



# Miami-Dade Fire Rescue Business Plan

**Fiscal Years: 2022 and 2023**  
(10/1/2021 through 9/30/2023)

Approved by:

A blue ink signature of Alan R. Cominsky, consisting of stylized initials and a long horizontal stroke.

Alan R. Cominsky, Fire Chief

2/3/2022  
Date

A blue ink signature of J.D. Patterson, featuring a cursive style with a prominent loop.

J.D. Patterson, Chief Public Safety Officer

02/04/22  
Date

Plan Date: **February 9, 2022**

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## 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 \$605.5 million and a \$278.2 million five-year capital plan. MDRF is staffed by 2,803 employees, of which, almost 2,200 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 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 291 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. MDRF has an Insurance Services Office (ISO) Public Protection Classification (PPC) rating of 2/2x, making it one of 2,200 fire departments with a Class 2 rating or higher. This places MDRF in the top six percent of more than 32,000 departments rated.

Throughout the 1,904 square-mile territory it serves, MDRF has 14 battalions which oversee the personnel staffing its 155 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 (FY) 2020-2021, MDRF responded to more than 263,000 emergencies, 80 percent of which were medical in nature. 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 flew almost 600 missions during the same fiscal year, increasing the survivability of patients in critical emergencies. 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. 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.

MDRF's service area also includes Port Miami and three airports – Miami International Airport (MIA), Miami Opa-Locka Executive Airport (OPF), and Miami Executive Airport (TMB). MIA encompasses 3,230 acres and serves over 30.2 million passengers annually. 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 11 million tons of cargo and more than 3.5 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. 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.





**Table of Organization**

	<div> <div>OFFICE OF THE FIRE CHIEF</div> <div>Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; oversees public affairs</div> <div> <div>FY 20-21</div> <div>12</div> </div> <div> <div>FY 21-22</div> <div>23</div> </div> </div>
	<div> <div>TECHNICAL/SUPPORT SERVICES</div> <div>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</div> <div> <div>FY 20-21</div> <div>351</div> </div> <div> <div>FY 21-22</div> <div>409</div> </div> </div>
	<div> <div>SUPPRESSION AND RESCUE</div> <div>Provides fire suppression and specialty services, as well as ground and air rescue transport services to the public</div> <div> <div>FY 20-21</div> <div>2,231</div> </div> <div> <div>FY 21-22</div> <div>2,265</div> </div> </div>
	<div> <div>BUDGET/PLANNING/GRANTS/ADMINISTRATION</div> <div>Oversees financial operations, budget and business planning development, grant management, personnel and facilities maintenance and construction services</div> <div> <div>FY 20-21</div> <div>108</div> </div> <div> <div>FY 21-22</div> <div>82</div> </div> </div>
	<div> <div>EMERGENCY MANAGEMENT</div> <div>Manages the County's emergency operations; plans, coordinates and implements disaster preparedness, response, recovery and mitigation programs</div> <div> <div>FY 20-21</div> <div>23</div> </div> <div> <div>FY 21-22</div> <div>24</div> </div> </div>

The FY 2021-22 total number of full-time equivalent positions is 2,897.84





### **Our Customer**

MDFR serves approximately 1.9 million residents within its 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 wildland 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 2020 Census, which does not consider tourism and other shifts in temporary populations such as daytime population.

The geographical distribution of MDFR's resources ensures equitable access to emergency fire and medical services, particularly to vulnerable populations such as elderly and uninsured residents. According to the 2019 American Community Survey, the uninsured population ranged from 3 percent in Massachusetts to 18.4 percent in Texas. Florida's uninsured population was among the highest in the country, with an estimated rate of 13.2%. According to the 2020 County Health Rankings and Roadmaps website, 20% of Miami-Dade County residents lack health insurance, higher than both state and national figures.

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 Engagement**

In alignment with the Mayor's Engagement Priority, MDFR has had a robust customer engagement and feedback program in place for more than a decade to learn more about customer needs and requirements.

#### **➤ *MDFR Customer Feedback Survey***

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 FY 2020-2021, ten percent (n=3,390) 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 4.88 overall in FY 2020-2021. Overall, 94% of returned surveys 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 12 years. MDFR also stratifies survey results by municipality and commission district, analyzes trends, and provides these results in an Annual Service Delivery Report to each of the 29 municipalities served and each Miami-Dade County Commissioner in early January (previous calendar year) and November (previous fiscal year), respectively. Furthermore, MDFR prepares quarterly reports for internal distribution, detailing customer feedback results and comments by Battalion and Shift. This allows operational personnel to better monitor performance over time and determine if customer needs are being met.

