

Details - Base View

None Initiatives Processes

Miami-Dade Fire Rescue (MDFR) provides emergency response and transport services, which encompass fire suppression, Advanced Life Support (ALS) and Basic Life Support (BLS) emergency medical services, hazardous materials mitigation, disaster management and other specialty services. MDFR also provides fire prevention and education services, including life safety fire inspections, fire plan reviews, building permits, and public safety programs and demonstrations. MDFR provides daily 24-hour emergency response services to over 1.7 million residents, businesses and visitors through 134 rescue and suppression units strategically located in 65 fire-rescue stations within unincorporated Miami-Dade County (the County) and 30 municipalities. In addition to providing transport services through 50 front-line rescue units, MDFR also provides emergency air transport service within Miami-Dade County to State-approved Trauma Centers via two full-time rescue helicopters.

Default

1.0 Customer

| Name | As of Date | Actual | Business Plan Goal | FYTD Actual | FYTD Goal |
|--|------------|--------|--------------------|-------------|-----------|
| Public Safety Facilities and Resources Built and Maintained to Meet Needs (Fire Rescue) | | | | | |

| Initiative Name | Type | As Of | | % | Status | Owners |
|--|------|------------|--|-----|-------------|---|
| <u>Completion of Ocean Rescue Facility at Crandon Park</u> | | 09/30/2011 | | 5% | On Hold | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Completion of Ocean Rescue Headquarters Building at Haulover Beach</u> | | 11/30/2011 | | 40% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Demolish and Rebuild Model Cities Fire Rescue Station 2</u> | | 12/31/2011 | | 65% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Demolish and Rebuild Sunny Isles Fire Rescue Station 10</u> | | 11/30/2011 | | 98% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Demolish and Rebuild Homestead Fire Rescue Station 16</u> | | 11/30/2011 | | 85% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Expansion of West Miami Fire Rescue Station 40</u> | | 12/31/2011 | | 54% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Village of Palmetto Bay Fire Rescue Station 62</u> | | 12/31/2011 | | 0% | Not Started | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Miami Lakes West Fire Rescue Station 64</u> | | 11/30/2011 | | 85% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Arcola Fire Rescue Station 67</u> | | 12/31/2011 | | 0% | Not Started | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Dolphin Fire Rescue Station 68</u> | | 03/31/2011 | | n/a | On Hold | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Doral North Fire Rescue Station 69</u> | | 12/31/2011 | | 60% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Coconut Palm Fire Rescue Station 70</u> | | 12/31/2011 | | 0% | In Progress | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> <u>Morales, Gigi</u> |
| <u>Design and Construction of Bay Harbour Fire Station 76</u> | | 12/31/2011 | | 40% | In Progress | <u>Morales, Gigi</u> <u>Lamela, Angel</u> <u>Novela, Sylvia</u> |

Enhance Service Delivery (MDFR)

| | | | | | |
|---|----------|---------------|--------------|---------------|--------------|
| <u>Air Rescue Availability for Transport</u> | Dec 2011 | 100 % | 98 % | 100 % | 98 % |
| <u>Enhance service levels by adding new services and/or stations to meet identified needs by end of the fiscal year</u> | FY11 Q4 | 0 | 0 | 1 | 1 |
| <u>Number of Fireboat Missions</u> | Dec 2011 | 10 | 25 | 58 | 76 |
| <u>Enhance Continuity of Service (Fire Rescue)</u> | | | | | |
| <u>Total MDRF Transports</u> | Sep 2011 | 8,187 | 8,450 | 102,431 | 98,332 |
| <u>Percentage of Total Medical Calls Transported</u> | Sep 2011 | 50 % | 45 % | 51 % | 45 % |
| <u>Number of Medical Calls Transported by MDRF Rescue Units (Percentage)</u> | Sep 2011 | 38.9 % | 33.0 % | 40.2 % | 34.0 % |
| <u>Total Monthly Squad Transports</u> | Dec 2011 | 173 | 2,700 | 2,976 | 8,100 |
| <u>Reduce Fire Rescue Response (Wait) Time to Medical Incidents</u> | | | | | |
| <u>Total Average MDRF Life-Threatening Response (Wait) Time</u> | Dec 2011 | 8.06 minutes | 8.00 minutes | 8.15 minutes | 8.00 minutes |
| <u>% of Life Threatening Calls Inside UDB MDRF units arrived to in 8 Minutes or Less</u> | Dec 2011 | 52 % | 50 % | 50 % | 50 % |
| <u>% of Life-Threatening Calls in MSU Area MDRF Units arrived to in 8 Minutes or Less</u> | Dec 2011 | 77 % | 80 % | 75 % | 80 % |
| <u>% of Life-Threatening Calls in Rural Area MDRF Units arrived to in 10 Minutes or Less</u> | Dec 2011 | 87 % | 80 % | 87 % | 80 % |
| <u>Total Response (Wait) Time to 80% of Life Threatening Calls in MSU</u> | Dec 2011 | 8.20 minutes | 8.00 minutes | 8.27 minutes | 8.00 minutes |
| <u>Total Response (Wait) Time to 90% of Life Threatening Calls in MSU</u> | Dec 2011 | 9.36 minutes | 8.00 minutes | 9.46 minutes | 8.00 minutes |
| <u>Total Response (Wait) Time to 80% of Non-Life Threatening Calls in MSU</u> | Dec 2011 | 9.15 minutes | 9.00 minutes | 9.18 minutes | 9.00 minutes |
| <u>Total Response (Wait) Time to 90% of Non-Life Threatening Calls in MSU</u> | Dec 2011 | 10.59 minutes | 9.00 minutes | 10.57 minutes | 9.00 minutes |
| <u>Reduce Fire Rescue Response (Wait) Time to Fire Incidents</u> | | | | | |
| <u>Total Average MDRF Structure Fire Response (Wait) Time</u> | Dec 2011 | 6.41 minutes | 7.30 minutes | 6.42 minutes | 7.30 minutes |
| <u>% of Structure Fire Calls in MSU Area MDRF Units arrived to in 8 Minutes or Less</u> | Dec 2011 | 96 % | 80 % | 93 % | 80 % |
| <u>% of Structure Fire Calls in Rural Area MDRF Units arrived to in 10 Minutes or Less</u> | Dec 2011 | 88 % | 80 % | 91 % | 80 % |
| <u>Total Response (Wait) Time to 80%</u> | | | | | |

| | | | | | |
|--|----------|---------------|---------------|---------------|---------------|
| <u>of Structure Fire Calls in MSU</u> | Dec 2011 | minutes | minutes | minutes | minutes |
| <u>Total Response (Wait) Time to 90% of Structure Fire Calls in MSU</u> | Dec 2011 | 7.11 minutes | 8.00 minutes | 7.30 minutes | 8.00 minutes |
| <u>% of Other Fire Calls in MSU Area MDRF Units arrived to in 10 Minutes or Less</u> | Dec 2011 | 86 % | 80 % | 85 % | 80 % |
| <u>% of Other Fire Calls in Rural Area MDRF Units arrived to in 11 Minutes or Less</u> | Dec 2011 | 79 % | 80 % | 81 % | 80 % |
| <u>Total Response (Wait) Time to 80% of Other Fire Calls in MSU</u> | Dec 2011 | 9.01 minutes | 10.00 minutes | 9.12 minutes | 10.00 minutes |
| <u>Total Response (Wait) Time to 90% of Other Fire Calls in MSU</u> | Dec 2011 | 10.52 minutes | 10.00 minutes | 10.92 minutes | 10.00 minutes |
| <u>Reduce Fire Rescue Response (Wait) Time to Other Incidents</u> | | | | | |
| <u>Total Response (Wait) Time to 80% of Other Calls in MSU</u> | Dec 2011 | 9.55 minutes | 10.00 minutes | 9.94 minutes | 10.00 minutes |
| <u>Total Response (Wait) Time to 90% of Other Calls in MSU</u> | Dec 2011 | 11.42 minutes | 10.00 minutes | 11.95 minutes | 10.00 minutes |
| <u>Reduce Fire Rescue Dispatch Time</u> | | | | | |
| <u>Fire Rescue Average Dispatch Time</u> | Dec 2011 | 36 seconds | 40 seconds | 43 seconds | 40 seconds |
| <u>Average Fire Rescue Dispatch Time for Life-Threatening Calls</u> | Dec 2011 | 29 seconds | 45 seconds | 31 seconds | 45 seconds |
| <u>Average Fire Rescue Dispatch Time for Structure Fire Calls</u> | Dec 2011 | 55 seconds | 45 seconds | 58 seconds | 45 seconds |
| <u>911 Call processing time</u> | Dec 2011 | 63.0 secs | 65.0 secs | 63.7 secs | 65.0 secs |
| <u>Reduce Fire Rescue Response (Wait) Time (MDFR)</u> | | | | | |
| <u>Hospital Wait Time</u> | Dec 2011 | 13.15 minutes | 15.00 minutes | 13.18 minutes | 15.00 minutes |
| <u>Call Volume (Miami-Dade Fire Rescue Department)</u> | | | | | |
| <u>Total Call Volume</u> | Dec 2011 | 19,742 | 20,417 | 58,342 | 61,250 |
| <u>Number of Life-Threatening Incidents MDRF Responded To</u> | Dec 2011 | 11,828 | 11,833 | 34,926 | 35,500 |
| <u>Number of Other Medical Incidents MDRF Responded To</u> | Dec 2011 | 4,990 | 5,000 | 14,429 | 15,000 |
| <u>Number of Structure and Other Fire Incidents MDRF Responded To</u> | Dec 2011 | 1,768 | 2,333 | 5,256 | 7,000 |
| <u>Number of Miscellaneous Incidents MDRF Responded To</u> | Dec 2011 | 1,156 | 1,250 | 3,731 | 3,750 |

Results

| | | | | | |
|---|----------|------|------|------|------|
| <u>% Total Surveys Received</u> | Apr 2011 | 10 % | 8 % | 10 % | 8 % |
| <u>% of Surveys Received with Rating of 4.5 or Greater</u> | Apr 2011 | 91 % | 90 % | 89 % | 90 % |
| <u>% of Surveys Received with Rating less than 3.0</u> | Apr 2011 | 1 % | 1 % | 1 % | 1 % |
| <u>Q1. MDFR responded to your needs in a timely manner</u> | Apr 2011 | 4.88 | 5.00 | 4.85 | 5.00 |
| <u>Q2. MDFR explained your treatment to you</u> | Apr 2011 | 4.76 | 5.00 | 4.73 | 5.00 |
| <u>Q3. MDFR treated you in a professional manner</u> | Apr 2011 | 4.89 | 5.00 | 4.87 | 5.00 |
| <u>Q4. MDFR met your expectations when you requested assistance</u> | Apr 2011 | 4.83 | 5.00 | 4.83 | 5.00 |

2.0 Financial

| Name | As of Date | Actual | Business Plan Goal | FYTD Actual | FYTD Goal |
|---|------------|-------------|--------------------|-------------|-------------|
| <u>Meet Budget Targets [Fire Rescue]</u> | | | | | |
| <u>Revenue: Total (Fire Rescue)</u> | FY11 Q4 | \$91,229 K | \$101,013 K | \$407,266 K | \$404,054 K |
| <u>Expen: Total (Fire Rescue)</u> | FY11 Q4 | \$119,596 K | \$101,015 K | n/a | n/a |
| <u>Monthly Revenue Total (Fire Rescue)</u> | Oct 2011 | \$5,100 | n/a | \$5,100 | n/a |
| <u>% Transport Collection</u> | Sep 2011 | 60.7 % | n/a | 22.9 % | n/a |
| <u>Sound asset management and financial investment strategies (MDFR)</u> | | | | | |
| <u>Percentage of completed reimbursements submitted to the funding agency</u> | FY11 Q4 | 100 % | 100 % | 100 % | 100 % |
| <u>Urban Area Security Initiative (UASI) 2006</u> | FY11 Q4 | 972,857 | 5,248,816 | 972,857 | 5,248,816 |
| <u>Urban Area Security Initiative (UASI) 2007</u> | FY11 Q4 | 0 | 3,676,672 | 0 | 3,676,672 |
| <u>Urban Area Security Initiative (UASI) 2008</u> | FY12 Q1 | 0 | 3,566,340 | 0 | 3,566,340 |
| <u>Urban Area Security Initiative (UASI) 2009</u> | FY12 Q1 | 0 | 2,839,157 | 0 | 2,839,157 |

3.0 Internal

| Name | As of Date | Actual | Business Plan Goal | FYTD Actual | FYTD Goal |
|--|------------|--------|--------------------|-------------|-----------|
| <u>Units in Service (MDFR)</u> | | | | | |
| <u>Number of Frontline Rescue Units</u> | FY12 Q1 | 50 | 53 | 50 | 53 |
| <u>Number of Frontline Suppression Units</u> | FY12 Q1 | 56 | 56 | 56 | 56 |
| | FY12 Q1 | 13 | 14 | 13 | 14 |

Number of Specialty Units

| | | | | | |
|------------------------------|---------|-----|---|-----|---|
| <u>Number of Squad Units</u> | FY12 Q1 | ▲ 6 | 1 | ▲ 6 | 1 |
|------------------------------|---------|-----|---|-----|---|

Department Position Count (Fire Rescue)

| | | | | | |
|---|----------|---------|-----------------|---------|-----------------|
| <u>Positions: Full-Time Filled (MDFR)</u> | FY11 Q4 | ▼ 2,456 | (2,579 - 2,580) | ▼ 2,456 | (2,579 - 2,580) |
| <u>Number of Firefighter Recruits</u> | FY11 Q4 | 0 | n/a | 0 | n/a |
| <u>Number of Approved Overage Positions</u> | FY11 Q4 | ▲ 4 | 25 | ▲ 4 | 25 |
| <u>Number of Part-Time Positions (Including Ocean Lifeguards)</u> | FY11 Q4 | 107 | n/a | 107 | n/a |
| <u>Number of Temporary Agency Employees</u> | FY11 Q4 | 23 | n/a | 23 | n/a |
| <u>Number of Sworn Personnel Separating from MDFR</u> | Dec 2011 | 5 | (n/a - n/a) | 15 | (n/a - n/a) |

Special Assignment Count (Fire Rescue)

| | | | | | |
|--|----------|----|-----|-----|-----|
| <u>Number of Sworn Personnel on Special Assignment</u> | Sep 2011 | 25 | n/a | n/a | n/a |
|--|----------|----|-----|-----|-----|

Reduce Property Loss and Destruction (Fire Rescue)

| | | | | | |
|---|----------|-----------|---------|-----------|---------|
| <u>Arsons per 100,000 population</u> | Dec 2011 | ▲ 0.60 | 0.85 | ■ 0.89 | 0.85 |
| <u>Fire Plan Review Process Timeliness</u> | Dec 2011 | ▲ 99.85 % | 98.50 % | ▲ 98.95 % | 98.50 % |
| <u>Number of Fire Plans Reviewed</u> | Dec 2011 | ▲ 1,311 | 1,225 | ▲ 4,355 | 3,675 |
| <u>Total Number of Life Safety Inspections</u> | Dec 2011 | ■ 5,768 | 6,033 | ■ 16,795 | 18,099 |
| <u>Average number of Life Safety Inspections per Inspector</u> | Dec 2011 | ■ 106.81 | 110.00 | ■ 100.22 | 110.00 |
| <u>Number of Certificate of Occupancy Inspections Performed</u> | Dec 2011 | ▲ 1,328 | 1,010 | ▲ 3,787 | 3,030 |
| <u>Average Number of CO Inspections per Inspector</u> | Dec 2011 | ▲ 147.50 | 110.00 | ▲ 140.27 | 110.00 |
| <u>Fires (Residential 1-2 Family) Confined to Structure</u> | Dec 2011 | ▼ 4 | 9 | ▼ 19 | 27 |
| <u>Fires (Residential 1-2 Family) Confined to Room</u> | Dec 2011 | ▼ 20 | 27 | ▼ 54 | 81 |
| <u>Fires (Residential 1-2 Family) Out on Arrival</u> | Dec 2011 | ▼ 7 | 16 | ▼ 28 | 48 |
| <u>Fires (Residential Multi-Family) Confined to Structure</u> | Dec 2011 | ▼ 1 | 2 | ▼ 1 | 5 |
| <u>Fires (Residential Multi-Family) Confined to Room</u> | Dec 2011 | ▲ 11 | 10 | ▼ 21 | 30 |
| <u>Fires (Residential Multi-Family) Out on Arrival</u> | Dec 2011 | ▼ 7 | 9 | ▼ 16 | 27 |
| <u>Fires - Commercial and Industrial</u> | Dec 2011 | ▼ 23 | 21 | ▲ 51 | 63 |

| | | | | | |
|----------------------------------|----------|-----|-----|-----|-----|
| Total Number of HazMat Incidents | Dec 2011 | 207 | 232 | 734 | 696 |
| Structure Fire False Alarms | Dec 2011 | 12 | 13 | 36 | 39 |

