



Miami-Dade Fire Rescue Business Plan



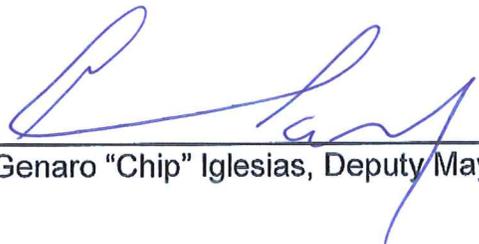
Fiscal Years: 2013 and 2014
(10/1/2012 through 9/30/2014)



Approved by:



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Genaro "Chip" Iglesias, Deputy Mayor

Plan Date:
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DEPARTMENT OVERVIEW

Department Mission

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

Organized in 1935 as a single-unit "fire patrol," Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire-rescue departments in the United States with an annual operating budget of \$370 million and a \$56 million five-year capital plan. MDFR is staffed by 2,431 employees; of which, almost 2,000 are uniformed firefighters.

MDFR has 67 fire-rescue stations within unincorporated Miami-Dade County and serves 29 municipalities: Aventura, Bal Harbour, Bay Harbor Islands, Biscayne Park, Cutler Bay, Doral, El Portal, Florida City, Golden Beach, Hialeah Gardens, Homestead, Indian Creek, Medley, Miami Gardens, Miami Lakes, Miami Shores, Miami Springs, North Bay Village, North Miami, North Miami Beach, Opa-Locka, Palmetto Bay, Pinecrest, South Miami, Sunny Isles Beach, Surfside, Sweetwater, Virginia Gardens, and West Miami. MDFR also provides aero-medical transport services within Miami-Dade County to state approved trauma centers and other medical facilities. MDFR's air rescue helicopters are also used to perform search and rescue missions, and firefighting and reconnaissance operations involving large incidents, such as wildfires and major fires.

Throughout the 1,905 square-mile territory it serves, MDFR has 14 battalions which oversee the personnel staffing its 121 rescue, suppression, and specialty units 24 hours a day, seven days a week, 365 days a year, providing emergency services to more than 1.9 million residents and visitors. During Fiscal Year 2011-2012, MDFR responded to 236,224 emergencies, more than 84 percent of which were medical in nature. MDFR's air rescue helicopters flew almost 1,300 missions during the same Fiscal Year, increasing the survivability of patients in critical emergencies. MDFR's Special Operations Division includes response units dedicated to air rescue service, ocean rescue, marine fire and rescue operations, hazardous materials (HazMat), urban search and rescue (US&R), technical rescue and venom response.

MDFR's service area includes the Port of Miami and Miami International Airport (MIA). The later encompasses 3,230 acres and serves 38 million passengers yearly. MDFR has two stations at MIA including one at midfield. MDFR also has a station at the Port of Miami, which spans 520 acres and handles 8.3 million tons of cargo and more than 4 million cruise passengers annually.

MDFR's Office of Emergency Management (OEM) supports our community's disaster preparedness, response, recovery, and mitigation needs through the planning and 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.

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 148 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. MDFR's achievement of accredited status confirms our commitment to adhere to the highest standards of fire-rescue service and to continuously improving the service we deliver to our residents and visitors daily.

The OEM was granted full accreditation from the Emergency Management Accreditation Program (EMAP) in April 2012. Receiving this distinction is a significant achievement, validating its compliance with national standards by successfully documenting how we meet national standards for local disaster preparedness and response.

TABLE OF ORGANIZATION

<u>OFFICE OF THE FIRE CHIEF</u>			
<ul style="list-style-type: none"> Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; provides strategic planning, research, accreditation and quality management for the department; serves as liaison with elected officials and County administrative offices and oversees public affairs 			
<u>FY 11-12</u> 9		<u>FY 12-13</u> 9	
<u>TECHNICAL/SUPPORT SERVICES</u>		<u>SUPPRESSION AND RESCUE</u>	
<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> 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 response; performs safety surveys, and firefighting and rescue demonstrations; oversees Airport and Seaport fire and rescue services and employee training activities for these functions; maintains Antivenin Bank and administers the antivenin program; oversees ocean rescue services; provides emergency medical services training, certification maintenance, and hospital liaison services 	
<u>FY 11-12</u> 331	<u>FY 12-13</u> 295	<u>FY 11-12</u> 1,962	<u>FY 12-13</u> 2,060
<u>BUDGET/PLANNING/GRANTS/ADMINISTRATION</u>		<u>EMERGENCY MANAGEMENT</u>	
<ul style="list-style-type: none"> 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; manages financial functions such as accounts receivables and payables; maintains departmental records; develops recruitment programs; and oversees procurement management 		<ul style="list-style-type: none"> 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 	
<u>FY 11-12</u> 113	<u>FY 12-13</u> 50	<u>FY 11-12</u> 17	<u>FY 12-13</u> 17



