




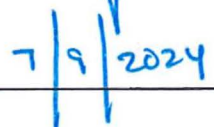
Miami-Dade Fire Rescue Business Plan

Fiscal Years: 2024 and 2025
(10/1/2023 through 9/30/2025)

Approved by:



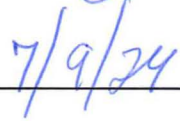
Raied S. Jadallah, Fire Chief



Date



James Reyes, Chief of Public Safety



Date

Plan Date: **July 15, 2024**

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Table of Organization	
Our Customers	
Strategic Alignment, 4E, and Thrive305 Summary	
KEY ISSUES	Page 7
PRIORITY INITIATIVES	Page 9
FUTURE OUTLOOK	Page 15
ATTACHMENT 1	
BUSINESS PLAN REPORT	



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.

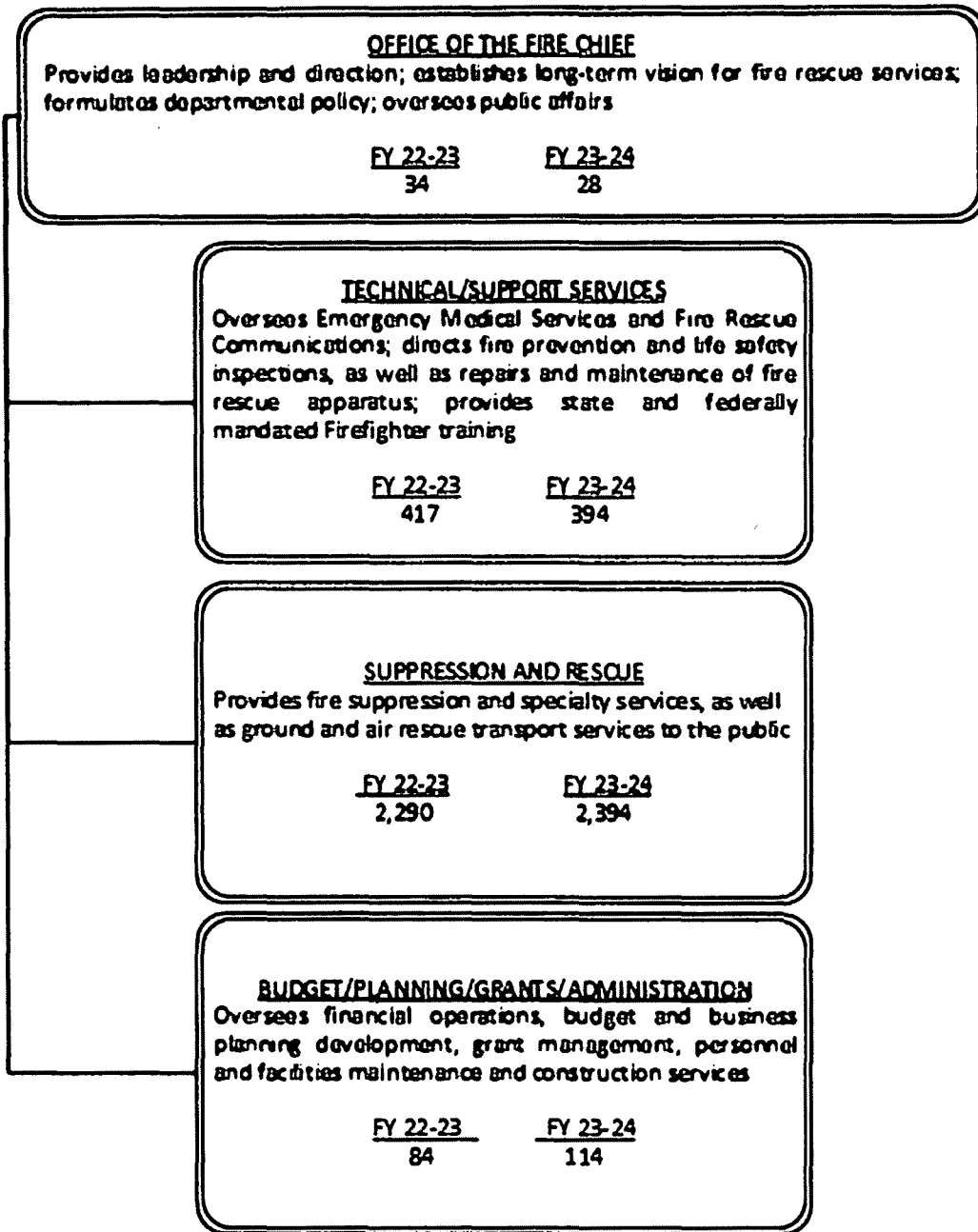
Organized in 1935 as a single-unit "fire patrol," Miami-Dade Fire Rescue (MDFR) has grown into one of the top ten largest fire rescue departments in the United States with an annual operating budget of \$722 million and a \$425 million five-year capital plan. MDFR is staffed by 2,930 employees, of which 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 320 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 124 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 160 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) 2022-2023, MDFR responded to more than 279,000 emergencies, 81 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 1,200 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 Port Miami 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 2023-24 total number of full-time equivalent positions is 2,930



