

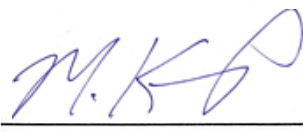


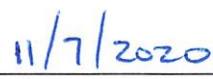
# Miami-Dade Fire Rescue Business Plan

**Fiscal Years: 2020 and 2021\***  
(10/1/2019 through 9/30/2021)

Approved by:

  
\_\_\_\_\_  
Alan R. Cominsky, Fire Chief

  
\_\_\_\_\_  
Maurice L. Kemp, Deputy Mayor

  
\_\_\_\_\_  
Date

11/07/2020  
\_\_\_\_\_  
Date

Plan Date: **<Insert date the plan is completed>**

*\*This is an updated business plan for Fiscal Years 2019-20 and 2020-21. It incorporates any changes made necessary by the adoption of the FY2020-21 budget as well as other significant operational adjustments made since the original version of this plan was completed and signed.*

## TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page <b>2</b>
Departmental Mission	
Our Customer	
Table of Organization	
Strategic Alignment Summary	
Alignment of Scorecard Measures to Resilience	
KEY ISSUES	Page <b>6</b>
PRIORITY INITIATIVES	Page <b>7</b>
FUTURE OUTLOOK	Page <b>9</b>
ATTACHMENT 1	Page <b>10</b>
BUSINESS PLAN REPORT	



## DEPARTMENT OVERVIEW

### Department Mission

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

Organized in 1935 as a single-unit “fire patrol,” Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire rescue departments in the United States with an annual operating budget of \$585.3 million and a \$347.2 million five-year capital plan. MDRF is staffed by 2,725 employees, of which, 2,120 are uniformed firefighters. MDRF has 71 fire-rescue stations within unincorporated Miami-Dade County and serves 29 municipalities: Aventura, Bal Harbour, Bay Harbor Islands, Biscayne Park, Cutler Bay, Doral, El Portal, Florida City, Golden Beach, Hialeah Gardens, Homestead, Indian Creek, Medley, Miami Gardens, Miami Lakes, Miami Shores, Miami Springs, North Bay Village, North Miami, North Miami Beach, Opa-Locka, Palmetto Bay, Pinecrest, South Miami, Sunny Isles Beach, Surfside, Sweetwater, Virginia Gardens, and West Miami. MDRF also provides aero-medical transport services within Miami-Dade County to state approved trauma centers and other medical facilities. MDRF’s air rescue helicopters are also used to perform search and rescue missions, and firefighting and reconnaissance operations involving large incidents, such as wildfires and major fires.

Throughout the 1,904 square-mile territory it serves, MDRF has 14 battalions which oversee the personnel staffing its 154 rescue, suppression, battalion and specialty units 24 hours a day, seven days a week, 365 days a year, providing emergency services to more than 1.9 million residents and visitors. During Fiscal Year 2019-2020, MDRF responded to more than 245,000 emergencies, 74 percent of which were medical in nature. MDRF’s air rescue helicopters flew 1,100 missions during the same Fiscal Year, increasing the survivability of patients in critical emergencies. In addition to the traditional services provided by a fire-rescue department, MDRF provides many special services including air rescue, ocean rescue, aircraft fire and rescue, maritime fire rescue, SCUBA rescue, hazardous materials (HazMat), urban search and rescue (US&R), technical rescue, and venom response. MDRF also protects two beaches: Haulover and Crandon, with a combination of full-time and part-time professional lifeguards. Since joining MDRF in 2003, the Ocean Rescue Bureau has professionalized its staff, enhanced the way business is conducted, and opened a new Ocean Rescue station at Haulover Beach.