#### **➤ *MDFR Annual Service Delivery Reports***

In addition to providing customer feedback results to municipalities served by the Fire District and members of the Board of County Commissioners (BCC), as discussed above, Annual Service Delivery





## Departmental Business Plan and Outlook

Department Name: **Miami-Dade Fire Rescue**  
FY2021-22 & FY2022-23

Reports also include incident statistics (number of incidents and response times), an overview of services provided in each geographical area, and improvements made over the past calendar/fiscal year that have or are expected to have a positive impact on performance and service delivery. These reports serve as a vehicle to engage local leaders, providing for transparency and accountability between the department and our key stakeholders.

### ➤ **Office of Emergency Management Customer Engagement**

OEM frequently engages our community through public education campaigns, community outreach, Community Emergency Response Team (CERT) training, customer surveys, and social media engagement. OEM continuously solicits feedback from customers throughout the year. Feedback is obtained after outreach events, periodic community surveys, meetings with partners, and through the County's 3-1-1 Answer Center during and after activations. Annually, OEM conducts a survey on hurricane readiness via a Quick Response (QR) code published on the annual Hurricane Readiness Guide. In 2021, a total of 375 residents completed the survey.

### ➤ **Fire Prevention Customer Feedback**

MDFR's Fire Prevention Division uses multiple methods for collecting feedback, as feedback forms and performance reports, from our customers and measuring satisfaction. The Division utilizes an online survey for local business owners to provide feedback on the permitting and inspection processes. During FY 2020-21, the Division received 1,683 completed surveys, a majority of which (97%) were from businesses that went through the Life Safety Inspection process. Feedback is critical in determining if customer needs are being met and identifying opportunities for improvement.

### ➤ **MDFR Media Relations**

In the last fiscal year, MDFR experienced exponential growth of social media presence across all platforms, as well as increased reach to and retention of audiences on traditional media. As of October 2021, MDFR has a total of 159,095 followers across social media platforms (Instagram, Facebook, and Twitter), representing a 76% increase from October 2019. During FY 2020-21, the Department interacted with nearly three million social media users via likes, saves, and comments on posts. During the same time period, MDFR had more than 40.5 million impressions (the number of times profiles' content was viewed). Both engagements and impressions peaked during June and July 2021, as MDFR was leading search and rescue efforts following the unfortunate Surfside Building Collapse.

## **Strategic Alignment Summary**

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

- **PS2:** Reductions in Preventable Death, Injury and Property Loss
  - **PS2-1:** Reduce response time
  - **PS2-2:** Improve effectiveness of outreach and response
- **PS3:** Effective Emergency and Disaster Management
  - **PS3-1:** Increase countywide preparedness
  - **PS3-2:** Ensure recovery after community and county wide shocks and stresses
- **GG1:** Accessible, fair and responsible government
  - **GG1-1:** Provide easy access to information and services
  - **GG1-2:** Support a customer-focused organization
- **GG2:** Excellent, engaged and resilient workforce
  - **GG2-1:** Attract and hire new talent
  - **GG2-2:** Promote employee development and leadership
  - **GG2-3:** Ensure an inclusive and diverse workforce





**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2021-22 & FY2022-23**

- > **GG4:** Effective Leadership and Management Practices
  - **GG4-2:** Effectively allocate and utilize resources to meet current and future operating and capital needs
- > **HS1:** Basic Needs of Vulnerable Miami-Dade County Residents Are Met
- > **HS2:** Self-sufficient and Healthy Population
  - **HS2-4:** Foster healthy living and access to vital health services

## KEY ISSUES

MDFR's \$605 million adopted operating budget for FY 2021-2022 is 3.4% higher than the previous year. The increase from FY 2020-2021 revenues can be attributable to various factors, including a \$20.2 million increase in property tax collections due to raising property values and additional funding from the General Fund to support emergency shelter provisions and new enhancements in Air Rescue and Communications. 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.

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 last fiscal year, MDFR finalized the replacement of its Air Rescue helicopter fleet, receiving four Augusta Westland 139 helicopters. Additionally, the department procured a 36' Rapid Response Vessel to support large-scale Maritime events, as well as new replacement units to support fire-rescue operations at Miami International Airport, including a Quick Response Vehicle, a High Reach Extendable Supply Truck, and a Foam Supply Truck.