Enhanced Recycling Efforts at MDRF Facilities

| Initiative Name | Type | As Of | | % | Status | Owners |
|---|------|------------|--|-----|-------------|-------------------------------------|
| <u>Establish Recycling Program at all MDRF Facilities</u> | | 03/31/2011 | | n/a | In Progress | Zubieta, Helen Eichenbaum, Anita |

4.0 Learning and Growth

| Name | As of Date | Actual | Business Plan Goal | FYTD Actual | FYTD Goal |
|---|------------|--------|--------------------|-------------|-----------|
| <u>Sworn Personnel Certifications (MDRF)</u> | | | | | |
| Sworn Medical Certifications | FY11 | 2,018 | n/a | n/a | n/a |
| <u>Enhance Quality of Patient Care (MDRF)</u> | | | | | |
| Quarterly Medical Skills Training | FY11 Q4 | 1,126 | 1,100 | 4,113 | 4,400 |

Scorecard Exception Report Business Plan Reports

Scorecard Owners: [Reyes, Maria](#) [Zubieta, Helen](#) [Bryson, William](#)

Linked Objects

Hide All

Child Scorecards

| | Owners |
|---|---|
| <u>Airport Division</u> | Downey, David Eichenbaum, Anita |
| <u>Central Records Bureau</u> | Guido, Dilaila Jose, Maria Reyes, Maria |
| <u>Chief Financial Officer</u> | Mendelsberg, Scott |
| <u>Communications Division</u> | Fernandez, Fernando Jacobs, Lisa Rubin, Gregory Xiques, Cecilia |
| <u>Emergency Management</u> | Lord, Jonathan Sommerhoff, Curt |
| <u>Emergency Medical Services Division</u> | Cutie, Lidice Downey, David Gardner, John Lausell, Ana |
| <u>Employee and Community Affairs Section</u> | Gonzalez, Mario McArthur, Vincent |
| <u>Employee Services Bureau</u> | Jose, Maria Reyes, Maria |
| <u>Facilities and Construction Division</u> | Lamela, Angel Mendelsberg, Scott |
| <u>Finance Bureau</u> | Angulo, Ingrid Elespe, Vivian Garcia, Mirtha |
| <u>Fire Prevention Division</u> | Fernandez, Fernando Holmes, Jr., Arthur Ulloa, Giovannie |

| | |
|---|--|
| <u>Human Resources Division</u> | <u>Brown, Emerson</u> <u>Clodfelter, Madeline</u> <u>Gutierrez, Maria</u> <u>Reyes, Maria</u> |
| <u>Labor Relations Division</u> | <u>Kobel, Cora</u> <u>Smith, Tarlesha</u> |
| <u>Logistics Division</u> | <u>Fernandez, Fernando</u> <u>Moore, James A.</u> <u>Phelps, Dean</u> <u>Tabor, George</u> |
| <u>Management Information Technology Division</u> | <u>Alvarez, Jose E.</u> <u>Mendelsberg, Scott</u> |
| <u>Media and Public Relations Bureau</u> | <u>Marino, Griselle</u> |
| <u>Operations North District</u> | <u>Byrd Jr., Jerome</u> <u>Downey, David</u> <u>Palestrant, Robert</u> <u>Rogers, Christine</u> |
| <u>Operations South District</u> | <u>Downey, David</u> <u>Lombardi, Vince</u> <u>Smith, Paul</u> <u>Wood, David</u> |
| <u>Program and Staff Review Division</u> | <u>Reyes, Maria</u> <u>Zubieta, Helen</u> |
| <u>Purchasing Services Bureau</u> | <u>Betancourt, Marianela</u> <u>Reyes, Maria</u> |
| <u>Special Operations Division</u> | <u>Barreto, Raymond</u> <u>Downey, David</u> <u>Salz, Benjamin</u> |
| <u>Terrorism Response Bureau</u> | <u>Palestrant, Robert</u> |
| <u>Training and Safety Division</u> | <u>Acosta, Vivian</u> <u>Fernandez, Fernando</u> <u>Richardson, Reginald</u> <u>Turner, Trenese</u> |

Parent Scorecards

| | Owners |
|-------------------------------------|---------------------|
| <u>Public Safety Strategic Area</u> | <u>Admin, Admin</u> |

Objectives

| | Owners |
|--|---|
| <u>(PS1.1.4) Public Safety Facilities and Resources Built and Maintained to Meet Needs (Fire Rescue)</u> | <u>Lamela, Angel</u> <u>Novela, Sylvia</u> |
| <u>Enhance Service Delivery (MDFR)</u> | <u>Reyes, Maria</u> <u>Zubieta, Helen</u> |
| <u>Enhance Continuity of Service (Fire Rescue)</u> | <u>Reyes, Maria</u> |
| <u>Reduce Fire Rescue Response (Wait) Time to Medical Incidents</u> | <u>Zubieta, Helen</u> |
| <u>Reduce Fire Rescue Response (Wait) Time to Fire Incidents</u> | <u>Zubieta, Helen</u> |
| <u>Reduce Fire Rescue Response (Wait) Time to Other Incidents</u> | <u>Zubieta, Helen</u> |
| <u>Reduce Fire Rescue Dispatch Time</u> | <u>Zubieta, Helen</u> |
| <u>Reduce Fire Rescue Response (Wait) Time (MDFR)</u> | <u>Reyes, Maria</u> <u>Zubieta, Helen</u> |
| <u>Call Volume (Miami-Dade Fire Rescue Department)</u> | <u>Reyes, Maria</u> |
| <u>MDFR Customer Feedback Survey Results</u> | <u>Pelaez, Pedro</u> |
| <u>Meet Budget Targets [Fire Rescue]</u> | <u>Mendelsberg, Scott</u> |

Sound asset management and financial investment strategies (MDFR)

Haz, Yvonne Hollis-Baker, Katrina Valledor, Lisset

Units in Service (MDFR)

Zubieta, Helen

Department Position Count (Fire Rescue)

Brown, Emerson Clodfelter, Madeline Gutierrez, Maria

Special Assignment Count (Fire Rescue)

Duren, Robin

(PS1.4.1) Reduce Property Loss and Destruction (Fire Rescue)

Reyes, Maria Zubieta, Helen

Enhanced Recycling Efforts at MDFR Facilities

Eichenbaum, Anita Zubieta, Helen

Sworn Personnel Certifications (MDFR)

Cutie, Lidice Gardner, John Reyes, Maria Zubieta, Helen

Enhance Quality of Patient Care (MDFR)

Zubieta, Helen

Program Groups

There are no program groups linked at this time.

Initiatives

| | Type | As Of | \$ | 🏆 | ✓ | ! | 🔗 | % | Status | Owners |
|---|------|------------|----|---|---|---|---|------|-------------|--|
| <u>Develop Plans for Regional Fire Dispatch Center</u> | | 03/31/2009 | | | | | | n/a | In Progress | <u>Rubin, Gregory Jacobs, Lisa Xiques, Cecilia</u> |
| <u>Completion of East Kendall Fire Rescue Station #13</u> | | 04/30/2008 | | ▼ | ▼ | | | 100% | Complete | <u>Lamela, Angel Novela, Sylvia</u> |
| <u>Completion of Highland Oaks Fire Rescue Station #63</u> | | 12/31/2008 | | | | | | n/a | Complete | <u>Lamela, Angel Novela, Sylvia</u> |
| <u>Completion of East Homestead Fire Rescue Station #65</u> | | 11/30/2007 | | ▲ | ▼ | | | 100% | Complete | <u>Lamela, Angel Novela, Sylvia Morales, Gigi</u> |
| <u>Completion of Village of Homestead Fire Rescue Station #66</u> | | 07/31/2007 | | ▲ | ▼ | | | 100% | Complete | <u>Lamela, Angel Novela, Sylvia</u> |
| <u>Design and Construction of Arcola Fire Rescue Station 67</u> | | 12/31/2011 | | | | | | 0% | Not Started | <u>Lamela, Angel Novela, Sylvia Morales, Gigi</u> |
| <u>Design and Construction of Dolphin Fire Rescue Station 68</u> | | 03/31/2011 | | | | | | n/a | On Hold | <u>Lamela, Angel Novela, Sylvia Morales, Gigi</u> |
| <u>Design and Construction of Coconut Palm Fire Rescue Station 70</u> | | 12/31/2011 | | | | | | 0% | In Progress | <u>Lamela, Angel Novela, Sylvia Morales, Gigi</u> |
| <u>Design and Construction of MDFR Training Facility</u> | | 09/30/2011 | | ▲ | ▲ | | ▲ | 100% | Complete | <u>Lamela, Angel Novela, Sylvia</u> |
| <u>Completion of Ocean Rescue Facility at Crandon Park</u> | | 09/30/2011 | | | | | | 5% | On Hold | <u>Lamela, Angel Novela, Sylvia Morales, Gigi</u> |
| <u>MDFR Customer</u> | | 06/30/2009 | | | | | | 100% | Complete | <u>Zubieta, Helen Reyes, Maria</u> |

Processes

There are no processes linked at this time.

REFERENCE CENTER

Action Items

Show Details  

| Due Date | Status | Action | Owners |
|--|---|--------|--------|
| No Action Items to Report | | | |
|  Open |  Overdue | | |

Comments

| Author/Date | Comment | Show All |
|---|--|----------------------|
| Maria Reyes 10/26/2006 | Agenda: 1) How far we've journeyed - 54 scorecards - Annually hold Strategic Planning (SP) Workshops - Annually create/discuss division business plans (BP) - Publish quarterly & monthly division/dept reports - ASE - valuable accountability tool - Facilitated scorecard brain-storming - Conducting mthly/qtrly business review w/divisions 2) Are we there yet? NO - What we're working on: - Division BPs and last SP wrksp - Aligning scorecard to reflect 06-07/07-08 BP - Ensure right objectives, perspectives, measures - Hold BP and establish best practices & competitor - Full develop scorecards & remaining initiatives 3) Our scorecard - Highlights - Station construction - link to OCI & P&E - Response times - Monthly Operations Report & data - Hospital Wait Times - Analyze data | Edit |

External Links 

 [MDFR Business Plan FY06-07](#)

Attached Documents 

| | Last Updated | Checked Out By |
|--|--------------|-----------------------------|
|   MDFR Business Plan FY09-10 | 07/09/2009 | [Check Out] |
|   MDFR Business Plan FY10-11 | 02/01/2010 | [Check Out] |

Customer Perspective

| Objective Name | Owner(s) |
|----------------|----------|
|----------------|----------|

| | |
|---|------------------------------|
| Public Safety Facilities and Resources Built and Maintained to Meet Needs (Fire Rescue) | Angel Lamela Sylvania Novela |
|---|------------------------------|

Plan and provide appropriate and necessary facilities to meet demand, including additional facilities in agricultural areas.

| Initiatives Linked To Objective | Owner(s) | GrandParent Objectives |
|---------------------------------|----------|------------------------|
|---------------------------------|----------|------------------------|

| | | |
|---|---|--|
| Completion of Ocean Rescue Facility at Crandon Park | Angel Lamela Gigi Morales Sylvia Novela | |
|---|---|--|

| | | |
|--|--|--|
| | | PS2 Reductions in Preventable Death, Injury, and Property Loss |
|--|--|--|

| | | |
|--|---|--|
| Completion of Ocean Rescue Headquarters Building at Haulover Beach | Angel Lamela Gigi Morales Sylvia Novela | |
|--|---|--|

| | | |
|--|--|------------------------------------|
| | | GG4_Effective management practices |
|--|--|------------------------------------|

| | | |
|---|---|--|
| Demolish and Rebuild Model Cities Fire Rescue Station 2 | Angel Lamela Gigi Morales Sylvia Novela | |
|---|---|--|

| Parent Objectives |
|-------------------|
|-------------------|

| | | |
|--|--|--|
| | | PS2-2_Improve Effectiveness of Outreach and Response |
|--|--|--|

| | | |
|---|---|--|
| Demolish and Rebuild Sunny Isles Fire Rescue Station 10 | Angel Lamela Gigi Morales Sylvia Novela | |
|---|---|--|

| | | |
|--|--|---|
| | | GG4-2 Effectively allocate resources to meet current and future operating and capital needs |
|--|--|---|

| | | |
|---|---|--|
| Demolish and Rebuild Homestead Fire Rescue Station 16 | Angel Lamela Gigi Morales Sylvia Novela | |
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| | | |
|--|---|--|
| Expansion of West Miami Fire Rescue Station 40 | Angel Lamela Gigi Morales Sylvia Novela | |
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| | | |
|---|---|--|
| Design and Construction of Village of Palmetto Bay Fire Rescue Station 62 | Angel Lamela Gigi Morales Sylvia Novela | |
|---|---|--|

| | | |
|--|---|--|
| Design and Construction of Miami Lakes West Fire Rescue Station 64 | Angel Lamela Gigi Morales Sylvia Novela | |
|--|---|--|

| | | |
|--|---|--|
| Design and Construction of Arcola Fire Rescue Station 67 | Angel Lamela Gigi Morales Sylvia Novela | |
|--|---|--|

| | | |
|---|---|--|
| Design and Construction of Dolphin Fire Rescue Station 68 | Angel Lamela Gigi Morales Sylvia Novela | |
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| | | |
|---|---|--|
| Design and Construction of Doral North Fire Rescue Station 69 | Angel Lamela Gigi Morales Sylvia Novela | |
|---|---|--|

| | | |
|--|---|--|
| Design and Construction of Coconut Palm Fire Rescue Station 70 | Angel Lamela Gigi Morales Sylvia Novela | |
|--|---|--|

| | | |
|--|---|--|
| Design and Construction of Bay Harbour Fire Station 76 | Angel Lamela Gigi Morales Sylvia Novela | |
|--|---|--|

| Objective Name | Owner(s) |
|----------------|----------|
|----------------|----------|

Enhance Service Delivery (MDFR)

Maria Reyes Helen Zubieta

Enhance service levels by adding new services and/or stations to meet needs identified.

| Initiatives Linked To Objective | Owner(s) |
|---------------------------------|----------|
|---------------------------------|----------|

| GrandParent Objectives |
|------------------------|
|------------------------|

PS2 Reductions in Preventable Death, Injury, and Property Loss

GG1_Friendly government

| Parent Objectives |
|-------------------|
|-------------------|

PS2-2_Improve Effectiveness of Outreach and Response

GG1-3 Foster a positive image of County government

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Air Rescue Availability for Transport

Benjamin Salz

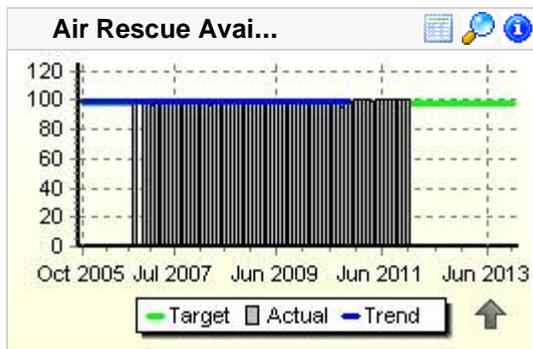
| Performance |
|-------------|
|-------------|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 100 % | 98 % | 2 % | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-----|---|--------|--------|----------|
| | Air Rescue North Missions Completed | 61 | n/a | Dec 2011 |
| | Air Rescue North Total Transport Requests | 61 | n/a | Dec 2011 |
| | Air Rescue South Missions Completed | 59 | n/a | Dec 2011 |
| | Air Rescue South Total Transport Requests | 59 | n/a | Dec 2011 |



| Objective Name | Owner(s) |
|----------------|----------|
|----------------|----------|