MDRF’s service area includes Port Miami and three airports including Miami International Airport (MIA), Miami-Opa Locka Executive Airport (OPF), and Miami Executive Airport (TMB). MIA encompasses 3,230 acres and serves over 44.4 million passengers yearly. MDRF has two stations at MIA including one at midfield. Both Miami-Opa Locka and Miami Executive Airports are also staffed with a crash fire rescue foam unit. MDRF also has a station at Port Miami, which spans 520 acres and handles over 9.6 million tons of cargo and more than 6.3 million cruise passengers annually.

MDRF’s Office of Emergency Management (OEM) supports our community’s disaster preparedness, response, recovery, and mitigation needs through the planning and coordination of information and resources. Additionally, the OEM manages the County’s Emergency Operation Center (EOC), which coordinates emergency response and recovery plans, decisions, and operations in maximizing resources within Miami-Dade County. MDRF is accredited by the Commission on Fire Accreditation International (CFAI), which is part of the Center for Public Safety Excellence, Inc. The department is one of only 280 agencies to achieve International Accreditation status by CFAI and remains the largest accredited fire rescue department in the Southeast United States and the second largest in the Nation. MDRF’s achievement of reaccredited status confirms our commitment to adhere to the highest standards of fire rescue service and to continuously improve the service we deliver to our residents and visitors daily. The OEM is fully accredited by the Emergency Management Accreditation Program (EMAP). Receiving this distinction is a significant achievement, validating its compliance with national standards by successfully documenting how we meet national standards for local disaster preparedness and response.





## **Our Customer**

MDFR serves a 1,904 square mile territory, which is the second largest service area among the ten largest fire rescue departments in the United States. In service area, MDFR ranks second to Los Angeles County Fire, which serves a 2,300 square-mile territory with twice the units and staff. By comparison, approximately 1,565 square miles of MDFR's service area is rural and wild land areas outside of the Urban Development Boundary (UDB) with undeveloped roads and limited infrastructure, which negatively impacts average response time as compared with a fire rescue department serving an urban community. For example, average response times are expected to be greater for MDFR when compared to a department like the Phoenix Fire Department, which has about the same number of stations and population size but covers one-third the territory. The population density of the remaining 339 square miles is about 5,515 persons per square mile. Considering these facts, the Fire District is better characterized as a Metropolitan area with large wildland/rural areas. It should be noted that the above data was based on the 2017 Census, which does not consider tourist and other shifts in temporary populations such as daytime population.

According to the latest United States Census data on health insurance coverage published in September 2020, the uninsured population ranged from 3 percent in Massachusetts to 18.4 percent in Texas. Florida ranked among five states that had an uninsured rate of 13 percent or higher. Florida's uninsured rate increased from 13% in 2018 to 13.2% in 2019. Moreover, states that expanded Medicaid eligibility in 2019 had lower uninsured rates of 9.8 percent compared with 18.4 percent in states like Florida that did not expand Medicaid eligibility. According to the County Health Rankings and Roadmaps website, the number of Miami-Dade County residents lacking health insurance increased one percent from 19 percent in 2019 to 20 percent in 2020.

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

## **Customer Feedback**

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

Since March 2009, MDFR has assessed customer satisfaction with the delivery of medical services. Customer Feedback Survey instruments are sent one month after service is provided to 20% of patients MDFR serves. In Fiscal Year 2018-2019, nine percent (3,070) of the randomly selected medical patients returned surveys. Respondents are asked to score four questions between one (1) and five (5), with one being strongly disagree and five being strongly agree. On average for all four questions, respondents rated MDFR's service 4.89 overall in Fiscal Year 2018-2019. Of the surveys returned, 94% had an average score of 4.50 or higher and 98% had an overall score of 4 or higher on a scale of one to five in response to all questions answered. These results are consistent with the survey results returned over the past nine years. Fiscal Year 2019-2020 results are currently being compiled. MDFR also stratifies survey results by municipality served, analyzes trends and provides these results in a Service Delivery Report to each of the 29 municipalities we serve in early January of each year for the previous calendar year.