In the current year, MDFR will place four new rescue units in service. The first of which, Rescue 77, was placed into service in October 2021 at MDFR's Village of Homestead Fire-Rescue Station 66. Rescue 77 is housed at Station 66 until a new temporary station is completed in the area of SW 288 Street and SW 129 Avenue. During the second quarter of the fiscal year, MDFR will place Rescue 74 and Rescue 13 into service. Rescue 74 will temporarily be housed at the Saga Bay Fire-Rescue Station 55, located at 21501 SW 87 Avenue in Cutler Bay, until the construction of Palmetto Bay South Fire-Rescue Station 74 is completed. Rescue 13 will operate out of East Kendall Fire-Rescue Station 13, located at 6000 SW 87<sup>th</sup> Avenue. Rescue 17 will be placed into service during the fourth quarter and will operate out of Virginia Gardens Fire-Rescue Station 17, located at 7050 NW 36<sup>th</sup> Street. Currently, Stations 13 and 17 do not have a rescue unit in service. These two new units will enhance the department's ability to provide ALS to those communities. The department also plans to add two 38' Rapid Response Boats and an additional grant-funded 50' fireboat to its Marine Services fleet. These new units will increase unit availability, lower fleet maintenance costs, improve efficiency, and provide better services to our customers. 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 Dolphin Fire-Rescue Station 68, a three-bay fire-rescue station located at 11091 NW 17 Street, commenced at the start of this fiscal year and is expected to be completed by the end of the second quarter of FY 2022-2023. As part of the County's effort to be more resilient and reduce its environmental impact, this will be the first MDFR station with solar power through net metering and will use solar power as a primary energy source. The station will have batteries and generators for back-up power as well as a grid connection for emergency needs. This project will decrease dependence on outside electricity sources, yielding approximately \$15,000 annually in operational savings to the department.

MDFR 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. Design of the station should be finalized by the third quarter of FY 2021-2022, and construction is expected to start by the second quarter of FY 2022-2023.





## Departmental Business Plan and Outlook

Department Name: **Miami-Dade Fire Rescue**  
FY2021-22 & FY2022-23

Station 18 will feature the same energy efficient features as Station 68 described above, further reducing the County's carbon footprint and providing operational savings to the department. MDRF also purchased land for the planned Eureka Fire-Rescue Station 71, located at 15450 SW 184 Street (Eureka Drive) in unincorporated Miami-Dade. A temporary station, which is expected to be an Extreme Portable Building, will be in procured by the end of the second quarter of FY 2021-22. The relocatable, prefabricated structure will be a prototype for MDRF to evaluate the long-term usage of an alternative to the modular trailers traditionally used for temporary fire stations. Unlike current temporary stations, the relocatable station will include a truck stall and interior bunker gear room and will have solar power and batteries. MDRF acquired a parcel of land at 1050 West Palm Drive for the planned Florida City Fire-Rescue Station 72. Design of the station should commence during this fiscal year and construction is expected to start by the second quarter of FY 2022-2023. Finally, a parcel of land was acquired in the area of SW 288<sup>th</sup> Street and SW 129<sup>th</sup> Avenue as a site for future Fire-Rescue Station 77.

This past fiscal year, MDRF began to execute a multi-year capital plan supporting a comprehensive station replacement program to demolish and rebuild nine (9) fire-rescue stations throughout the Fire District. The selection process for architects and engineers to design the replacement stations is complete and design efforts are underway. During the current fiscal year, MDRF will also participate in a countywide solar initiative coordinated by the Regulatory & Economic Resources Department's Office of Resilience and install solar panels at Fire-Rescue Stations 16, 69 and 70.

Also, during the previous fiscal year, Honeywell performed a comprehensive investment grade energy audit at MDRF facilities. The results of this audit led to a \$10.8 million guaranteed energy, water and wastewater performance savings contract that will finance energy efficiency projects at MDRF Headquarters and 39 fire stations from future energy savings and a cash contribution from the department. The project will reduce electricity consumption at MDRF Headquarters by 50% and throughout the Fire District by 37%, as well as save the department more than 1.9 million gallons of water per year.