Enhance Continuity of Service (Fire Rescue)

Maria Reyes

| Initiatives Linked To Objective | Owner(s) |
|---------------------------------|----------|
|---------------------------------|----------|

| GrandParent Objectives |
|------------------------|
|------------------------|

PS2 Reductions in Preventable Death, Injury, and Property Loss

| Parent Objectives |
|-------------------|
|-------------------|

PS2-2_Improve Effectiveness of Outreach and Response

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Total MDRF Transports

All MDRF Transports (Squads + Rescue)

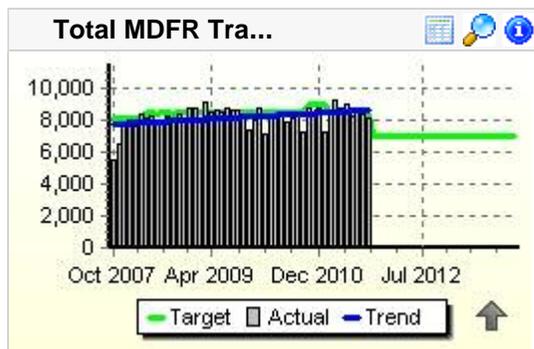
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 8,187 | 8,450 | (263) | Sep 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| ▲ | Number of Medical Calls Transported by MDRF Rescue Units | 6,437 | 5,750 | Sep 2011 |
| ▼ | Total Monthly Squad Transports | 173 | 2,700 | Dec 2011 |



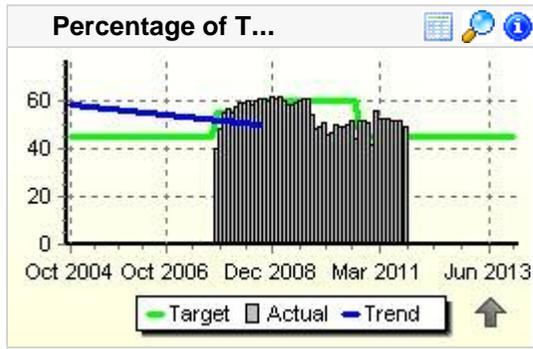
Measure **Owner(s)**

Percentage of Total Medical Calls Transported

Includes Rescue and Squad Transports

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 50 % | 45 % | 5 % | Sep 2011 |



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | Medical Calls (Total) | 16,818 | n/a | Dec 2011 |
| ▼ | Total MDRF Transports | 8,187 | 8,450 | Sep 2011 |

Measure **Owner(s)**

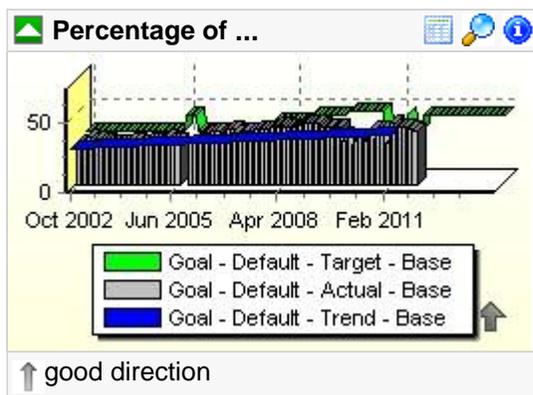
Number of Medical Calls Transported by MDRF Rescue Units (Percentage)

Lidice Cutie John Gardner Maria Reyes Helen Zubieta

Percentage of Medical calls transported - Parent Measure of All Medical Transports divided by All Medical Calls. This measure ONLY reflects transports completed by MDRF Rescue units. Transports completed by Squads are not included in this total.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 38.9 % | 33.0 % | 5.9 % | Sep 2011 |



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | Medical Calls (Total) | 16,818 | n/a | Dec 2011 |
| ▲ | Number of Medical Calls Transported by MDRF Rescue Units | 6,437 | 5,750 | Sep 2011 |

Measure

Owner(s)

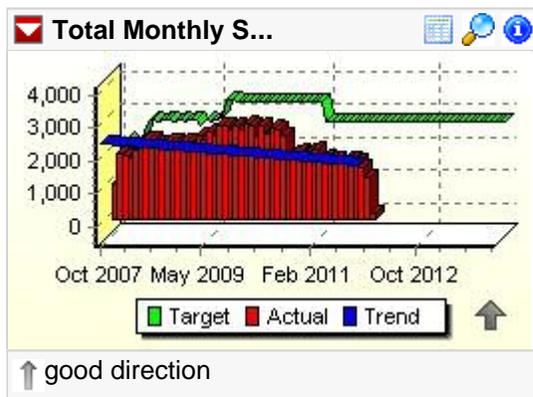
Total Monthly Squad Transports

Adam Acosta Helen Zubieta

Effective October 29, 2007, MDFR implemented a new "Squad" pilot program to provide Basic Life Support (BLS) transport. Three (3) squads were placed in service on October 29, 2007; Squad 5 at West Little River Fire-Rescue Station 7, Squad 12 at Sweetwater Fire-Rescue Station 29 and Squad 10 at Village of Homestead Fire-Rescue Station 66. Four (4) squads were placed in service on November 26, 2007; Squad 3 at Interama Fire-Rescue Station 22; Squad 4 at Bunche Park Fire-Rescue Station 54; Squad 7 at Turnpike South Fire-Rescue Station 53; and Squad 14 at Miami Lakes Fire-Rescue Station 1. Two (2) squads were placed in service on March 24, 2008; Squad 8 at East Kendall-Station 13; and Squad 9 at Cutler Ridge-Station 34. Two (2) squads were placed in service on June 22, 2009; Squad 2 at Opa-Locka-Station 26; and Squad 13 at West Kendall-Station 57. The monthly targets are based on ten (10) transports a day per squad.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ☑ | 173 | 2,700 | (2,527) | Dec 2011 |



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--------------------------------------|--------|--------|----------|
| ☑ | MDFR Squad 1 - Number of Transports | 0 | 300 | Dec 2011 |
| | MDFR Squad 2 - Number of Transports | n/a | 300 | Dec 2011 |
| | MDFR Squad 3 - Number of Transports | n/a | n/a | Dec 2011 |
| | MDFR Squad 4 - Number of Transports | 37 | n/a | Dec 2011 |
| | MDFR Squad 5 - Number of Transports | 31 | n/a | Dec 2011 |
| | MDFR Squad 7 - Number of Transports | n/a | n/a | Dec 2011 |
| ☑ | MDFR Squad 8 - Number of Transports | 37 | 280 | Dec 2011 |
| ☑ | MDFR Squad 9 - Number of Transports | 42 | 280 | Dec 2011 |
| | MDFR Squad 10 - Number of Transports | n/a | n/a | Dec 2011 |
| | MDFR Squad 12 - Number of Transports | 26 | n/a | Dec 2011 |
| | MDFR Squad 13 - Number of Transports | n/a | 300 | Dec 2011 |
| | MDFR Squad 14 - Number of Transports | n/a | n/a | Dec 2011 |

Objective Name

Owner(s)

Reduce Fire Rescue Response (Wait) Time to Medical Incidents

Helen Zubieta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-1_Reduce Response Time

Measure

Owner(s)

Total Average MDR Life-Threatening Response (Wait) Time

Maria Reyes Helen Zubieta

Average fire rescue response (wait) time from 911 call to arrival on scene for life-threatening calls (in minutes).

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|----------------|----------|
| ■ | 8.06 minutes | 8.00 minutes | (0.06) minutes | Dec 2011 |



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|---|--------------|--------------|----------|
| ▼ | Number of Life-Threatening Incidents MDR Responded To | 11,828 | 11,833 | Dec 2011 |
| | Number of Life-Threatening Calls within UDB with total response (wait) time of >=20 minutes | 16 | n/a | Dec 2011 |
| ▲ | Average MDR Response (Wait) Time to Life-Threatening Calls inside | 7.59 minutes | 8.00 minutes | Dec 2011 |

UDB

Average
MDFR
Response
(Wait)
Time
to Life
Threatening
Calls
outside
UDB*

10.05 minutes n/a

Dec 2011

Average
MDFR
Unit
Turn-
Out
and
Travel
Time
to Life-
Threatening
Calls

6.22 minutes n/a

Dec 2011



Average
MDFR
Unit
Turn-
Out
and
Travel
Time
to Life-
Threatening
Calls
inside
UDB

6.14 minutes 7.10 minutes

Dec 2011



Average
MDFR
Unit
Turn-
Out
and
Travel
Time
to Life-
Threatening
Calls
outside
UDB

8.14 minutes 9.30 minutes

Dec 2011

Average
MDFR
Unit
Turn-
Out
Time
to Life-
Threatening

1.16 minutes n/a

Dec 2011

Measure **Owner(s)**

% of Life Threatening Calls Inside UDB MDRF units arrived to in 8 Minutes or Less Helen Zubieta

The National Fire Protection Association Standard (NFPA) 1710 sets guidelines for service response to EMS and fire calls. ALS units should, 90 percent of the time, arrive at an incident within 8-minutes of the time an EMS call is received. Response Time from 911 Dispatch to First Unit Arrival (Within and Outside of assigned territory) for both ALS, classified as Life-threatening calls within 8 minutes within the urban development boundary (UDB) and 12 minutes for areas, outside the UDB, 90 percent of the time.

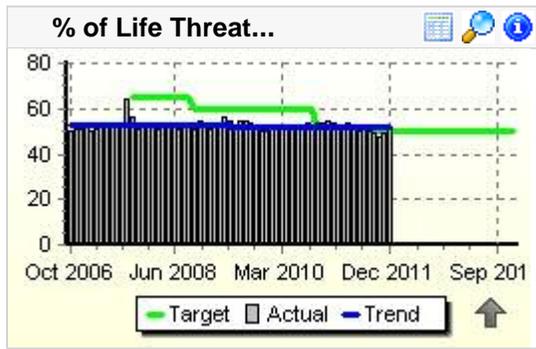
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 52 % | 50 % | 2 % | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | Number of Life-Threatening Calls inside UDB MDRF units arrived to in 8 minutes or less | 4,620 | n/a | Dec 2011 |
| | Number of Life-Threatening Incidents MDRF responded to inside UDB | 8,887 | n/a | Dec 2011 |



Measure **Owner(s)**

% of Life-Threatening Calls in MSU Area MDRF Units arrived to in 8 Minutes or Less Adam Acosta

Metropolitan, Suburban, Urban (MSU). Response time is measured from fire dispatcher receipt of call to the first unit arrival within its assigned territory.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 77 % | 80 % | (3) % | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

% of Life-Threatening Calls in Rural Area MDRF Units arrived to in 10 Minutes or Less

Adam Acosta

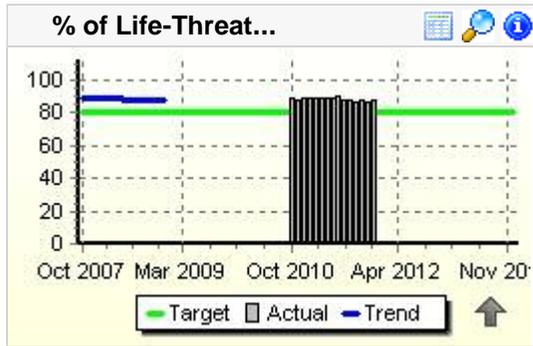
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 87 % | 80 % | 7 % | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Response (Wait) Time to 80% of Life Threatening Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

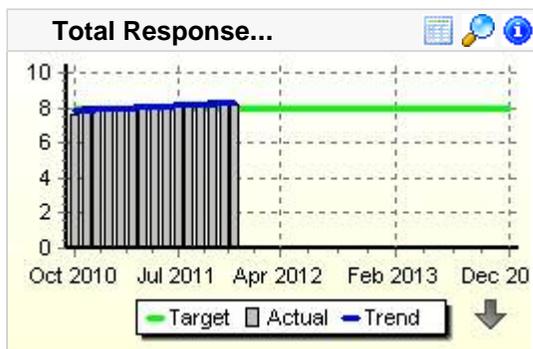
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|--------------|----------|
| ■ | 8.20 minutes | 8.00 minutes | 0.20 minutes | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Response (Wait) Time to 90% of Life Threatening Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

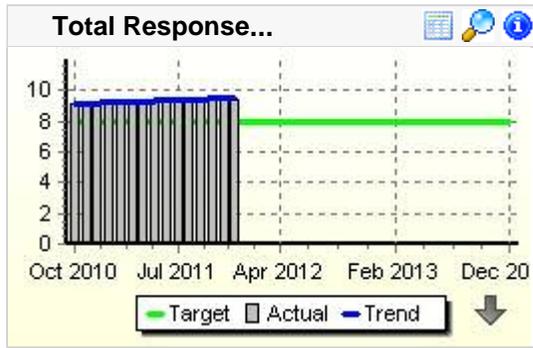
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|--------------|----------|
| ☑ | 9.36 minutes | 8.00 minutes | 1.36 minutes | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Response (Wait) Time to 80% of Non-Life Threatening Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

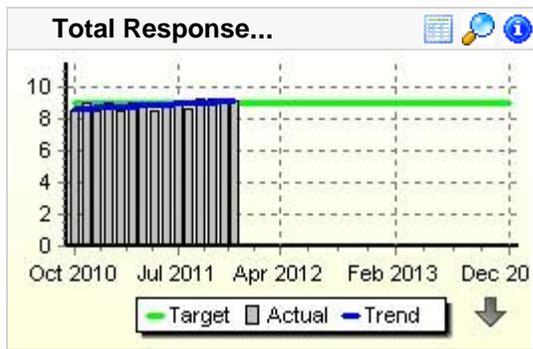
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|--------------|----------|
| ☐ | 9.15 minutes | 9.00 minutes | 0.15 minutes | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Total Response (Wait) Time to 90% of Non-Life Threatening Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

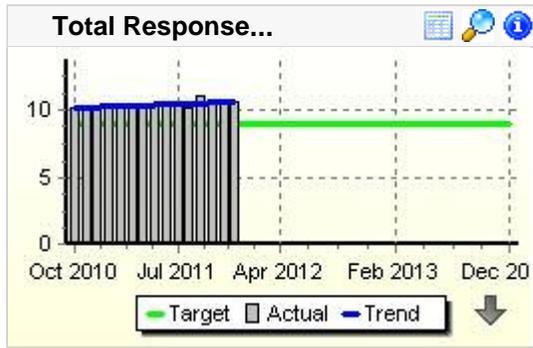
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-------------------------------------|---------------|--------------|--------------|----------|
| <input checked="" type="checkbox"/> | 10.59 minutes | 9.00 minutes | 1.59 minutes | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name

Owner(s)

Reduce Fire Rescue Response (Wait) Time to Fire Incidents

Helen Zubieta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-1_Reduce Response Time

Measure

Owner(s)

Total Average MDRF Structure Fire Response (Wait) Time

Maria Reyes Helen Zubieta

Average Fire Rescue response (wait) time from 911 call to arrival on scene for structures.

