

Memorandum



Date: September 29, 2023
To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners
From: Daniella Levine Cava
Mayor
Daniella Levine Cava
Subject: Report to Evaluate the Long-Term Strategy for the Provision of Police and Fire Services in South Miami-Dade County - Directive 230441

Agenda Item No. 2(B)(7)
December 12, 2023

Executive Summary

The following information is provided in response to Resolution No. R-318-23, sponsored by Commissioner Danielle Cohen Higgins and adopted by the Board of County Commissioners on April 4, 2023, directing the County Mayor or County Mayor's designee to evaluate the long-term strategy for the provision of police and fire services in Miami-Dade County (MDC), including the need for additional police and fire stations, and to make recommendations on the potential for creating new police and fire districts to serve the growing communities of South MDC. This report was a collaborative effort between Miami-Dade Fire Rescue (MDFR) and Miami-Dade Police Department (MDPD) that provides a plan to address the increased demands for fire and police services as a result of significant current and anticipated population and construction growth in South MDC. To address the expected development, MDFR plans to build five permanent and one temporary fire-rescue station in South MDC. Construction of two permanent and one temporary station is fully funded through the capital budget and impact fees. Current available impact fees could be used to fund one additional permanent station. However, future funding for the construction of two permanent stations would have to be identified. MDPD has planned to build a new Police District at 15430 SW 184 Street (Eureka Drive), and to resize the South, Kendall, and Hammocks Districts.

Background

MDFR

The following provides an analysis of MDFR's long-term strategy for providing fire-rescue services in South MDC. Information was extracted from MDFR's Computer Aided Dispatch (CAD) System, Environmental Systems Research Institute (ESRI) Demographic Data, and Comprehensive Master Plan Development (CDMP) applications published on MDC's Department of Regulatory and Economic Resources website.

MDFR Service Territory

MDFR has a service territory ("District") of approximately 1,904 square miles, encompassing unincorporated MDC and 29 municipalities. This analysis focuses on MDFR's operational plan to support population and economic growth anticipated in the South MDC, which encompasses 1,674 square miles and is bound by Southwest 8 Street on the north and the Miami-Dade Monroe County Line on the south; excluding the cities of Coral Gables and Miami, which provide their own fire-rescue services. Attachment 1 presents a map of the South District, which is comprised of 33 fire-rescue stations.

Growth

Based on 2022 population estimates generated by ESRI, MDRF serves approximately 1.1 million residents in South MDC, representing a 10% increase since 2010. MDRF has made several service enhancements to support population growth over the past decade, including:

- Construction of three fire-rescue stations in the South MDC: Temporary Westwood Lake Fire-Rescue Station 41, Palmetto Bay Fire-Rescue Station 62, and Coconut Palm Fire-Rescue Station 70.
- Implementation of 11 new units: Seven Rescues and four Suppressions.

Based on historical population growth trends and U.S. Census data, ESRI projects population in the District will increase by less than two percent over the next five years. However, MDRF identified 66 new developments within South MDC undergoing or approved through the County's CDMP, adding approximately 17,846 residential units and nearly one million square feet of commercial space to the area in the next five years. MDRF Station territories impacted by this development include:

- **Homestead/Florida City Fire-Rescue Station 16:** 12 developments, approximately 1,850 residential units, and 135,000 square feet of commercial space. Station 16 has a residential population of approximately 37,000 residents, with a population density of just 273 persons per square mile. Of the South MDC's 33 fire-rescue stations, Station 16 was the second busiest station territory in Calendar Year (CY) 2022, with more than 7,000 incidents reported. Neighboring Modello Fire-Rescue Station 6 was South MDC's busiest station, having the most significant demand for emergency response services in South MDC. Station 6 is also among the most populous territories in South MDC with an estimated 50,000 residents.
- **East Homestead Fire-Rescue Station 65:** 11 developments and approximately 3,000 residential units. Like Station 16, Station 65 has a residential population of approximately 34,000 residents with a population density of just 71 persons per square. While this station does not have as high of an incident volume, with just over 4,400 incidents reported in CY 2022, the average travel time to incidents is among the highest of all southern stations. Because this station territory encompasses a large rural area, it has some of the most extended travel times among all South MDC stations. Neighboring Village of Homestead Fire-Rescue Station 66 experiences similar challenges, along with just 70% unit reliability. This indicates that units from Station 66 are not the first-arriving units to 30% of all incidents within its boundaries, requiring outside resources to respond.
- **Cutler Ridge Fire-Rescue Station 34:** Four developments, including the planned South Place City Center, currently Southland Mall, will result in 4,000 residential units and approximately 650,000 square feet of commercial/retail space. The re-development of Southland Mall is the most significant development of the 66 identified in this analysis. Station 34 is among the most densely populated territories in South MDC, with a population density of more than 6,000 persons per square mile. More than 5,000 incidents were reported within the territory in CY 2022, and continued construction, population growth, and increased population density will impact demand for service and response times.
- **Goulds Fire-Rescue Station 5:** Eight developments, including Sienna Reserve, which includes 1,000 residential units. Like Stations 65 and 66, Station 5's territory experienced