Strategic Alignment Summary

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

- **PS2:** Reductions in Preventable Death, Injury and Property Loss
- **PS3:** Effective Emergency and Disaster Management
- **GG1:** Friendly Government
- **GG2:** Excellent, engaged workforce
- **GG4:** Effective management practices

II. Department-related Strategic Plan Outcomes:

- **PS2-1:** Reduce response time.
- **PS2-2:** Improve effectiveness of outreach and response
- **PS3-1:** Facilitate short and long-term recovery
- **PS3-2:** Increased countywide preparedness
- **GG1-1:** Provide easy access to information and services
- **GG1-2:** Develop a customer-oriented organization
- **GG1-3:** Foster a positive image of County government
- **GG1-4:** Improve relations between communities and governments
- **GG2-2:** Develop and retain excellent employees and leaders
- **GG2-3:** Ensure an inclusive workforce that reflects diversity
- **GG4-2:** Effectively allocate and utilize resources to meet current and future operating and capital needs.

Our Service

MDFR serves the second largest service area among the ten largest fire-rescue departments in the United States. In service area, MDFR ranks second to Los Angeles County Fire, which serves a 2,300-square-mile territory with twice the units and staff. By comparison, approximately 1,500 square miles of MDFR's service area is rural and wild land areas with undeveloped roads and limited infrastructure, which negatively impacts average response time as compared with a fire-rescue department serving an urban community. For example, average response times are expected to be greater for MDFR when compared to a department like the Phoenix Fire Department, which has about the same number of stations and population size, but covers one-third the territory. The population density of the remaining 400 square miles is about 4,000 persons per square mile. Considering these facts, the Fire District is better characterized as a Metropolitan area with large wildland /rural areas. It should be noted that above data was based on the 2010 Census, which does not take into account tourist and other shifts in temporary populations such as daytime population.

According to the 2010 U.S. Census Bureau, more than 700,000 of Miami-Dade County's population in the Fire District of 2 million are uninsured; the highest level recorded in South Florida. In 2007, Miami-Dade County ranked seventh statewide, first in South Florida and 101st among the 3,141 counties nationwide by relative size of its uninsured population, according to the recently released 2007 Small Area Health Insurance Estimates (SAHIE) by the U.S. Census Bureau. As a result, this segment of the population will utilize MDFR as their access to the healthcare system. Emergency medical calls accounted for 84% of the incidents MDFR responded to in FY 2011-2012.

MDFR's OEM serves Miami-Dade County in its entirety, inclusive of both unincorporated and municipally incorporated areas. Our primary customers can be grouped into general population (residents and visitors), vulnerable populations including those with special needs that may require additional assistance during a disaster, businesses (the economic engine of the County), and local, state, and regional governmental agencies/organizations.

Customer Feedback

➤ ***MDFR Customer Feedback Program:***

Since March 2009, MDFR has accessed customer satisfaction with medical services. Customer Feedback Survey instruments are sent one month in arrears to 20% of patients MDFR served the prior month. Respondents are asked to score four questions between one (1) and five (5), with one being strongly disagree and five being strongly agree. On average for all four questions, respondents rated MDFR's service 4.85 overall. More than 90% of the surveys received in Fiscal Year 2011-2012 rated MDFR's services 4.50 or higher on a scale of one to five in response to all questions answered. These ratings are consistent with those received in Fiscal Year 2011-2012. MDFR also stratifies survey results by municipality served, analyzes trends and provides these results to each municipality.

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

Over the last six years MDFR has participated in the countywide Building & Development Survey. The instrument compares equal customer service values over all of the departments involved in the development process. Monthly customer satisfaction has been rated at over 98% since the inception of the program. MDFR's fire prevention/fire engineering area has consistently rated higher than other departments.

➤ ***OEM Customer Feedback***

OEM continuously solicits feedback from customers throughout the year. Feedback is received after outreach events, through meetings with partners, and through the County's 3-1-1 Answer Center during and after activations. An example of this programmatic improvement was the purchase of special needs beds for use in Hurricane Evacuation Centers, which were acquired in response to the feedback received from the community.