Performance

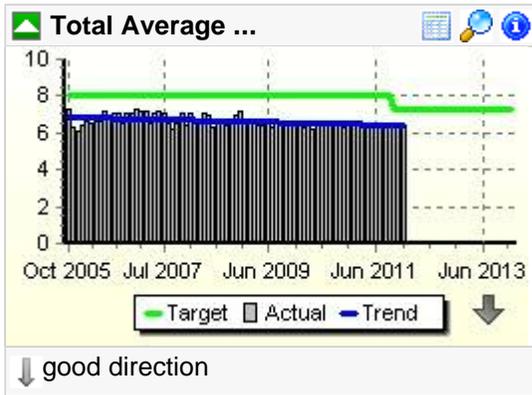
| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|--------------|----------|
| ▲ | 6.41 minutes | 7.30 minutes | 0.89 minutes | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|---|--------------|--------------|----------|
| ▲ | Number of Structure Fire Incidents MDRF Responded To | 319 | 283 | Dec 2011 |
| ▲ | Average MDRF Response (Wait) Time to Structure Fire Calls inside UDB | 6.33 minutes | 6.45 minutes | Dec 2011 |
| | Average MDRF Response (Wait) Time to Structure Fire Calls outside UDB | 7.28 minutes | n/a | Dec 2011 |
| | Average MDRF Unit Turn-Out and Travel Time to Structure Fire Calls | 4.47 minutes | n/a | Dec 2011 |



Average MDR Unit Turn-Out and Travel Time to Structure Fire Calls inside UDB 4.38 minutes n/a Dec 2011

Average MDR Unit Turn-Out and Travel Time to Structure Fire Calls outside UDB 5.43 minutes n/a Dec 2011

Average MDR Unit Turn-Out Time to Structure Fire Calls 1.20 minutes n/a Dec 2011

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

% of Structure Fire Calls in MSU Area MDRF Units arrived to in 8 Minutes or Less

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

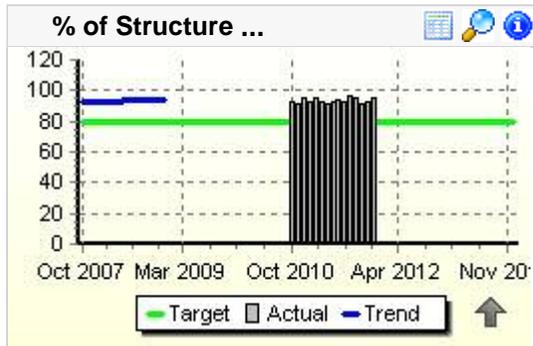
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 96 % | 80 % | 16 % | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

% of Structure Fire Calls in Rural Area MDRF Units arrived to in 10 Minutes or Less

Adam Acosta

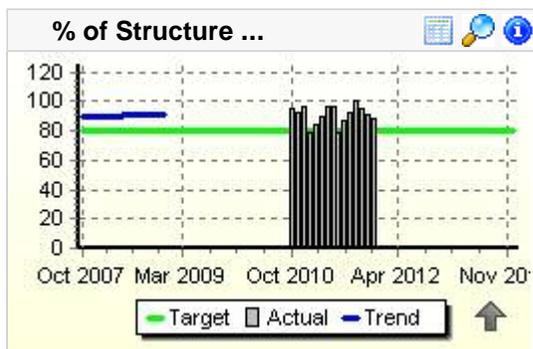
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 88 % | 80 % | 8 % | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Response (Wait) Time to 80% of Structure Fire Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MUS)

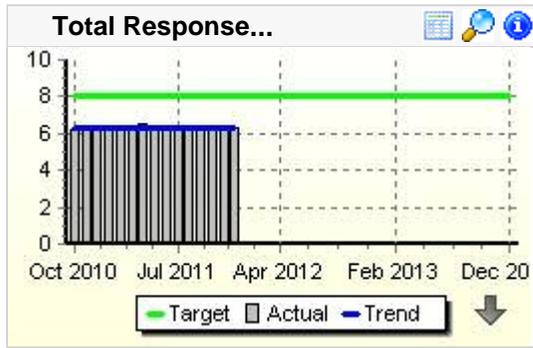
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|----------------|----------|
| ▲ | 6.30 minutes | 8.00 minutes | (1.70) minutes | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Response (Wait) Time to 90% of Structure Fire Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MUS)

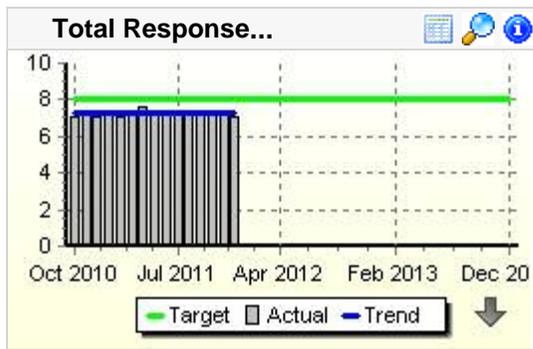
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------------|--------------|----------------|----------|
| ▲ | 7.11 minutes | 8.00 minutes | (0.89) minutes | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|-------------|
| % of Other Fire Calls in MSU Area MDR Units arrived to in 10 Minutes or Less | Adam Acosta |
|--|-------------|

Metropolitan, Suburban, Urban (MSU)

| Performance |
|-------------|
|-------------|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 86 % | 80 % | 6 % | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|-------------|
| % of Other Fire Calls in Rural Area MDR Units arrived to in 11 Minutes or Less | Adam Acosta |
|--|-------------|

| Performance |
|-------------|
|-------------|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 79 % | 80 % | (1) % | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|-------------|
| Total Response (Wait) Time to 80% of Other Fire Calls in MSU | Adam Acosta |
|--|-------------|

Metropolitan, Suburban, Urban (MSU)

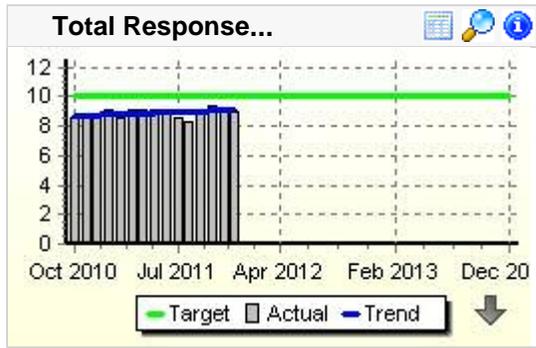
| Performance |
|-------------|
|-------------|

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Ind | Actual | Target | Variance | Date |
|-----|--------------|---------------|----------------|----------|
| ▲ | 9.01 minutes | 10.00 minutes | (0.99) minutes | Dec 2011 |

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|-------------|
| Total Response (Wait) Time to 90% of Other Fire Calls in MSU | Adam Acosta |
|--|-------------|

Metropolitan, Suburban, Urban (MSU)

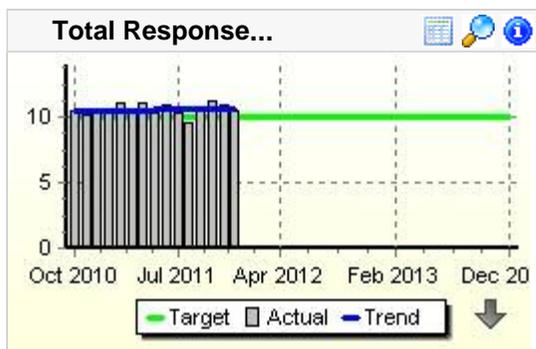
| Performance |
|-------------|
|-------------|

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Ind | Actual | Target | Variance | Date |
|-----|---------------|---------------|--------------|----------|
| ■ | 10.52 minutes | 10.00 minutes | 0.52 minutes | Dec 2011 |

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name**Owner(s)**

Reduce Fire Rescue Response (Wait) Time to Other Incidents

Helen Zubieta

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-1_Reduce Response Time

Measure**Owner(s)**

Total Response (Wait) Time to 80% of Other Calls in MSU

Adam Acosta

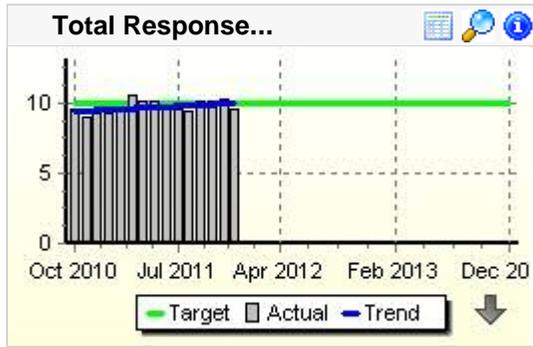
Metropolitan, Suburban, Urban (MSU)

Performance**Initiatives Linked To Measure****Owner(s)**

| Ind | Actual | Target | Variance | Date |
|---|--------------|---------------|----------------|----------|
|  | 9.55 minutes | 10.00 minutes | (0.45) minutes | Dec 2011 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Total Response (Wait) Time to 90% of Other Calls in MSU

Adam Acosta

Metropolitan, Suburban, Urban (MSU)

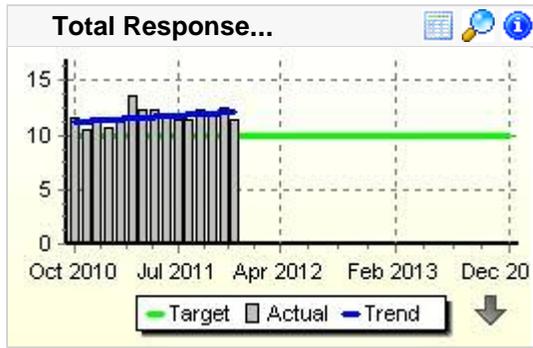
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|---------------|---------------|--------------|----------|
| ☑ | 11.42 minutes | 10.00 minutes | 1.42 minutes | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name**Owner(s)**

Reduce Fire Rescue Dispatch Time

Helen Zubieta

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-1_Reduce Response Time

Measure**Owner(s)**

Fire Rescue Average Dispatch Time

Gregory Rubin

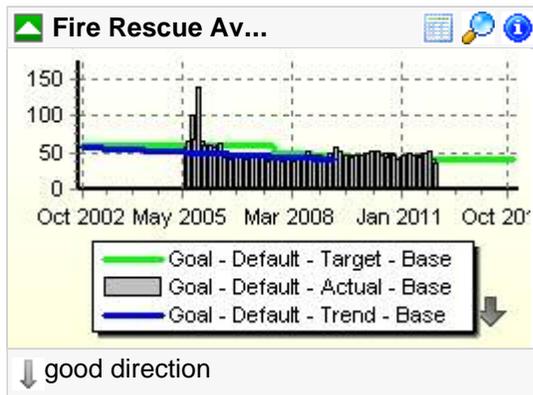
Fire Rescue Average dispatch time to all calls (in seconds). The Division implemented use of the AVL to dispatch closest units to calls

Performance

| Ind | Actual | Target | Variance | Date |
|-----|------------|------------|-----------|----------|
| ▲ | 36 seconds | 40 seconds | 4 seconds | Dec 2011 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|--|------------|------------|----------|
| ▲ | Average Fire Rescue Dispatch Time for Life-Threatening Calls | 29 seconds | 45 seconds | Dec 2011 |
| ■ | Average Fire Rescue Dispatch Time for Structure Fire Calls | 55 seconds | 45 seconds | Dec 2011 |



Measure **Owner(s)**

Average Fire Rescue Dispatch Time for Life-Threatening Calls

Gregory Rubin

Fire Rescue Communications Dispatch Time for Life-Threatening calls. The Division implemented the use of the AVL to dispatch the closest unit to a call

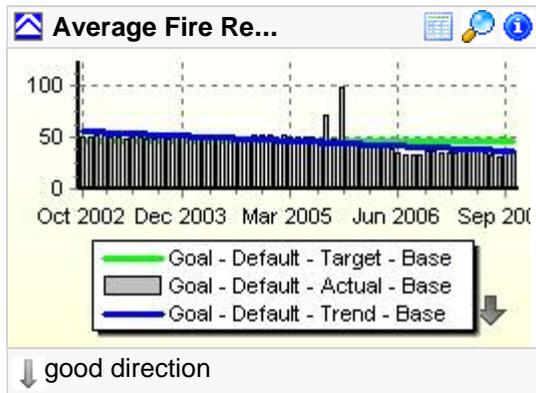
Performance

| Ind | Actual | Target | Variance | Date |
|-----|------------|------------|------------|----------|
| | 29 seconds | 45 seconds | 16 seconds | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Average Fire Rescue Dispatch Time for Structure Fire Calls

Gregory Rubin

Communications Dispatch Time for Structure Fire Calls.

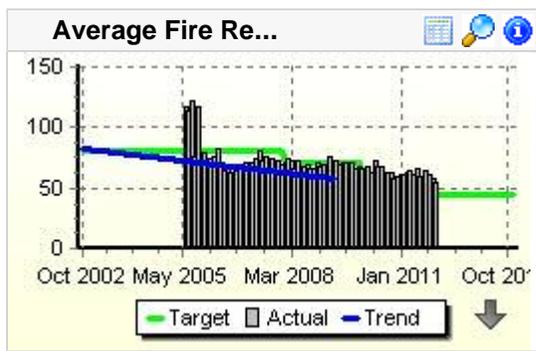
Performance

| Ind | Actual | Target | Variance | Date |
|-----|------------|------------|--------------|----------|
| | 55 seconds | 45 seconds | (10) seconds | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

911 Call processing time

Ladona Crumpler Daniel Llano Montes Saima Plasencia

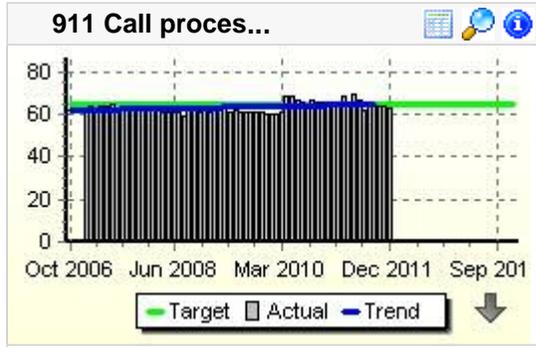
Performance

| Ind | Actual | Target | Variance | Date |
|-----|-----------|-----------|----------|----------|
| ▲ | 63.0 secs | 65.0 secs | 2.0 secs | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name

Owner(s)

Reduce Fire Rescue Response (Wait) Time (MDFR)

Maria Reyes Helen Zubieta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-1_Reduce Response Time

Measure

Owner(s)

Hospital Wait Time

Lidice Cutie John Gardner

Reduce hospital wait time for MDFR Units.

Performance

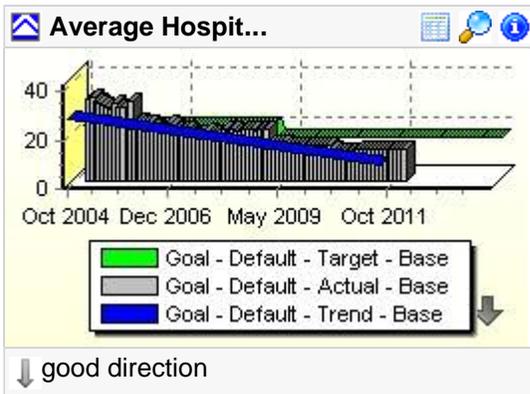
| Ind | Actual | Target | Variance | Date |
|-----|---------------|---------------|--------------|----------|
| | 13.15 minutes | 15.00 minutes | 1.85 minutes | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|---------------|---------------|----------|
| | Number of Medical Calls Transported by MDFR Rescue Units | 6,437 | 5,750 | Sep 2011 |
| | Kendall Regional | 12.43 minutes | 20.00 minutes | Oct 2010 |
| | Baptist Hospital | 13.00 minutes | 20.00 minutes | Oct 2010 |
| | Jackson Memorial Hospital North | 13.30 minutes | 20.00 minutes | Oct 2010 |
| | Aventura Medical Center | 13.37 minutes | 20.00 minutes | Oct 2010 |
| | Coral Gables | 8.55 minutes | 20.00 minutes | Oct 2010 |



| | | | | |
|---|---------------------------------|---------------|---------------|----------|
| | Hospital | | | |
|  | Doctors Hospital | 10.56 minutes | 20.00 minutes | Oct 2010 |
|  | Hialeah Hospital | 12.54 minutes | 20.00 minutes | Oct 2010 |
|  | Homestead Hospital | 10.07 minutes | 20.00 minutes | Oct 2010 |
|  | Jackson Memorial Hospital | 14.39 minutes | 20.00 minutes | Oct 2010 |
|  | Jackson Memorial Hospital South | 12.00 minutes | 20.00 minutes | Oct 2010 |
|  | Larkin General Hospital | 8.38 minutes | 20.00 minutes | Oct 2010 |
|  | Memorial Hospital West | 18.38 minutes | 20.00 minutes | Oct 2010 |
|  | Memorial Regional Hospital | 15.37 minutes | 20.00 minutes | Oct 2010 |
|  | Mercy Hospital | 16.25 minutes | 20.00 minutes | Oct 2010 |
|  | Metropolitan Hospital | 10.36 minutes | 20.00 minutes | Oct 2010 |
|  | Miami Childrens Hospital | 12.58 minutes | 20.00 minutes | Oct 2010 |
|  | Mount Sinai | 13.56 minutes | 20.00 minutes | Oct 2010 |

| | | | | |
|---|------------------------------|---------------|---------------|----------|
| | Hospital | | | |
|  | North Shore Hospital | 12.42 minutes | 20.00 minutes | Oct 2010 |
|  | Palm Springs Hospital | 13.54 minutes | 20.00 minutes | Oct 2010 |
|  | Palmetto General Hospital | 14.13 minutes | 20.00 minutes | Oct 2010 |
|  | Pembroke Pines Memorial | 15.21 minutes | 20.00 minutes | Oct 2010 |
|  | South Miami Hospital | 12.50 minutes | 20.00 minutes | Oct 2010 |
|  | University of Miami Hospital | 14.42 minutes | 20.00 minutes | Oct 2010 |
|  | Veterans Hospital | 10.29 minutes | 20.00 minutes | Oct 2010 |

| Objective Name | Owner(s) |
|----------------|----------|
|----------------|----------|

Call Volume (Miami-Dade Fire Rescue Department)

Maria Reyes

| Initiatives Linked To Objective | Owner(s) |
|---------------------------------|----------|
|---------------------------------|----------|

| GrandParent Objectives |
|------------------------|
|------------------------|

| Parent Objectives |
|-------------------|
|-------------------|

PS2 Reductions in Preventable Death, Injury, and Property Loss

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Total Call Volume

Helen Zubieta

*Targets for this measure are to be interpreted as a projection based on historical data.

