



# Miami-Dade Fire Rescue Business Plan

**Fiscal Years: 2023 and 2024**

(10/1/2022 through 9/30/2024)

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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.**

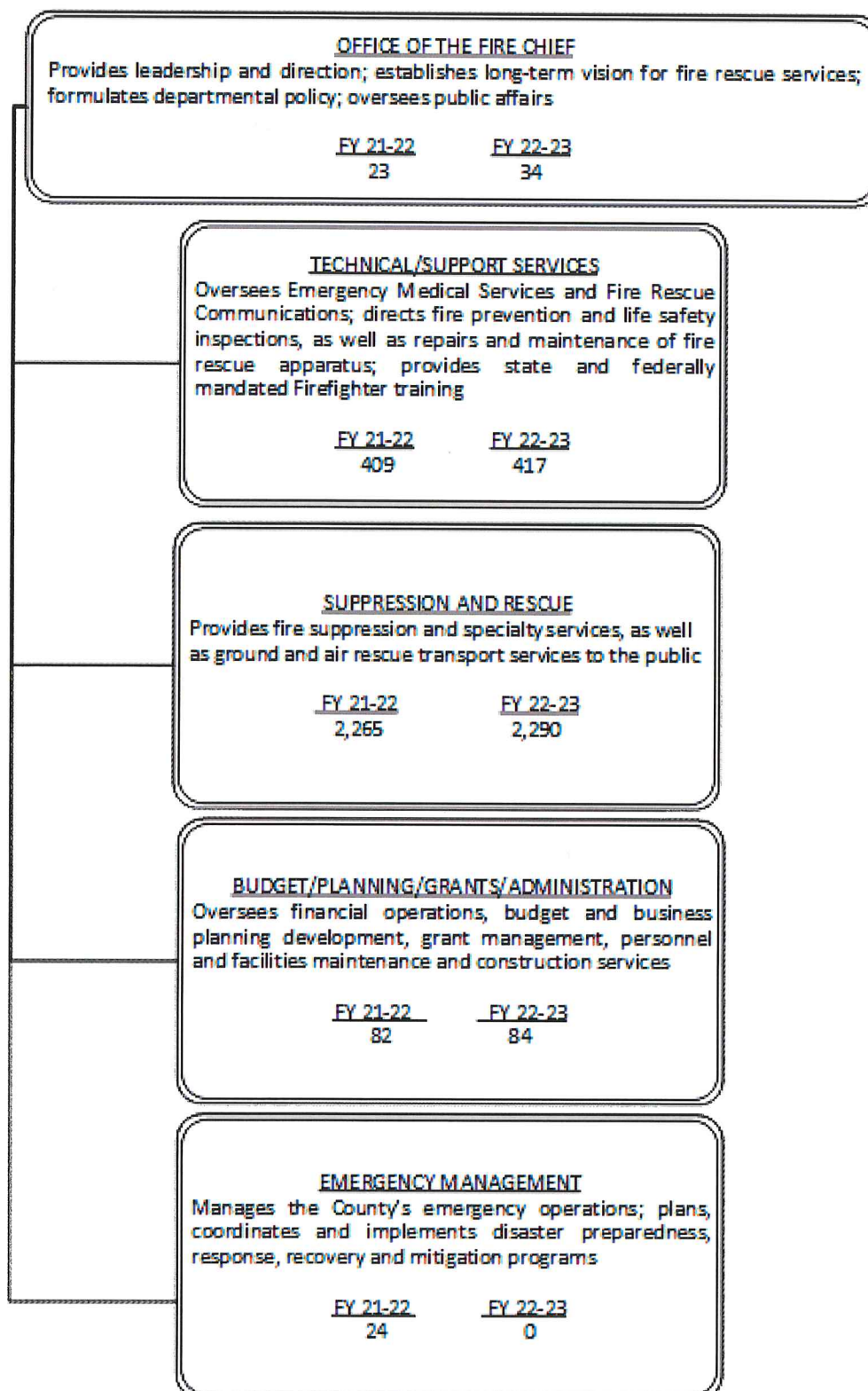
Organized in 1935 as a single-unit “fire patrol,” Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire rescue departments in the United States with an annual operating budget of \$662.5 million and a \$377 million five-year capital plan. MDFR is staffed by 2,825 employees, of which over 2,200 are uniformed firefighters. MDFR 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. MDFR is accredited by the Commission on Fire Accreditation International (CFAI), which is part of the Center for Public Safety Excellence, Inc. The department is one of only 301 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. MDFR’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. MDFR has an Insurance Services Office (ISO) Public Protection Classification (PPC) rating of 2/2x, placing MDFR in the top six percent of more than 38,000 departments rated.