KEY ISSUES

Unlike the municipal fire rescue departments in the County, MDFR's budget is more than 80% funded through revenues collected from the annual Fire Rescue District ad valorem tax assessment. The other fire rescue department budgets can be augmented by traditional municipal revenues such as sales taxes, state revenue sharing, occupational licenses and other sources. MDFR's adopted millage of 2.4496 for Fiscal Year 2012-2013, when combined with other departmental revenues, resulted in a total departmental budget of \$370 million, an increase of \$8.5 million increase from Fiscal Year 2011-12. While property taxes are expected to continue growing modestly, our fiscal challenges remain.

In response to the funding reductions and the Mayor's directive to streamline department budgets and enhance efficiencies, last fiscal year MDFR and the Metro-Dade International Association of Firefighters Local 1403 worked collaboratively to achieve a labor contract that resulted in annual savings of more than \$21 million while maintaining current service delivery and uniform staffing levels. MDFR attained additional savings as a result of Countywide negotiations with the other five bargaining units impacting the department. MDFR's ability to successfully meet our customers' needs hinges on a number of factors, including MDFR's ability to:

- Adhere to the Fiscal Year 2012-2013 adopted budget without impacting service delivery.
- Continue exploring alternative funding mechanisms and revenue sources to reduce dependency on ad valorem taxes.

Major Programs, Initiatives, and Accomplishments/Milestones - Fiscal Year 2012-2013

Airport

- ❖ Explore alternatives for reducing training costs by conducting regional Aircraft Rescue Fire Fighting (ARFF) training at the Homestead Air Force Base.
- ❖ Reduce response time and standardize communications by receiving calls and dispatching units to incidents at Miami International Airport via Fire Communications instead of the Airport Watch Office.
- ❖ Improve fire rescue service at Miami International Airport by placing Emergency Medical Service (EMS) carts in the terminal during peak hours. Staffing of the EMS carts is contingent upon securing funding from the Miami-Dade Aviation Department (MDAD).

Central Records & Employee Services

- ❖ Collaborate with Local 1403 and the Miami-Dade Internal Services Department in developing a sound Restricted-Duty policy for uniform/sworn personnel by the end of the Fiscal Year.
- ❖ Ensure new Firefighter recruits are appropriately screened for compliance with County and MDFR standards by hiring two investigators to complete background analysis.

Chief Financial Officer

- ❖ Continue to monitor overtime levels on a pay-period basis to ensure compliance with approved budget and cost-savings identified in CBA.
- ❖ Reduce MDFR's dependence on ad valorem taxes, shield MDFR from future legislative action affecting property tax revenue, and protect the level and quality of fire rescue service by exploring alternative revenue sources.
- ❖ Enhance service into Pinecrest and Palmetto Bay areas by securing a parcel along SW 136 St. and SW 67 Avenue from United States Department of Agriculture for construction of the **Palmetto Bay North Fire-Rescue Station 74**. MDFR has submitted a request in the Federal Legislative package to purchase this 2-acre parcel of land. This new station would have a response area including parts of Palmetto Bay and Pinecrest, and would reduce response times to the areas of Cutler Bay and Coral Gables.

Communications

- ❖ Ensure redundancy and enhance emergency preparedness by relocating Fire Communication Dispatch to MDFR headquarters and creating a fully operational back-up site at its previous location at the Information Technology Department. This transition should be completed by the end of the first quarter of Fiscal Year 2012-2013.
- ❖ Reduce dispatch time and ensure redundancy by implementing the new station alerting system which allows multiple units to be alerted simultaneously. The new system, which complies with NFPA 1221 and allows redundant message recall, should be installed by the end of the fiscal year.
- ❖ Comply with the Federal Communications Commission (FCC) mandate that all Public Safety, State and Local Government VHF and UHF system licensees convert from what has been known as "wide-band," 25 KHz to "narrow-band," 12.5 KHz.

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- ❖ Identify locations for additional radio transmit/receive sites in conjunction with the FCC narrow-banding mandate.
- ❖ Explore through the Fire Officers Association of Miami-Dade (FOAM-D), the feasibility of linking the communication systems of the six (6) fire-rescue departments in Miami-Dade County to enhance interoperability.