higher than average travel times to incidents during CY 2022 as well as a 70% unit reliability. Development in this area can further stress existing resources in the community.

- **Perrine Fire-Rescue Station 50:** Two developments, including Quail Roost Transit Village, a 760 unit mixed-use residential building with senior and affordable housing and 30,000 square feet of retail space. In CY 2022, more than 5,000 incidents were reported in Station 50's service territory. While unit reliability was 81% in CY 2022, continued growth in this area, notably the addition of senior housing, will increase call volume requiring assistance from neighboring stations to meet demands.

Additional services to South MDC communities are required to enable the Department to keep pace with anticipated development and increasing service demands. Attachment 2 presents a map of the new developments in relation to the location of the department's fire-rescue stations.

New Service

To address the expected development, which will increase daytime and nighttime populations, population density, incident volume, and traffic congestion, impacting response times, MDR has five planned fire-rescue stations in South MDC.

- **Planned Eureka Fire-Rescue Station 71:** Located at 15450 SW 184 Street (Eureka Drive), this station is anticipated to be completed during the second quarter of Fiscal Year (FY) 2023-2024. MDR is awaiting final plat approval to install a relocatable prefabricated fire-rescue station to serve as the Temporary Station. This prototype will allow MDR to evaluate the long-term use of this alternative to the modular trailers traditionally used by the Department for temporary fire stations. The temporary station is approved, capital program #2000001428, and is funded by Fire Impact Fees. Currently, funding is not allocated within the Department's capital budget to construct the permanent Station 71. However, Fire Impact Fees could be used, if available. Rescue 71 is currently operating out of Station 6. Upon completing Temporary Station 71, Rescue 71 will be relocated to its permanent station.
- **Planned Florida City Fire-Rescue Station 72:** Located at 1050 West Palm Drive, Station 72 is especially critical as it will alleviate the service demands experienced by nearby fire-rescue stations; Modello Fire-Rescue Station 6 and Homestead/Florida City Fire-Rescue Station 16, which are the South MDC's highest demand stations. The design of Station 72, funded by the Department's multi-year capital budget, capital program #2000001279, through Fire Impact Fees is underway. Construction, also funded through the Department's capital budget, is expected to start by the end of FY 2023-2024. Rescue 72 is currently operating out of Station 16. Once Station 72 is operational, Rescue 72 will be relocated to the station. A fire suppression tanker is required to improve response coverage and better serve the areas west of Station 72 without fire hydrants. There is no funding currently identified for the required fire suppression tanker.
- **Planned Palmetto Bay South Fire-Rescue Station 74:** Located at 18198 Old Cutler Road, the design of this station is currently underway and is funded by the Department's multi-year capital budget. Funding for the construction of Station 74 through Fire Impact Fees is identified in MDR's multi-year capital budget, capital program #200000922. Once Station 74 is operational, Rescue 74 will be relocated to the station, creating a need for a medical rescue unit at Saga Bay Fire-Rescue Station 55, where Rescue 74 is currently housed. A fire suppression unit will also be required to improve response coverage to this station territory. No

funding is currently identified for the proposed Rescue 55 or the required fire suppression unit for Station 74.

- **Planned Homestead Air Reserve Base Fire-Rescue Station 77:** Located on the NW corner of SW 288 Street and SW 129 Avenue, the land for Station 77 is owned by MDFR. Currently, there is no funding allocated within the Department's capital budget to construct this new station. Impact Fees monies would be used, if available, to construct this station. Once Station 77 is operational, Rescue 77 will be relocated to the station, creating a need for a medical rescue unit at Station 66, where Rescue 77 is currently housed. A fire suppression unit will also be required to improve response coverage to this station territory. No funding is currently identified for the proposed Rescue 66 or the required fire suppression unit for Station 77.
- **Planned Sky Vista Fire-Rescue Station 82:** Located at approximately SW 162 Avenue and 312 Street, the land for Station 82 is owned by MDFR. Currently, funding is not allocated within the Department's capital budget to construct and support this new station. Impact Fees monies would be used, if available, to construct this station. When funded and built, this station will require a fire suppression and rescue unit to serve the area properly.