## PRIORITY INITIATIVES

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

- ❖ Enhance service delivery to the City of Homestead and surrounding communities by placing Advanced Life Support (ALS) Rescue 77 into service by the end of the first quarter of FY 2021-2022. Rescue 77 was placed into service on Monday, October 18, 2021 and is temporarily being housed at the Village of Homestead Fire-Rescue Station 66, located at 3100 SW 328 Street in Homestead, until a new temporary station is completed in the area of SW 288<sup>th</sup> Street and SW 129<sup>th</sup> Avenue.
- ❖ Reduce response times to the Town of Cutler Bay and surrounding communities by placing Advanced Life Support (ALS) Rescue 74 into service by the third quarter of FY 2021-2022. Rescue 74 will temporarily be housed at the Saga Bay Fire-Rescue Station 55, located at 21501 SW 87 Avenue in Cutler Bay, until the construction of Palmetto Bay South Fire-Rescue Station 74 is completed.
- ❖ Enhance Advanced Life Support (ALS) services to the Kendall area and other unincorporated areas of southwest Miami-Dade County by placing ALS Rescue 13 into service by the third quarter of FY 2021-2022. Rescue 13 will operate out of East Kendall Fire-Rescue Station 13, located at 6000 SW 87<sup>th</sup> Avenue.
- ❖ Improve service delivery to the Village of Virginia Gardens and surrounding communities by placing Advanced Life Support (ALS) Rescue 17 into service by the end of FY 2021-2022. Rescue 17 will operate out of Virginia Gardens Fire-Rescue Station 17, located at 7050 NW 36<sup>th</sup> Street.
- ❖ Improve response times to the area surrounding 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 SW 184 Street. On October 5, 2020, Rescue 71 was placed in service at Cutler Ridge Fire-Rescue Station 34 until permits for the temporary station are completed. MDRF anticipates that Temporary





**Departmental Business Plan and Outlook**  
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**FY2021-22 & FY2022-23**

Eureka Fire-Rescue Station 71 will be an Extreme Portable Building. Estimated award and certification of the Extreme Portable Building is anticipated by the third quarter of FY 2021-2022 and Plat approval is expected by the end of FY 2021-2022.

- ❖ Maximize efficiency by certifying and installing an Extreme Portable Building as temporary Eureka Fire-Rescue Station 71. Estimated award and certification of the Extreme Portable Building is anticipated by the third quarter of FY 2021-2022 and Plat approval is expected by the end of FY 2021-2022.
- ❖ Enhance service delivery and patient satisfaction by expanding "ET3," known as Emergency Triage, Treat, and Transport, to include additional transport destinations no later than the third quarter of FY 2021-2022. 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. 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.
- ❖ Maximize departmental efficiency by completing the implementation of the Clean Fire Fighter Program, which includes a second set of Firefighting Personal Protective Equipment (PPE) for operational personnel and establishing a process to effectively and efficiently clean firefighter gear immediately after an incident by the end of the third quarter of FY 2021-2022.
- ❖ Reduce response times by installing traffic signal interrupters at Palmetto Bay North Fire-Rescue Station 62 and Coconut Palm Fire-Rescue Station 70 by the end of the FY 2021-2022. The traffic signal interrupters will allow the service vehicles to exit these stations safely onto busy roadways.
- ❖ Evaluate existing Construction/Code Enforcement structure and business practices to identify efficiencies and assess if further automation of citations is warranted to enhance productivity by the end of FY 2021-2022.
- ❖ Improve communication with Municipal Building Departments to ensure fire inspections of new business openings are performed timely by the end of FY 2021-2022.
- ❖ Support employee mental health and wellness by developing and implementing at least three (3) Mental Health Related courses semi-annually for all Miami-Dade Fire Rescue Peer Support Members by end of the FY 2021-2022, including:
  - Mental Health First Aid
  - Applied Suicide Intervention Skills Training (ASIST)
  - Critical Incident Stress Management Refresher Course (C.I.S.M)

**Major Programs, Initiatives and Accomplishments/Milestones – Fiscal Year 2022-2023 and later**

- ❖ 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. On September 14, 2020, Engine 68 was placed in service at Doral North Fire-Rescue Station 69 and will be relocated to the new Dolphin Fire-Rescue Station 68 upon completion. Groundbreaking for the new Dolphin Fire-Rescue Station was held on October 20, 2021. Construction of the new station is anticipated to be completed by the second quarter of FY 2022-2023.
- ❖ Reduce response times and improve service delivery to North Miami and its surrounding territories by completing the design and permitting process for Permanent North Miami Fire-Rescue Station 18. Design of the station should be finalized by the first quarter of FY 2022-2023. Construction of the new station is expected to start by the second quarter of FY 2022-2023 and expected to be completed by the end of the third quarter FY 2023-2024.