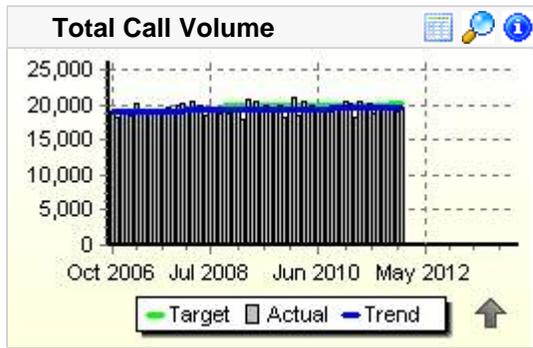
| Performance |
|-------------|
|-------------|

| Ind | Actual | Target | Variance | Date |
|-------------------------------------|--------|--------|----------|----------|
| <input checked="" type="checkbox"/> | 19,742 | 20,417 | n/a | Dec 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure |
|----------------------------------|
|----------------------------------|

| Ind | Name | Actual | Target | Date |
|-------------------------------------|--|--------|--------|----------|
| <input checked="" type="checkbox"/> | Number of Life-Threatening Incidents MDRF Responded To | 11,828 | 11,833 | Dec 2011 |
| <input checked="" type="checkbox"/> | Number of Other Medical Incidents MDRF Responded To | 4,990 | 5,000 | Dec 2011 |
| <input checked="" type="checkbox"/> | Number of Structure and Other Fire Incidents MDRF Responded To | 1,768 | 2,333 | Dec 2011 |
| <input checked="" type="checkbox"/> | Number of Miscellaneous Incidents MDRF Responded To | 1,156 | 1,250 | Dec 2011 |



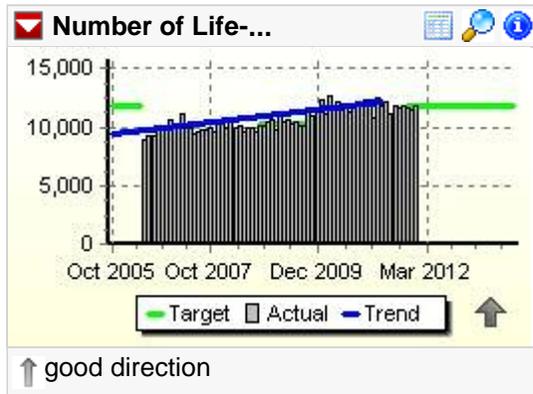
| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|---------------------------|
| Number of Life-Threatening Incidents MDFR Responded To | Maria Reyes Helen Zubieta |
|--|---------------------------|

*Targets for this measure are to be interpreted as a projection based on historical data.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ☑ | 11,828 | 11,833 | (5) | Dec 2011 |



| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | Number of Life-Threatening Incidents MDFR responded to inside UDB | 8,887 | n/a | Dec 2011 |
| | Number of Life-Threatening Incidents MDFR responded to outside UDB | 630 | n/a | Dec 2011 |
| | Number of Life-Threatening Incidents not classified as inside or outside UDB | 2,311 | n/a | Dec 2011 |

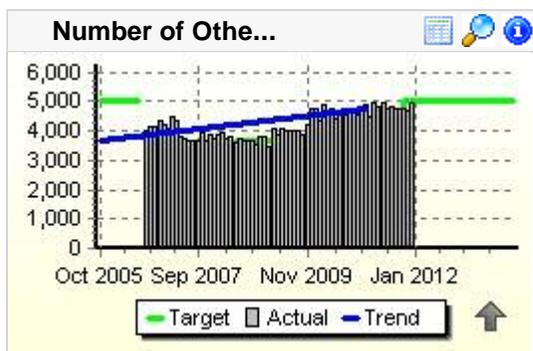
| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|---|---------------------------|
| Number of Other Medical Incidents MDFR Responded To | Maria Reyes Helen Zubieta |
|---|---------------------------|

Other medical incidents refer to non-life threatening incidents. *Targets for call volumes should be interpreted as a projection figure.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ☑ | 4,990 | 5,000 | (10) | Dec 2011 |



| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|---|--------|--------|----------|
| | Number of Other Medical Incidents received by MDFR inside UDB | 3,777 | n/a | Dec 2011 |
| | Number of Other Medical Incidents MDFR responded to outside UDB | 239 | n/a | Dec 2011 |
| | Number of Other Medical Incidents not classified as inside or outside UDB | 974 | n/a | Dec 2011 |

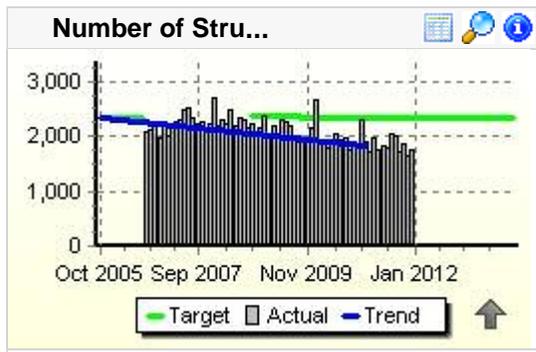
| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--|---------------|
| Number of Structure and Other Fire Incidents MDFR Responded To | Helen Zubieta |
|--|---------------|

*Targets for this measure are to be interpreted as a projection based on historical data.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ☑ | 1,768 | 2,333 | (565) | Dec 2011 |



| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| ☑ | Number of Other Fire Incidents MDFR responded to | 1,449 | 1,550 | Dec 2011 |
| ☑ | Number of Structure Fire Incidents MDFR Responded To | 319 | 283 | Dec 2011 |

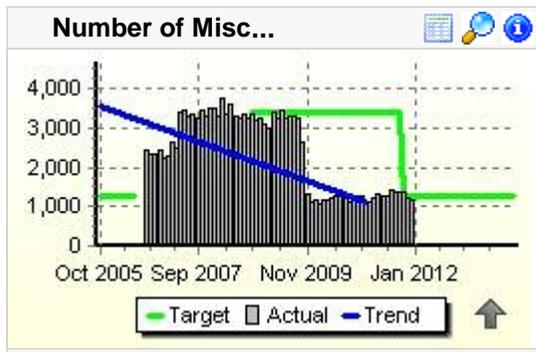
| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|---|---------------------------|
| Number of Miscellaneous Incidents MDFR Responded To | Maria Reyes Helen Zubieta |
|---|---------------------------|

*Targets for this measure are to be interpreted as a projection based on historical data.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ☑ | 1,156 | 1,250 | (94) | Dec 2011 |



| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|---|--------|--------|----------|
| | Number of Miscellaneous Incidents MDFR responded to inside UDB | 814 | n/a | Dec 2011 |
| | Number of Miscellaneous Incidents MDFR responded to outside UDB | 57 | n/a | Dec 2011 |
| | Number of Miscellaneous Incidents not classified as inside or outside UDB | 285 | n/a | Dec 2011 |

| Objective Name | Owner(s) |
|----------------|----------|
|----------------|----------|

| | |
|---------------------------------------|--------------|
| MDFR Customer Feedback Survey Results | Pedro Pelaez |
|---------------------------------------|--------------|

On March 3, 2009 Miami-Dade Fire Rescue (MDFR) implemented a permanent Customer Feedback Survey to gauge the on-going quality and effectiveness of our emergency medical services. This is the first of this kind of survey for the Department. Unlike previous survey instruments used by Miami-Dade County, this survey will continuously monitor opinions of the service we deliver rather than a "snapshot" of the service at a particular time. The survey provides the respondent a section for additional comments, as well as translations in Creole and Spanish. The information captured is by month of service and not by month surveys returned. The surveys are sent out one to two months after the date of service and there is an average 4 week time lag for surveys to be returned. As of July 2011, the Customer Feedback Survey has been temporarily put on hold till October 1, 2011 at the directive of the Department's Assistant Director of Budget, Planning, and Grants in order to save money for the remaining 2010/2011 Fiscal Year.

| Initiatives Linked To Objective | Owner(s) |
|---------------------------------|----------|
|---------------------------------|----------|

| GrandParent Objectives |
|------------------------|
|------------------------|

GG1_Friendly government

| Parent Objectives |
|-------------------|
|-------------------|

GG1-2 Develop a customer-oriented organization

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|--------------------------|--------------|
| % Total Surveys Received | Pedro Pelaez |
|--------------------------|--------------|

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 10 % | 8 % | 2 % | Apr 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | # of surveys mailed | 1,710 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---|--------------|
| % of Surveys Received with Rating of 4.5 or Greater | Pedro Pelaez |

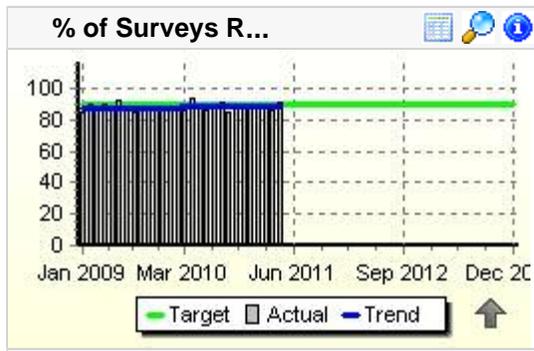
Performance

| Ind | Actual | Target | Variance | Date |
|---|--------|--------|----------|----------|
|  | 91 % | 90 % | 1 % | Apr 2011 |

Initiatives Linked To Measure

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------------------------------------|--------|--------|----------|
| | # of survey ratings 4.5 or greater | 153 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---|--------------|
| % of Surveys Received with Rating less than 3.0 | Pedro Pelaez |

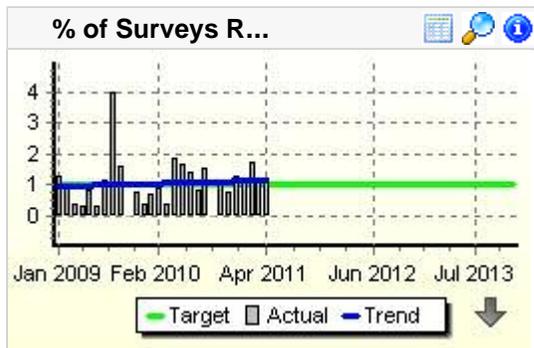
Performance

| Ind | Actual | Target | Variance | Date |
|---|--------|--------|----------|----------|
|  | 1 % | 1 % | (0) % | Apr 2011 |

Initiatives Linked To Measure

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | # of Surveys Received with Rating of less than 3.0 | 2 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Q1. MDRF responded to your needs in a timely manner

Pedro Pelaez

The MDRF Customer Feedback Survey instruments has four (4) questions and allows respondents to score each question as follows: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

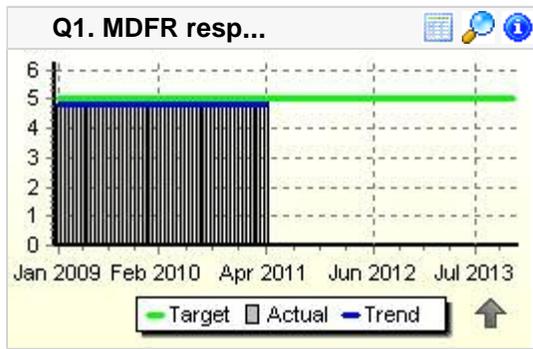
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 4.88 | 5.00 | (0.12) | Apr 2011 |

| Initiatives Linked To Measure | | | | Owner(s) |
|-------------------------------|--|--|--|----------|
|-------------------------------|--|--|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | sum of rating (Q1) | 824 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Q2. MDRF explained your treatment to you

Pedro Pelaez

The MDRF Customer Feedback Survey instruments has four (4) questions and allows respondents to score each question as follows: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

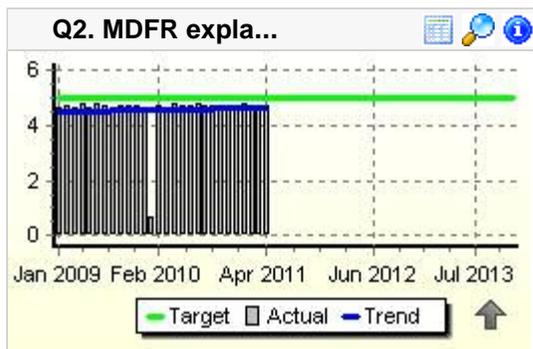
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 4.76 | 5.00 | (0.24) | Apr 2011 |

| Initiatives Linked To Measure | | | | Owner(s) |
|-------------------------------|--|--|--|----------|
|-------------------------------|--|--|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | sum of rating (Q2) | 805 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Q3. MDFR treated you in a professional manner

Pedro Pelaez

The MDFR Customer Feedback Survey instruments has four (4) questions and allows respondents to score each question as follows: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

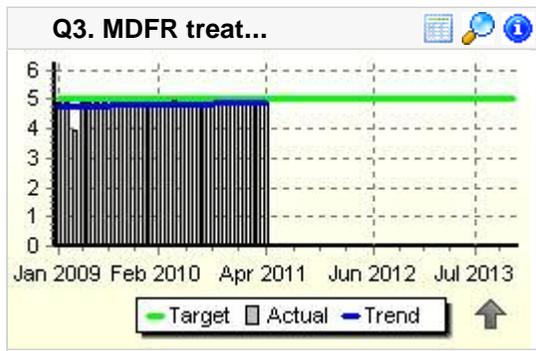
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 4.89 | 5.00 | (0.11) | Apr 2011 |

| Initiatives Linked To Measure | | | | Owner(s) |
|-------------------------------|--|--|--|----------|
|-------------------------------|--|--|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | sum of rating (Q3) | 827 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Q4. MDFR met your expectations when you requested assistance

Pedro Pelaez

The MDFR Customer Feedback Survey instruments has four (4) questions and allows respondents to score each question as follows: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

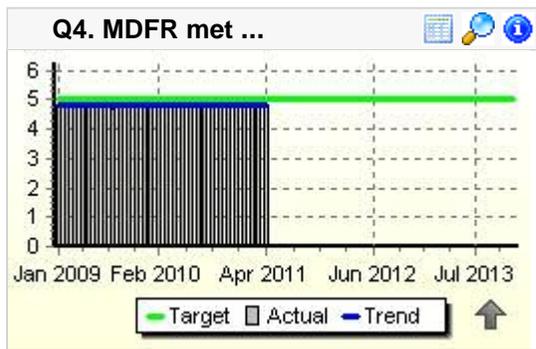
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 4.83 | 5.00 | (0.17) | Apr 2011 |

| Initiatives Linked To Measure | | | | Owner(s) |
|-------------------------------|--|--|--|----------|
|-------------------------------|--|--|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-----------------------|--------|--------|----------|
| | sum of rating (Q4) | 816 | n/a | Apr 2011 |
| | # of surveys received | 169 | n/a | Apr 2011 |



Financial Perspective

| Objective Name | Owner(s) |
|-----------------------------------|-------------------|
| Meet Budget Targets [Fire Rescue] | Scott Mendelsberg |