### **➤ *OEM Customer Feedback***

OEM continuously solicits feedback from customers throughout the year. Feedback is obtained after outreach events, periodic community surveys, through meetings with partners, and through the County's 3-1-1 Answer Center during and after activations.



**Table of Organization**

	<p><b><u>OFFICE OF THE FIRE CHIEF</u></b>          Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; oversees public affairs</p> <p><u>FY 19-20</u>      <u>FY 20-21</u>          12                      12</p>
	<p><b><u>TECHNICAL/SUPPORT SERVICES</u></b>          Oversees Emergency Medical Services and Fire Rescue Communications; directs fire prevention and life safety inspections, as well as repairs and maintenance of fire rescue apparatus; provides state and federally mandated Firefighter training</p> <p><u>FY 19-20</u>      <u>FY 20-21</u>          358                      351</p>
	<p><b><u>SUPPRESSION AND RESCUE</u></b>          Provides fire suppression and specialty services, as well as ground and air rescue transport services to the public</p> <p><u>FY 19-20</u>      <u>FY 20-21</u>          2,200                      2,231</p>
	<p><b><u>BUDGET/PLANNING/GRANTS/ADMINISTRATION</u></b>          Oversees financial operations, budget and business planning development, grant management, personnel and facilities maintenance and construction services</p> <p><u>FY 19-20</u>      <u>FY 20-21</u>          107                      108</p>
	<p><b><u>EMERGENCY MANAGEMENT</u></b>          Manages the County's emergency operations; plans, coordinates and implements disaster preparedness, response, recovery and mitigation programs</p> <p><u>FY 19-20</u>      <u>FY 20-21</u>          23                      23</p>

The FY 2020-21 total number of full-time equivalent positions is 2,767.88



**Strategic Alignment Summary**

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

- **PS2:** Reductions in Preventable Death, Injury and Property Loss
- **PS3:** Effective Emergency and Disaster Management
- **GG1:** Accessible, fair and responsible government
- **GG2:** Excellent, engaged and resilient workforce
- **GG3:** Optimal Internal Miami-Dade County operations and service delivery
- **GG4:** Effective Leadership and Management Practices
- **HS1:** Basic Needs of vulnerable Miami-Dade County residents are met

**II. Department-related Strategic Plan Outcomes:**

- **PS2-1:** Reduce response time
- **PS2-2:** Improve effectiveness of outreach and response
- **PS3-1:** Increase countywide preparedness
- **PS3-2:** Ensure recovery after community and county wide shocks and stresses
- **GG1-1:** Provide easy access to information and services
- **GG1-2:** Support a customer-focused organization
- **GG2-1:** Attract and hire new talent
- **GG2-2:** Promote employee development and leadership
- **GG2-3:** Ensure an inclusive and diverse workforce
- **GG4-2:** Effectively allocate and utilize resources to meet current and future operating and capital needs



**Alignment of Scorecard Measures to Resilience**

<b>Scorecard Measures</b>	<b>Strategic Objective</b>	<b>Resilience Driver</b>
Full-time positions filled	GG2-1	HW-2
Fire plans reviewed	PS2-2	ES-2
Life safety inspections completed	PS2-2	ES-2
Certificate of occupancy inspections completed	PS2-2	ES-2
Percentage of fire plans reviewed within nine business days of submission	PS2-2	ES-2
Average number of certificates of occupancy inspections per inspector	PS2-2	ES-2
Fire rescue calls	PS2-1	HW-3
Average response time to life-threatening calls within the urban development boundary (in minutes)	PS2-1	HW-3
Average fire rescue dispatch time (in seconds)	PS2-1	HW-3
Life-threatening calls received by MDFR	PS2-1	HW-3
Fire suppression calls received by MDFR	PS2-1	HW-3
Potentially hazardous situations prevented at Crandon and Haulover parks	PS2-2	HW-3
Emergency shelter spaces available for special needs	PS3-1	HW-1
Emergency shelter spaces available	PS3-1	HW-1
Plans reviewed for medical facilities	PS3-1	IE-2
Percentage of County departments with compliant Continuity of Operations Plans (COOP)	PS3-1	IE-2
New Community Emergency Response Team (CERT) members trained	PS3-1	LS-2
Emergency Evacuation Assistance Program registrants	PS3-1	LS-2
Miami-Dade Alerts System subscribers	PS3-1	LS-2
<div> <div> <b>Resilience Drivers:</b>  LS1: Promote Leadership and Effective Management  LS2: Empower a Broad Range of Stakeholders  LS3: Foster Long-Term and Integrated Planning  HW1: Meets Basic Needs  HW2: Supports Livelihoods and Employment  HW3: Ensures Public Health Services </div> <div> ES1: Promote Cohesive and Engaged Communities  ES2: Ensure Social Stability, Security, and Justice  ES3: Foster Economic Prosperity  IE1: Provide and Enhances Protective Natural and Man-Made Assets  IE2: Ensure Continuity of Critical Services  IE3: Provide Reliable Communication and Mobility </div> </div>		