Construction of these stations is expected to alleviate increasing demands for service along with response challenges and hazards that new developments potentially bring to the area. The locations of Planned Florida City Fire-Rescue Station 72 and Planned Sky Vista Fire-Rescue Station 82 are ideally situated to border and/or absorb portions of the East Homestead Fire-Rescue Station 65's current service territory, in which there are several new developments expected. Moreover, since 2019, MDFR has experienced an 18% increase in calls for service within Homestead and Florida City, with more than 14,000 total incidents reported in CY 2022, further demonstrating the need for additional resources in the area. The map in Attachment 1 includes planned fire-rescue stations. As noted above, funding is not available to construct all planned stations.

Rebuilds of Coral Reef Fire-Rescue Station 4, Goulds Fire-Rescue Station 5, and Modello Fire-Rescue Station 6 are planned to accommodate additional units and personnel to improve service to South MDC. Design for station re-builds is funded under capital project #2000000969 utilizing Fire Rescue Taxing District revenues, although future financing has to be identified for construction of these stations. To address service gaps identified in fire-rescue services, MDFR is also searching for land to accommodate new fire-rescue stations in the following areas: SW 97 Avenue between SW 104 and 120 Street; SW 117 Avenue and SW 168 Street; and Krome Avenue and SW 140 Avenue. The department's proposed multi-year capital plan includes approximately \$3.6 million under capital program #371470 for land acquisition.

The Department also plans to implement the following new units in South MDC in the next three years:

- Rescue 61, which will operate out of Trail Fire-Rescue Station 61, located at 15155 SW 10 Street. Rescue 61 will be placed in service by the end of FY 2022-23.
- Hazardous Materials (HazMat) Engine 70 will operate out of Coconut Palm Station 70, located at 11451 SW 248 Street. HazMat Engine 70 will be placed in service by the end of FY 2022-23.
- A Basic Life Support (BLS) Transport Unit will operate out of Tamiami Station 58. This unit is part of a pilot program to reduce on-scene times for Suppression units dispatched to medical calls and reduce the need for Advanced Life Support Rescues dispatched to BLS incidents

when private ambulances are unavailable. This unit will be placed in service by the end of FY 2022-23.

- Tanker 71, a new fire Suppression unit, will be placed in service at temporary Station 71 to increase the fire suppression coverage and availability of mobile water supply in South MDC, primarily in the southwest. Implementation of Tanker 71 is contingent upon adequate funding in the FY 2023-24 operating budget.
- A Water Tender will be placed in service at Modello Fire-Rescue Station 6, located at 15890 SW 288 Street, to increase water availability in the southern and western areas of MDC. This unit will be placed in service during FY 2023-24.

Identified Funding Gaps

As discussed, MDFR's plan includes many unfunded stations and units, which will limit the Department's ability to execute this plan and adequately meet the needs of South MDC. A summary of identified funding gaps includes:

Based on current construction costs of \$11 million for a 13,000 square-foot station and land acquisition costs of \$2 million, funding of \$105 million is required through the Department's multi-year capital budget for the construction of Fire-Rescue Stations 71, 77, and 82, rebuilding of Fire-Rescue Stations 4, 5 and 6, and land acquisition and construction of fire-rescue stations in the three locations mentioned above. Impact Fees monies would be used, if available, to construct new stations. It should be noted that the design, permitting, and construction of a fire-rescue station takes an average of five years.

Given estimated acquisition costs of \$7 million and current annual operating costs of \$21 million, approximately \$28 million is required for five new fire suppression units: Tankers 71 and 72, and Engines 74, 77, and 82; and three new rescue units at Fire-Rescue Stations 55, 66, and 82. Additionally, current production timelines for an apparatus average three years. Impact Fees monies would be used, if available, for new units.

Criteria for Implementing New Service

MDFR follows the recommendations of the National Fire Protection Agency (NFPA) 1710 in establishing benchmarks for emergency response and deploying resources required to assemble the complement of units and personnel needed to mitigate a structure fire incident effectively. To determine where to implement new services and ensure adequate coverage throughout the District, MDFR analyzes various factors, including:

- Number and types of calls for service
- Current and projected daytime and nighttime population and population density
- Road miles and square miles covered
- Projected travel times
- Response times by incident type
- Existing and planned fire-rescue resources (stations and units)
- Planned residential and commercial developments

When new developments are proposed, MDFR utilizes a methodology to estimate the impact the development will have on emergency response within a specific fire-rescue station's geographic territory. Variables considered include:

- Number and type of incidents occurring within the station's territory in the past year
- Number of incidents that the development is expected to generate
- Average travel time to all incidents during the past calendar year
- Reliability of the unit(s) currently serving a station territory
- Whether a single unit currently serves the station territory

MDPD

MDPD is the largest local law enforcement Department in the southeastern United States and one of the tenth largest, serving an ethnically and racially diverse community of an estimated 2.8 million residents. The MDPD is committed to providing the community with professional law enforcement and investigative services. As part of the public safety strategic area, MDPD serves the community with three distinct yet interrelated functions: provides essential police services to the Unincorporated Municipal Service Area (UMSA) of South MDC and contracted municipalities; specialized support services to UMSA and various municipalities; and sheriff services.

On January 7, 2025, MDPD will transfer to an independently elected constitutional Office of the Sheriff (Sheriff) as mandated by Amendment 10. Amendment 10 was passed by the electors of the State of Florida in 2018 and mandates each county in the state to have five independently elected constitutional officers, the Sheriff being among them. It is anticipated that the transfer of MDPD to the Sheriff will not hinder the long-term strategies for the provision of police services in South Miami-Dade County outlined below. It is expected that the Sheriff will maintain strategies in place until a transition period of acclimation has occurred since doing so would allow the Sheriff the most optimally-functional office when they assume office. However, it is the prerogative of any future Sheriff to make and alter strategies once they assume office.

MDPD South District Service Territory

MDPD South District Station currently encompasses 460 square miles. It is bound by Southwest 152 Street on the north and the Miami-Dade/Monroe County Line on the south, excluding the cities of Cutler Bay, Florida City, Homestead, and Palmetto Bay, which provide their own police service.

Growth

An analysis conducted by the MDC Department of Regulatory and Economic Resources in June 2023 revealed 66 open permits in South MDC, that upon completion, will add 17,846 residential units, and represents approximately 70% of the County's new construction (see Attachment 3). Based on historical annual growth and construction trends, South MDC will grow exponentially over the next five years and impact the current police infrastructure.

Comprehensive Evaluation of Staffing at MDPD Districts

- **South District:** In March 2023, the MDPD completed its 2022 Police Services Minimum Staffing and Calls for Service Analysis, which evaluated Part I and Part II Crimes calls for service, population density, service territory, and departmental standards for response times. The analysis revealed notable staffing shortfalls at MDPD's South District, which is primarily responsible for most of South MDC. To alleviate the demand for service and population growth trends, it is recommended that the MDPD South District's staffing be increased from 205 police

officers to 275. This recommended staffing increase can be achieved by incrementally increasing sworn hiring during each consecutive fiscal year.

New Police District/Station

- **Planned New District:** In February 2019, the MDPD submitted a Report to Evaluate the Long-Term Policing Strategy for South Miami-Dade County and Make Recommendations on the Potential for Creating a New Police District with the Resizing of the South, Kendall, and Hammocks Districts - Directive 18029. This report recommended the construction and staffing (160 sworn and 18 civilian personnel) of a new police district station in the south and west area of MDC.

To fulfill this recommended strategy, MDC purchased land located at 15430 SW 184 Street (Eureka Drive), Miami, Florida, folio number 30-6904-000-235, that will ultimately house the new police district station, a fleet maintenance facility, and a fire station (see Attachment 4). The site encompasses ten acres (435,600 square feet) of land. Currently, the property is an agricultural field; however, the MDC's FY 2022-23 Adopted Budget and Multi-Year Plan includes approved Capital Program #2000000949 for site development and the construction of the new police district station, estimated at \$20 million.

Capital Program #2000000949 also accounts for future operating impacts of approximately \$2 million, which includes the hiring of an additional 11 executive, technical, and administrative positions that will be needed upon the completion of construction. It is expected that additional sworn positions needed to fully staff the new district will be accomplished through increases to the annual hiring of police officers and the anticipated resizing of other MDPD districts.

MDPD is requesting the addition of two new Construction Managers dedicated to the design and construction of the police station. Any delays in hiring and construction may result in an increase in costs associated with this capital program and will impact MDPD's ability to implement these recommended strategies.

MDPD will conduct the Police Services Minimum Staffing and Calls for Service Analysis annually to ensure appropriate staffing is in place to facilitate the reallocation of sworn personnel for the new district to provide timely, effective, and efficient police services throughout UMSA. MDC will propose the Sheriff assumes this responsibility on January 7, 2025 in the upcoming negotiations that will be held between MDC and the Sheriff. MDFR will continue to monitor emergency response statistics and planned developments to determine the need for additional services in South Dade. MDPD and MDFR continue to work together, along with Internal Services Department (ISD), to design their new stations and the ISD fleet maintenance facility at the site on Eureka Drive.