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

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;
- 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; and
- 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 2022-2023, nine percent, 3,018, 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 2022-2023. Overall, 93% 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.



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

➤ ***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 2022-2023, the Division received 1,996 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 that the Inspector was courteous and professional, while 95% 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 2022-2023, MDFR delivered 722 public education presentations and events and installed more than 2,600 smoke alarms in partnership with the Red Cross. These presentations and events provided over 197,000 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 1,100 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 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 2023, MDFR has a total of 177,437 followers across social media platforms (Instagram, Facebook, and Twitter). During FY 2022-2023, social media users actively engaged with content posted on the department through likes, saves, and comments, with a total of 1,093,365 engagements across MDFR's social media platforms. During the same period, content posted to MDFR's social media platform had more than 12 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



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

- **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
 - **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)	Economy	Priority 4
Average response time to life-threatening calls within the Urban Development Boundary (UDB)	Equity	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, MDFR established 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.



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

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.

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 16.7% of Miami-Dade County residents are uninsured, higher than Florida and most other states, making emergency medical services critical for many underserved and vulnerable 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 2023. 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 \$722 million adopted operating budget for FY 2023-2024 is roughly 9% higher than the previous year. The increase from FY 2022-2023 revenues can be attributable to various factors, including an increase of nearly \$60 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 is based on steadily increasing ad valorem and other revenues.

During FY 2023-2024, MDFR will place three new units in service. In April 2024, MDFR 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



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

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, will be 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.

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 procurement process to replace several units to support fire-rescue operations at MIA, including 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 in FY 2023-2024. Moreover, additional Airport support units, including one (1) HRET Foam Truck, one (1) Platform Fire apparatus, one (1) Quick response vehicle (QRV), and one (1) Water Response vessel are expected to be delivered during FY 2024-2025. 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, a grant-funded 55-foot fireboat will be added to the Department's Marine Services fleet and four (4) Basic Life Support Transport Units (BTU) will be added to augment emergency medical response, following the successful implementation of the BTU Pilot Program during FY 2022-2023.

With regards to capital infrastructure, MDFR has four (4) new fire-rescue stations recently constructed or slated to begin construction. Dolphin Fire-Rescue Station 68, a three-bay fire-rescue station located at 11091 NW 17th Street, opened in April 2024. As part of the County's effort to be more resilient and reduce its environmental impact, this is the first MDFR station with solar power through net metering and uses solar power as a primary energy source. The station has 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 by the end 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 the permanent Station 71 is also expected to begin this fiscal year. 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. Rescues 71 and 72, 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.

In addition to the aforementioned stations, the department also plans to convert an existing building located at its headquarters in Doral, located at 9300 NW 41st Street, to future Fire-Rescue Station 87. This station, which will house a suppression unit, is anticipated to be open 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 Leadership in Energy and Environmental Design (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.

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 infrastructure improvement/update plan to fire-rescue stations throughout the District including upgrading existing fire-rescue stations and replacing outdated fire-rescue stations as LEED certified structures. The



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

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 2022-2023, MDFR identified a parcel of land to rebuild North Miami West Fire-Rescue Station 19, which the Department expects to acquire before the end of the fiscal year. 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. During FY 2023-2024, design and permitting is expected to be completed for the rebuilds of Goulds Fire-Rescue Station 5 and Kendall Fire-Rescue Station 9.