**KEY ISSUES**

MDFR's \$585 million adopted operating budget for Fiscal Year 2020-2021 is 2% higher than the previous year. The increase from Fiscal Year 2020 revenues can be attributable to various factors, including a \$19 million increase in property tax collections, higher budgeted carryover (\$10 million) and a lower Medicaid Managed Care contribution to the State of Florida . The five-year forecast, which projects annual surpluses for MDFR, is based on steadily increasing ad valorem and other revenues. MDFR has also succeeded in generating additional non-property tax revenue through biennial adjustments to Fire Prevention plans review fees, life safety inspection fees, and Special Events permits.



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

Over the past five years, the Department successfully executed a \$45 million multi-year fleet replacement program to lease new suppression apparatus, rescue units, battalion trucks and special events vehicles. Beginning in 2020, Fleet replacement was funded on a pay as you go basis. In the current year, MDFR will receive a new HazMat truck, a Technical Rescue Team (TRT) unit, a 100-foot platform and additional operations suppression units. The Miami-Dade Aviation Department (MDAD) will receive two Aircraft Rescue and Fire Fighting (ARFF) replacement units. These new units will increase unit availability, lower fleet maintenance costs, improve efficiency, and provide better services to our customers. Additionally, MDFR recently took delivery of two new 50-foot state of the art fireboats procured through funding provided by Port Security Grants and matching funds by the Fire District. An additional grant funded 50-foot fireboat will be ordered in November 2020. The department will also replace all four existing Bell 412 helicopters in Fiscal Year 2020-21. The first Augusta Westland 139 was delivered in early October. The department also anticipates completing the procurement process for a new Computer Aided Dispatch (CAD) System this year.

With regards to capital infrastructure, construction of the Sweetwater Station 29 replacement is expected to be completed this fiscal year. Design and permitting for Dolphin Fire-Rescue Station 68, a three-bay fire-rescue station at 11091 NW 17 Street, is complete and construction will commence during the second quarter of the fiscal year. MDFR has purchased a parcel near the City of North Miami to build an additional fire-rescue station to replace the temporary North Miami Central Fire-Rescue Station 18 and design will commence in 2020. MDFR purchased land for the planned Eureka Fire-Rescue Station 71, which is expected to be built at 15450 SW 184 Street (Eureka Drive) in unincorporated Miami-Dade, and a temporary station is underway. MDFR also completed the purchase of a parcel in Florida City, north of 344<sup>th</sup> Street (Palm Avenue) and west of SW 187 Avenue and design of the new Florida City Fire-Rescue Station 72 will commence this fiscal year.

In 2019, MDFR received budgetary authority in the approved multi-year capital plan to begin a comprehensive station replacement program to demolish and rebuild nine (9) fire-rescue stations throughout the Fire District and commence replacement of emergency generators in 27 fire-rescue stations. The selection process for architects and engineers to design the replacement stations is complete and design efforts are underway. The first three phases of the generator replacement project are complete and the last three phases will be completed in Fiscal Year 2021.