**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2021-22 & FY2022-23**

- ❖ Improve service delivery and reduce response times to Florida City, Homestead and unincorporated Miami-Dade County by completing the design and permitting process for Florida City Fire-Rescue Station 72. The design and development phase should commence by the end of FY 2021-2022. Construction of the new station is expected to start by the end of FY 2022-2023 and expected to be completed by the end of the third quarter of FY 2023-2024.
- ❖ Ensure public facilities are built to meet operational requirements by advertising bids for the construction of the new Crandon Park Ocean Rescue Facility. The bid is expected to be awarded during the second quarter of FY 2021-2022. Construction is slated to commence during the third quarter of FY 2021-2022 and expected to be completed by the end of the third quarter of FY 2022-2023.
- ❖ Ensure public safety facilities are built and maintained by completing design phase to replace nine existing fire-rescue stations by the end of the first quarter of FY 2022-2023. 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 the rapid availability of information regarding stored hazardous materials within facilities that contain extremely hazardous materials, known as 302 facilities, by completing and/or updating a pre-incident plan for each facility by end of the first quarter FY 2022-2023.
- ❖ Continue to strive for operational and professional excellence by completing the Emergency Management Accreditation Program (EMAP) reaccreditation process by the end of the first quarter of FY 2022-2023.
- ❖ Enhance response capabilities at special events by working with the Fire Preventions Division's Special Events Bureau to equip each Special Events rescue vehicle with the same standard equipment as all Operations rescue units such as a Lucas® Chest Compression System, Airtraq intubation camera and a portable suction unit, by the end of the second quarter FY 2022-2023. The Lucas Chest Compression System is a non-invasive device which is reported to improve circulation within the heart and brain during cardiac arrest when used in conjunction with Cardiopulmonary resuscitation.
- ❖ Increase response capabilities by procuring two (2) 38' Rapid Response Boats (RRBs) funded through the 2019 Port Security Grant. These new RRBs will provide a rapid response when needed to in-bound threats, terrorist attacks or other man-made/natural events as required by the Captain of the Port. The new vessels are expected to be delivered and placed into service by the end of the third quarter of FY 2022-2023.
- ❖ Maintain continuity of waterway response by having a dedicated training vessel for large-scale events within the South Florida region with a third Fireboat funded through the 2020 Port Security Grant funding cycle. This 55-foot vessel will serve as backup for the two 50' fireboats recently placed in service during maintenance and repairs as well as for personnel training. The 50' vessel will also be ready for Liquefied Natural Gas (LNG) cruise ships once the cruise industry returns to operation and the new "World Class" LNG ships dock at PortMiami. The 3<sup>rd</sup> and final fireboat will be Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) ready and flow in excess of 6,000-Gallons per Minute (GPM), classified as NFPA Type III vessels, with greater firefighting capabilities on-board than the current vessels operated. The vessel is expected to be in service by end of the third quarter of FY 2022-2023.
- ❖ Advance the efficiency of MDFR's dispatch function by procuring a new Computer Aided Dispatch (CAD) System no later than the end of FY 2022-2023.
- ❖ Enhance the department's response during tropical storms/hurricanes by placing a MedCat high axle hurricane response vehicle in service by the end of the third quarter of FY 2022-2023. MedCat is an armored rescue unit equipped to withstand hurricane force winds and high water.





**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2021-22 & FY2022-23**

- ❖ Work with the Miami-Dade Police Department (MDPD) to enhance countywide disaster response operations by designing a state of the art Category 5 Public Safety facility to relocate the Office of Emergency 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. Award for building design should be forwarded to the Board of County Commission (BCC) by the end of FY 2021-2022. Construction is expected to commence in FY 2022-2023.
- ❖ 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. To-date, eight of the towers at Haulover have been replaced. The second phase of the initiative will replace the 13 towers at Crandon Park Beach. Project to be completed no later than FY 2023-24.
- ❖ Enhance safety at Miami International Airport (MIA) by designing, procuring and receiving delivery of one (1) High Reach Extendable Turret (HRET) Foam Truck, one (1) Foam Supply Truck and one (1) Firefighting Specific Air Stair as replacements for the aged reserve Foam Trailer, Foam Truck and Conventional Air Stair by the end of FY 2022-2023.
- ❖ 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 end of FY 2022-2023.
- ❖ Improve command and control at incidents which require multi-operational periods by establishing a fully staffed, pre-rostered, and trained All Hazards Incident Management Team (AHIMT) by the end of FY 2022-2023. Additionally, and in support of the AHIMT, develop a comprehensive asset management and response plan that ensures the rapid availability and deployment of all departmental assets.
- ❖ Enhance the reliability of vehicle fueling and fleet health information, and lower costs by working with the County's Internal Services Department to implement the EJ Ward Fuel Management System. There are 17 wireless enabled sites that will be re-visited to install hardwire network connectivity to facilitate the monitoring and reporting of the EJ Ward Fuel System. All sites should be completed by the end of FY 2023-2024.

