



Miami-Dade Fire Rescue Business Plan

Fiscal Years: 2025 and 2026
(10/1/2024 through 9/30/2026)

Approved by:

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5/6/2025

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Plan Date: April 15, 2025

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DEPARTMENT OVERVIEW

Department Mission

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.

Vision: To be the premier fire-rescue department in the world.

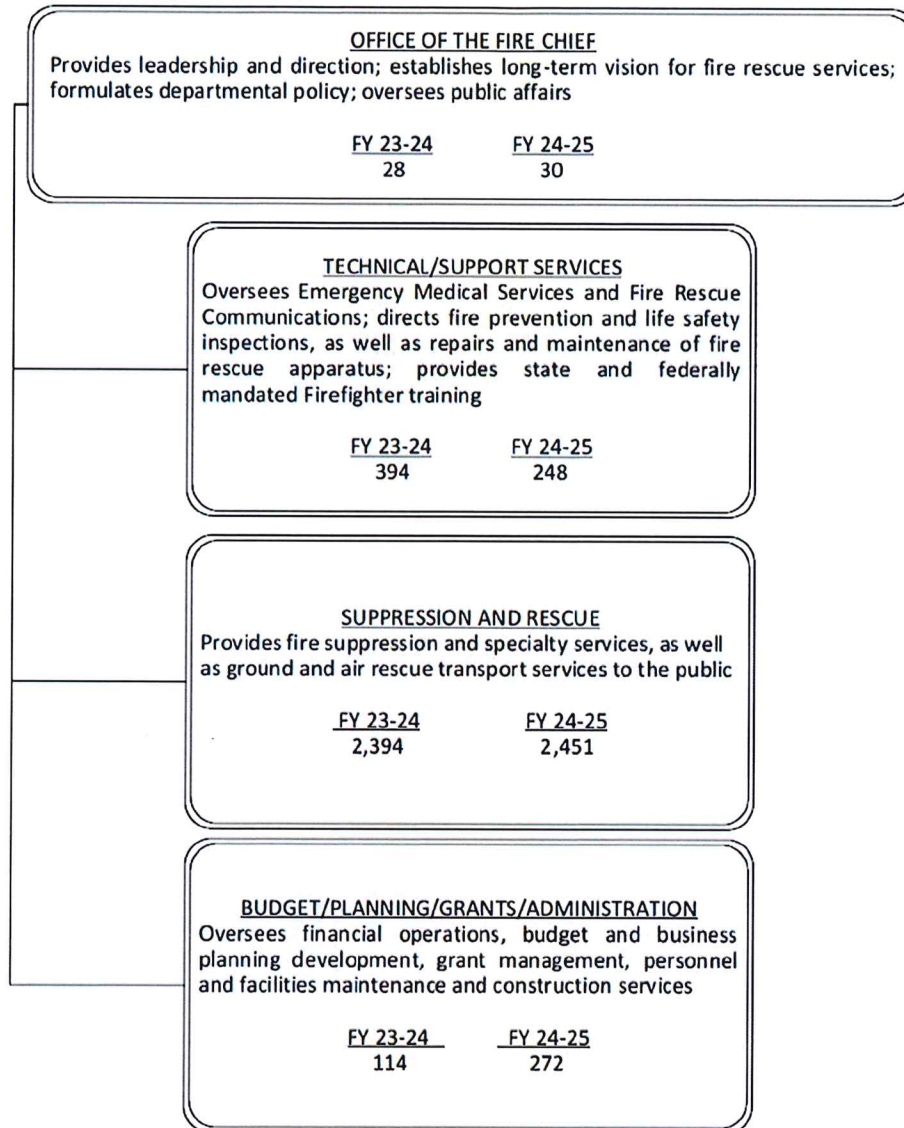
Organized in 1935 as a single-unit “fire patrol,” Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire rescue departments in the United States with an annual operating budget of \$722 million and a \$425 million five-year capital plan. MDFR is staffed by 2,930 employees, of which over 2,200 are uniformed firefighters. MDFR has 72 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 312 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 1/1X, placing MDFR in the top one percent of over 38,000 fire agencies in the country. MDFR is one of just 121 fire agencies that are a Class 1 and accredited by CFAI, representing organizations that are strategic-minded, well-organized, properly equipped, staffed, and trained.

MDFR is an all-hazards fire-rescue department. Throughout the 1,904 square-mile territory it serves, MDFR has 14 battalions which oversee the personnel staffing its 164 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) 2023-2024, MDFR responded to more than 297,000 emergencies, 78 percent of which were medical in nature. In addition to the traditional services provided by a fire-rescue department, MDFR has specialized dedicated certified responders which staff 21 specialty units strategically located throughout the District to mitigate all types of hazards county-wide. These include 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 provides aero-medical transport services within Miami-Dade County to state approved trauma centers and other medical facilities. MDFR’s Air Rescue helicopters flew more than 1,400 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. 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 51.5 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 PortMiami spanning 520 acres and handles over 9 million tons of cargo and more than 720,000 cruise passengers annually. Additionally, as the largest fire and life safety regulatory agency in Miami-Dade County, MDFR provides preventative services to reduce injury, death, and property loss attributed to fire and similar emergencies for over 65,000 occupancies throughout the Department’s jurisdiction, including MIA and PortMiami. MDFR provides fire and life safety regulation and code guidance to the design and construction community that annually contributes more than \$28 billion towards Miami-Dade County’s gross domestic product and promotes fire and life safety through a proactive program of Education, Engineering, Inspections, Code Enforcement, and Fire Investigation, as well as other services for special public events.



Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 3,001

Our Customers

MDFR's customers include a wide range of internal and external stakeholders. As previously mentioned, MDFR serves approximately 1.9 million residents within its 1,904 square mile territory, covering all unincorporated Miami-Dade County and 29 municipalities. The department's service territory is the second largest service area among the ten largest fire-rescue departments in the United States. The priority needs of residents include that MDFR:

- Arrive to incidents in a timely manner and within nationally accepted benchmarks to prevent or reduce loss of life and property.



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- Provide the highest level of emergency medical care in a professional and compassionate manner.
- Allocate fire-rescue resources equitably throughout the District to effectively serve our diverse community and mitigate risk.
- Enforce and ensure that the fire and life safety code is applied in a fair and consistent manner.
- Educate the public on fire-rescue services in their community, disaster preparedness, and preventive life-saving practices.

MDFR also works closely with five (5) municipal fire-rescue departments to enhance coverage and services within the County through Mutual Aid agreements and active participation in numerous professional affiliations such as Fire Officers Association of Miami-Dade (FOAM-D); the Countywide Stroke Network, a coalition consisting of local fire-rescue departments and area hospitals within Miami-Dade County for the treatment and transport of stroke victims; and the Miami-Dade STEMI (ST-Elevation Myocardial Infarction) Network, through which hospitals within the network are required to restore blood flow to a patient's blocked artery within 90 minutes from initial patient contact. This timely intervention significantly reduces a patient's chances for permanent damage or death and increases the likelihood for survival.

Internally, MDFR collaborates with other County departments to promote public health and safety, including Miami-Dade Police Department, Department of Regulatory and Economic Resources, Department of Emergency Management, Water and Sewer Department, Miami-Dade Parks, Recreation and Open Spaces, Miami-Dade Aviation Department, and PortMiami. Collaboration with these entities is essential for community risk reduction, as well as ensuring residents' needs are met and the County's critical infrastructure is protected. Within the Department, one of MDFR's top priorities is ensuring the health and safety of all personnel, which led to the establishment of the Health and Safety Division during FY 2021-2022 to promote employee health, wellness, and safety at all levels within the organization.

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 2023-2024, six percent (1,261) 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 4.91 in FY 2023-2024. Overall, 95% 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 15 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.



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➤ **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 2023-2024, the Division received 1,658 completed surveys from businesses that had a Life Safety Inspection performed during the fiscal year. Results indicated that 98% of businesses were satisfied with the service received from the Fire Inspector and 99% indicated the Inspector was courteous and professional, while 96% felt that they benefited from the inspection. Feedback is critical in determining if customer needs are being met and identifying opportunities for improvement.

➤ **Public Education Presentations**

During FY 2023-2024, MDFR delivered 977 public education presentations and events and installed more than 950 smoke alarms in partnership with the Red Cross. These presentations and events provided over 216,000 residents with life-saving education and resources.

➤ **Health Emergency Life Program (HELP)**

In April 2023, MDFR launched the Health Emergency Life Program (HELP), which offers interactive, hands-on training that teaches life-saving actions residents can take until first responders arrive. Through HELP, Miami-Dade County employees and residents learn adult and pediatric hands-only CPR, automated external defibrillator (AED) operation, early stroke recognition, stop the bleed methods, and blocked airway emergency assistance for adults, children, and infants. Since the program's inception, more than 1,300 County employees and residents have been trained. Success stories of those same residents performing life-saving acts have been featured in local news media.

➤ **MDFR Media Relations**

In the last fiscal year, MDFR expanded its social media presence by tapping into new and emerging platforms to engage with our audience more effectively. The Department also continued to see increased reach and audience retention through traditional media channels. As of October 2024, MDFR has a total of 210,091 followers across various social media platforms, including Instagram, Facebook, X, Threads, and LinkedIn. In FY 2023-2024, social media users interacted with content through likes, shares, comments, and saves, resulting in a total of 1,319,550 engagements across MDFR's platforms. During this time, posted content garnered over 19 million impressions/views.

Strategic Alignment

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
 - **GG1-2:** Facilitate community outreach and engagement to promote better decision making in County government
- **GG2:** Excellent, engaged and resilient workforce
 - **GG2-1:** Attract and hire new talent to support operations
 - **GG2-2:** Promote employee development and leadership



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

Additionally, MDFR has eight internal strategic 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.