Throughout the 1,904 square-mile territory it serves, MDFR has 14 battalions which overseeing the personnel staffing its 158 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) 2021-2022, MDFR responded to more than 276,000 emergencies, 82 percent of which were medical in nature. MDFR also provides aero-medical transport services within Miami-Dade County to state approved trauma centers and other medical facilities. MDFR’s air rescue helicopters flew 1,125 missions during the same fiscal year, increasing the survivability of patients in critical emergencies. MDFR’s air rescue helicopters are also used to perform search and rescue missions, and firefighting and reconnaissance operations involving large incidents, such as wildfires and major fires. In addition to the traditional services provided by a fire-rescue department, MDFR 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. MDFR also protects two beaches: Haulover and Crandon, with a combination of full-time and part-time professional lifeguards.

MDFR’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 37.2 million passengers annually. MDFR 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. MDFR also has a station at Port Miami spanning 520 acres and handles over 11 million tons of cargo and more than 252,000 cruise passengers annually.



**Table of Organization**



The FY 2022-23 total number of full-time equivalent positions is 2,825.84





### **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 2021 American Community Survey, the uninsured population ranged from 2.5 percent in Massachusetts to 18 percent in Texas. Florida's uninsured population was among the highest in the country, with an estimated rate of 12%. Approximately 14% of Miami-Dade County residents are uninsured, higher than Florida and most other states.

### **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 2021-2022, nine percent, 3,040, 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 in FY 2021-2022. 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 13 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 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.





➤ **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 2021-22, the Division received 1,625 completed surveys, a majority of which, 98%, were from businesses that had a Life Safety Inspection performed during the fiscal year. Feedback is critical in determining if customer needs are being met and identifying opportunities for improvement.

➤ **Public Education Presentations**

From January through September 2022, MDFR, through its Recruitment and Community Affairs and Operations Divisions, participated in 501 public education presentations and events, including installing more than 1,200 smoke alarms in partnership with the Red Cross. These presentations and events provided over 61,042 residents with life-saving education and resources. During the past fiscal year, the Public Education Bureau, which falls under the Recruitment and Community Affairs Division, developed an online survey form, which is provided to all organizations that receive life and/or fire safety education and other services (e.g., educational presentations, truck demonstrations, community events). The survey asks respondents to evaluate both the presenter and presentation and provides an opportunity for the respondent to provide feedback on how the Bureau can improve. Survey results are generated by the department's Management Information Technology (MIT) Division and forwarded to the Division for review monthly. The department plans to use feedback from these surveys to improve presentations.

➤ **MDFR Media Relations**

In the last fiscal year, MDFR experienced growth in social media presence across all platforms, as well as increased reach to and retention of audiences on traditional media. As of October 2022, MDFR has a total of 167,733 followers across social media platforms (Instagram, Facebook, and Twitter), representing a 5 % increase from October 2021. During FY 2021-2022, the Department interacted with 846,119 social media users via likes, saves, and comments on posts. During the same period, content posted to MDFR's social media platform had more than 11.6 million impressions/views.