## **PRIORITY INITIATIVES**

### **Major Programs, Initiatives and Accomplishments/Milestones – Fiscal Year 2019-2020**

- ❖ Reduce COVID-19 spread and enhance delivery of COVID-19 testing by continuing to work collaboratively with State and local authorities, the United States Military, the Florida Department of Health, and the Office of the Mayor, in establishing and supporting 18 public testing sites throughout Miami-Dade, including eight mobile testing sites, using Sprinter vans which are relocated as Hot Spots are identified. *In addition to continuous monitoring of the COVID-19 virus by the Emergency Operations Center, to ensure the safety of responders, MDFR's EMS Division updated monitoring, testing, and patient response and treatment based on the Center for Disease Control Guidelines. Emergency Medical Technicians/Paramedics from MDFR's Ocean Rescue Bureau tested homebound, disabled, and elderly patients, performed serological/antibody blood draws at public libraries and assisted the University of Miami with randomized sampling studies for COVID-19. MDFR Infection Control Nurses tested and monitored other departments within the County that provide essential services (e.g. police, corrections, juvenile services).*





**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

- ❖ Enhance service delivery to Village of Palmetto Bay, Village of Pinecrest and surrounding areas by placing the new permanent **Palmetto Bay Fire-Rescue Station 62** in service by the end of the first quarter FY2019-2020. The 10,500 square foot fire station will be located at 14251 Old Cutler Road. The Station is currently operating from a temporary trailer located at 7055 SW 144<sup>th</sup> Street and houses an Advanced Life Support (ALS) Engine which is staffed by four firefighters. *On November 9, 2019, MDRF opened the new permanent Palmetto Bay Fire-Rescue Station 62.*
- ❖ Reduce response times at Miami International Airport (MIA) by placing a new Aircraft Rescue and Firefighting Vehicle (ARFF), **FOAM 4** in service at MIA North Fire-Rescue Station 59 by the end of the first quarter of FY 2019-2020. This specialized unit, staffed by two ARFF firefighters, will significantly reduce response times and improve Miami-Dade Fire Rescue's ability to respond and combat aircraft and many other types of emergencies on the north side and throughout the air operations area of MIA, one of the world's busiest airports. *On October 22, 2019, MDRF conducted a truck push-in to inaugurate service for our new Foam 4 at our MIA Northside Fire Station 59.*
- ❖ Enhance service delivery and reduce response times to Village Green and surrounding areas by establishing temporary **Westwood Lake Fire-Rescue Station 41** at 4911 SW 117 Avenue. Occupancy is expected during the second quarter of FY 2019-2020. *On March 3, 2020, Rescue 41 was relocated to temporary Westwood Lake Fire-Rescue Station 41. Rescue 41 was placed in service at Doral Fire-Rescue Station 45 on October 14, 2019 awaiting completion of the temporary station. The station and unit will improve MDRF's ability to deliver Advanced Life Support to the western area of unincorporated Miami-Dade County and surrounding communities.*
- ❖ Improve service delivery by taking delivery of two (2) new state of the art 50' fireboats procured through federal grant monies by the end of FY 2019-2020. These vessels will replace the existing 36' and 50' fireboats, which have been in service since FY 2005-2006. The new Metal Shark Fireboats will be Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) ready. Each Fireboat will flow an excess of 6,000 Gallons Per Minute (GPM), classified as NFPA Type III vessels, and offer higher dead-rise for offshore conditions and capability for speeds in excess of 45 knots superseding the speed and ride conditions of the current fleet. *On September 28, 2020, MDRF took delivery of the two new 50' state-of-the-art fireboats.*
- ❖ Lead community sustainably efforts by awarding a contract for a comprehensive investment grade audit of energy savings and a guaranteed energy savings performance contract (ESPC) for the implementation of various energy conservation and cost-saving measures at MDRF fire-rescue stations and facilities by the end of FY 2019-2020. Funding for the contract will be provided by the cost-saving achieved at facilities over a period of no more than 20 years per State statute. *In May 2020, a contract was awarded to Honeywell, International Inc. Audit was completed in the last quarter of FY19-20. MDRF is currently reviewing the results of the audit completed in the fourth quarter of FY19-20.*