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 is expected to 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 Light-Emitting Diode (LED) lighting and Heating, Ventilation and Air Conditioning (HVAC) improvements. Furthermore, during the current fiscal year, MDFR plans to install deployable flood barriers at eight (8) 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.

During MDFR's Annual Strategic Planning Workshop in October 2023, personnel conducted a S.W.O.T (Strengths, Weaknesses, Opportunities, and Threats) Analysis for each of the department's programmatic and administrative areas. Findings included:

- *Strengths* – collaboration, adaptability, training, equipment, compliance with local, state and federal regulations and standards, diverse skillsets, experienced and motivated sworn and professional staff, relationship with community, patient satisfaction, data-driven decision making/data accuracy.
- *Weaknesses* – turnover/retention of administrative personnel, succession planning, older facilities/stations, lengthy hiring process, administrative staffing shortages.
- *Opportunities* – implementation of new service, employ new and/or upgrade technology, collaboration between divisions, as well as other County departments and local businesses/organizations/universities, expand community outreach/public education, identify and implement industry best practices, mentoring/coaching personnel.
- *Threats* – increasing population/population density, traffic, new construction and development that may affect response times, possible future funding constraints, centralized County offices, unfunded mandates from State/County, supply issues, increasing costs, competition with other employers (e.g. private sector).

Based on the analysis, personnel developed strategic initiatives to accomplish during the next two (2) fiscal years. Some initiatives are listed in the section below, while others are included in division-level business plans.

PRIORITY INITIATIVES

The following pages detail MDFR's priority initiatives, as aligned to 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



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

response challenges associated with increasing population, population density, and traffic demands. Initiatives related to public education, domestic preparedness, and direct service enhancements are also discussed, as well as initiatives designed to enhance internal processes, training, and services available to 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.

PS2: Prevention of avoidable death, injury and property loss

PS2-1: Minimize response time

- ❖ Improve service delivery and reduce response time to the cities of 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)
- ❖ Enhance service delivery and ensure continuity of service to the City of Doral and surrounding communities by placing Advanced Life Support (ALS) Engine 69 into service by the end of the second quarter 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. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ Enhance service delivery and ensure continuity of service to Highland Oaks and surrounding communities by placing Advanced Life Support (ALS) transport Rescue 63 into service by the end of the third quarter of FY 2023-2024. Rescue 63 will operate out of Highland Oaks Fire-Rescue Station 63, located at 1655 NE 205th Street. (Strategic Priority 1, 2, 3 & 6 / PIE: 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 Modello Fire-Rescue Station 6 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 third quarter of FY 2023-2024 and Plat re-approval is expected by the end of FY 2023-2024.
- ❖ 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).
- ❖ Enhance service delivery and ensure continuity of service to the southwest Eureka Drive area and surrounding communities by placing Advanced Life Support (ALS) Tanker 71 into service by the end of FY 2023-2024. Tanker 71 will operate out of temporary Eureka Fire-Rescue Station 71, located at 15401 SW 184 Street. (Strategic Priority 1, 2, 3 & 6 / PIE: 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



Departmental Business Plan and Outlook

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

FY2023-24 & FY2024-25

18. The design of the station should be finalized by the end of the second quarter of FY 2023-2024. Mitigation work, followed by 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 FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional & Efficient).

- ❖ Improve service delivery and reduce response times to the cities of Florida City, Homestead and unincorporated Miami-Dade County by completing design and permitting for Florida City Fire-Rescue Station 72. The design and development phase is underway, and 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 FY 2025-2026. (Strategic Priority 1, 2 & 3 / PIE Alignment: Professional & Efficient).
- ❖ Enhance service delivery and reduce response times to targeted areas within the Fire District by placing three (3) new units in service during FY 2024-2025. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ Improve departmental efficiency and ensure continuity of service by procuring and implementing a bi-directional Computer Aided Dispatch (CAD) System 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 2025-2026. (Strategic Priority 1 / PIE: Innovative & Efficient)
- ❖ Advance the efficiency of MDRFR's dispatch function by implementing the new Hexagon Computer Aided Dispatch (CAD) System no later than the end of FY 2026-2027. (Strategic Priority 1 / PIE: Innovative & Efficient)