These priorities help guide Divisions and Bureaus as they develop performance measures and strategic initiatives as well as ensure new services and programs support the Department's overarching goals and objectives, as well as incorporate a piece of MDFR's PIE: Professional, Innovative, and Efficient.

MDFR's business plan supports the following Key Deliverables established by the Mayor:

1. **An Economy That Works for All:** Ensure Miami-Dade is a place where people can afford to live, work, and thrive.
2. **Healthy and Safe Communities:** Prioritize the health, safety, and emotional well-being of the community, expanding access to the services people want and need.
3. **Fiscal Responsibility and Efficiency:** Act as responsible stewards of public dollars by cutting red tape and identifying efficiencies that maximize resources and results.
4. **Risk Reduction and Resilience:** Strengthen Miami-Dade's natural and built environments by reducing risk to people and property and safeguarding resources.
5. **Investment In Infrastructure:** Build and maintain infrastructure that supports long-term growth.



Recent Accomplishments

During FY 2023-24, the Department completed the priority initiatives listed below. Accomplished Initiatives directly aligned to the Mayor's Key Deliverables are notated with "KD" and the respective deliverable number.

- ❖ Achieved a Class 1/1X rating from the Insurance Services Office, Inc. (ISO) Public Protection Classification (PPC®) Program. This places MDRF in the top 1% of fire agencies in the country, an elite group of less than 500 of over 38,000 fire departments that have achieved a Class 1 rating. MDRF is the first department in the country with a response territory of greater than 1,000 square miles and population of over one million to obtain a Class 1 rating. This rating verifies that MDRF has sufficient resources to mitigate fire-related incidents throughout its service territory. (KD4)
- ❖ Inaugurated the new 12,308 square foot three-bay Leadership in Energy and Environmental Design (LEED) Silver certified Dolphin Fire-Rescue Station 68 at 11091 NW 17 Street in Sweetwater. As part of the County's focus on resiliency, Station 68 is the first MDRF station with solar power through net metering and uses solar power as a secondary energy source. The station has batteries and generators for back-up power as well as a grid connection for emergency needs, allowing the Department to reduce the County's carbon footprint and decrease dependence on outside electricity sources – reducing electricity usage by 70 percent annually, which will result in operational savings to the department. (KD2, KD4 and KD5)
- ❖ Placed three new units in service – In April 2024, MDRF placed Engine 69 into service at Doral North Fire-Rescue Station 69, located at 11151 NW 74th Street, increasing the department's fire suppression capabilities to the City of Doral and surrounding communities. Rescue 63 was placed into service in June 2024 at Highland Oaks Fire-Rescue Station 63, located at 1655 NE 205th Street, enhancing emergency medical services provided to unincorporated communities in the northernmost part of the Fire District, along with the cities of Miami Gardens and Aventura. Tanker 71, which will operate out of temporary Eureka Fire-Rescue Station 71, located at 15401 SW 184th Street, brings much needed water-supply and suppression capabilities to unincorporated communities situated west of the UDB, was placed into service as an Engine in July 2024 at nearby Cutler Ridge Fire-Rescue Station 34, where it will be housed until temporary Station 71 is completed. (KD2 and KD4)
- ❖ Completed the design and permitting phase for the construction of Permanent Biscayne Gardens Fire-Rescue Station 18. This new station, which will be located at 13853 Memorial Highway, will reduce response times and improve service delivery to North Miami and its surrounding communities. (KD5)
- ❖ Procured a third Fireboat funded through the 2020 Port Security Grant, which will serve as the dedicated training vessel for large-scale events within the South Florida region. This 55-foot vessel will serve as backup for the two 55' fireboats recently placed in service during maintenance and repairs as well as for personnel training. The 55' vessel will also be ready for Liquefied Natural Gas (LNG) cruise ships and the new "World Class" LNG ships dock at PortMiami. This third fireboat is 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. (KD2, KD3 and KD4)
- ❖ Expanded the MDRF Community Paramedic program to include addiction recovery services. In the upcoming fiscal year, the Department will continue to expand the program to include a Community Paramedic Hospital Readmission Reduction Unit. (KD2)
- ❖ Advertised the bid for the construction of the new Crandon Park Ocean Rescue Facility, which will be located within Crandon Park at 7200 Crandon Boulevard North Beach Parking Lot west of Shelter 12, and serve as MDRF Life Safety and Ocean Rescue administrators' and support staff office for the protection of the constituents, community and beaches. (KD5)
- ❖ Implemented a school literacy program with MDRF Firefighters reading to preschool children ages 3-5 in impoverished areas. Through this program, MDRF personnel visited five (5) preschools reading to approximately 100 children per quarter. (KD4)
- ❖ Developed evacuation drill program for occupants residing in buildings over 30 years old and three stories or taller. Nine trainings have been delivered since the program was developed. (KD2)