**Major Programs, Initiatives and Accomplishments/Milestones – Fiscal Year 2020-2021**

- ❖ Improve service delivery and reduce response time to Doral, Sweetwater and surrounding unincorporated areas by constructing the new **Dolphin Fire-Rescue Station 68**, a three-bay station at 11091 NW 17 Street, that includes solar panels for energy efficiency. Award of construction bid is expected during the first quarter of FY20-21 and construction of the facility is expected to commence no later than the second during the quarter of FY20-21. *On September 14, 2020, Engine 68 was placed in service at Doral North Fire-Rescue Station 69. The new unit will be relocated to the new Dolphin Fire-Rescue Station 68 upon completion.*



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

- ❖ Enhance response times to the area surrounding the permanent **Eureka Fire-Rescue Station 71** planned at 15450 SW 184 Street by placing a temporary fire-rescue station along the front of the property abutting 184 Street and a new rescue unit in service no later than the first quarter of FY20-21. *On October 5, 2020, Rescue 71 was placed in service at Cutler Ridge Fire-Rescue Station 34 until the permits for the temporary trailer at 15430 SW 184 St. are completed. This unit will serve to enhance MDFR's ability to deliver Advanced Life Support to areas of unincorporated Miami-Dade County and surrounding communities.*
- ❖ Ensure continuity of service by taking delivery of **four (4) new air rescue helicopters**. The first aircraft should be delivered during the first quarter FY 2020-2021. The remaining three aircraft will be delivered by the end of the first quarter FY2020-2021. All helicopters are expected to be in service by the end of the fiscal year. *With COVID-19, construction and training for the new helicopters was delayed. On October 13, 2020, MDFR welcomed the first of four (4) new Augusta Westland (AW) 139 helicopters that will be joining our MDFR Air Rescue fleet this fiscal year.*
- ❖ Rebuild **Sweetwater Fire-Rescue Station 29** at 351 SW 107<sup>th</sup> Avenue due to the Florida Department of Transportation (FDOT) road expansion project of 107<sup>th</sup> Avenue. Completion and occupancy of the new fire-rescue station is expected by the first quarter of FY20-21.
- ❖ Improve service delivery and reduce response time within Florida City by acquiring a parcel of land in the vicinity of SW 344<sup>th</sup> Street and SW 187<sup>th</sup> Avenue by end of the second quarter of FY 2019-2020 for future construction of new Florida City Fire-Rescue Station 72 by FY 2023-2024. *MDFR closed on the parcel of land at this location on September 29, 2020. Design of the new Station 72 is currently underway.*
- ❖ Ensure the continuity of MDFR's Waterway Response Plan (WRP) by utilizing federal and grant funding to secure for a 36' Rapid Response Vessel (RRV) and two 38' Rapid Response Boats (RRB). Federal funding was used to procure the 36' RRV for command staff during large scale events, which will arrive no later than the third quarter of FY20-21. A Port Security Grant was used to procure the two 38' RRBs, which will be used for Search and Rescue (SAR) operations and other large-scale Maritime events within Miami-Dade County. The RRBs are expected to be delivered by the fourth quarter of FY20-21.
- ❖ Ensure public safety facilities are built and maintained by commencing the design process during the first quarter of FY20-21 to replace nine existing fire-rescue stations; this ten-year capital improvement program, estimated to cost \$135.58 million, will be supported by a combination of Fire Rescue Taxing District revenues and financing proceeds.
- ❖ Ensure public facilities are built to meet operational requirements by advertising bids for the construction of the new Crandon Park Ocean Rescue Facility during the first quarter of FY20-21. Construction to commence end of the fiscal year. The facility is expected to be completed by the end of FY22-23.
- ❖ Complete MDFR's third accreditation cycle and achieve MDFR's reaccreditation by filing the required Self-Assessment Manual (SAM) and Standard of Cover (SOC)/Community Risk Assessment with Commission on Fire Accreditation International (CFAI), Center for Public Safety Excellence (CPSE) the by the end of the second quarter of FY 2019-2020. *On March 31, 2020, MDFR submitted the required documents. From September 19-24, 2020, the CFAI Peer Assessment Team completed their site visit and made a favorable recommendation to accredit MDFR for the third time. On October 27<sup>th</sup>, MDFR will appear before the CFAI accreditation commission for the final hearing.*