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 FYs 2023-2024 and 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)
- ❖ Enhance community safety by implementing a mobile food truck/vehicle inspection program by the end of first quarter of FY 2023-2024. (Strategic Priority 2, 3, 4 & 8 / PIE: Efficient)
- ❖ Improve responder pediatric treatment skills by reinstating a Pediatric Advanced Life Support (PALS) training program by the second quarter of FY 2023-2024. (Strategic Priority 1, 2 & 3 / PIE: Professionally, Innovative & Efficient)
- ❖ Enhance public education programs by implementing a school literacy program with Miami-Dade Fire Rescue 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 the second quarter of FY 2023-2024. (Strategic Priority 1 & 4 / PIE: Innovative)
- ❖ 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 the end of FY 2023-2024. (Strategic Priority 2 / PIE: Efficient)



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

- ❖ Maintain continuity of waterway response by having a dedicated training vessel for large-scale events within the South Florida region with a third Fireboat funded through the 2020 Port Security Grant funding cycle. This 55-foot vessel will serve as backup for the two 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 when the new "World Class' LNG ships dock at PortMiami. The third and final fireboat will be Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) ready and flow more than 188,000-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 the end of the second quarter of FY 2023-2024. (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 Trailer, 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 2023-2024. (Strategic Priority 1, 2, 4 & 6/ PIE: Efficient)
- ❖ Enforce state and county laws by revising *Chapter 14, Fire Prevention, of the Miami-Dade County Code* to encompass additional measures that ensure fire and life safety by the end of FY 2023-2024. (Strategic Priority 3 / PIE: Professional)
- ❖ Enhance public education programs conducted by Elder Links for elderly residents developing and implementing a presentation centered around housing fraud which primarily affects seniors. These presentations will be accomplished through partnerships with internal and external customers. The goal is to conduct two presentations by the end of FY 2024-2025. (Strategic Priority 4 / Innovative)
- ❖ 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)
- ❖ Expand 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 2024-2025. (Strategic Priority 4 & 7 / PIE: Professional, Innovative & Efficient)

PS3: Effective emergency and disaster management

PS3-1: Increase countywide preparedness and community awareness

- ❖ Ensure effective emergency and disaster management and response by completing Hazardous Materials (HazMat) 302 and Hurricane Target Hazards pre-incident planning by the end of the second quarter of FY 2023-2024. (Strategic Priority 1, 2, 3 & 4 / PIE: Professional & Efficient)
- ❖ Enhance community safety by completing the Mass Casualty Attack Training (MCAT) for all Operations personnel by the end of FY 2023-2024. MDFR will continue to support and collaborate with the Miami-Dade Police Department (MDPD) and surrounding law enforcement agencies with delivery of MCAT. (Strategic Priority 1, 2, 3 & 7 / PIE: Professional & Innovative)



Departmental Business Plan and Outlook

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

FY2023-24 & FY2024-25

- ❖ Enhance capabilities in identifying unknown hazardous materials by implementing a mobile HazMat lab by the end of FY 2023-2024. The HazMat Bureau currently has devices that are part of the HazMat Response Package (HRP) that can be equipped in the mobile lab. (Strategic Priority 1, 2, 3 & 6 / PIE: Efficient)
- ❖ Ensure the continuity of operations and enhance safety at MIA by successfully completing the Federal Aviation Administration (FAA) Part 139 triennial full-scale exercise by the third quarter of FY 2024-2025. (Strategic Priority 1, 2, 3, & 4 / PIE: Professional)
- ❖ Provide support to large-scale incidents by researching, developing, procuring and distributing fire and ballistic Personal Protective Equipment (PPE), tools, and equipment by the end of FY 2024-2025. (Strategic Priority 2, 5 & 6 / PIE: Professional, Innovative & Efficient)

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

- ❖ Establish a Local Incident Communicators Roster (LICR) consisting of local agency Public Information Officers (PIOs) that provide training opportunities between our department's PIOs, strengthens relationships, and serves as a resource during major incidents by the end of the second quarter of FY 2023-2024. (Strategic Priority 1 & 7 / PIE: Innovative & 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 the third quarter of FY 2023-2024. (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 FY 2023-2024. (Strategic Priority 4, 6 & 8 / PIE: Innovative)
- ❖ Increase operational effectiveness by implementing a County-wide drone program by the end of FY 2023-2024 (Strategic Priority 1, 2, 3 & 6 / PIE: Professional)
- ❖ 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 and provide this training to six facilities per quarter by the end of FY 2024-2025. (Strategic Priority 4 / 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, improved worker conditions, resiliency, speed/reduce time, training, and vendor-friendly initiative. MDFR's Procurement Division will have a favorable rating from Small Business Development (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