**Strategic Alignment, 4E, and Thrive305 Summary**

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

- **PS2:** Prevention of avoidable death, injury and property loss
  - **PS2-1:** Minimize response time
  - **PS2-2:** Improve effectiveness of public safety response, outreach and prevention services
- **PS3:** Effective emergency and disaster management
  - **PS3-1:** Increase countywide preparedness and community awareness
  - **PS3-2:** Ensure recovery after community and countywide disasters and other emergencies
- **GG1:** Accessible, equitable, transparent, and responsible government
  - **GG1-1:** Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate
  - **GG1-2:** Facilitate community outreach and engagement to promote better decision-making in County government
  - **GG1-3:** Ensure involvement of local organizations to help address priority needs of our residents
  - **GG1-4:** Promote equity in the planning and delivery of County services
- **GG2:** Excellent, engaged and resilient workforce
  - **GG2-1:** Attract and hire new talent to support operations
  - **GG2-2:** Promote employee development and leadership
  - **GG2-3:** Ensure an inclusive and diverse workforce
- **GG4:** Effective leadership and management practices



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Fire Rescue**  
**FY2022-23 & FY2023-24**

- **GG4-2:** Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents
- **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

The performance measures presented in the table below align with one of the Mayor's 4E's and/or a Thrive305 Priority/Action.

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Full-time positions filled	Economy	Priority 8, Action 8.2
Fire plans reviewed	Economy	Priority 4
Life safety inspections completed	Economy	Priority 4
Certificate of Occupancy inspections completed	Economy	Priority 4
Average response time to structure fires within the Urban Development Boundary (UDB)	Equity Economy	Priority 4
Average response time to life-threatening calls within the Urban Development Boundary (UDB)	Equity Economy	Priority 4
Return rate of MDFR Customer Feedback Surveys (Percent of Total Surveys Received)	Engagement	Priority 2, Action 2.2
Number of residents receiving risk reduction or fire and life safety education	Engagement	Priority 2, Action 2.1 Priority 4 Priority 11, Action 11.1

Additionally, in alignment and support of the Mayor's 4E's and/or a Thrive305 Priority/Action, the Fire Chief shared his vision and guidance on how to execute the Department's mission statement by ensuring all divisions and bureaus have an equal slice of the PIE: Professionalism, Innovation, Efficiency. MDFR Senior Staff also created the following eight priorities:

1. Provide excellent, efficient, and customer-focused services that are responsive to the current and future needs of the community while collaboratively working with stakeholders, agencies, organizations, and service delivery partners in providing essential fire-rescue services.
2. Ensure MDFR is adequately organized, staffed, equipped, and trained to mitigate potential and identified risks in responding to the service needs of the community in a safe, timely, innovative, efficient, and effective manner.
3. Meet or exceed stakeholders' critical service delivery goals; nationally accepted consensus standards; local, state, or federal laws and regulations; County Government goals and objectives; and nationally accepted accreditation, ratings, and industry best practices.
4. Reduce community risk through prevention services while improving emergency and disaster preparedness.
5. Promote the health and wellness of personnel in a safe working environment, provide resources for physical and mental well-being, continue a strong labor-management partnership, and foster an inclusive working environment.
6. Develop and maintain the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to ensure continuity of service.
7. Enhance Communications with an emphasis on disseminating timely and accurate information to internal and external stakeholders through the most effective methods.
8. Enhance departmental resilience in a fiscally responsible and transparent manner through programs and initiatives.





## **KEY ISSUES**

MDFR's \$662.5 million adopted operating budget for FY 2022-2023 is nearly 10% higher than the previous year, despite a one percent cut in the millage rate. The increase from FY 2021-2022 revenues can be attributable to various factors, including an increase of over \$45 million in property tax collections due to raising property values, as well as additional funding from the General Fund to support new enhancements in Air Rescue, Ocean 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.

During the fourth quarter FY 2022-2023, MDFR will place two new units in service, Rescue 61 and Engine 70. Rescue 61 will be housed at Trail Fire-Rescue Station 61 located at 15155 SW 10<sup>th</sup> Street, and Engine 70 will be housed at Coconut Palm Fire-Rescue Station 70 located at 11451 SW 248<sup>th</sup> Street. Currently, Trail Fire-Rescue Station 61 and Coconut Palm Fire-Rescue Station 70 are single-company stations, housing one suppression and one rescue unit, respectively. These two new units will enhance the department's ability to provide emergency medical/transport services and fire suppression in the western and southern portions of unincorporated Miami-Dade County. The department also anticipates completing the procurement process for a new Computer Aided Dispatch (CAD) System this fiscal year, as well as upgrading its communications/radio infrastructure.