Should you require additional information, please contact JD Patterson, Interim Chief of Public Safety, at 305-375-5141.

Per Ordinance 14-65, this memorandum will be placed on the next available Board meeting agenda.

Attachments (4)

1. MDFR South District Existing and Planned Stations and Land Searches
2. MDFR South District New Developments
3. MDPD Proposed Eureka District (Depicts New Police and Fire Station and Current Construction)
4. Site of Proposed New Police and Fire Stations

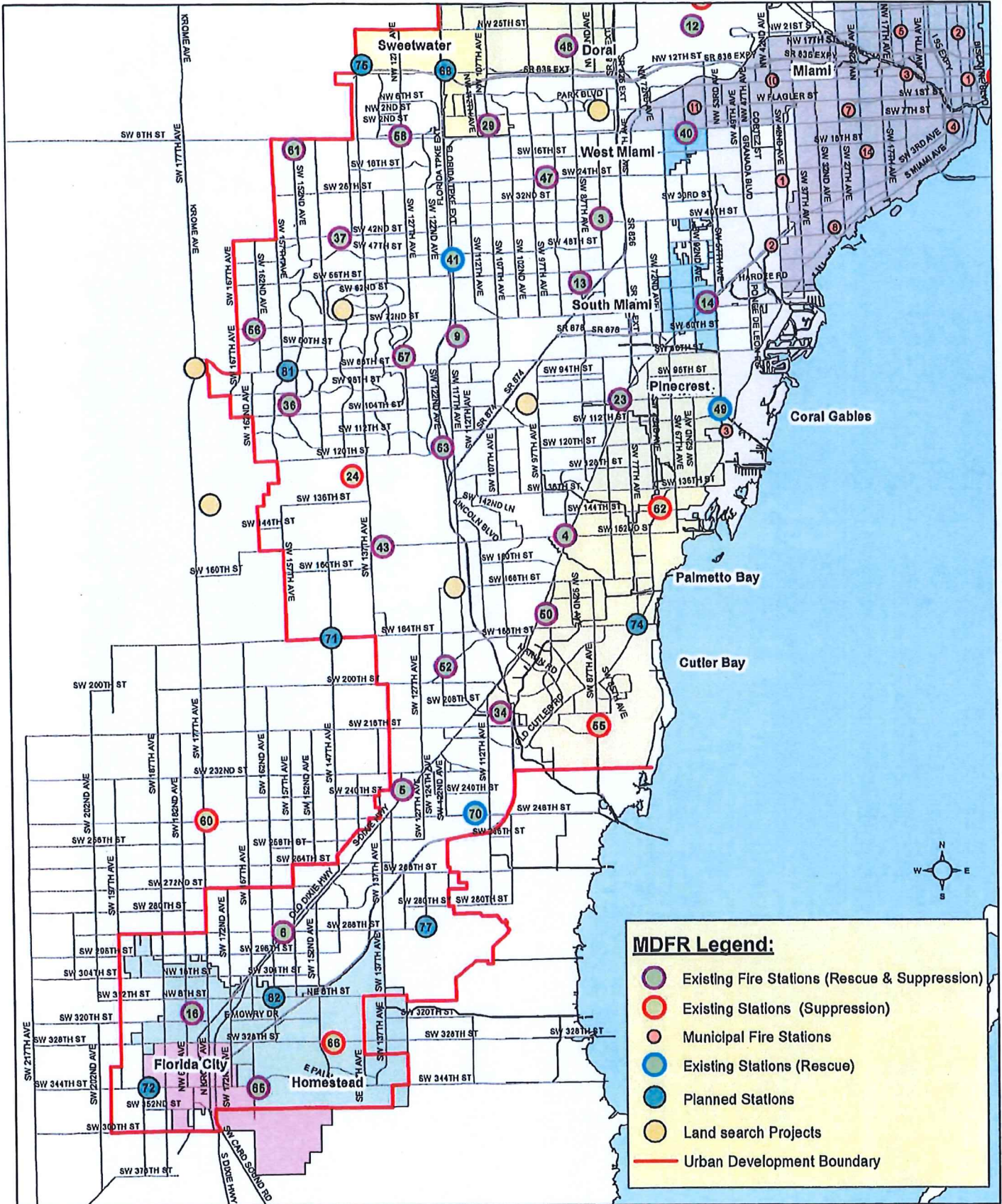
c: Geri Bonzon-Keenan, County Attorney
Gerald K. Sanchez, First Assistant County Attorney