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- ❖ Developed and implemented a presentation centered around housing fraud primarily affecting seniors to enhance existing community risk reduction programs targeted towards older adults. Five trainings have been conducted since the program was developed.
- ❖ Completed Mass Casualty Attack Training (MCAT) for all Operations personnel. MDFR will continue to support and collaborate with the Sheriff's Office and surrounding law enforcement agencies with delivery of MCAT. Annual training will be conducted internally, and MDFR's Training Division will provide the training to all new personnel. (KD4)
- ❖ Completed Hazardous Materials 302 and Hurricane Target Hazards pre-incident planning, ensuring effective emergency and disaster management and response. (KD4)
- ❖ Implemented a mobile food truck/vehicle inspection program for food trucks that are permanently established in a single location throughout Miami-Dade County. (KD4)
- ❖ Established a plan to transition from Per- and Polyfluoroalkyl Substances (PFAS) containing Aqueous film-forming foam (AFFF) to Military Specifications (MIL-SPEC) fluorine-free F3 foam, reducing potential human health and environmental impact to the community. (KD4)
- ❖ Established a Local Incident Communicators Roster (LICR) consisting of local agency Public Information Officers (PIOs), strengthening the Department's ability to foster collaboration among PIOs from various agencies. The LICR now serves as a reliable resource, providing a framework for rapid, coordinated information sharing and a support network that can be activated in times of crisis. (KD4)
- ❖ Supported employee mental health and wellness by delivering Fire Station Mental Health Check-ins. These check-ins consist of 30-minute interactive presentations on current mental health related topics in accordance with National Fire Protection Association (NFPA) Standard 1500, Fire Department Occupational Safety, Health, and Wellness Program. Discussion points such as substance abuse disorder, anxiety, depression, suicidality, potentially traumatic events, acute stress reaction, grief, financial problems, relationship, or family problems are presented. Each fire-rescue station on each shift receives a visit, along with one session offered every other month at the MDFR Training Facility for professional staff and sworn personnel. The Department also implemented Yoga and Mindfulness Training to help all personnel reach optimal work-life health and performance. Yoga is currently offered weekly, while mindfulness training is provided bi-weekly at MDFR's Training Center. (KD2)
- ❖ Developed and implemented training modules focused on customer service, and accident and injury reduction.
- ❖ Implemented the Mayor's Initiative on Values-Based Procurement, which requires equity and inclusion, increasing local participation, improved worker conditions, resiliency, speed/reduce time, training, and vendor-friendly initiative. (KD3)

KEY ISSUES

MDFR provides fire-rescue services to one of the largest and most geographically diverse areas in the country. 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. 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, not including tourism and other shifts in temporary populations such as daytime population. Considering these facts, the Fire District is best characterized as a Metropolitan area with large wildland/rural areas.

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 2022 U.S. Census data, approximately 15% of Miami-Dade County residents are uninsured, higher than Florida and most other states, making emergency medical services critical for many underserved and vulnerable



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populations residing in the County. Keeping pace with population growth and increasing population density within fire-rescue station territories also remains a key issue for the department. Since 2010, the District's population has grown significantly from approximately 1.7 million residents to more than 1.9 million residents in 2024. Although MDFR's southern service area is more populated than its northern service area, with roughly 300,000 more residents according to 2022 estimates, station territories in the northern end of the District are more densely populated due to large rural areas in southern Miami-Dade County. Historical incident data shows that as population increases, demand for service also increases, and areas that are more densely populated tend to have higher response times as a result of traffic congestion. Therefore, anticipated population and economic growth in south Miami-Dade County will result in higher call volume and population density, both of which could impact response times.

MDFR's \$819 million adopted operating budget for FY 2024-2025 is roughly 13% higher than the previous year. The increase from FY 2023-2024 revenues can be attributable to various factors, including an increase of nearly \$60 million in property tax collections due to raising property values. The five-year forecast is based on steadily increasing ad valorem and other revenues.

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. In the last fiscal year, MDFR initiated the procurement process to replace several units to support fire-rescue operations at MIA, including one High Reach Extendable Turret (HRET) Foam Truck, which has been received, a Foam Supply Truck and one Firefighting Specific Air Stair as replacements for the aged reserve Foam Trailer, Foam Truck and Conventional Air Stair, as well as one Platform Fire apparatus, a Quick Response Vehicle (QRV), and a Water Response vessel. These new replacement units, along with 86 heavy fleet and 46 light fleet vehicles to support other areas of operations, are expected to be delivered in FY 2024-2025. During FY 2024-2025, MDFR plans to increase fire suppression coverage by placing a minimum of three new suppression units into service.