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, special events vehicles, and specialty units. Beginning in 2020, fleet replacement was funded on a pay as you go basis. In the last fiscal year, MDFR initiated the design and procurement process to replace several units to support fire-rescue operations at Miami International Airport, 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. The new replacement units are expected to be delivered during FY 2023-2024. A total of 30 heavy fleet vehicles and 28 light fleet vehicles are included in the multi-year replacement plan. Over the course of the current fiscal year, the department plans to add two 38' Rapid Response Boats and a grant-funded 50-foot 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. A MedCat high axle hurricane response vehicle and three (3) additional high-water vehicles are also expected to be added to MDFR's fleet.

With regards to capital infrastructure, MDFR has four (4) new fire-rescue stations either currently under construction or slated to begin construction in the next two (2) fiscal years. Construction of the Dolphin Fire-Rescue Station 68, a three-bay fire-rescue station located at 11091 NW 17<sup>th</sup> Street, commenced at the start of last fiscal year, and is expected to open during the first quarter of FY 2023-2024. 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.

Temporary Eureka Fire-Rescue Station 71, to be located at 15450 SW 184 Street (Eureka Drive) in unincorporated Miami-Dade, is anticipated to be completed during second quarter of FY 2023-2024. The temporary station is expected to be an Extreme Portable Building. The relocatable, prefabricated structure will be a prototype for MDFR to evaluate the long-term usage of an alternative to the modular trailers traditionally used for temporary fire-rescue 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. Design of Florida City Fire-Rescue Station 72, located at 1050 West Palm Drive, is underway and construction of the station is expected to start by the third quarter of FY 2023-2024. Design of Palmetto Bay South Fire-Rescue Station 74, located at 18198 Old Cutler Road, is also underway. Rescues 71, 72,





## Departmental Business Plan and Outlook

Department Name: **Miami- Dade Fire Rescue**  
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and 74 are in service and temporarily housed at nearby fire-rescue stations. These stations and units will enhance service delivery and reduce response times to the southernmost communities of Miami-Dade County.

MDFR continues to prioritize projects designed to make fire-rescue stations and auxiliary facilities more energy efficient and resilient. Over the past two fiscal years, MDFR began to execute a multi-year capital plan which requires various infrastructure improvements/updates to fire-rescue stations throughout the District including demolishing and replacing 20 outdated fire-rescue stations as LEED certified structures. The selection process for architects and engineers to design the first ten (10) replacement stations is complete and design efforts are underway. However, long-term funding is required to construct the replacement stations. During FY 2022-2023, MDFR will finish the in-house design of Biscayne Gardens Fire-Rescue Station 18, located at 13853 Memorial Highway to replace the temporary station. This station will be LEED Silver certified and use solar power as a primary energy source and 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. At the onset of FY 2022-2023, MDFR acquired a parcel of land to rebuild North Miami West Fire-Rescue Station 19, and the Department continues to work with North Bay Village to rebuild North Bay Village Fire-Rescue Station 27, which is planned to be a LEED certified joint police and fire-rescue station slated to begin construction in next fiscal year. During FY 2022-2023, design, permitting and bid solicitation is expected to be completed for the rebuilds of Goulds Fire-Rescue Station 5 and Kendall Fire-Rescue Station 9. Lastly, with the recent proposed construction projects within the City of Doral and MDFR's current response coverage within the City, the department has identified the need for a fire station on northwest 41 street between 87 avenue and 107 Avenue. The department is planning to convert the facility in front of its headquarters to a fire-rescue station to serve this area.

To further reduce the County's carbon footprint, MDFR entered into a \$10.8 million guaranteed energy, water and wastewater performance savings contract with Honeywell International to finance energy efficiency projects at MDFR Headquarters and 39 fire-rescue stations from future energy savings and a cash contribution from the department. The project will ultimately reduce electricity consumption at MDFR 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. The department will also continue to replace 50-year-old diesel generators at Fire-Rescue Headquarters and Training Center with natural gas generators which is a cleaner fuel source, emitting lower levels of carbon dioxide and other harmful chemicals into the environment and implement various energy conservation measures at fire-stations across the County, including LED lighting and HVAC improvements. Furthermore, during the current fiscal year, MDFR plans to install deployable flood barriers at eight fire-rescue stations located in areas that are susceptible to flooding and future climate change. During the current fiscal year, MDFR will continue to 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.