- ❖ Improve customer service and personnel safety by developing and implementing training modules focused on customer service, and accident and injury reduction by the end of FY 2023-2024. (Strategic Priority 1, 2 & 7 / PIE: Professional, Innovative, & Efficient)



Departmental Business Plan and Outlook

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

FY2023-24 & FY2024-25

- ❖ Support employee mental health and wellness by implementing the following additional mental health-related courses for MDRF sworn and professional staff: (Strategic Priority 5 / PIE: Professional & Innovative)
 - Yoga and Mindfulness Training by the end of FY 2023-2024
 - Autism Recognition and Response for Fire and Emergency Medical Services (EMS) by the end of the second quarter of FY 2024-2025
- ❖ Support employee mental health and wellness by delivering Fire Station Mental Health Check-ins, consisting of 30-minute interactive presentations on current mental health related topics based on National Fire Protection Association (NFPA) Standard 1500, Fire Department Occupational Safety, Health, and Wellness Program, such as substance abuse disorder, anxiety, depression, suicidality, potentially traumatic events, acute stress reaction, grief, financial problems, relationship, or family problems, by the end of FY 2024-2025. Each station on each shift will receive a visit, along with one (1) session offered every other month at the MDRF Training Facility for professional staff or sworn personnel. (Strategic Priority 5 / Professional & Innovative)

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 third quarter of FY 2023-2024. (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 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 will replace the 13 towers at Crandon Park Beach which is expected to be completed by the end of FY 2023-2024. (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 2023-2024. Construction is slated to commence no later than 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: Efficient).
- ❖ Prepare for MDRF's 2025 Accreditation by providing training and resources to all MDRF personnel by the end of the second quarter of FY 2023-2024 and completing drafts of the Community Risk Assessment/Standards of Cover and Self-Assessment Manual by the end of the first quarter of FY 2024-2025. (Strategic Priority 1, 2 & 3 / PIE: Professional)

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 for alternative 911 treatment options and for Community Paramedic services by the end of the second quarter FY 2023-2024. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional, Innovative & Efficient)



Departmental Business Plan and Outlook

Department Name: Miami- Dade Fire Rescue

FY2023-24 & FY2024-25

- ❖ Expand the MDRF Community Paramedic program with additional services to include hospital readmission reduction programs, mental health intervention, and addiction recovery services in line with the requirements of the Opiate Settlement Fund Initiative by the second quarter of FY 2023-2024. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional & Innovative)
- ❖ Monitor and improve cardiac arrest performance and patient outcomes by becoming fully operational in the Cardiac Arrest Registry to Enhance Survival (CARES) network by the second quarter of FY 2023-2024. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional, Innovative & Efficient)
- ❖ In conjunction with MIA, reduce potential human health and environmental impact to the community by establishing a plan to transition from PFAS (per- and polyfluoroalkyl substances) containing Aqueous film-forming foam (AFFF) to MILSPEC fluorine-free F3 foam by the end of the third quarter of FY 2023-2024. (Strategic Priority 1, 2, 3, 4, 6, 7 & 8 / PIE: Professional)
- ❖ Reduce mortality and enhance the safety of our community by providing Health Emergency Life Program (HELP) training program attendance opportunities to all County departments by the end of FY 2023-2024. (Strategic Priority 1, 2, 3 & 8 / PIE: Professional, Innovative & Efficient)

FUTURE OUTLOOK

The 2022 U.S Census indicated a 7% increase in Miami-Dade County's residential population since 2010, with a current population of 2,673,837. 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 2022. This growth requires MDRF to deliver fire-rescue services efficiently, effectively, and equitably to our community. Since 2014, the department has hired more than 1,100 firefighters and deployed two (2) Aircraft Rescue and Firefighting (ARFF) suppression unit (Foam 24 and Foam 4), six (6) suppressions units (Platform 53, Engine 50, Engine 57, Engine 68, HazMat Engine 70, and Engine 69), 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 (3) additional new units into service during the current fiscal year and another three next fiscal year. MDRF plans to hire two classes of firefighters, approximately 60-80 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 June 2024, there are 39 recruits participating in firefighter training.