Emergency Medical Services

- ❖ Improve patient survivability by continuing to sustain performance standards for hospitals participating in the Miami-Dade STEMI (ST-Elevation Myocardial Infarction) and Stroke Network.
- ❖ Enhance cash management and further streamline the billing process, by increasing percentage of medical reports for which key fields, such as social security number, date of birth and insurance carrier information, are properly populated.
- ❖ Confirm the quality of medical service delivered by monitoring transports and compliance with MDFR medical Operations Protocol 4.

Facilities and Construction

- ❖ Improve response to the 17.6 square mile area in north Doral by completing construction of the new three-bay **Doral North Fire-Rescue Station 69** at NW 112 Avenue and 74 Street. Rescue 69, currently housed at Doral Fire-Rescue Station 45, will be relocated to its permanent location concurrent with the station's completion which is anticipated for the second quarter of Fiscal Year 2012-2013. This unit will assume approximately 2,000 calls from the over-burdened suppression units at Hialeah Gardens Fire-Rescue Station 28, Doral Fire-Rescue Station 45, and Medley Fire-Rescue Station 46, which currently respond into this territory. Construction of this station was funded through impact fees.
- ❖ Expansion of the **West Miami Fire-Rescue Station 40** for crew quarters was completed during the first quarter of Fiscal Year 2012-2013. Renovation of this station allows Engine 40 to remain housed in West Miami instead of relocating to South Miami Fire-Rescue Station 14 during evening hours. This renovation was funded through impact fees.
- ❖ Enhance service to the Palmetto Bay area by pursuing other viable sites for construction of **Palmetto Bay Fire-Rescue Station 62**. This new station will allow Engine 62, currently housed at Perrine Fire-Rescue Station 50, to move into a location within its service territory.
- ❖ Safeguard County assets by completing permanent housing for Air Rescue North by constructing a helicopter pad adjacent to Opa-Locka Airport Fire Rescue Station 25 by end of the second quarter of Fiscal Year 2012-2013. Air Rescue crew relocated to Opa-Locka Airport Fire Rescue Station 25 in the third quarter of Fiscal Year 2011-2012. Second phase of this project will be to erect a hangar/shelter for the protection of the helicopter. Phase 2 is anticipated to commence in Fiscal Year 2013-2014.
- ❖ Enhance firefighter wellness by installing a vehicle exhaust extraction system which eliminates diesel exhaust emissions to the station and bay areas. This project is funded by the Assistance to Firefighters grant.
- ❖ Construction of replacement **Model Cities Fire-Rescue Station 2** Phase 1 was completed and occupied during the fourth quarter of Fiscal Year 2011-2012. Completion of Phase 2, which

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includes a training tower and classroom, is scheduled for the second quarter of Fiscal Year 2012-2013.

- ❖ Response to the areas of Surfside, Indian Creek, Bal Harbour and Bay Harbor Island was enhanced during the first quarter of Fiscal Year 2012-2013 with the completion of the two bay, 7,500 square foot **Bay Harbour Fire-Rescue Station 76** in the Town of Bay Harbor Island's municipal government center, located at 9665 Bay Harbor Terrace.

Fire Prevention

- ❖ Increase customer satisfaction and division efficiency by implementing a web-based payment engine for online payment of fire prevention fees.
- ❖ Implement the Code Enforcement module of the Fire Inspection and Permitting System (FIPS) mobile and continue to monitor and make adjustments as required.
- ❖ Restructure and implement the Juvenile Fire Setter program as a regional initiative soliciting the participation of all area fire departments.
- ❖ Modify hydrant maintenance policies and procedures to reflect bi-annual operational procedures. Ensure reimbursement from the Miami-Dade Water and Sewer Department (WASD) is commensurate with the maintenance performed.
- ❖ Increase the availability of critical fire flow by implementing Phase 3 of the on-line Hydrant Program by identifying all sources of water supply.
- ❖ Enhance personnel proficiency by establishing a training curriculum for all Fire Prevention competencies: new construction, life safety, fire engineering and water supply reviewers, arson investigations and public education, cross-training of all Fire Rescue Processing Specialists, hazardous materials inspections and NFPA 704 placarding; special events and inspections. Training programs to be phased in during Fiscal Year 2013-14.

Human Resources

- ❖ Hire one class of certified firefighter/paramedics to reduce overtime and compensate for anticipated vacancies due to pending retirements.
- ❖ Comply with Federal Americans with Disabilities requirements by creating an *Essential Job Functions* application on MDFR that outlines physical, mental and academic qualifications for each MDFR position.
- ❖ Create departmental driver's license policy in compliance with County and State driver license requirements for sworn and applicable civilian positions.