## PRIORITY INITIATIVES

### **PS2: Prevention of avoidable death, injury and property loss**

#### **PS2-1: Minimize response time**

- ❖ Reduce response time to the southern and western areas of unincorporated Miami-Dade County by placing Advanced Life Support (ALS) Rescue 61 in service by the end of FY 2022-2023. Rescue 61 will operate out of Trail Fire-Rescue Station 61, located at 15155 SW 10th Street. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ Enhance service delivery to the southern and western areas of unincorporated Miami-Dade County by placing Advanced Life Support (ALS) Hazardous Materials (HazMat) Engine 70 in service by the end of FY 2022-2023. HazMat Engine 70 operates out of Coconut Palm Station 70, located at 11451 SW 248th Street. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)





## Departmental Business Plan and Outlook

Department Name: **Miami- Dade Fire Rescue**

FY2022-23 & FY2023-24

- ❖ Improve departmental efficiency and ensure continuity of service by procuring and implementing a bidirectional CAD to CAD interface that will allow Pinecrest, Aventura, American Medical Response (AMR), and other applicable agencies to seamlessly process calls for service by the end of FY 2022-2023. (Strategic Priority 1 / PIE: Innovative & Efficient)
- ❖ Enhance fire suppression capabilities within the City of Doral and surrounding communities by converting the Little Heroes structure, located at 9300 NW 41st Street, into Fire-Rescue Station 88 and placing ALS Advanced Life Support (ALS) Engine 88 in service by the end of FY 2023-2024. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ Ensure continuity of service and enhance service delivery to the City of Doral and surrounding communities by placing Advanced Life Support (ALS) Engine 69 into service by the end of FY 2023-2024. Engine 69 will operate out of Doral North Fire-Rescue Station 69, located at 11151 NW 74th Street. Engine 69 will be placed into service following the relocation of Engine 68 to its permanent location, Dolphin Fire-Rescue Station 68, which is slated to be completed during the second quarter of FY 2023-2024. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ 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 2023-2024. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional, Innovative & Efficient)
- ❖ 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. The department will certify and install an Extreme Portable Building as temporary Eureka Fire-Rescue Station 71. Estimated award and certification of the Extreme Portable Building is anticipated by the end of the third quarter of FY 2022-2023 and completion by the end of the second quarter of FY 2023-24.
- ❖ Improve response times to unincorporated areas in southern Miami-Dade County by obtaining Architectural & Engineering (A&E) services to design permanent Eureka Fire-Rescue Station 71 planned at 15450 SW 184 Street by the end of the second quarter of FY 2023-2024. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional & Efficient).
- ❖ Advance the efficiency of MDFR's dispatch function by procuring a new CAD System no later than the end of FY 2023-2024. (Strategic Priority 1, 2 & 7, PIE: Innovative & Efficient)
- ❖ 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 end of the second quarter of FY 2022-2023. Construction of the new station is expected to start by the first quarter of FY 2023-2024 and expected to be completed by the end of FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional & Efficient)
- ❖ 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





**Departmental Business Plan and Outlook**  
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City Fire-Rescue Station 72. The design and development phase should commence by the end of FY 2022-2023. Construction of the new station is expected to start by the end of FY 2023-2024 and expected to be completed by the end of the third quarter of FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional & Efficient)

