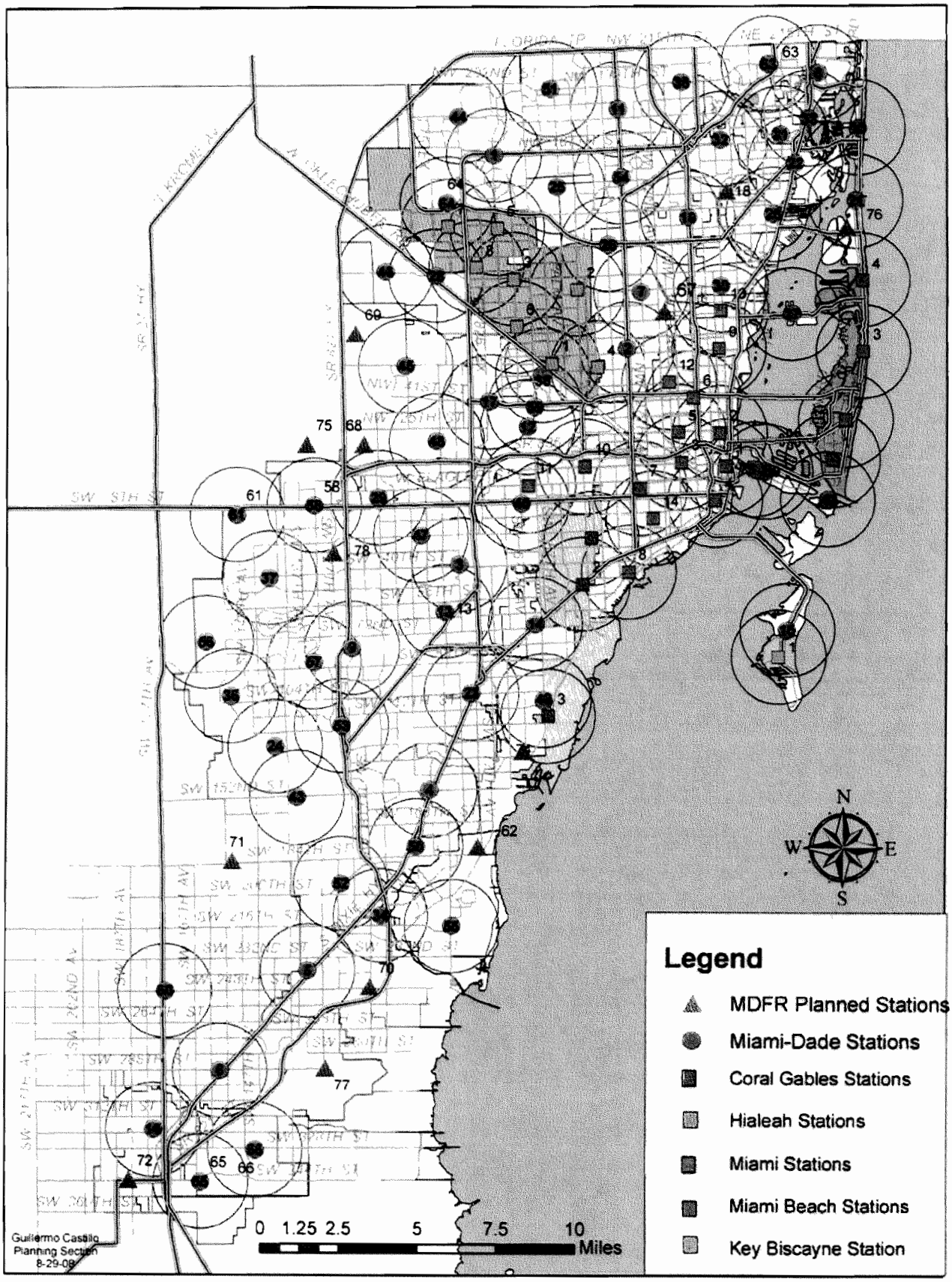
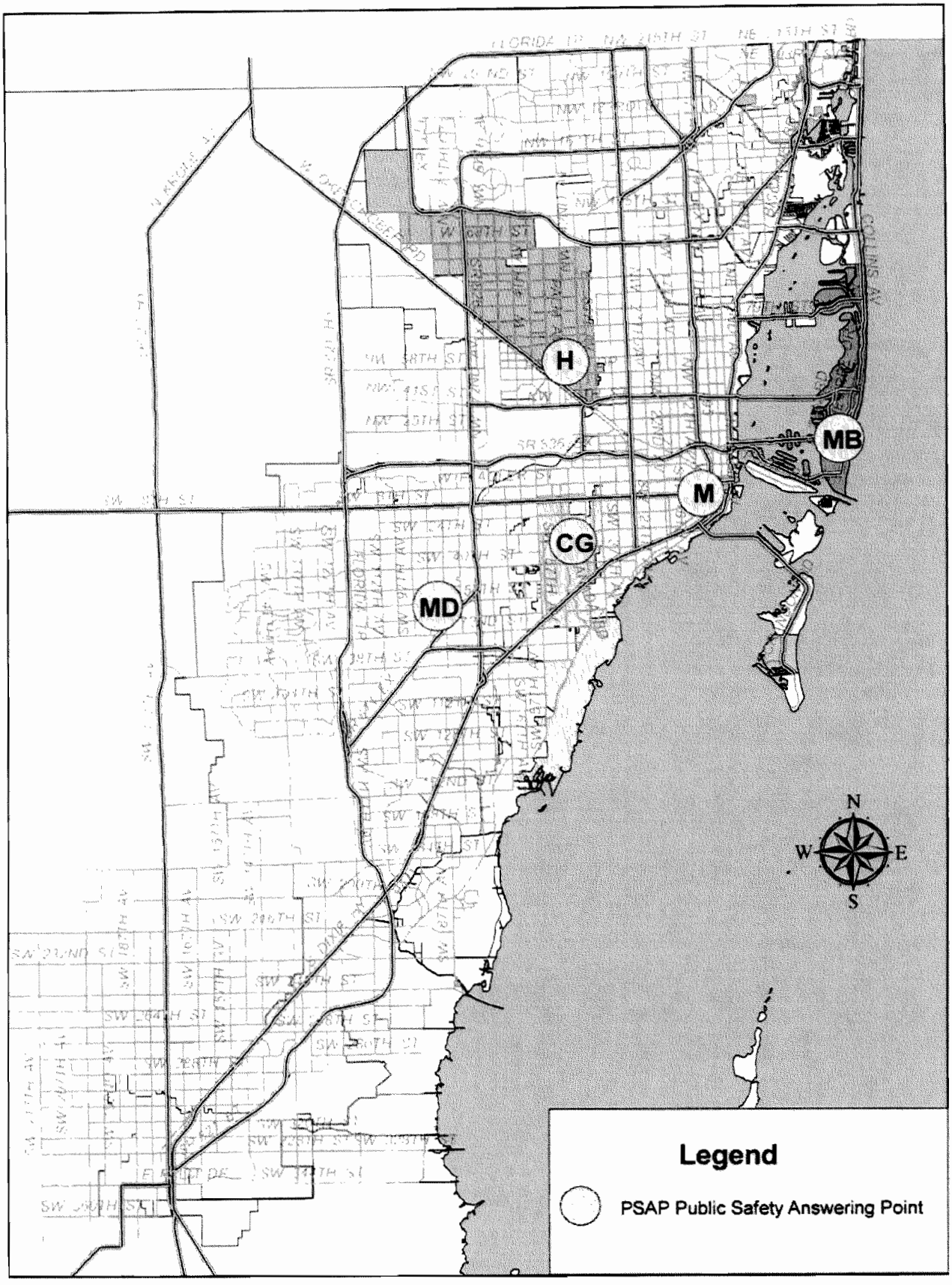
Attachment VI

Miami-Dade County Proposed Unified Fire Rescue Services



Fire Rescue Service Countywide



Attachment VIII

Miami-Dade County
Public Safety Answering Points (PSAP)