## **FUTURE OUTLOOK**

The 2020 U.S Census indicated a 9% increase in Miami-Dade County's residential population since 2010, with a current population of 2,701,767. The population within MDFR's service territory has increased 10% over the ten-year period, from approximately 1.7 million residents in 2010 to nearly 1.9 million residents in 2020. This growth requires MDFR to deliver fire-rescue service efficiently, effectively, and equitably to our community. Since 2014, the department has hired 737 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), six additional rescues (Rescue 18, Rescue 39, Rescue 64, Rescue 41, Rescue 71, and Rescue 77), Fireboat 21 to service the north side of the County, and Heavy One, a Class D wrecker used for complex extrication incidents. As previously mentioned, the department plans to place an additional 3 new rescue units into service during the current fiscal year.

This fiscal year, MDFR plans to hire three classes of firefighters, approximately 90 firefighters, continuing a five-year hiring plan that addresses planned attrition and service increases, while ensuring a diverse, transparent, and sustainable work force.

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





**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2021-22 & FY2022-23**

community needs. MDFR will also evaluate the 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. A new labor contract with the International Association of Fire Fighters (IAFF) Local 1403 was recently ratified which includes pay supplement increases for firefighting personnel, two Cost of Living Adjustments (COLA), a one-time bonus, 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.





As Of &lt;= 02/09/2022

**Business Plan Report**  
**Fire Rescue**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Enhance Service Delivery [Fire Rescue]	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Number of New Services and/or Stations to Meet Identified Needs	▬	'22 FQ1		▲	1	1	4	2
				Number of Fireboat Missions	▬	Jan '22		▲	13	30	360	360
				Air Rescue Availability for Transport	⚡	Jan '22		▲	100%	100%	100%	100%
	Reduce Fire Rescue Response (Wait) Time to Medical Incidents	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	Total Average MDFR Life-Threatening Response (Wait) Time	⚡	Jan '22		■	7.48minutes	7.45minutes	7.45minutes	7.45minutes
				Total Response (Wait) Time to 90% of Life Threatening Calls inside UDB (MSU)	▬	Jan '22		▼	11.09minutes	9.00minutes	9.00minutes	9.00minutes
				Total Response (Wait) Time to 90% of Non-Life Threatening Calls inside UDB (MSU)	▬	Jan '22		▼	12.22minutes	10.00minutes	10.00minutes	10.00minutes
	Reduce Fire Rescue Response (Wait) Time to Fire Incidents	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	Total Average MDFR Structure Fire Response (Wait) Time	⚡	Jan '22		▲	6.23minutes	6.45minutes	6.45minutes	6.45minutes
				Total Response (Wait) Time to 90% of Structure Fire Calls inside UDB (MSU)	▬	Jan '22		■	8.45minutes	8.00minutes	8.00minutes	8.00minutes
	Reduce Fire Rescue Dispatch Time	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	Fire Rescue Average Dispatch Time	▬	Jan '22		▲	30seconds	30seconds	30seconds	30seconds
				Average Fire Rescue Dispatch Time for Life-Threatening Calls	▬	Jan '22		▲	29seconds	29seconds	29seconds	30seconds
				Average Fire Rescue Dispatch Time for Structure Fire Calls	▬	Jan '22		▲	71seconds	75seconds	75seconds	75seconds
				911 Call processing time (in seconds)	▬	Jan '22		▼	107.0secs	97.0secs	97.0secs	97.0secs
	Call Volume [Fire Rescue]	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Total Number of HazMat Incidents	▬	Jan '22		▲	17	22	270	270
				Number of Non-Life-Threatening Incidents MDFR Responded To	⚡	Jan '22		▼	7,712	7,333	88,000	88,000
				Number of Miscellaneous Incidents MDFR Responded To	⚡	Jan '22		▼	1,830	1,666	20,000	20,000
				Number of Structure and Other Fire Incidents MDFR Responded To	⚡	Jan '22		▼	2,406	2,250	27,000	27,000
				Total Call Volume	⚡	Jan '22		▼	24,920	23,333	280,000	280,000
				Number of Life-Threatening	⚡	Jan '22		▼	12,972	12,083	145,000	145,000