MDRF 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, MDRF will ensure interoperability is maintained. MDRF 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. While Impact Fee monies would be used, if available, to construct new stations, escalating construction costs for a typical 13,000 square-foot station and increasing acquisition costs continue to impact MDRF's ability to meet expanding service needs on a timely basis. Further, MDRF 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.

The health, wellness and safety of personnel is paramount to MDRF. As previously discussed, the department has several initiatives targeted towards this such as the MCAT with MDPD, accident and injury



Departmental Business Plan and Outlook
Department Name: Miami- Dade Fire Rescue
FY2023-24 & FY2024-25

prevention training and planned mental health presentations to increase awareness among sworn and professional staff, Similarly, regarding resiliency, MDFR is in the process of developing a comprehensive department resiliency strategy in line with the County's Thrive305 Action Plan 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. Other initiatives designed to improve department and community resiliency include the hardening of MDFR Headquarters and Fire-Rescue Stations throughout the District, as well as developing and implementing an evacuation drill program for occupants residing in buildings over 30 years old and three stories or taller and a fire extinguisher training and evacuation drill program for Assisted Living Facilities. MDFR is also working towards implementing a County-wide drone program to enhance response to large-scale incidents and major disasters.

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.



Business Plan Report

Scorecard: Fire Rescue

As Of: 07/11/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
Customer	Enhance Service Delivery [Fire Rescue]	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Air Rescue Availability for Transport	Jun '24		100%	100%	100%	100%
				MDFR ISO Public Protection Classification	2024		1	1	n/a	n/a
				Number of Fireboat Missions	Jun '24		22	20	250	250
				Number of New Services and/or Stations to Meet Identified Needs	'24 FQ3		3	1	3	2
	Incident Volume [Fire Rescue]	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Number of Fire Rescue Calls received	Jun '24		24,536	23,334	280,000	297,000
				Number of Life-Threatening Incidents MDFR Responded To	Jun '24		12,000	11,917	143,000	148,000
				Number of Medical Calls Transported by MDFR Rescue Units	Jun '24		7,620	7,000	84,000	84,000
				Number of Miscellaneous Incidents MDFR Responded To	Jun '24		2,707	1,917	23,000	31,000
				Number of Non-Life-Threatening Incidents MDFR Responded To	Jun '24		7,119	7,200	86,000	86,000
				Number of Structure and Other Fire Incidents MDFR Responded To	Jun '24		2,710	2,334	28,000	32,000
				Total Number of HazMat Incidents	Jun '24		26	21	250	250
	MDFR Customer Feedback Survey Results	HS2: Self-sufficient and healthy population	HS2-4: Foster healthy living and ensure access to vital health services	% Total Surveys Received	Jan '24		9%	9%	9%	9%
				% of Surveys Received with Rating less than 3.0	Jan '24		0%	2%	2%	2%