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

- ❖ Enhance service delivery and patient satisfaction commencing the trial of “ET3,” known as Emergency Triage, Treat, and Transport, no later than the second quarter of FY20-21. This new EMS transport service pilot program authorized by the Center for Medicare and Medicaid Service (CMS) for Medicare patients, authorizes Medicare payments to ambulance providers for transporting appropriate patients to alternative destinations other than hospital emergency rooms. Alternative destinations include urgent care facilities, private doctor’s offices, and mental health facilities, among others. The new model seeks to improve patient satisfaction, reduce healthcare costs, and remove financial incentives for EMS providers to transport less serious patients to the hospital emergency room. *Although this was planned for no later than the end of the first quarter of FY 2019-2020, the rollout of the trial was delayed due to COVID-19.*
- ❖ Replace 30 Lifeguard Towers operated by MDFR over a six-year span. The new aluminum lifeguard towers will be more durable including impact windows, electrically grounded and lightning rods. The first phase of the project is to replace 17 towers at Haulover Beach, which are beyond repair. The second phase of the initiative will be to replace the 13 towers at Crandon Park Beach. Project to be completed no later than FY25-26.
- ❖ Increase firefighter protection and limit exposure by implementing a comprehensive Personal Protective Equipment (PPE) program, which includes purchasing new bunker gear and a providing a replacement set for all personnel to utilize after a contaminating incident by the end FY20-21. *During the last quarter of FY19-20, MDFR implemented a Bunker Gear Cleaning and Service Lab, which allows MDFR to clean gear in-house efficiently and effectively. MDFR also put in place a software tool for tracking and maintaining gear to assure all required maintenance, inspection, and cleaning is completed.*
- ❖ Advance the efficiency of MDFR’s dispatch function by procuring a new Computer Aided Dispatch (CAD) System no later than end of the third quarter of FY20-21 and implementing the new system no later than the end of FY21-22.
- ❖ Enhance communications by adding a dispatch channel for the western portion of the County no later than the end of FY20-21.
- ❖ Improve interoperability by continuing to deploy new Project 25 (P25) technology as part of a radio system upgrade expansion with surrounding fire-rescue departments, police agencies, and other key federal, state and local agencies no later than the end of FY20-21.
- ❖ Enhance the efficiency of vehicle repairs by acquiring land for construction of a new fleet shop due to the growth in the number of units in service and the limited capacity of MDFR’s current fleet repair shop no later than the end FY20-21. Fire Impact Fees will fund the future purchase to expand MDFR fleet capacity
- ❖ Enhance the reliability of vehicle fueling and fleet health information as well as lower fueling costs by working with the County’s Internal Services Department to implement the EJ Ward Fuel Management System at 21 sites throughout the County by the end of the first quarter of FY20-21.
- ❖ Increase efficiency, reliability and decrease life cycle cost by a having four Fire Prevention Life Safety Inspectors trial four electric vehicles and compare costs to gas powered counterparts during the third quarter of FY20-21.
- ❖ Ensure continuity of service and reduce overtime by hiring a minimum of three Firefighter recruitment classes (one certified and one non-certified) to provide personnel for Rescue 71 and



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

attrition due to retirement. If necessary, more classes will be added to address vacancies during the fiscal year.