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

GG4-2 Effectively allocate resources to meet current and future operating and capital needs

Parent Objectives

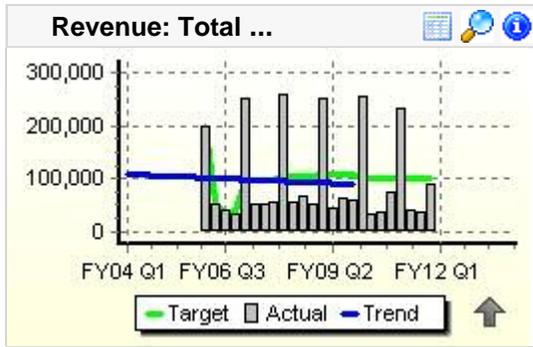
Meet Budget Targets (All Miami-Dade County)

| Measure | Owner(s) |
|------------------------------|--|
| Revenue: Total (Fire Rescue) | Angela Boreland Loida Kirkland Evelyn Santiago Scott Mendelsberg |

Total revenue in \$1,000s (from FAMIS)

Performance

| Ind | Actual | Target | Variance | Date |
|-----|------------|-------------|-------------|---------|
| ☑ | \$91,229 K | \$101,013 K | \$(9,784) K | FY11 Q4 |



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|------------|------------|----------|
| ☑ | Revenue: Carryover (MDFR) | \$0 K | \$7,800 K | FY11 Q4 |
| ☑ | Revenue: Proprietary (MDFR) | \$48,803 K | \$79,388 K | FY11 Q4 |
| ☑ | Revenue: General Fund (MDFR) | \$28,338 K | \$7,309 K | FY11 Q4 |
| ☑ | Revenue: Federal (MDFR) | \$430 K | \$159 K | FY11 Q4 |
| ☑ | Revenue: State (MDFR) | \$107 K | \$299 K | FY11 Q4 |
| ☑ | Revenue: Interagency/Int radepartmental (MDFR) | \$13,551 K | \$6,058 K | FY11 Q4 |
| | Monthly Revenue Total (Fire Rescue) | \$5,100 | n/a | Oct 2011 |

Measure

Owner(s)

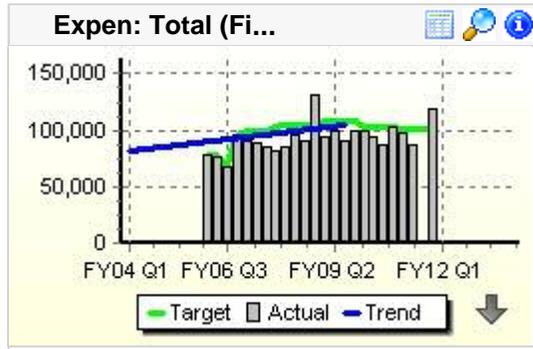
Expen: Total (Fire Rescue)

Angela Boreland Loida Kirkland Scott Mendelsberg
Evelyn Santiago

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

| Ind | Actual | Target | Variance | Date |
|-----|-------------|-------------|--------------|---------|
| ▼ | \$119,596 K | \$101,015 K | \$(18,581) K | FY11 Q4 |



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|---|---------|---------|----------|
| ▲ | Expenditure: Personnel Costs (MDFR) | 78,165 | 83,655 | FY11 Q4 |
| ▼ | Expenditure: Other Operating (MDFR) | 26,525 | 7,654 | FY11 Q4 |
| ▼ | Expenditure: Capital (MDFR) | \$1,144 | \$1,061 | FY11 Q4 |
| ▼ | Overtime Salaries (Fire District) | \$1,392 | \$283 | Dec 2011 |
| ▼ | Registration Fees (MDFR) | \$128 | \$54 | Sep 2011 |
| ▼ | Total Operations Overtime Cost | \$1,209 | \$533 | Dec 2011 |
| ▲ | Travel Expenses (MDFR) | \$7 | \$9 | Sep 2011 |
| ▲ | Expenditure: Court Costs (MDFR) | 0 | 2 | FY11 Q4 |
| ▲ | Expenditure: Contractual Services (MDFR) | 2,303 | 2,410 | FY11 Q4 |
| ▼ | Expenditure: Charges for County Services (MDFR) | 10,934 | 4,818 | FY11 Q4 |
| ▲ | Expenditure: Grants to Outside Organizations (MDFR) | 0 | 0 | FY11 Q4 |
| ▲ | Expenditure: Transfers Out (MDFR) | 0 | 0 | FY11 Q4 |
| ▲ | Expenditure: Distribution of Funds in Trust (MDFR) | 0 | 0 | FY11 Q4 |
| ▲ | Expenditure: Debt Service (MDFR) | 525 | 1,106 | FY11 Q4 |
| ▲ | Expenditure: Depreciation, Amortization, Depletion (MDFR) | 0 | 0 | FY11 Q4 |
| ▲ | Expenditure: Reserves (MDFR) | 0 | 162 | FY11 Q4 |
| ▲ | Expenditure: Other | 0 | 33 | FY11 Q4 |

Non-Operating (MDFR)

| | | | | |
|---|---|---|-----|---------|
|  | Expenditure: Intradepartmental Transfers (MDFR) | 0 | 114 | FY11 Q4 |
|---|---|---|-----|---------|

| | |
|----------------|-----------------|
| Measure | Owner(s) |
|----------------|-----------------|

| | |
|-------------------------------------|--|
| Monthly Revenue Total (Fire Rescue) | Loida Kirkland Scott Mendelsberg Evelyn Santiago |
|-------------------------------------|--|

Monthly revenue figures.

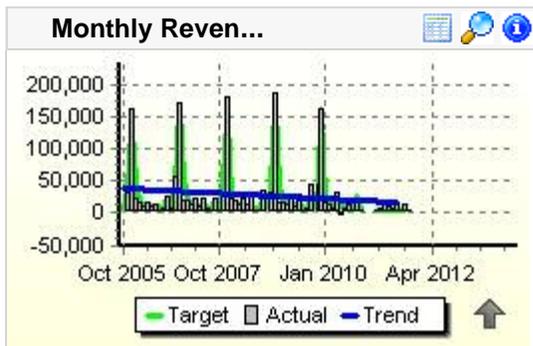
| |
|--------------------|
| Performance |
|--------------------|

| Ind | Actual | Target | Variance | Date |
|-----|---------|--------|----------|----------|
| | \$5,100 | n/a | n/a | Oct 2011 |

| | |
|--------------------------------------|-----------------|
| Initiatives Linked To Measure | Owner(s) |
|--------------------------------------|-----------------|

| |
|---|
| Child Measures Linked To Measure |
|---|

| Ind | Name | Actual | Target | Date |
|---|--|-----------|----------|----------|
|  | Fire Prevention Fees (MDFR) (in thousands) | \$748 | \$727 | Nov 2011 |
|  | Property Taxes | \$119,087 | \$21,324 | Dec 2011 |
|  | Reimbursements for Services to the County | \$0 | \$361 | Dec 2011 |
|  | Special Events | \$121 | \$116 | Nov 2011 |
| | Transport Fees | \$1,811 | n/a | Oct 2011 |
|  | Other | \$50 | \$52 | Dec 2011 |



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

| | |
|------------------------|---------------|
| % Transport Collection | Vivian Elespe |
|------------------------|---------------|

% Net transport revenue billed in thousands of dollars. The current month will always reflect zero collections. It takes time to bill and collect and these figures improve as time passes. Dollar values are not final until one year from the current month. *Targets are realized one year from current month.

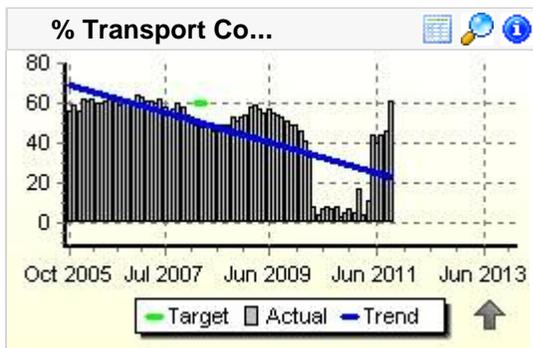
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 60.7 % | n/a | n/a | Sep 2011 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
|-------------------------------|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|---------------------------------|---------|--------|----------|
| | Net Transport Dollars Billed | \$4,092 | n/a | Sep 2011 |
| | Net Transport Dollars Collected | \$2,482 | n/a | Sep 2011 |



Objective Name**Owner(s)**

Sound asset management and financial investment strategies (MDFR)

Gricel Acosta Yvonne De Haz Katrina Hollis-Baker
Lisset Valledor

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure**Owner(s)**

Percentage of completed reimbursements submitted to the funding agency

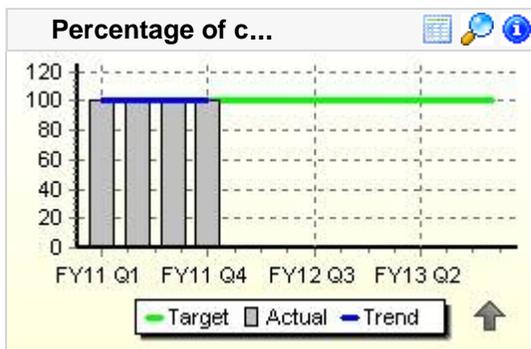
Yvonne De Haz Katrina Hollis-Baker Nuria Serrano

Performance**Initiatives Linked To Measure****Owner(s)**

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| ▲ | 100 % | 100 % | 0 % | FY11 Q4 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Urban Area Security Initiative (UASI) 2006

Grisel Acosta Yvonne De Haz Katrina Hollis-Baker Nuria Serrano Lisset Valledor

Urban Area Security Grant Initiative is awarded to the local regional urban area jurisdictions which consist of City of Miami, Miami-Dade County and other neighboring municipalities for equipment, planning, training, exercise, and technical assistance as related to the Federal Homeland Security Initiatives.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|---------|-----------|-------------|---------|
| ▼ | 972,857 | 5,248,816 | (4,275,959) | FY11 Q4 |



| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|-------------------------------------|---------|-----------|---------|
| ▼ | Miami-Dade Fire Rescue | 0 | 1,873,677 | FY12 Q1 |
| ▼ | Miami-Dade Police | 0 | 1,158,650 | FY12 Q1 |
| ▼ | Miami-Dade Public Works | 0 | 445,000 | FY12 Q1 |
| ▼ | Miami-Dade Corrections | 0 | 7,350 | FY12 Q1 |
| ▼ | Miami-Dade County Health Department | 0 | 33,350 | FY12 Q1 |
| ▼ | North Miami Beach | 0 | 7,169 | FY12 Q1 |
| ▼ | City of Homestead | 0 | 11,889 | FY12 Q1 |
| ▼ | Pinecrest Police Department | 0 | 48,301 | FY12 Q1 |
| ▼ | Miami Children's Hospital | 0 | 95,937 | FY12 Q1 |
| ▼ | Baptist Hospital | 0 | 200,000 | FY12 Q1 |
| ▼ | Jackson Memorial Hospital | 157,181 | 158,860 | FY12 Q1 |
| ▼ | Village of Key Biscayne | 0 | 86,046 | FY12 Q1 |
| ▼ | City of Coral Gables | 75,529 | 344,185 | FY12 Q1 |
| ▼ | City of Miami Beach | 86,113 | 516,277 | FY12 Q1 |
| ▲ | Miami-Dade DERM | 236,539 | 236,539 | FY11 Q4 |

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Urban Area Security Initiative (UASI) 2007

Grisel Acosta Yvonne De Haz Katrina Hollis-Baker Nuria Serrano Lisset Valledor

Urban Area Security Grant Initiative is awarded to the local regional urban area jurisdictions which consist of City of Miami, Miami-Dade County and other neighboring municipalities for equipment, planning, training, exercise, and technical assistance as related to the Federal Homeland Security Initiatives.

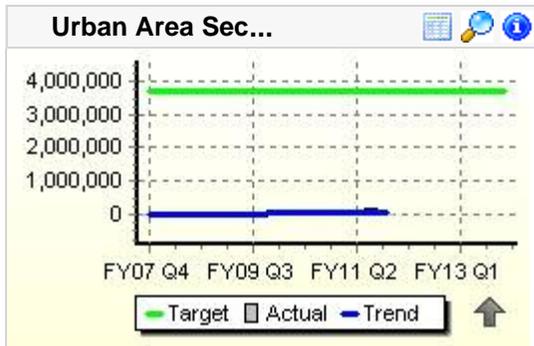
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|-----------|-------------|------|
| ▼ | 0 | 3,676,672 | (3,676,672) | FY11 |

| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

Q4



| Ind | Name | Actual | Target | Date |
|-----|---------------------------------|---------|-----------|---------|
| ☑ | Miami-Dade Fire Rescue | 129,553 | 1,020,996 | FY12 Q1 |
| ☑ | Miami-Dade Police | 0 | 1,020,997 | FY12 Q1 |
| ☑ | Miami-Dade Emergency Management | 0 | 1,020,009 | FY12 Q1 |
| ☑ | Village of Key Biscayne | 0 | 56,900 | FY12 Q1 |
| ☑ | City of Coral Gables | 179,642 | 220,780 | FY12 Q1 |
| ☑ | City of Miami Beach | 27,458 | 336,990 | FY12 Q1 |

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

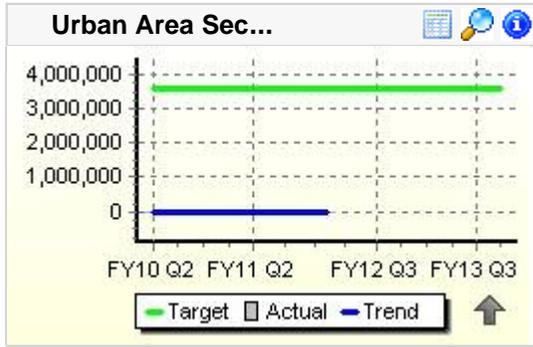
Urban Area Security Initiative (UASI) 2008

Grisel Acosta Yvonne De Haz Katrina Hollis-Baker Nuria Serrano Lisset Valledor

Urban Area Security Grant Initiative is awarded to the local regional urban area jurisdictions which consist of City of Miami, Miami-Dade County and other neighboring municipalities for equipment, planning, training, exercise, and technical assistance as related to the Federal Homeland Security Initiatives.

| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|-----------|-------------|---------|
| ☑ | 0 | 3,566,340 | (3,566,340) | FY12 Q1 |



| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|--------------------------------------|--------|---------|---------|
| ☑ | Miami-Dade Fire Rescue | 0 | 990,039 | FY12 Q1 |
| ☑ | Miami-Dade Police Department | 0 | 990,038 | FY12 Q1 |
| ☑ | Department of Emergency Management | 0 | 665,038 | FY12 Q1 |
| ☑ | City of Coral Gables | 0 | 214,155 | FY12 Q1 |
| ☑ | Village of Key Biscayne | 0 | 55,192 | FY12 Q1 |
| ☑ | City of Miami Beach | 0 | 326,878 | FY12 Q1 |
| ☑ | Miami-Dade Medical Examiner | 0 | 40,000 | FY12 Q1 |
| ☑ | Miami-Dade 311 | 0 | 30,000 | FY12 Q1 |
| ☑ | City of Doral | 0 | 30,000 | FY12 Q1 |
| ☑ | City of Homestead | 0 | 30,000 | FY12 Q1 |
| ☑ | Public Health Trust/Jackson Memorial | 0 | 15,000 | FY12 Q1 |
| ☑ | Florida International University | 0 | 80,000 | FY12 Q1 |
| ☑ | Miami-Dade College | 0 | 80,000 | FY12 Q1 |
| ☑ | Tenet Health | 0 | 15,000 | FY12 Q1 |

| Measure | Owner(s) |
|---------|----------|
|---------|----------|

Urban Area Security Initiative (UASI) 2009

Grisel Acosta Yvonne De Haz Katrina Hollis-Baker Nuria Serrano Lisset Valledor

Urban Area Security Grant Initiative is awarded to the local regional urban area jurisdictions which consist of City of Miami, Miami-Dade County and other neighboring municipalities for equipment, planning, training, exercise, and technical assistance as related to the Federal Homeland Security Initiatives.