				% of Surveys Received with Rating of 4.5 or Greater	Jan '24		96%	90%	90%	90%
				Q1. MDFR responded to your needs in a timely manner	Jan '24		4.95	4.85	4.85	4.85
				Q2. MDFR explained your treatment to you	Jan '24		4.86	4.85	4.85	4.85
				Q3. MDFR treated you in a professional manner	Jan '24		4.99	4.85	4.85	4.85
	Reduce Fire Rescue Dispatch Time	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	Average 911 Call processing time (in seconds) Communication Bureau	Jun '24		108.0secs	97.0secs	97.0secs	97.0secs
				Average Fire Rescue Dispatch Time (in seconds)	Jun '24		30seconds	29seconds	29seconds	29seconds
				Average Fire Rescue Dispatch Time for Life-Threatening Calls	Jun '24		29seconds	30seconds	30seconds	30seconds
Average Fire Rescue Dispatch Time for Structure Fire Calls				Jun '24		71seconds	70seconds	70seconds	70seconds	
Average MDFR Response (Wait) Time to Structure Fire Calls inside UDB (MSU)				Jun '24		6.12minutes	6.20minutes	6.20minutes	6.20minutes	
Reduce Fire Rescue Response (Wait) Time to Fire Incidents	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	Total Average MDFR Structure Fire Response (Wait) Time	Jun '24		6.20minutes	6.45minutes	6.45minutes	6.45minutes	
			Average MDFR Response (Wait) Time to Life Threatening Calls inside UDB (MSU)	Jun '24		8.03minutes	7.45minutes	7.45minutes	7.45minutes	
Reduce Fire Rescue Response (Wait) Time to Medical Incidents	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	Total Average MDFR Life-Threatening Response (Wait) Time	Jun '24		8.09minutes	7.45minutes	7.45minutes	7.45minutes	
			Dollars Collected (Accounts Receivables)	May '24		\$13,602,533	\$1,000,000	\$12,000,000	\$12,000,000	
			Percentage of Invoices Processed and Paid Within 30 Days	Sep '23		90%	80%	70%	70%	
Financial	Accounts Payable/Receivable [Fire Rescue]	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	Percentage of Invoices Processed and Paid within 45 Days	Sep '23		95%	80%	90%	90%
				Expen: Total (Fire Rescue)	'24 FQ2		\$137,034K	\$181,899K	\$727,597K	\$355,392K
	Meet Budget Targets [Fire Rescue]	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	Revenue: Total (Fire Rescue)	'24 FQ2		\$43,166K	\$181,899K	\$727,597K	n/a
Internal	Ensure Proper Staffing and Reduce Unscheduled Overtime	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Number of Sworn Personnel Separating from MDFR	May '24		4	6	72	72
				Positions: Full-Time Filled (MDFR)	'24 FQ2		2,835	2,930	2,930	2,930
	Reduce Property Loss and Destruction [Fire Rescue]	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Average Number of CO Inspections per Inspector	Jun '24		115.00	118.00	1,400.00	1,400.00
				Certificate of Occupancy Inspections Completed	Jun '24		1,590	1,500	18,000	18,500
				Fire Plan Review Process Timeliness	Jun '24		99.19%	100.00%	100.00%	100.00%
				Fire Plans Reviewed	Jun '24		1,966	1,750	21,000	22,500
				Life Safety Inspections Completed (Reflects Monthly)	Jun '24		4,586	5,668	68,000	68,000
				Number of residents receiving risk reduction or fire and life safety education.	Jun '24		3,345	9,000	108,000	108,000
Structure Fire False Alarms	Jun '24		1,414	1,333	16,000	16,000				