***PS2-2: Improve effectiveness of public safety response, outreach and prevention services***

- ❖ Enhance the department's response to incidents during flooding and other adverse weather conditions by acquiring three (3) more high-water vehicles by the end of the second quarter of FY 2022-23. (Strategic Priority 1 / PIE: Innovative)
- ❖ Improve diver capability in consideration of population growth throughout Miami-Dade County by implementing an updated diver deployment plan by the end of the second quarter of FY 2022-2023. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional & Efficient)
- ❖ 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. (Strategic Priority 1, 2, 3, 4 & 6 / PIE: Professional)
- ❖ 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 50-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 8,000-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. (Strategic Priority 1, 2, 3, 4 & 6 / PIE: Professional)
- ❖ Enhance patient care and operational response by developing and implementing a program for Operations personnel to assist patients on the autism spectrum by providing sensory bags to all Rescue units by the end of the third quarter of FY 2022-2023 during Autism Awareness month (April). (Strategic Priority 1, 2 & 4 / PIE: Professional & Innovative)
- ❖ Enhance the department's response during tropical storms/hurricanes by placing a MedCat high axle hurricane response vehicle in service by the end of FY 2022-2023. MedCat is an armored rescue unit equipped to withstand hurricane force winds and high water. (Strategic Priority 1, 2, 3, 4 & 6 / PIE: Professional)
- ❖ 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. (Strategic Priority 1, 2, 4 & 6 / PIE: Efficient)
- ❖ Expand upon public education programs by implementing a school literacy program with MDFR Firefighters reading to preschool children ages 3-5 in low socioeconomic areas, visiting five (5) preschools and approximately 100 children per quarter by the end of FY 2022-2023. (Strategic Priority 1 & 4 / PIE: Innovative)





## Departmental Business Plan and Outlook

Department Name: **Miami- Dade Fire Rescue**

FY2022-23 & FY2023-24

- ❖ Enhance life safety education by developing and implementing a program for seniors over the age of 55 to discuss abuse, falls, and the hazards of poisoning, educating approximately 75 seniors per quarter by the end of FY 2022-2023. (Strategic Priority 1 & 4 / PIE: Innovative)
- ❖ Increase water availability in the southern and western areas of Miami-Dade County by adding a Water Tender at Modello Fire-Rescue Station 6, located at 15890 SW 288th Street, by the end of FY 2023-2024. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ 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. (Strategic Priority 6 / PIE: Innovative)

### **PS3: Effective emergency and disaster management**

#### **PS3-1: Increase countywide preparedness and community awareness**

- ❖ Enhance community safety by collaborating with Miami-Dade Police Department and other municipal law enforcement agencies to develop, equip, and train first responders in municipalities we serve in the unified response and management of active shooter and other hostile events by end of FY 2022-2023. (Strategic Priority 1, 2, 3 & 7 / PIE: Professional & Innovative)
- ❖ Ensure effective emergency and disaster management and response by completing Haz Mat 302 and Hurricane Target Hazards pre-incident planning by the end of FY 2022-2023. (Strategic Priority 1, 2, 3 & 4 / PIE: Professional & Efficient)
- ❖ Reduce community risk by developing and implementing an evacuation drill program for occupants residing in buildings over 30 years old and three stories or taller, training staff and residents of six (6) structures per quarter by the end of FY 2022-2023. (Strategic Priority 1, 3 & 4 / PIE: Innovative)
- ❖ Improve resiliency by developing a comprehensive department resiliency strategy that is in line with the County's Thrive305 Action Plan that incorporates climate adaptation, carbon mitigation, and other sustainable goals by the end of the third quarter of FY 2023-2024. (Strategic Priority 4, 6 & 8 / PIE: Innovative)

#### **PS3-2: Ensure recovery after community and countywide disasters and other emergencies**

- ❖ Ensure effective emergency management and response by building independent Points of Distribution (POD)-like office trailers that can be deployed to large-scale incidents in support of the Incident Management Team (IMT) and/or Incident Commander as required by the event by the end of the third quarter of FY 2022-2023. The mobile offices will have four workstations with the needed equipment to support the operation. (Strategic Priority 1, 2, 3, 4 & 6 / PIE: Innovative)
- ❖ Establish a Local Incident Communicators Roster (LICR), consisting of local agency Public Information Officers (PIOs), that provides training opportunities between our department's PIOs, strengthens relationships, and serves as a resource during major incidents by the end of the third quarter of FY 2022-2023. (Strategic Priority 1 & 7 / PIE: Innovative & Efficient)
- ❖ 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. (Strategic Priority 1, 2, 3, 7 & 8 / PIE: Professional & Innovative)