				Incidents MDRF Responded To							
Financial	Meet Budget Targets [Fire Rescue]			Expen: Total (Fire Rescue)	⬇️	'21 FQ4	⬆️	\$-69,949K	\$146,329K	\$605,452K	n/a
				Revenue: Total (Fire Rescue)	⬇️	'21 FQ4	⬇️	\$78,665K	\$146,329K	\$605,452K	n/a
	Accounts Payable/Receivable [Fire Rescue]			Percentage of Invoices Processed and Paid Within 30 Days	⬆️	Dec '21	🟡	56%	60%	60%	80%
				Percentage of Invoices Processed and Paid within 45 Days	⬆️	Dec '21	🟡	77%	80%	80%	80%
				Dollars Collected (Accounts Receivables)	⬆️	Dec '21	⬇️	\$851,571	\$1,000,000	\$12,000,000	\$12,000,000
Internal	Units in Service [Fire Rescue]	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Number of Frontline Suppression Units	⬆️	'22 FQ1	⬆️	60	60	60	61
				Number of Frontline Rescue Units	⬆️	'22 FQ1	⬆️	60	60	63	64
				Number of Specialty Units	⬆️	'22 FQ1	⬆️	21	21	21	21
	Department Position Count [Fire Rescue]			Positions: Full-Time Filled (MDFR)	⬆️	'21 FQ4	⬇️	2,711	2,725	2,803	2,837
				Number of Sworn Personnel Separating from MDFR	⬇️	Jan '22	⬆️	3	6	72	72
	Reduce Property Loss and Destruction [Fire Rescue]	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Fire Plan Review Process Timeliness	⬆️	Dec '21	⬆️	98.22%	100.00%	100.00%	100.00%
				Structure Fire False Alarms	⬇️	Jan '22	⬇️	1,321	1,250	15,000	15,000
				Certificate of Occupancy Inspections Completed	⬆️	Dec '21	🟡	1,312	1,375	16,500	16,500
				Average Number of CO Inspections per Inspector	⬆️	Dec '21	🟡	108.00	116.00	1,400.00	1,400.00
				Fire Plans Reviewed	⬆️	Dec '21	⬆️	1,739	1,668	20,000	20,000
				Life Safety Inspections Completed (Reflects Monthly)	⬆️	Dec '21	⬆️	6,161	5,834	70,000	70,000
	Learning and Growth	Enhance Quality of Patient Care [Fire Rescue]	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Total Training Hours per ISO Recommendations	⬇️	Jan '22	🟡	33,067	35,773	429,276
GG2: Excellent, engaged and resilient workforce			GG2-2: Promote employee development and leadership	Total Training Hours per ISO Recommendations	⬇️	Jan '22	🟡	33,067	35,773	429,276	429,276

## Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Ensure Sufficient Facilities and Resources to Meet Operational Requirements and Reduce Response Time [Fire Rescue]	Advertise bids and award contract to commence the construction of Ocean Rescue Facility at Crandon Park.	2/4/2022	In Progress						Diehs, Jose (MDFR); Fernandez, Fernando (MDFR); Kaddour, Nicole (Fire); Rodriguez, Diosbani (MDFR)
	Complete the design process to	2/4/2022	In						Rodriguez, Diosbani (MDFR)