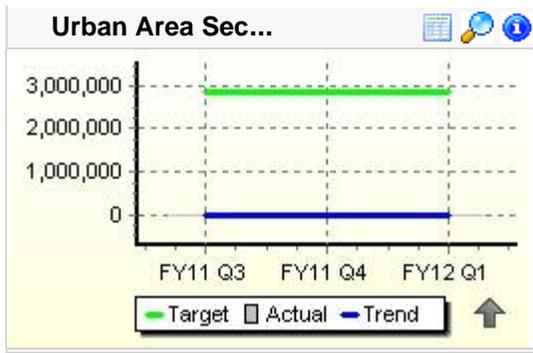
| Performance | | | | |
|-------------|--|--|--|--|
|-------------|--|--|--|--|

| Ind | Actual | Target | Variance | Date |
|-----|--------|-----------|-------------|---------|
| ☑ | 0 | 2,839,157 | (2,839,157) | FY12 Q1 |

| Initiatives Linked To Measure | | Owner(s) |
|-------------------------------|--|----------|
|-------------------------------|--|----------|

| Child Measures Linked To Measure | | | | |
|----------------------------------|--|--|--|--|
|----------------------------------|--|--|--|--|

| Ind | Name | Actual | Target | Date |
|-----|------------------------|--------|---------|---------|
| ☑ | Miami-Dade Fire Rescue | 0 | 946,386 | FY12 Q1 |



| | | | | |
|-------------------------------------|---------------------------------------|---|---------|---------|
| <input checked="" type="checkbox"/> | Miami-Dade Police | 0 | 946,386 | FY12 Q1 |
| <input checked="" type="checkbox"/> | Miami-Dade Emergency Management | 0 | 946,386 | FY12 Q1 |

Internal Perspective

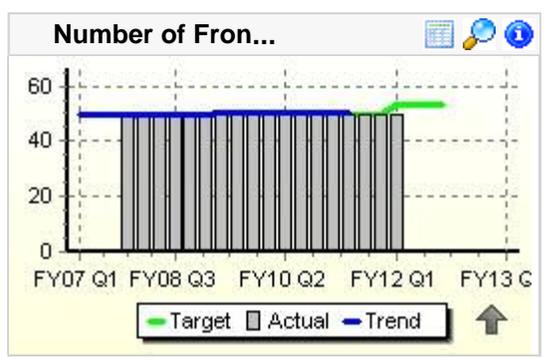
| Objective Name | Owner(s) |
|-------------------------|---------------|
| Units in Service (MDFR) | Helen Zubieta |

| Initiatives Linked To Objective | Owner(s) | GrandParent Objectives | Parent Objectives |
|---------------------------------|----------|--|--|
| | | PS2 Reductions in Preventable Death, Injury, and Property Loss | PS2-2_Improve Effectiveness of Outreach and Response |

| Measure | Owner(s) |
|----------------------------------|---------------|
| Number of Frontline Rescue Units | Helen Zubieta |

| Performance | | | | |
|-------------|--------|--------|----------|---------|
| Ind | Actual | Target | Variance | Date |
| ▼ | 50 | 53 | (3) | FY12 Q1 |

| Initiatives Linked To Measure | Owner(s) | | | |
|----------------------------------|----------|--------|--------|------|
| Child Measures Linked To Measure | | | | |
| Ind | Name | Actual | Target | Date |



Measure**Owner(s)**

Number of Frontline Suppression Units

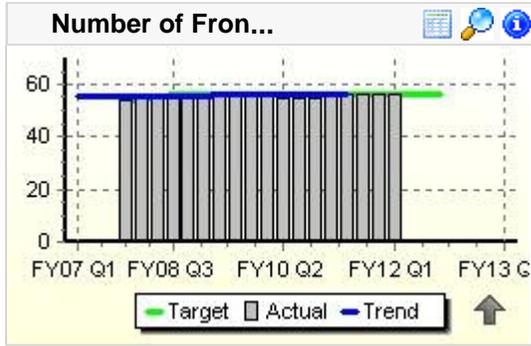
Helen Zubieta

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| ▲ | 56 | 56 | 0 | FY12 Q1 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|

**Measure****Owner(s)**

Number of Specialty Units

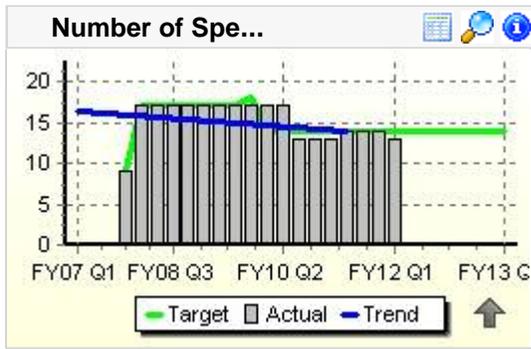
Helen Zubieta

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| ▼ | 13 | 14 | (1) | FY12 Q1 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Number of Squad Units

Adam Acosta

Performance

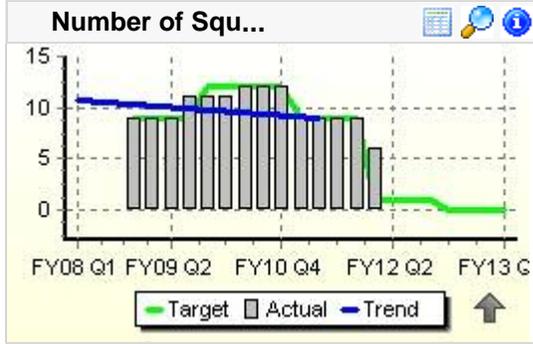
Initiatives Linked To Measure

Owner(s)

| Ind | Actual | Target | Variance | Date |
|---|--------|--------|----------|---------|
|  | 6 | 1 | 5 | FY12 Q1 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name

Owner(s)

Department Position Count (Fire Rescue)

Emerson Brown Madeline Clodfelter Maria Gutierrez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

GG2 Excellent, engaged workforce

Measure

Owner(s)

Positions: Full-Time Filled (MDFR)

Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance

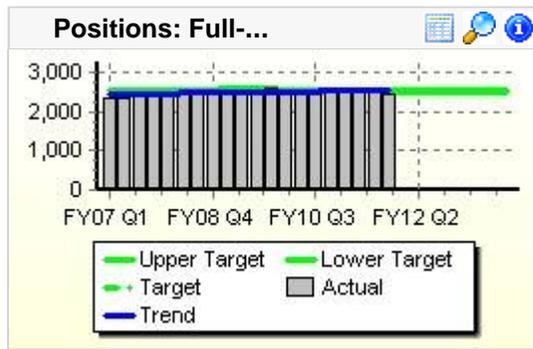
Initiatives Linked To Measure

Owner(s)

| Ind | Actual | Target | Variance | Date |
|-------------------------------------|--------|--------|----------|---------|
| <input checked="" type="checkbox"/> | 2,456 | 2,580 | (124) | FY11 Q4 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|---|--------|--------|---------|
| | Number of Filled F/T Civilian Positions | 501 | n/a | FY11 Q4 |
| | Number of Filled F/T Sworn Positions | 1,955 | n/a | FY11 Q4 |



Measure**Owner(s)**

Number of Firefighter Recruits

Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| | 0 | n/a | n/a | FY11 Q4 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|

**Measure****Owner(s)**

Number of Approved Overage Positions

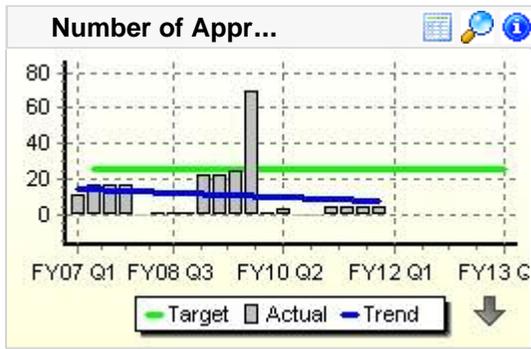
Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| ▲ | 4 | 25 | 21 | FY11 Q4 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure**Owner(s)**

Number of Part-Time Positions (Including Ocean Lifeguards)

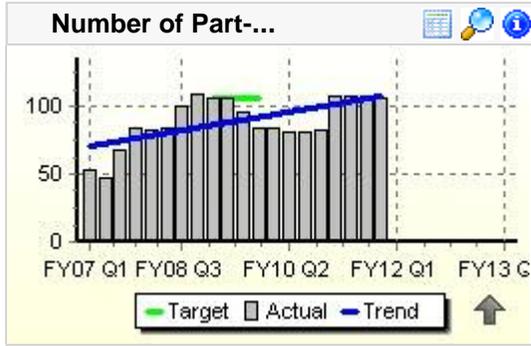
Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance**Initiatives Linked To Measure****Owner(s)**

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| | 107 | n/a | n/a | FY11 Q4 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|

**Measure****Owner(s)**

Number of Temporary Agency Employees

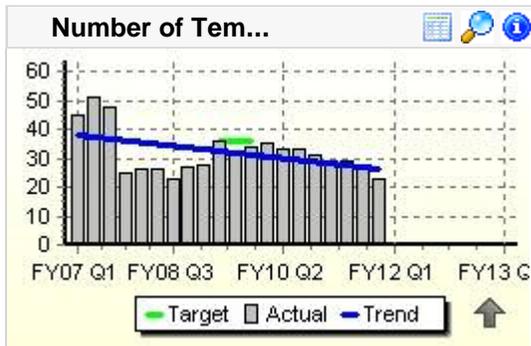
Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance**Initiatives Linked To Measure****Owner(s)**

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| | 23 | n/a | n/a | FY11 Q4 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Number of Sworn Personnel Separating from MDFR

Emerson Brown Madeline Clodfelter Maria Gutierrez

Performance

Initiatives Linked To Measure

Owner(s)

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 5 | n/a | n/a | Dec 2011 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | Number of Chief Fire Officers Separating from MDFR | 1 | n/a | Dec 2011 |
| | Number of Fire Captains Separating from MDFR | 1 | n/a | Dec 2011 |
| | Number of Fire Lieutenants Separating from MDFR | 1 | n/a | Dec 2011 |
| | Number of Firefighters Separating from MDFR | 2 | n/a | Dec 2011 |



Objective Name**Owner(s)**

Special Assignment Count (Fire Rescue)

Robin Duren

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2-2_Improve Effectiveness of Outreach and Response

Measure**Owner(s)**

Number of Sworn Personnel on Special Assignment

Robin Duren

Performance**Initiatives Linked To Measure****Owner(s)**

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 25 | n/a | n/a | Sep 2011 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Objective Name**Owner(s)**

Reduce Property Loss and Destruction (Fire Rescue)

Maria Reyes Helen Zubieta

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

PS2 Reductions in Preventable Death, Injury, and Property Loss

Parent Objectives

PS2 Reductions in Preventable Death, Injury, and Property Loss

PS2-2_Improve Effectiveness of Outreach and Response

Measure**Owner(s)**

Arsons per 100,000 population

Omar Torres Maria Reyes

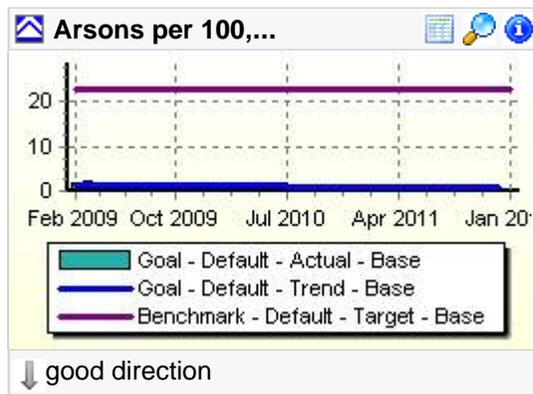
Total arson incidents per 100,000 population - "Arson" is a legal term describing a crime as defined in Florida Statute 806.01; in this scorecard, "arson" refers to any fire of an incendiary origin. An "undetermined" fire may be eventually classified as an incendiary fire. It is not classified based on the law enforcement definition of a crime. Benchmark is based upon NFIRS most current data for 2003 as a national average for structure and vehicle fires combined. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

| Ind | Actual | Target | Variance | Date |
|--|--------|--------|----------|----------|
|  | 0.60 | 0.85 | 0.25 | Dec 2011 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fire Plan Review Process Timeliness

Rosanne Garcia Tony Tola Giovannie Ulloa

Percentage of Life Safety Plans reviewed within 9 days of receipt in accordance with Miami-Dade County ordinance 99-140 instituted on 10-5-99. In accordance with the ordinance all permits for construction of occupancies under the South Florida Building code shall be approved or rejected within nine working days after the first complete day following delivery of permit application.

Performance

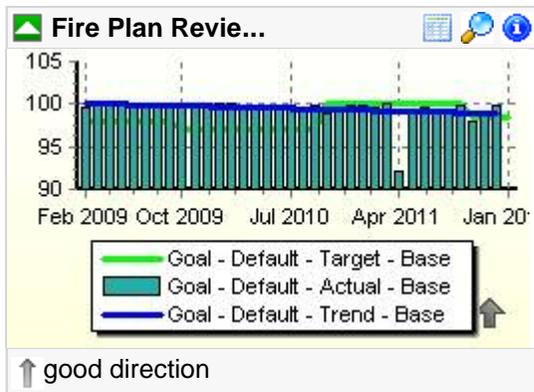
| Ind | Actual | Target | Variance | Date |
|-----|---------|---------|----------|----------|
| ▲ | 99.85 % | 98.50 % | 1.35 % | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Number of Fire Plans Reviewed

Rosanne Garcia Tony Tola Giovannie Ulloa

1435

Performance

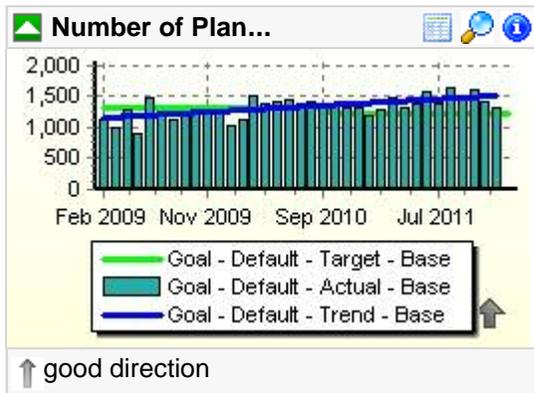
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 1,311 | 1,225 | 86 | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Total Number of Life Safety Inspections McGregor Sheppard

Number of life safety inspections conducted. Inspections include rebilled annual inspections, newly discovered permittable occupancies, and Requests for Inspection (RFIs). The number does not include reinspections or complaint inspections.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 5,768 | 6,033 | (265) | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure **Owner(s)**

Average number of Life Safety Inspections per Inspector McGregor Sheppard

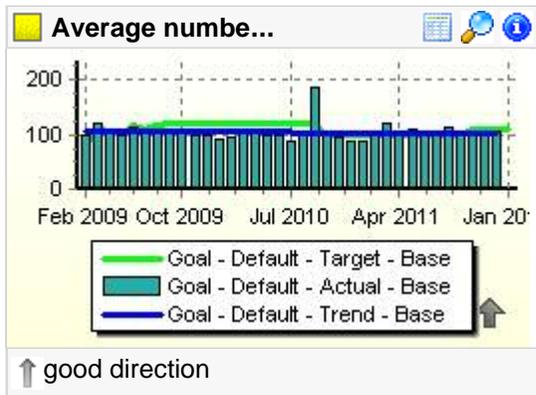
Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ■ | 106.81 | 110.00 | (3.19) | Dec 2011 |

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Number of Certificate of Occupancy Inspections Performed

Rosanne Garcia Pamela Hicks Tony Tola Giovannie Ulloa

Performance

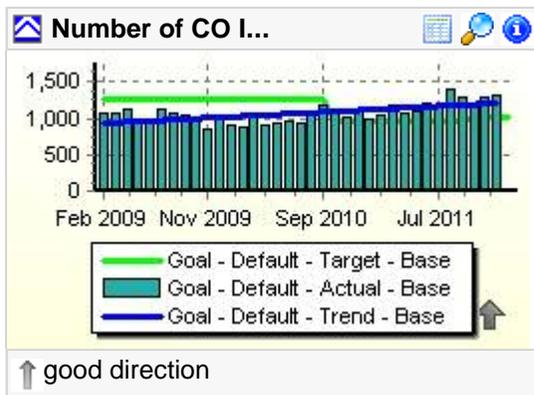
Initiatives Linked To Measure

Owner(s)

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 1,328 | 1,010 | 318 | Dec 2011 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Average Number of CO Inspections per Inspector

Rosanne Garcia Pamela Hicks Tony Tola Giovannie Ulloa

Average number of all Certification of Occupancy Inspections (COs) per CO Inspector.