- ❖ Increase the coordination and collaboration between our federal partners and neighboring counties by forming a working group to incorporate greater local input into Operation Vigilant Sentry, the federal mass migration response plan by the third quarter of Fiscal Year 2020-2021.
- ❖ Enhance community safety by collaborating with Miami-Dade Police Department and other municipal law enforcement agencies to develop, equip, and train first responders in the unified response and management of active shooter and other hostile events by the end of FY20-21.

**Major Programs, Initiatives and Accomplishments/Milestones – Fiscal Year 2021-2022**

- ❖ Maintain continuity of waterway response by taking delivery of a new state of the art 50' fireboat procured through a Port Security grant by the end of FY 2021-2022. This vessel will serve as backup for the two 50' fireboats recently placed in service during maintenance and repairs as well as for personnel training.
- ❖ Increase the effectiveness of MDFR's dispatch function by hiring dispatchers for the West channel no later than end of FY21-22.
- ❖ Reduce response times by implementing traffic signal preemption by the end of the third quarter of FY21-22.
- ❖ Work with the Miami-Dade Police Department (MDPD) to enhance countywide disaster response operations by designing a state of the art Public Safety facility to relocate the Management (OEM), including its Administrative Offices, the Emergency Operations Center (EOC), and a Continuation of Government (COG) component for the Mayor's Office and County Elected Officials to a Category 5 facility by the end of FY21-22.

**FUTURE OUTLOOK**

Residential population within Miami-Dade County increased by 9% from 2,496,435 in calendar year 2010 to 2,716,940 in 2019, the last year for which census population growth statistics are available. This growth requires MDFR to deliver fire-rescue service efficiently and effectively to our community. Since 2014, the department has hired 641 firefighters and deployed two Aircraft Rescue and Firefighting (ARFF) suppressions (Foam 24 and Foam 4), four suppressions (Platform 53, Engine 50, Engine 57 and Engine 68), five additional rescues (Rescue 18, Rescue 39, Rescue 64, Rescue 41 and Rescue 71), Fireboat 21 to service the north side of the County, and Heavy One, a Class D wrecker used for complex extrication incidents. This fiscal year, MDFR plans to hire another three classes of firefighters, approximately 120-140 firefighters, continuing a five-year hiring plan that addresses planned attrition and service increases, while ensuring a diverse, transparent, and sustainable work force. In continuing with Department's commitment towards a diverse and representative workforce, since October 2016 MDFR has hired 464 uniform personnel, with more than 17% of African American descent and 12% female.

MDFR must keep pace with the growth in our community and reassess service delivery to maintain a county-wide standard level of service while adhering to fiscal mandates. Statistical information, including number of incidents by service territory, incident type, response times, traffic patterns, population trends, building types, and other pertinent information will be reviewed and analyzed in developing a prospective five-year service delivery plan that ensures new stations and services are effectively allocated to meet current and future community needs. MDFR will also evaluate the



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2019-20 & FY2020-21 Update**

appropriateness of apparatus currently deployed throughout Miami-Dade County in meeting the changing needs of the community we serve.

The five-year forecast for MDFR projects annual budget surpluses based on steadily increasing ad valorem and other revenues. However, a new labor contract with the International Association of Fire Fighters (IAFF) Local 1403 is pending which contemplates wage increases for firefighting personnel, a Cost of Living Adjustment (COLA), increased pay incentives and additional health related benefits. Further, while the District's funding appears to be stable, it is imperative that MDFR be shielded from any future legislative action that could erode property tax revenue, such as the incorporation and annexation of the Unincorporated Municipal Service Area (UMSA) which continues to be contemplated in some areas.

**ATTACHMENT 1**  
**BUSINESS PLAN REPORT**