Labor Relations

- ❖ Ensure consistent application of the investigative and disciplinary process, by training Battalion Chiefs and instituting an automated disciplinary system based on timeliness, progressive discipline and just cause.

Logistics

- ❖ Reinstigate Fleet Replacement Plan to the extent that budgetary restraints allow, by purchasing five (5) rescues through Impact Fees this fiscal year and commencing the procurement process to lease another ten (10) rescues as well as five (5) engines, five (5) Battalion and five (5) EMS vehicles next fiscal year.

MIT

- ❖ Leverage County resources and streamline finance operations, by working with ISD to modify the self-service payment module on miamidade.gov to accept payments for MDRF services, such as life-safety inspections.
- ❖ Explore additional efficiencies for streamlining service delivery through new and emerging technologies.

Office of Emergency Management

- ❖ Expand partnerships and community resources by continuing the incorporation of the Whole Community concept throughout all programs and plans.
- ❖ Obtain State approval for the CEMP and incorporate a Post Disaster Redevelopment Plan.
- ❖ Enhance the Threat and Hazards Identification and Risk Assessment (THIRA) plan by continuing to bridge identified gaps and outlining enhanced capabilities or identified strategies; while solidifying its relationship to all programs and plans.
- ❖ Maintain accreditation through the Emergency Management Accreditation Program for the entire Miami-Dade Emergency Management system/framework.
- ❖ Enhance Local Mitigation Strategy (LMS), recovery, and business (private sector) continuity programs to increase participation, expand partnerships and further incorporate Whole Community principals.
- ❖ Mature the Radiological Emergency Preparedness Program to incorporate new regulations and increase response capabilities through equipment upgrades and training.
- ❖ Leverage technology by continuing the growth of cost effective programs such as WebEOC, FLIPPER, public alerting and damage assessment tools to increase planning, response and recovery capabilities.
- ❖ Expand the logistics program to catalog and NIMS-type common disaster response commodities.
- ❖ Coordinate with County Departments to enhance Continuity of Operations Plans (COOP) through the incorporation of progressive COOP criteria.
- ❖ Focus outreach activities on an in-county annual disaster preparedness seminar, a major public preparedness event, distributable information and materials, and expand the CERT Program.
- ❖ Maintain countywide compliance with NIMS and NIMSCAST requirements, to include the further expansion of municipal participation.

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- ❖ Expand the disaster sheltering program by increasing the availability of non-public school based shelters (while maintaining a state defined surplus), and enhancing functional needs capabilities.

Operations

- ❖ Curtail abuse of leave time by modifying MDFR policies as required. Continue to monitor absenteeism and leave usage on a pay-period basis.
- ❖ Reassess existing hydrant maintenance policies and procedures to ascertain these reflect current operational standards. Ensure reimbursement from the Miami-Dade Water and Sewer Department (WASD) is commensurate with the maintenance performed.
- ❖ Increase the availability of critical fire flow by implementing Phase 3 of the on-line Hydrant Program by identifying all sources of water supply.
- ❖ Instill accountability and enhance customer service by implementing business reviews at the Battalion and Division level during Fiscal Year 2012-2013. Structured sessions with Operations Executive management will be held at six to eight-week intervals to discuss performance.
- ❖ Raise safety awareness by conducting Incident Safety Officer training for all Battalion Chiefs.
- ❖ Maintain Homeland Security preparedness by continuing the Special Response Team (SRT) Tactical Paramedic (TP) Program in partnership with Miami-Dade Police Department (MDPD).
- ❖ Continue to uphold Homeland security preparedness by maintaining an active role in the South Florida Fusion Center.
- ❖ Deliver Terrorism Liaison Officer (TLO) awareness level training to all sworn and civilian MDFR personnel. Training has been completed for all Fire Prevention staff, Fire Investigators and multiple ancillary personnel. Additional training for civilian personnel unable to attend previous classes will be scheduled during the Fiscal Year.
- ❖ Enhance the continuity of operations and ensure timely discipline resolution by adding two (2) Administrative Officers and a fourth Lead Worker to Operations.