Performance

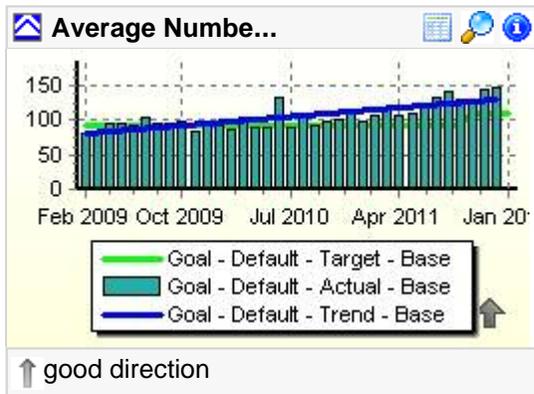
Initiatives Linked To Measure

Owner(s)

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| | 147.50 | 110.00 | 37.50 | Dec 2011 |

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential 1-2 Family) Confined to Structure

Maria Reyes Helen Zubieta

Residential (One and Two Family Dwelling) Structure Fires confined to structure of origin as a % of Total Residential Structure Fires. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

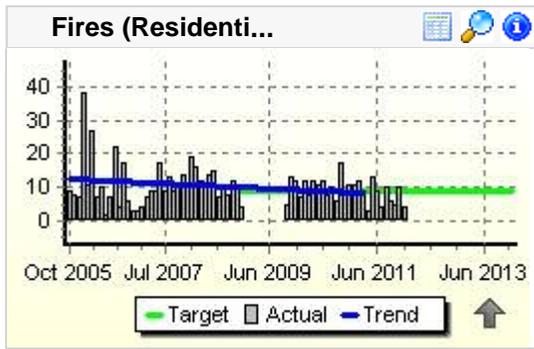
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 4 | 9 | (5) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential 1-2 Family) Confined to Room

Maria Reyes Helen Zubieta

Residential (One and Two Family Dwelling) Structure Fire confined to room of origin as a % of Total Residential Structure Fires. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

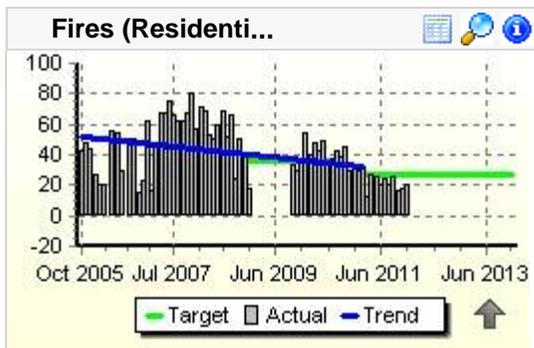
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 20 | 27 | (7) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential 1-2 Family) Out on Arrival

Maria Reyes Helen Zubieta

Residential (One and Two Family Dwelling) Structure Fire out on arrival as a % of Total Residential Structure Fires.
 *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

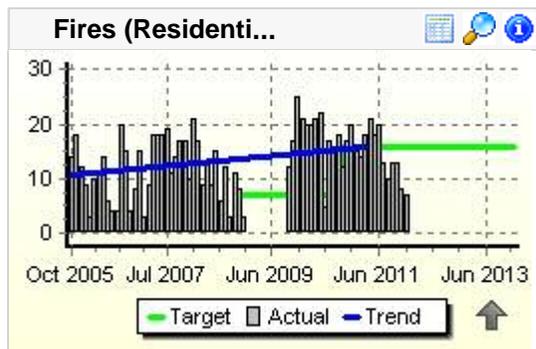
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 7 | 16 | (9) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential Multi-Family) Confined to Structure

Maria Reyes Helen Zubieta

Residential (Multi-Family Dwelling) Structure Fires confined to structure of origin as a % of Total Residential Structure Fires. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

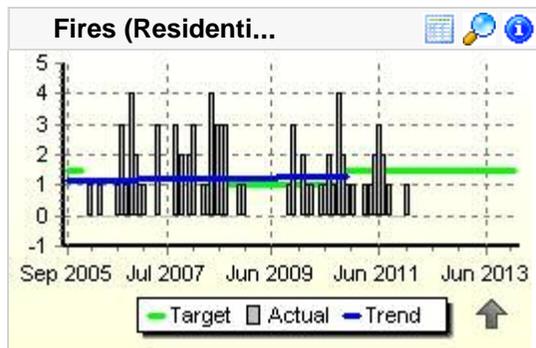
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 1 | 2 | (1) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential Multi-Family) Confined to Room

Maria Reyes Helen Zubieta

Residential (Multi-Family Dwelling) Structure Fire confined to room of origin as a % of Total Residential Structure Fires.
 *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

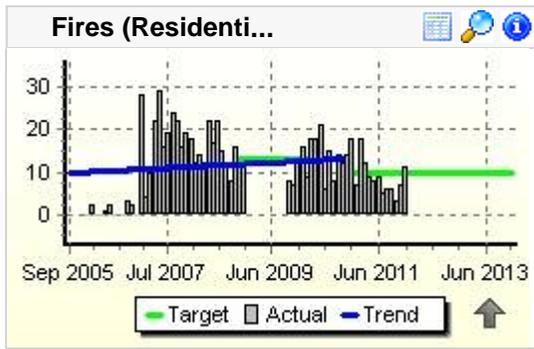
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 11 | 10 | 1 | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires (Residential Multi-Family) Out on Arrival

Maria Reyes Helen Zubieta

Residential (Mutli-Family Dwelling) Structure Fire out on arrival as a % of Total Residential Structure Fires. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

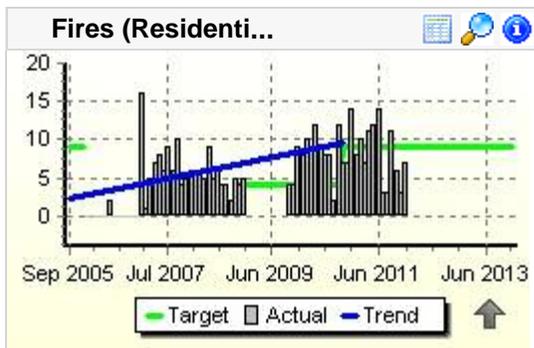
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 7 | 9 | (2) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Fires - Commercial and Industrial

Maria Reyes Helen Zubieta

Total Commercial & Industrial Structure Fire Incidents. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

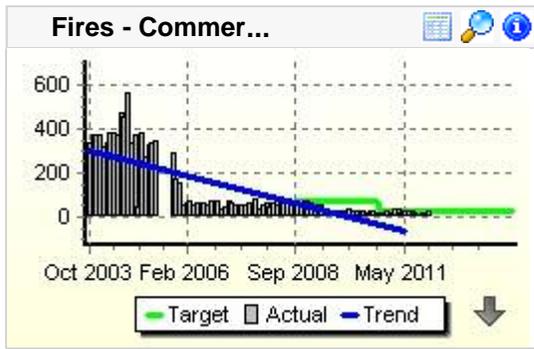
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 23 | 21 | (2) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Measure

Owner(s)

Total Number of HazMat Incidents

Edward Erickson Helen Zubieta

*Targets for this measure are to be interpreted as a projection based on historical data.

Performance

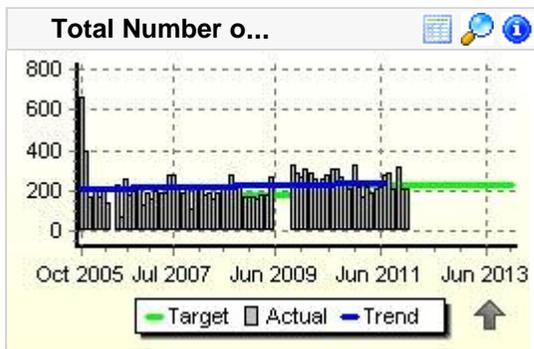
| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▼ | 207 | 232 | (25) | Dec 2011 |

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

| Ind | Name | Actual | Target | Date |
|-----|--|--------|--------|----------|
| | HazMat Incidents per 10,000 Population | 154 | n/a | Jan 2009 |



Measure**Owner(s)**

Structure Fire False Alarms

Maria Reyes Helen Zubieta

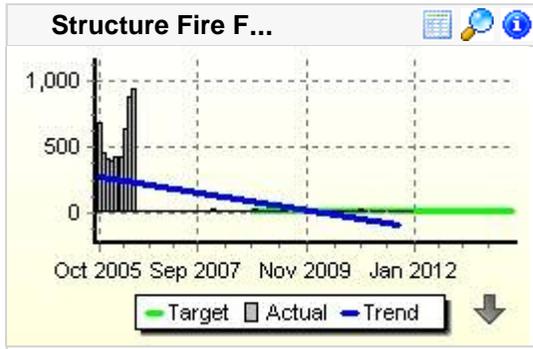
Number of Structure Fire False Alarm Calls. *Targets for this measure are to be interpreted as a projection based on historical data.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|----------|
| ▲ | 12 | 13 | 1 | Dec 2011 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|----------------------------|--------|--------|----------|
| | False Malicious Alarms | 2 | n/a | Dec 2011 |
| | False Unintentional Alarms | 7 | n/a | Dec 2011 |
| | System Malfunction Alarms | 3 | n/a | Dec 2011 |



Objective Name**Owner(s)**

Enhanced Recycling Efforts at MDRF Facilities

Anita Eichenbaum Helen Zubieta

Initiatives Linked To Objective**Owner(s)**Establish Recycling Program at all
MDRF FacilitiesAnita Eichenbaum
Helen Zubieta**GrandParent Objectives**

GG6_Green government

Parent ObjectivesGG6-1 Reduce County government's greenhouse gas
emissions and resource consumption

Learning and Growth Perspective

| Objective Name | Owner(s) |
|---------------------------------------|---|
| Sworn Personnel Certifications (MDFR) | Lidice Cutie John Gardner Maria Reyes Helen Zubieta |

| Initiatives Linked To Objective | Owner(s) |
|---------------------------------|----------|
| | |

| GrandParent Objectives |
|--|
| PS2 Reductions in Preventable Death, Injury, and Property Loss |
| GG2 Excellent, engaged workforce |

| Parent Objectives |
|--|
| PS2-2_Improve Effectiveness of Outreach and Response |
| GG2-2 Develop and retain excellent employees and leaders |

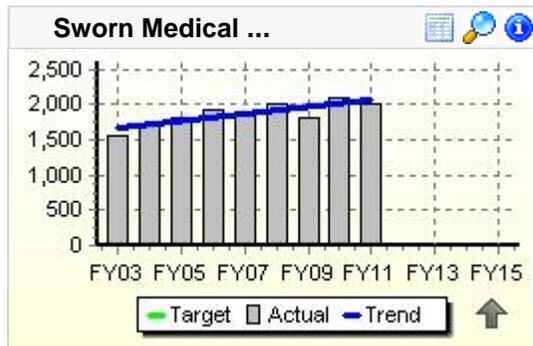
| Measure | Owner(s) |
|------------------------------|---------------------------|
| Sworn Medical Certifications | Lidice Cutie John Gardner |

Number of MDFR's sworn personnel certified as either an Emergency Medical Technician (EMT) or Paramedic

| Performance | | | | |
|-------------|--------|--------|----------|------|
| Ind | Actual | Target | Variance | Date |
| | 2,018 | n/a | n/a | FY11 |

| Initiatives Linked To Measure | Owner(s) |
|-------------------------------|----------|
| | |

| Child Measures Linked To Measure | | | | |
|----------------------------------|---|--------|--------|------|
| Ind | Name | Actual | Target | Date |
| | Number of Certified Emergency Medical Technicians (EMT) | 418 | n/a | FY11 |
| | Number of Certified Paramedics | 1,600 | n/a | FY11 |



Objective Name**Owner(s)**

Enhance Quality of Patient Care (MDFR)

Helen Zubieta

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

PS2 Reductions in Preventable Death, Injury, and Property Loss

GG2 Excellent, engaged workforce

Parent Objectives

PS2-2_Improve Effectiveness of Outreach and Response

GG2-2 Develop and retain excellent employees and leaders

Measure**Owner(s)**

Quarterly Medical Skills Training

Lidice Cutie John Gardner

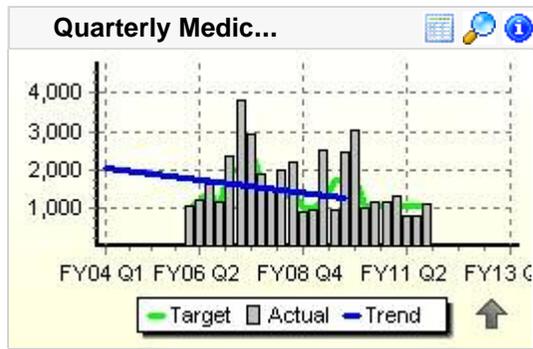
Number of personnel receiving medical skills training within defined quarter. Quarterly training is conducted by EMS Captains and varies between one and three hours per contact and is determined based on quality management findings. This training may also involve new equipment and techniques.

Performance

| Ind | Actual | Target | Variance | Date |
|-----|--------|--------|----------|---------|
| ▲ | 1,126 | 1,100 | 26 | FY11 Q4 |

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

| Ind | Name | Actual | Target | Date |
|-----|------|--------|--------|------|
|-----|------|--------|--------|------|



Initiatives Linked To Scorecard

| | Type | As Of | \$ | 🔔 | ✓ | ! | 🎯 | % | Status | Owners |
|--|------|----------------------------|----|---|---|---|---|------|-------------|---|
| Develop Plans for Regional Fire Dispatch Center | | 03/31/2009 | | | | | | n/a | In Progress | Rubin, Gregory Jacobs, Lisa Xiques, Cecilia |
| Completion of East Kendall Fire Rescue Station #13 | | 04/30/2008 | ▼ | ▼ | | | | 100% | Complete | Lamela, Angel Novela, Sylvia |
| Completion of Highland Oaks Fire Rescue Station #63 | | 12/31/2008 | | | | | | n/a | Complete | Lamela, Angel Novela, Sylvia |
| Completion of East Homestead Fire Rescue Station #65 | | 11/30/2007 | ▲ | ▼ | | | | 100% | Complete | Lamela, Angel Novela, Sylvia Morales, Gigi |
| Completion of Village of Homestead Fire Rescue Station #66 | | 07/31/2007 | ▲ | ▼ | | | | 100% | Complete | Lamela, Angel Novela, Sylvia |
| Design and Construction of Arcola Fire Rescue Station 67 | | 12/31/2011 | | | | | | 0% | Not Started | Lamela, Angel Novela, Sylvia Morales, Gigi |
| Design and Construction of Dolphin Fire Rescue Station 68 | | 03/31/2011 | | | | | | n/a | On Hold | Lamela, Angel Novela, Sylvia Morales, Gigi |
| Design and Construction of Coconut Palm Fire Rescue Station 70 | | 12/31/2011 | | | | | | 0% | In Progress | Lamela, Angel Novela, Sylvia Morales, Gigi |
| Design and Construction of MDRF Training Facility | | 09/30/2011 | ▲ | ▲ | | | ▲ | 100% | Complete | Lamela, Angel Novela, Sylvia |
| Completion of Ocean Rescue Facility at Crandon Park | | 09/30/2011 | | | | | | 5% | On Hold | Lamela, Angel Novela, Sylvia Morales, Gigi |
| MDRF Customer Feedback Survey | | 06/30/2009 | | | | | | 100% | Complete | Zubieta, Helen Reyes, Maria |

Open Action Items For Scorecard

| Due Date | Action | Status | Owner(s) |
|----------|--------|--------|----------|
| | | | |