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and Members, Board of County Commissioners
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Jess M. McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Raied S. Jadallah, Director, Miami-Dade Fire Rescue Department
Stephanie V. Daniels, Interim Director, Miami-Dade Police Department
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs
Adeyinka Majekodunmi, Commission Auditor
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

Miami-Dade Fire Rescue Department South District Existing and Planned Stations and Land Searches

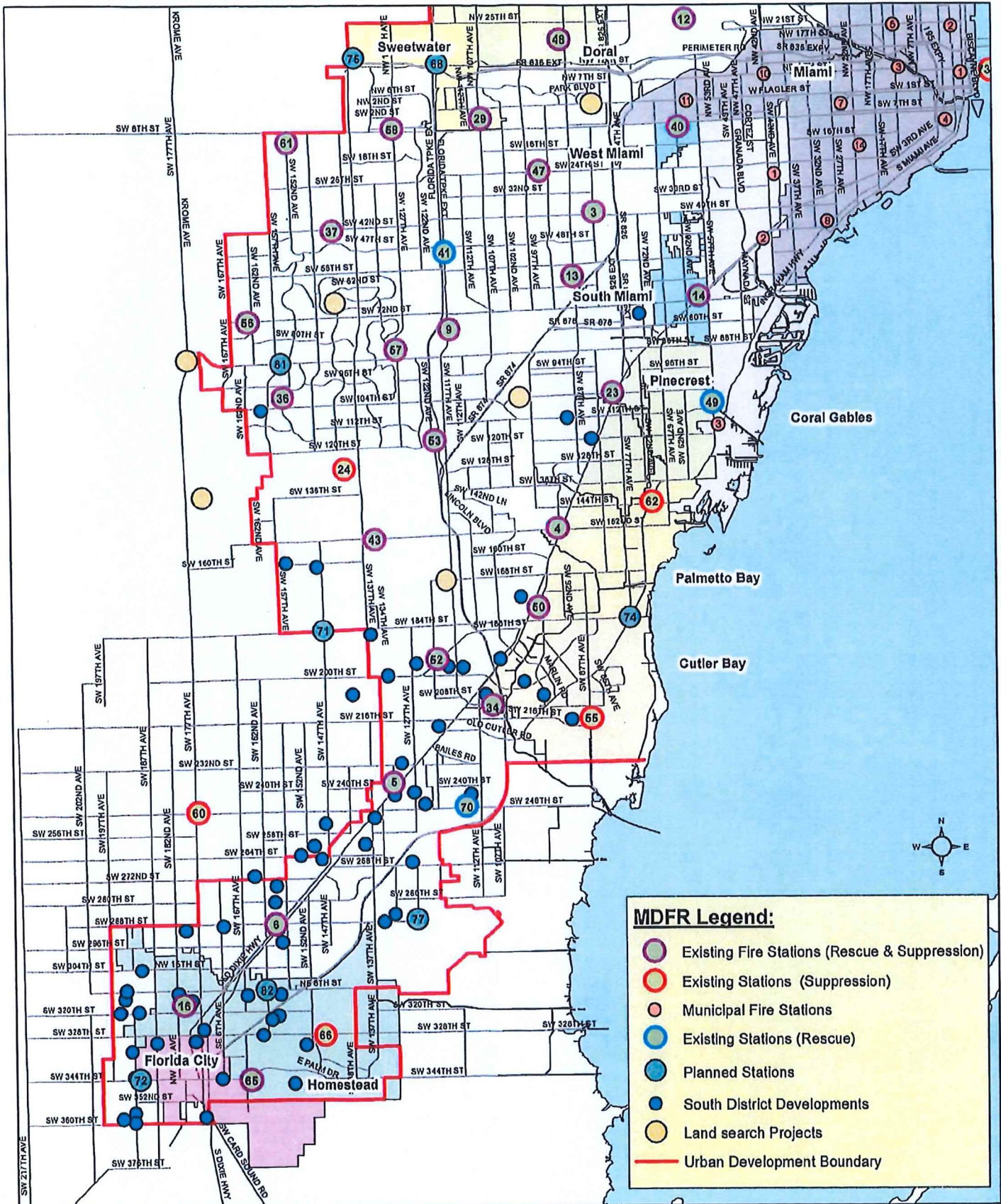
Attachment 1