Due to MDFR having its highest volume of incidents in FY 2023-2024-24, as well as a high influx of residents, it is imperative that new stations are implemented to keep pace with growing demand. Also, existing stations need replacement or repair and maintenance. However, acquiring new land is difficult, due to land escalating prices as well as scarcity of land that meets the requirements for a fire station. With regards to capital infrastructure, MDFR has five new fire-rescue stations slated to begin construction in the next two fiscal years to address increases in population, elongated response times, and growing demand for services in the southern, northeastern and central portions of the Fire District. MDFR's commitment to enhancing service delivery and response coverage throughout the District supports three of the Mayor's Key Deliverables: Healthy and Safe Communities, Risk Reduction and Resilience, and Investment in Infrastructure

During FY 2024-2025, the Department is establishing a new, relocatable prefabricated fire rescue station to serve as temporary Eureka Fire-Rescue Station 71. The new station will be a prototype facility for the Department to evaluate as an alternative to the modular trailers traditionally used for temporary stations. The relocatable station will include a truck stall, interior bunker gear room and have solar power and batteries unlike current temporary stations. The station is scheduled to be operational by the second quarter of FY 2024-25. 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 during FY 2024-2025. The Department also plans to convert a 4,000 square foot structure located at the Homestead Air Force Base (HARB) to establish HARB Fire-Rescue Station 77. This property is expected to be conveyed to the County from the U.S. Department of Labor during FY 2024-2025. MDFR also plans to renovate an existing 72,000 square foot complex at the (HARB) to serve as a new Urban Search and Rescue (USAR) warehouse and deployment center. MDFR Rescues 71, 72, and 77 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.

The Department also plans to convert an existing 6,000 square foot building located at its headquarters in Doral, located at 9300 NW 41 Street, to future Fire-Rescue Station 87. This station, which will house a



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suppression unit, will be LEED Silver certified and is expected to decrease response times to the Doral community and surrounding unincorporated areas. It is anticipated to be opened by the end of FY 2024-2025. Design of the permanent Fire-Rescue Station 18, located at 13853 Memorial Highway, is also currently underway. This station will be 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.

MDFR continues to prioritize projects designed to make fire-rescue stations and auxiliary facilities more energy efficient and resilient. Over the past three fiscal years, MDFR began to execute a multi-year capital infrastructure improvement plan throughout the District to upgrade existing fire-rescue stations and replace outdated fire-rescue stations as LEED-certified structures. The selection process for architects and engineers to design the replacement stations is complete and design efforts are underway. However, long-term funding is required to construct the replacement stations. At the onset of FY 2022-23, MDFR identified a parcel of land to rebuild North Miami West Fire-Rescue Station 19, which the Department acquired in the first quarter FY 2024-2025. The Department continues to work with North Bay Village to rebuild North Bay Village Fire-Rescue Station 27, which is planned to be a Florida Green Building Coalition (FGBC) Green certified joint police and fire-rescue station slated to begin construction next fiscal year. Design and permitting is expected to be completed for the rebuilds of Goulds Fire-Rescue Station 5 and Kendall Fire-Rescue Station 9 during FY 2024-2025.

As recommended by the Center of Public Safety Excellence, the organization under which MDFR is internationally accredited, the Department conducted a SOAR (Strengths, Opportunities, Aspirations and Results) Analysis during its Annual Strategic Planning Workshop in November 2024. Findings included:

- *Strengths* – Personnel; training; resources; data driven decision making; innovative programs, (ie., HELP, Community Paramedics, Fire and Life Safety, and Mental Health/Wellness for employees); technical/specialized skills for both support/administrative and operational personnel; cutting edge equipment and practices; and accurate and reliable information to the public.
- *Opportunities* – Partnerships and collaboration with external agencies for equipment, training and community risk reduction; implement more best practices and new technologies; professional development to include mentoring and succession planning; Artificial Intelligence; greater automation and integration of systems; future collaboration with Miami-Dade Sheriff's Office; and co-locate future fire-rescue stations with other public agencies.
- *Aspirations* – Develop and offer innovative training programs; expand service coverage by building stations where service growth is forecasted; set the standard for customer service; become more engaged in legislative efforts; and promote and retain highly skilled and qualified personnel.
- *Results* – Maintain ISO Class 1 and Accreditation statuses; minimize response times; increase response coverage; successfully complete audits/evaluations by external stakeholders (ie., Federal Emergency Management Agency for Urban Search and Rescue and Federal Aviation Agency for Airport Operations); and embrace implementation of innovative program and technologies to improve efficiency.

PRIORITY INITIATIVES

The following pages detail MDFR's priority initiatives, organized by County Strategic Goals and Objectives. The initiatives presented address customer needs and key issues identified in the previous sections. Initiatives focus on the implementation of new fire-rescue resources and assets to improve response capabilities and service to the community, such as new units, fire-rescue facilities, technology, and equipment. These assets are strategically allocated to address service gaps, ensure adequate coverage and protection of the entire District, meet community needs to best mitigate risk, and alleviate response challenges associated with increasing population, population density, and traffic demands. Such initiatives are aligned to three of the key deliverables, including Healthy and Safe Communities, Risk Reduction and Resilience, and Investment in Infrastructure. Initiatives related to public education, domestic preparedness, and direct service enhancements are also discussed, which support the Risk Reduction and Resilience key deliverable as well as initiatives designed to enhance internal processes, training, and services available to



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MDFR personnel to support employee health, safety, and professional development. Holistically, implementation of these initiatives will ensure departmental resiliency and sustainability in meeting current and future needs.