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
	Units in Service [Fire Rescue]	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Number of Frontline Rescue Units	'24 FQ3		65	65	65	65
Number of Frontline Suppression Units				'24 FQ3		62	63	63	63	
Number of Specialty Units				'24 FQ3		21	21	21	21	
Learning and Growth	Enhance Quality of Patient Care [Fire Rescue]	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Total Training Hours per ISO Recommendations	Jun '24		29,362	35,325	423,900	423,900
		PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Total Training Hours per ISO Recommendations	Jun '24		29,362	35,325	423,900	423,900

Legend: : Key Initiative : Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Develop and maintain the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to ensure continuity of service.	Complete the design and permitting process for Permanent North Miami Fire-Rescue Station 18	5/9/2024	In Progress			
	Advertise bids and award contract to commence the construction of Ocean Rescue Facility at Crandon Park.	5/9/2024	In Progress			
	Complete the design and permitting process for Florida City Fire-Rescue Station 72	5/9/2024	In Progress			
	Design, procure and receive delivery of one (1) High Reach Extendable Turret (HRET) Foam Truck, one (1) Foam Supply Truck and one (1) Firefighting Specific Air Stair as replacement units at MIA	5/9/2024	In Progress			
	Implement a roaming advanced care tower at Crandon and Haulover Parks	5/9/2024	Not Started			
	Obtain Architectural & Engineering (A&E) services to design permanent Eureka Fire-Rescue Station 71	5/9/2024	In Progress			
	Procure a 55-foot Fire Boat to use as a dedicated training vessel for large-scale events within the South Florida region	5/9/2024	Complete			
	Replace 17 Damaged Lifeguard Towers at Haulover Beach & Repair 13 Towers at Crandon Park Beach (Special Ops/Procurement)	5/9/2024	In Progress			
	Transition from PFAS (per- and polyfluoroalkyl substances) containing Aqueous film-forming foam (AFFF) to MILSPEC fluorine-free F3 foam	5/9/2024	In Progress			
Enhance Communications w/ an emphasis on disseminating timely & accurate information to internal & external stakeholders through the most effective methods.	Establish a Local Incident Communicators Roster (LICR), consisting of local agency Public Information Officers (PIOs)	5/9/2024	Complete			
Enhance departmental resilience in a fiscally responsible and transparent manner through programs and initiatives.	Develop 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	5/9/2024	In Progress			
	Implement the Mayor's Initiative on Values-Based Procurement.	5/9/2024	Complete			
Ensure MDRF 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.	Implement a mobile HazMat lab	5/9/2024	In Progress			
	Research, develop, procure and distribute fire and ballistic Personal Protective Equipment (PPE), tools, and equipment to Operations personnel.	5/9/2024	In Progress			
	Complete the Mass Casualty Attack Training (MCAT) for all Operations personnel	5/9/2024	In Progress			
	Establish an outreach program for high school and Miami-Dade College students to fill dispatcher positions.	5/9/2024	In Progress			
	Reinstate a Pediatric Advanced Life Support (PALS) training program	5/9/2024	In Progress			
	Complete the FAA Part 139 triennial full-scale exercise	5/9/2024	Not Started			
Meet or exceed stakeholders' critical service delivery goals; nationally accepted consensus standards; local, state, or federal laws & regulations; County goals & objectives; & nationally accepted accreditation, ratings, industry best practices.	Revise and enhance Chapter 14 - Fire Prevention of the Miami-Dade County Code	5/9/2024	In Progress			
	Become fully operational in the Cardiac Arrest Registry to Enhance Survival (CARES) network	5/9/2024	In Progress			
	Implement a mobile food truck/vehicle inspection program.	5/9/2024	In Progress			
	Prepare for MDRF's 2025 Accreditation evaluation	5/9/2024	In Progress			
	Deliver Fire Station Mental Health Check-ins	5/9/2024	In Progress			
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	Develop and implement training modules focused on customer service, and accident and injury reduction	5/9/2024	In Progress			

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
partnership, and foster an inclusive working environment.	Implement Autism Recognition and Response for Fire and Emergency Medical Services and Yoga and Mindfulness Training for MDFR personnel.	5/9/2024	In Progress			
Provide excellent, efficient, customer-focused services responsive to current & future needs of the community while working w/stakeholders, agencies, organizations & service delivery partners in providing essential fire-rescue services.	Implement telemedicine for alternative 911 treatment options and for Community Paramedic service	5/9/2024	In Progress			
	Construction of Dolphin Fire Rescue Station 68	5/9/2024	Complete			
	Establish temporary Eureka Fire-Rescue Station 71	5/9/2024	In Progress			
	Expand and improve radio interoperability amongst adjacent fire departments, police agencies, and other key federal, state, and local agencies	5/9/2024	In Progress			
	Expand the MDFR Community Paramedic program	5/9/2024	In Progress			
	Implement CAD-to-CAD connectivity.	5/9/2024	In Progress			
	Implement a countywide drone program	5/9/2024	In Progress			
	Implement new Computer Aided Dispatch (CAD) System	5/9/2024	In Progress			
	Place three (3) new units in service (FY24)	5/7/2024	In Progress			
	Place three (3) new units in service (FY25)	5/9/2024	In Progress			
	Reduce community risk through prevention services while improving emergency and disaster preparedness.	Produce and curate content targeting a young demographic (kids, teens) through a kids-based social media platform	5/9/2024	In Progress		
Complete and/or update a pre-incident plan for each 302 facility that contains extremely hazardous materials		5/9/2024	Complete			
Develop and implement a fire extinguisher training and evacuation drill program for Assisted Living Facilities		5/9/2024	In Progress			
Develop and implement a fraud prevention presentation for seniors		5/9/2024	In Progress			
Develop and implement an evacuation drill program for occupants residing in buildings over 30 years old and three stories or taller		5/9/2024	In Progress			
Implement a school literacy program with MDFR Firefighters reading to preschool children ages 3-5		5/9/2024	In Progress			
Provide Health Emergency Life Program (HELP) training program attendance opportunities to all County departments		5/9/2024	In Progress			
Support and implement the County's SPLASH initiative		5/9/2024	In Progress			

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.