Program and Staff Review

- ❖ Instill accountability and enhance customer service by implementing business reviews at the Battalion and Division level during Fiscal Year 2012-2013. Structured sessions with Operations Executive management will be held at six to eight-week intervals to discuss performance.
- ❖ Continue to strive for operational and professional excellence by monitoring performance and submitting our Accreditation Annual Compliance Report to the CFAI 45 days prior to the anniversary date of accreditation.

Public Affairs

- ❖ Continue to maintain a positive public image campaign through resources provided by the Public Affairs Bureau.

Special Operations

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- ❖ Safeguard County assets by completing permanent housing for Air Rescue North by constructing a helicopter pad adjacent to Opa-Locka Airport Fire Rescue Station 25 by end of the second quarter of Fiscal Year 2012-2013. Air Rescue crew relocated to Opa-Locka Airport Fire Rescue Station 25 in the third quarter of Fiscal Year 2011-2012. Second phase of this project will be to erect a hangar/shelter for the protection of the helicopter. Phase 2 is anticipated to commence in Fiscal Year 2013-2014.
- ❖ Continue working with the Parks, Recreation and Open Spaces Department in the completion of the Ocean Rescue headquarters at Haulover Park.
- ❖ Reassess the appropriateness of charges for delivery of anti-venin outside of Miami-Dade County.
- ❖ Streamline instructor training and enhance continuing education program by creating on-line certified training modules in CentreLearn by specialization.

Training and Safety

- ❖ Leverage departmental assets by maximizing use of the Training Complex by external and internal agencies.
- ❖ Enhance career development and succession planning by offering more management classes and mentorship programs. Maintain fire proficiency by revamping the Officer Development Program to mirror the Fire Office I and II curriculum.
- ❖ Streamline student registration process and training records by centralizing training records through an oracle based module.
- ❖ Reassess MDFR dive rescue currency standards for compliance with NFPA and other reputable agency standards and revise as necessary.
- ❖ Increase driver safety and the authenticity of driver refresher courses through the use of the recently procured Driver Simulator. The Simulator was funded through the Assistance to Firefighter grant.

In conjunction with the postponement of debt service issuance due to budgetary constraints the following construction projects have been **deferred**:

- ❖ **North Miami Fire-Rescue Station 18** – Demolition of existing structures on three lots at 13500 NE 3 Court was completed in the first quarter of Fiscal Year 2009-2010. Construction of this station was originally anticipated for completion by end of Fiscal Year 2009-2010.
- ❖ **Highland Oaks Fire-Rescue Station 63 Phase II** - This project will expand the existing Station 63 to a two-bay station. The Highland Oaks location is a five acre parcel obtained from the Florida Department of Transportation (FDOT). Completion of this project was originally slated for the end of Fiscal Year 2010-2011.
- ❖ **Arcola Fire-Rescue Station 67** – Construction of a double company, two (2) story, three-bay fire rescue station at 1275 NW 79 Street will serve the 3.5 square mile area. The area is currently served by surrounding units located at Model Cities Fire-Rescue Station 2, West Little River Fire-Rescue Station 7, and Miami Shores Fire-Rescue Station 30, which prolongs response times. MDFR currently owns the land for the proposed Arcola Station 67.

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- ❖ **Dolphin Station Fire-Rescue Station 68** – Construction of a three-bay fire rescue station at NW 112 Avenue and 17 Street will serve a 28 square mile area in the Dolphin area. The area is currently served by surrounding units located at Sweetwater Fire-Rescue Station 29, Doral Fire-Rescue Station 45, Tamiami Fire-Rescue Station 58 and Fontainebleau Fire-Rescue Station 48, which prolongs response times. MDFR currently owns the land for the proposed Dolphin Station 68. Construction of this station was originally anticipated for completion by end of Fiscal Year 2010-2011.
- ❖ Rebuild three fire-rescue stations originally estimated to only require renovation:
 - **North Miami West Fire-Rescue Station 19** – 650 NW 131 Street
 - **North Miami East Fire-Rescue Station 20** – 13000 NE 16 Avenue
 - **Golden Glades Fire-Rescue Station 38** – 575 NW 199 Street

Anticipated Major Programs, Initiatives, and Accomplishments/Milestones - Fiscal Year 2013-2014