Initiatives directly aligned to the Mayor's Key Deliverables are notated with "KD" and the respective deliverable number.

PS2: Prevention of avoidable death, injury and property loss

PS2-1: Minimize response time

- ❖ Reduce response times and improve service delivery to North Miami and its surrounding territories by constructing Permanent Biscayne Gardens Fire-Rescue Station 18. Construction of the new station is expected to start by the first quarter of FY 2024-2025 and expected to be completed by the end of FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE: Professional & Efficient) (KD2, KD4 and KD5)
- ❖ 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, which will be an Extreme Portable Building, by the end of the second quarter of FY 2024-2025. Rescue 71 is currently in service and operating out of Modello Fire-Rescue Station 6 until permits for the temporary station are completed. (Strategic Priority 1, 2 & 3 / PIE: Professional, Innovative & Efficient) (KD2, KD4 and KD5)
- ❖ 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, to be located at 15450 SW 184 Street, by the end of the second quarter of FY 2024-2025. (Strategic Priority 1, 2 & 3 / PIE: Professional & Efficient) (KD2, KD4 and KD5)
- ❖ Ensure continuity of service and minimize response times by placing a minimum of three (3) new units into service by the end of FY 2024-2025. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient) (KD2 and KD4)
- ❖ Ensure public facilities are built to meet operational requirements by building the new Crandon Park Ocean Rescue Facility. Construction is slated to commence during FY 2024-2025 and expected to be completed by the end of FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE: Efficient) (KD2, KD4 and KD5)
- ❖ 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 is underway, and construction of the new station is expected to start during FY 2024-25 and expected to be completed by the end of the third quarter of FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE: Professional & Efficient). (KD2, KD4 and KD5)
- ❖ Improve departmental efficiency and ensure continuity of service by procuring and implementing a bi-directional Computer Aided Dispatch (CAD) to CAD interface that will allow the Village of Pinecrest, City of Aventura, American Medical Response (AMR), and other applicable agencies to seamlessly process calls for service by end of the second quarter FY 2025-2026. (Strategic Priority 1 / PIE: Innovative & Efficient) (KD3)
- ❖ Advance the efficiency of MDFR's dispatch function by implementing the new Hexagon Computer Aided Dispatch (CAD) System by the end of the second quarter of FY 2025-2026. (Strategic Priority 1 / PIE: Innovative & Efficient) (KD3 and KD5)

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

- ❖ Reduce community risk in partnership with Miami-Dade Parks, Recreation, and Open Spaces by continuing to support and implement the County's SPLASH initiative through FY 2024-2025. SPLASH, which stands for Safety, Prevention, Learn2Swim, Awareness, Saving Lives and H2O, offers a comprehensive approach to water safety, drowning prevention, swimming education, and water awareness for children and families. (Strategic Priority 1 & 4 / PIE: Innovative) (KD2 and KD4)



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- ❖ Enhance county-wide emergency response by expanding and improving radio interoperability amongst adjacent fire departments, police agencies, and other key federal, state, and local agencies by end of the second quarter of FY 2024-2025. (Strategic Priority 2 / PIE: Efficient)
- ❖ Improve responder pediatric treatment skills by reinstating a Pediatric Advanced Life Support (PALS) training program by the second quarter of FY 2024-2025. (Strategic Priority 1, 2 & 3 / PIE: Professionally, Innovative & Efficient) (KD2)
- ❖ Reduce community risk by partnering with the Department of Emergency Management to develop and implement a fire extinguisher training and evacuation drill program for Assisted Living Facilities (ALF) and provide training to six facilities per quarter by the end of FY 2024-2025. (Strategic Priority 4 / PIE: Innovative) (KD2 and KD4)
- ❖ Ensure water safety for children ages 6 to 12 by partnering with Miami-Dade County Parks, Recreation and Open Spaces to offer water safety classes by the end of FY 2024-2025. (Strategic Priority 4 / PIE: Innovative) (KD2 and KD4)
- ❖ 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 Trailer, and one (1) Firefighting Specific Air Stair as replacements for the aged reserve Foam Trailer, Foam Truck, and Conventional Air Stair, as well as one (1) Platform Fire apparatus, one (1) Quick response vehicle (QRV), and one (1) Water Response vessel by the end of FY 2024-2025. (Strategic Priority 1, 2, 4 & 6 / PIE: Efficient)
- ❖ Improve Ocean Rescue Bureau (ORB) response capabilities by procuring two (2) Jeep Gladiators (funded in FY 2022-2023) and outfitting them to be a roaming advanced care tower at Crandon and Haulover Parks. These will be staffed with two (2) ORB Lifeguard 1 members that are dually trained in all ORB disciplines, able to operate all issued equipment, and respond with all the critical care EMS equipment utilized by the end of FY 2024-2025. (Strategic Priority 1, 2, 3, & 6 / PIE: Innovative & Efficient)
- ❖ Enhance MDFR's response capabilities for wildland fires by acquiring equipment to supplement wildland firefighting operations by the end of FY 2024-2025. (Strategic Priority 2, 3 & 4/ PIE: Professional & Efficient)
- ❖ Enforce state and county laws that ensure life safety by collaborating with the Fire Prevention Division Marshal to research and revise and enhance Chapter 14, Fire Prevention, of the Miami-Dade County Code by the end of FY 2024-2025. (Strategic Priority 3 / PIE: Professional & Innovative) (KD4)
- ❖ Increase Spanish and Creole language safety messaging across social media platforms by 10% to better reach non-English speaking residents and promote inclusivity by the end of the first quarter of FY 2025-2026. (Strategic Priority 4 & 7 / PIE: Professional, Innovative & Efficient) (KD2 and KD4)
- ❖ Ensure that students living in high-risk territories have the tools necessary to evacuate their homes in the event of a fire by providing evacuation planning training to Miami-Dade Public School students who live in the Miami-Dade Fire Rescue territories with the most residential structure fires by the end of the third quarter of FY 2025-2026. (Strategic Priority 4 / PIE: Innovative) (KD2 and KD4)
- ❖ Reduce community risk by collaborating with Miami-Dade County agencies specializing in elderly services to increase the provision of Remember When training, which addresses fire and fall safety for this demographic, by 30% by the end of FY 2025-2026. (Strategic Priority 4 / PIE: Innovative) (KD2 and KD4)