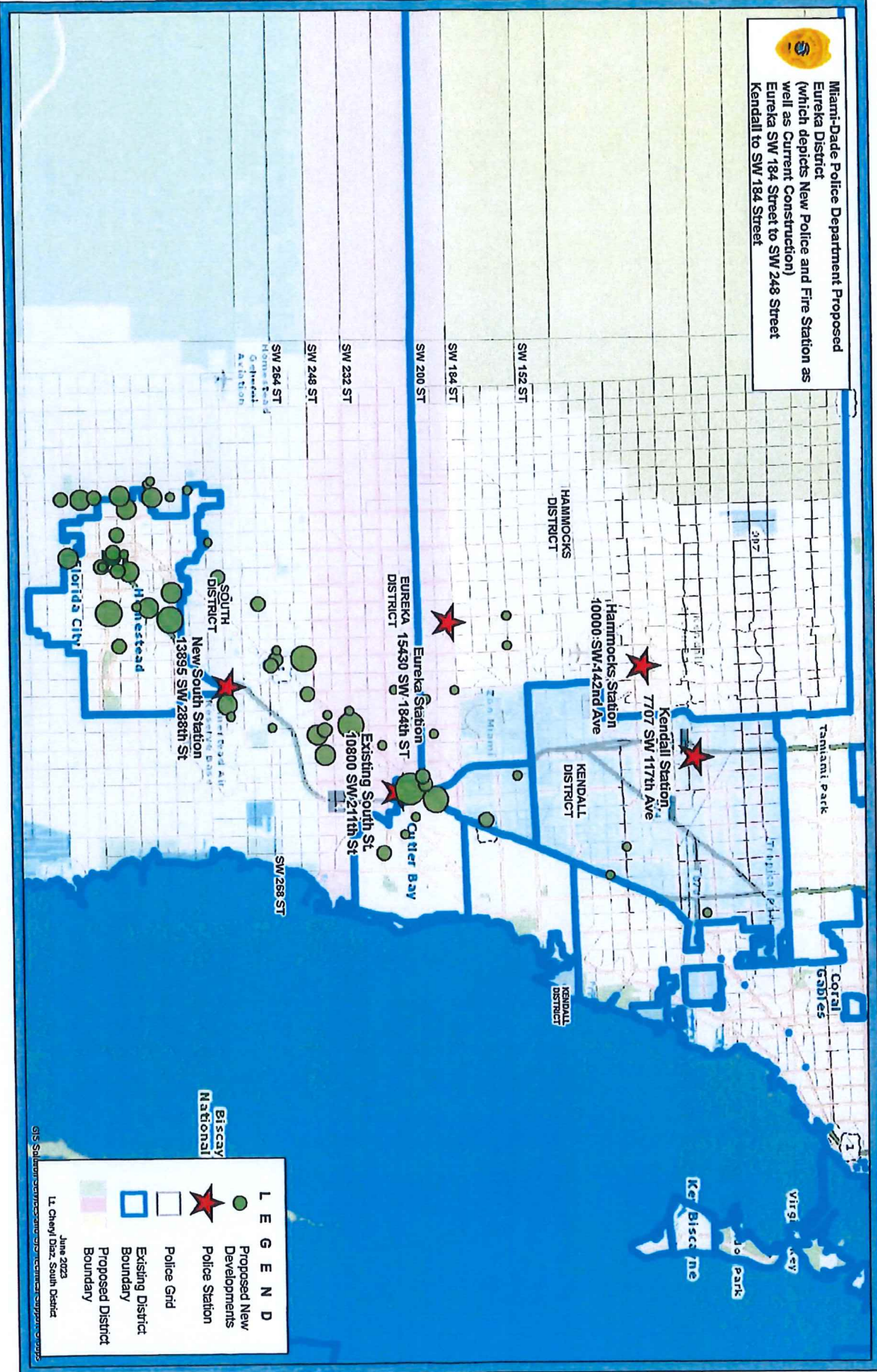
Alejandro G Cuello
MDFR Planning Section
06/14/2023

MDC009



Miami-Dade Fire Rescue Department South District New Developments



 Miami-Dade Police Department Proposed Eureka District (which depicts New Police and Fire Station as well as Current Construction) Eureka SW 184 Street to SW 248 Street Kendall to SW 194 Street



LEGEND

-  Proposed New Developments
-  Police Station
-  Existing District Boundary
-  Proposed District Boundary
-  Police Grid

June 2023
Lt. Cheryl Diaz, South District



Address Owner Name Subdivision Name Folio

ARCH:

111 NW 1 St Suite

PROPERTY INFORMATION

Folio: 30-6904-000-0235

Sub-Division:

Property Address
15430 SW 184 ST
15450 SW 184 ST

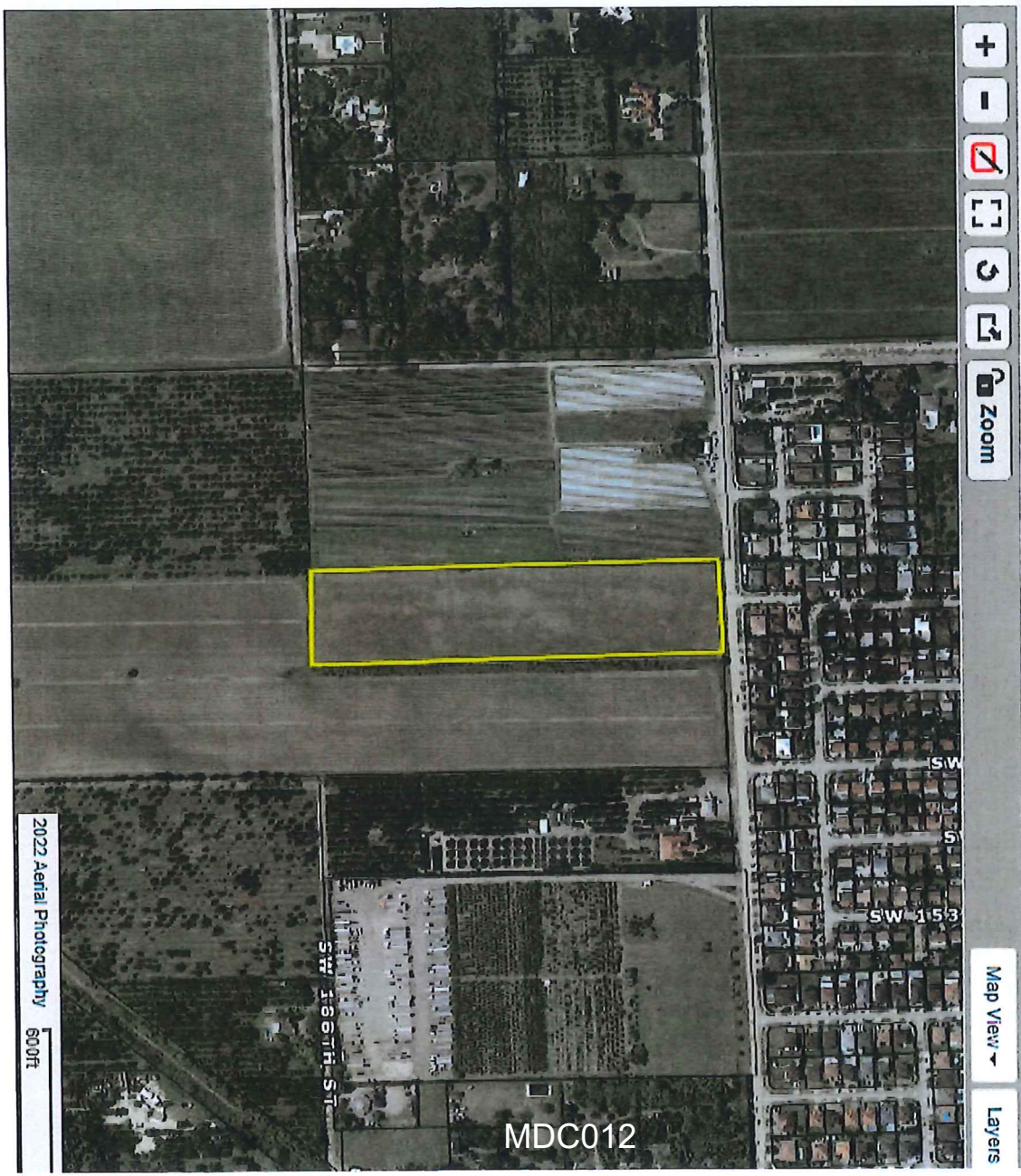
Owner
MIAMI-DADE COUNTY
USER DEPT: MIAMI-DADE FIRE RESCUE
DEPT

Mailing Address
111 NW 1ST ST 24TH FLOOR
MIAMI, FL 33128

PA Primary Zone
9000 AGRICULTURE

Primary Land Use
8080 VACANT GOVERNMENTAL : VACANT LAND -
GOVERNMENTAL

Beds / Baths / Half	0 / 0 / 0
Floors	0
Living Units	0
Actual Area	0
Living Area	0
Adjusted Area	0
Lot Size	435,500 Sq. Ft.
Year Built	0



2022 Aerial Photography 500ft