**GG1: Accessible, equitable, transparent, and responsible government**

- ❖ Ensure consistency with County practices by implementing the Mayor's Initiative on Values-Based Procurement, which requires equity and inclusion, increasing local participation, improving worker conditions, resiliency, speed/reduce time, and training. MDFR Procurement will have a favorable rating from SBD in the monthly reports at least 10 of the 12-reporting periods by the end of the first quarter of FY 2023-2024. (Strategic Priority 3 / PIE: Professional)

**GG2: Excellent, engaged and resilient workforce**

- ❖ Maximize departmental efficiency by completing the implementation of the Clean FireFighter 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 second quarter of FY 2022-2023. (Strategic Priority 2, 5 & 6 / PIE: Professional, Innovative & Efficient)
- ❖ Support employee mental health and wellness by implementing the following additional mental health-related courses for MDFR sworn and professional staff by the end of the third quarter of FY 2022-2023: (Strategic Priority 5 / PIE: Professional & Innovative)
  - Autism Recognition and Response for Fire and Emergency Medical Services (EMS)
  - Yoga and Mindfulness Training

**GG2-1: Attract and hire new talent to support operations**

- ❖ Ensure continuity of service and enhance recruitment efforts by establishing an outreach program for high school and Miami-Dade College students to fill dispatcher positions by the end of FY 2022-23. (Strategic Priority 2 / PIE: Efficient)

**GG4: Effective leadership and management practices**

**GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents**

- ❖ 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. (Strategic Priority 1, 2, 6 & 8 / PIE: Efficient)
- ❖ 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 2022-2023. Construction is slated to commence during the third quarter of FY 2022-2023 and expected to be completed by the end of the third quarter of FY 2024-2025. (Strategic Priority 1, 2 & 3 / PIE Alignment: Efficient)

**HS2: Self-sufficient and healthy population**

**HS2-4: Foster healthy living and access to vital health services**

- ❖ Enhance patient experience, department efficiency and unit availability by implementing telemedicine which provides alternate transportation modes for Basic Life Support (BLS) patients within the scope of care delivery by the end of FY 2022-2023. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional, Innovative & Efficient)
- ❖ Reduce mortality and enhance the safety of our community by launching a medical emergency Recognition, Action, and Prevention (RAP) program by the end of FY 2022-2023. The program



## Departmental Business Plan and Outlook

Department Name: **Miami- Dade Fire Rescue**

FY2022-23 & FY2023-24

will be trialed with all Miami-Dade County employees and then expanded throughout the community. (Strategic Priority 1, 3, 4, 5, 7 & 8, PIE: Professional, Innovative & Efficient)

- ❖ Diversify methods for delivering medical services to vulnerable populations by establishing an MDFR Community Paramedic Program, with two units in service on a trial basis by the end of FY 2023- 2024. (Strategic Priority 1, 3, 4 & 8, PIE: Professional, Innovative & Efficient)

## FUTURE OUTLOOK

The 2021 U.S Census indicated a 6.25% increase in Miami-Dade County's residential population since 2010, with a current population of 2,662,777. The population within MDFR's service territory has increased 7% over the ten-year period, from approximately 1.7 million residents in 2010 to nearly 1.9 million residents in 2021. This growth requires MDFR to deliver fire-rescue service efficiently, effectively, and equitably to our community. Since 2014, the department has hired 913 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), nine additional rescues (Rescue 18, Rescue 39, Rescue 64, Rescue 41, Rescue 71, Rescue 77, Rescue 74, Rescue 13, and Rescue 17), 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 two additional new units into service during the current fiscal year and another two next fiscal year. MDFR plans to hire two classes of firefighters, approximately 80-100 firefighters, this fiscal year, continuing a five-year hiring plan that addresses planned attrition and service increases, while ensuring a diverse, transparent, and sustainable work force. As of December 2022, there are 86 recruits (hired in the last fiscal year) participating in firefighter training.

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 continue to be reviewed and analyzed in reassessing the 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 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 an annual budget steadily increasing ad valorem and other revenues. 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.