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- ❖ Enhance digital outreach on fire and life-safety messaging by producing and curating content, targeting a young demographic (kids, teens) through a kids-based social media platform by the end of FY 2025-2026. (Strategic Priority 4 & 7 / PIE: Professional, Innovative & Efficient) (KD2 and KD4)

PS3: Effective emergency and disaster management

PS3-1: Increase countywide preparedness and community awareness

- ❖ Ensure the continuity of operations and enhance safety at MIA by developing and implementing a detailed manual that provides a comprehensive roadmap for the planning, coordination, and execution of a successful triennial full-scale exercise at MIA by the end of the third quarter of FY 2024-2025. (Strategic Priority 1, 2, 3, & 4/ PIE: Professional)
- ❖ Strengthen interagency partnerships by collaborating fully with the Miami-Dade Sheriff's Office, the Fédération Internationale de Football Association (FIFA), and relevant federal, state, and local public safety agencies to develop a department communication strategy for the FIFA World Cup 2026. This strategy will incorporate lessons learned from after-action reports of previous exercises and industry best practices, to be finalized by the end of the third quarter of FY 2024-2025. (Strategic Priority 1 & 3 / PIE: Professional, Innovative & Efficient)
- ❖ In anticipation of large-scale emergencies, ensure uninterrupted support throughout the duration of critical incidents by researching, developing, procuring, and distributing specialized fire and ballistic PPE, tools, and equipment by the end of FY 2025-2026. Logistics will coordinate the delivery and maintenance of supplies. (Strategic Priorities 2, 5, & 6 / PIE: Professional, Innovative & Efficient)

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

- ❖ 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 2024-25. (Strategic Priority 4, 6 & 8 / PIE: Innovative) (KD4)
- ❖ Enhance fire investigations and improve accuracy of origin and cause investigations by developing a drone response program and policy within the Fire Investigations Bureau by the end of FY 2024-2025. (Strategic Priority 2, 3 & 4 / PIE: Professional, Innovative & Efficient)
- ❖ Increase operational effectiveness by implementing a County-wide drone program by the end of FY 2024-2025. (Strategic Priority 1, 2, 3 & 6 / PIE: Professional)
- ❖ Work with the Miami-Dade Sheriff's Office to enhance countywide disaster response operations by designing a state-of-the-art Category 5 Public Safety facility to relocate the Department of Emergency Management (DEM), 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. Construction is expected to commence in FY 2026-2027. (Strategic Priority 2 & 6, PIE: Innovative & Efficient) (KD4 and KD5)

GG2: Excellent, engaged and resilient workforce

- ❖ Meet increasing equipment demands and support health and safety initiatives by expanding the Gear Lab's electrical and plumbing infrastructure to accommodate additional extractors and dryers by the end of the second quarter of FY 2024-2025. This expansion will boost processing capacity and support the cancer reduction initiative. (Strategic Priorities 2 & 6 / PIE: Innovative & Efficient)
- ❖ Elevate firefighters' expertise in safety operations, preparing them for certification and enhancing their ability to manage safety in high-risk environments by equipping sworn personnel with the necessary training to become certified Incident Safety Officers as part of an Incident Management Team by the end of FY 2024-2025. (Strategic Priority 2 & 4 / PIE: Professional)