	replace nine existing fire-rescue stations.		Progress							
	Construction of Dolphin Fire Rescue Station 68	2/4/2022	In Progress						Diehs, Jose (MDFR); Fernandez, Fernando (MDFR); Kaddour, Nicole (Fire); Rodriguez, Diosbani (MDFR)	
	Complete the design and permitting process for Florida City Fire-Rescue Station 72	2/4/2022	In Progress						Diehs, Jose (MDFR); Fernandez, Fernando (MDFR); Kaddour, Nicole (Fire); Rodriguez, Diosbani (MDFR)	
	Establish temporary Eureka Fire-Rescue Station 71	2/4/2022	In Progress						Diehs, Jose (MDFR); Fernandez, Fernando (MDFR); Kaddour, Nicole (Fire); Rodriguez, Diosbani (MDFR)	
	Complete the design and permitting process for Permanent North Miami Fire-Rescue Station 18	2/4/2022	In Progress						Diehs, Jose (MDFR); Fernandez, Fernando (MDFR); Kaddour, Nicole (Fire); Rodriguez, Diosbani (MDFR)	
Enhance Service Delivery [Fire Rescue]	Place four new rescues in service during FY 2021-22 - Rescue 77, Rescue 74, Rescue 13, and Rescue 17	2/4/2022	In Progress						Cardeso, Danny (MDFR); Eason, Alice (MDFR); Fabal, Ileana (MDFR); Mira Jr, George (MDFR)	
	Place a MedCat high axle hurricane response vehicle in service	2/4/2022	In Progress						Contreras, Charlene (MDFR); Krumenacker, John (MDFR)	
	Expand "ET3" (Emergency Triage, Treat, and Transport) pilot program to include additional transport destinations	2/4/2022	In Progress						Gonzalez, Dianelys (MDFR); Hall, Shanti (MDFR); Yanes, Miguel (FIRE)	
	Supply each Special Events vehicle with at least one (1) Lucas ® Chest Compression System	2/4/2022	In Progress						Betancourt, Mariana (MDFR); Gonzalez, Dianelys (MDFR); Hall, Shanti (MDFR); Paez, Jose III (MDFR)	
	Design, procure and receive delivery of one (1) High Reach Extendable Turret (HRET) Foam Truck, one (1) Foam Supply Truck and one (1) Firefighting Specific Air Stair as replacement units at MIA	2/4/2022	In Progress						Rojas, Enrique (MDFR)	
Improve Personnel Health, Wellness, and Safety [Fire Rescue]	Provide a second set of PPE for operational personnel	2/4/2022	In Progress						Arias, Maria (MDFR); Betancourt, Mariana (MDFR); Dominguez, Manny (MDFR); Fernandez, Jason (MDFR); Garcia, Anthony (MDFR); Paez, Jose III (MDFR)	
	Collaborate w/ MDPD 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.	2/4/2022	In Progress						Cardeso, Danny (MDFR); Eason, Alice (MDFR); Fabal, Ileana (MDFR); Jadallah, Raied (MDFR)	
	Complete and/or update a pre-incident plan for each 302 facility that contains extremely hazardous materials	2/4/2022	In Progress						Cardeso, Danny (MDFR)	
	Develop and implement at least three (3) Mental Health Related courses semi-annually for all Miami-Dade Fire Rescue Peer Support Members	2/4/2022	In Progress						Williams, Willie (MDFR)	
	Establish a process to effectively and efficiently clean firefighter gear immediately after an incident	2/4/2022	In Progress						Arias, Maria (MDFR); Dominguez, Manny (MDFR); Fernandez, Jason (MDFR); Garcia, Anthony (MDFR)	
Ensure Effective Emergency and Disaster Management and Response [Fire Rescue]	Establish a fully staffed, pre-rostered, and trained All Hazards Incident Management Team (AHIMT)	2/4/2022	In Progress						Jadallah, Raied (MDFR)	
	Design state-of-the art Public Safety facility to relocate Office of Emergency Management and Emergency Operations Center (EOC) to a Category 5 Facility	2/4/2022	In Progress						Cyrille, Charles (MDFR); Serrano, Nixsa (MDFR)	
	Complete the Emergency Management Accreditation Program (EMAP) reaccreditation process	2/4/2022	In Progress						Cyrille, Charles (MDFR)	
Reduce Total Response Times [Fire Rescue]	Computer Aided Dispatch (CAD) Procurement	2/4/2022	In Progress						Duren, Robin; Jacobs, Lisa (MDFR); Lafarga, Jessica (MDFR); Xiques, Cecilia (MDFR)	



Maximize Departmental Efficiency [Fire Rescue]	Purchase, certify and install an Extreme Portable Building as temporary Eureka Fire-Rescue Station 71	2/4/2022	In Progress						Betancourt, Marianela (MDFR); Mendelsberg, Scott (MDFR); Paez, Jose III (MDFR)
	Implement EJ Ward Fuel Management System	2/4/2022	In Progress						Miller-Johnson, Caron
Enhance Internal Processes to Improve Customer Relations [Fire Rescue]	Improve communication with Municipal Building Departments to ensure fire inspections of new business openings are performed timely	2/4/2022	In Progress						Adams, Melanie (MDFR); Fernandez, Juan (MDFR)
	Evaluate existing Construction/Code Enforcement structure and business practices	1/6/2022	In Progress						Adams, Melanie (MDFR); Fernandez, Juan (MDFR)
Ensure Continuity of Operations [Fire Rescue]	Procure a 55-foot Fire Boat to use as a dedicated training vessel for large-scale events within the South Florida region	2/4/2022	In Progress						Contreras, Charlene (MDFR); Krumenacker, John (MDFR); Robelo, Telva (MDFR)
	Replace 17 Damaged Lifeguard Towers at Haulover Beach & Repair 13 Towers at Crandon Park Beach	2/4/2022	In Progress						Betancourt, Marianela (MDFR); Contreras, Charlene (MDFR); Krumenacker, John (MDFR); Paez, Jose III (MDFR); Robelo, Telva (MDFR)
	Procure and take delivery of two (2) 38' Rapid Response Boats (RRB's) funded through the 2019 PSGP	2/4/2022	In Progress						Betancourt, Marianela (MDFR); Contreras, Charlene (MDFR); Krumenacker, John (MDFR); Paez, Jose III (MDFR); Robelo, Telva (MDFR)
Rows 1 - 27 (All Rows)									