- ❖ Ensure effective and efficient continuity of operations by hiring additional classes of firefighter recruits to reduce overtime and compensate for anticipated vacancies.
- ❖ Reduce out of service time and enhance the efficiency and effectiveness of MDFR apparatus by leasing ten (10) rescues as well as five (5) engines, five (5) Battalion and five (5) EMS vehicles this fiscal year.
- ❖ Enhance response capabilities by constructing four (4) fire rescue stations; two (2) new and two (2) replacement:
 - **New Coconut Palm Fire-Rescue Station 70** will be located in the vicinity of SW 248 Street and 114 Ave. Construction of this three-bay two-story station will allow Rescue 70, currently housed at Cutler Ridge Fire-Rescue Station 34, to move within its service territory. Coconut Palm will be located on land currently owned by the County. Construction of this station will be funded through Sunshine State Loans and other Fire District proceeds. The plans for this station are currently in the permitting process. Completion is anticipated for end of Fiscal Year 2013-2014.
 - **New Miami Lakes West Fire-Rescue Station 64**, a permanent three-bay station at the southeast corner of NW 154 Street and NW 77 Court, will replace the service currently being provided from trailers located at 8205 Commerce Way, housing one (1) ALS Engine. Construction of this station will be funded through impact fees. Permitting of this station was delayed due to issues with Public Works Waste Management Department and FDOT. Station is expected to be completed by the end of Fiscal Year 2013-2014.
 - **Sweetwater Fire-Rescue Station 29** must be relocated because in 2017 FDOT is planning on expanding SW 107 Avenue from four lanes to six lanes eliminating the apron in front of the station. The feasibility of using existing County owned lands within one mile of the existing station are currently being evaluated.
 - **North Bay Village Fire-Rescue Station 27** – MDFR is working with the City of North Bay Village Police Department to rebuild fire-rescue Station 27, located at 7903 East Drive, as part of a joint Public Safety Complex. This station, originally built in 1965, adjacent to the North Bay Village Complex, serves Harbor Island, North Bay Island, and Treasure Island. Pending on funding of this complex by the Village, MDFR will move forward with this station.



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- ❖ Commence interior renovations and addition to **Catherine Wall - North Miami Beach Fire-Rescue Station 31**, located at 17050 NE 19 Avenue by the first quarter of Fiscal Year 2014-2015.
- ❖ Safeguard County assets by completing Phase 2, permanent housing for Air Rescue North, by constructing a hangar/shelter for the protection of the helicopter. Phase 2 is anticipated to commence in Fiscal Year 2013-2014.
- ❖ Reduce response time to incidents in the Bird Road area along the Florida Turnpike by securing land for an infill station in this area.
- ❖ Due to the anticipated increased traffic at the Port of Miami with the deepening of the channel and completion of the tunnel, explore the feasibility of reinstating FireBoat response capabilities to full time service to staff both a rescue and the fireboat.

FUTURE OUTLOOK

MDFR's call volume has increased 9% in the last five years. As a result of budgetary constraints nine of the thirty-two (32) services planned for the past five were not implemented. This increase coupled with 17% population growth in the Fire District in the last ten years continues to strain MDFR's ability to efficiently and effectively deliver fire-rescue service to our community. In anticipation of this growth, MDFR had also planned to hire 800-1,000 new firefighters as well as add the corresponding support services to augment the expanding infrastructure. Currently, MDFR anticipates hiring ninety (90) new firefighters in the next two fiscal years. This will not offset vacancies caused by planned attrition and reduce overtime. MDFR needs to hire another 50 positions to meet projected attrition.

MDFR must keep pace with the growth in our community and reassess service delivery to maintain a county-wide standard level of service while adhering to fiscal mandates. MDFR will continually monitor adherence to the contract with Local 1403 to ensure projected cost-savings are realized. Statistical information, including number of incidents by service territory, incident type, response times, traffic patterns, population trends, building types, and other pertinent information will be reviewed and analyzed in developing a prospective five-year service plan to meet the changing needs of the community we serve.

It is also essential that MDFR explore alternative revenue sources in reducing its dependence on ad valorem taxes. It is also imperative that MDFR be shielded from any future legislative action that could erode property tax revenue, such as the incorporation of the Unincorporated Municipal Service Area (UMSA) which has been contemplated.

Further, without the implementation of a stable local emergency management funding model OEM will also face limitations in executing its mission. The ongoing federal and local budget reductions continue to threaten OEM's ability to maintain its capabilities, let alone expand and enhance programs. Additionally, the continued weak economy and lack of financial resources of local residents, compounded by complacency from several years without a land-falling hurricane, affect the public's ability to fully prepare for disasters and therefore potentially increase reliance on local government's services.