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

- ❖ Ensure aging MDRF infrastructure are rebuilt by securing appropriate capital funding/financing through the County's Bond Administration. Phase 1 will include identifying stations to be rebuilt and establishing a Capital Life Cycle Plan by the end of the first quarter of FY 2024-2025. (Strategic Priority 8 / PIE: Innovative and Efficient) (KD4 and KD5)
- ❖ Prepare for MDRF's 2025 Accreditation by completing the Department's Community Risk Assessment/Standards of Cover and Self-Assessment Manual by the end of the second quarter of FY 2024-2025. (Strategic Priority 1, 2 & 3 / PIE: Professional)
- ❖ Replace 30 Lifeguard Towers operated by MDRF 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 were all completed. The second phase of the initiative to replace 13 towers at Crandon Park Beach has commenced and is expected to be completed by the end of FY 2024-2025. (Strategic Priority 1, 2, 6 & 8 / PIE: Efficient)

HS2: Self-sufficient and healthy population

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

- ❖ Monitor and improve cardiac arrest performance by becoming fully operational in the Cardiac Arrest Registry to Enhance Survival (CARES) network by the second quarter of FY 2024-2025. (Strategic Priority:1,2,3,4 / PIE: Professional, Innovative) (KD2)
- ❖ Enhance patient experience, department efficiency and unit availability by implementing telemedicine for alternative 911 treatment options and for Community Paramedic services by the end of FY 2024-2025. (Strategic Priority 1, 2, 3 & 8 / PIE: Innovative & Efficient) (KD2)
- ❖ Expand the MDRF Community Paramedic program by establishing a Community Paramedic Hospital Readmission Reduction Unit by the end of FY 2024-2025. (Strategic Priority 1,2,3,4, / PIE: Professional, Innovative, Efficient) (KD2)
- ❖ Reduce mortality and enhance the safety of our community by conducting at least one (1) Health Emergency Life Protection (HELP) training program to all County departments by the end of the first quarter of FY 2025-2026. (Strategic Priorities: 1,2,3,4,5,7 & 8 /PIE: Professional, Innovative & Efficient) (KD2)

FUTURE OUTLOOK

The 2023 U.S Census indicated a 7% increase in Miami-Dade County's residential population since 2010, with a current population of 2,686,867. The population within MDRF'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 2023. This growth requires MDRF to deliver fire-rescue services efficiently, effectively, and equitably to our community. Since 2014, the department has hired more than 1,150 firefighters and deployed two (2) Aircraft Rescue and Firefighting (ARFF) suppression unit (Foam 24 and Foam 4), seven (7) suppressions units (Platform 53, Engine 50, Engine 57, Engine 68, HazMat Engine 70, Engine 69 and Tanker 71), 11 rescues (Rescue 18, Rescue 39, Rescue 64, Rescue 41, Rescue 71, Rescue 77, Rescue 74, Rescue 13, Rescue 17, Rescue 61, and Rescue 63), 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 three additional new units into service during the current fiscal year and another three next fiscal year. MDRF plans to hire four classes of firefighters, approximately 200 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.



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Regarding resiliency, MDFR is in the process of developing a comprehensive department resiliency strategy that incorporates climate adaptation, carbon mitigation, and other sustainable goals. MDFR has various resilient grants aimed at this and is working with the County's Regulatory and Economic Resources Office of Resilience and the US Army Corps of Engineering to flood proof Fire-Rescue Stations in areas impacted by sea level rise. As part of the Department's resiliency strategy, MDFR plans to install deployable flood barriers at eight (8) fire-rescue stations and install and elevate generators at four (4) fire-rescue stations located in areas that are susceptible to flooding and future climate change, as well as 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.

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. With the upcoming establishment of Constitutional Offices, including the establishment of the Sheriff's Office, MDFR will ensure interoperability is maintained. 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 Department will continue to conduct studies focused on growth in specific areas of the District, particularly in South Miami-Dade, to ensure new stations and services are effectively allocated to meet current and future community needs. Design, permitting, and construction of a fire-rescue station takes an average of three to five years. Escalating construction costs for a typical 13,000 square-foot station and increasing acquisition costs continue to impact MDFR's ability to meet expanding service needs on a timely basis. Further, MDFR has numerous existing stations and other support facilities that must be rebuilt, renovated and/or expanded. Future funding for these and other stations would have to be identified. Impact Fee monies would be used, if available, to fund new and/or expanded service. In the upcoming two fiscal years, the Department plans to secure an outside consultant as required by Florida Statute 163.31801 to review and update the Fire District Impact Fee ordinance, including fee structure and boundaries, which have not been evaluated in over 15 years. Once the Fire District Impact fee changes have been implemented, the Department will create a process to ensure the fees are updated every four years.

The five-year forecast for MDFR projects an annual budget steadily increasing ad valorem and other revenues. However, a new three-year labor contract with the International Association of Fire Fighters (IAFF) Local 1403 includes wage increases for firefighting personnel, a Cost-of-Living Adjustment (COLA), increased pay incentives and additional health-related benefits. Further, should the State of Florida reinstate a three-percent COLA for retirees, the budget will be adversely impacted. 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.

