

FIRE

Department Mission/Purpose Statement

We are a team of dedicated professionals whose mission is to provide our residents and visitors with the highest level of safety and security through the delivery of fire suppression, emergency medical services, disaster response, ocean rescue, fire prevention, and public education programs.

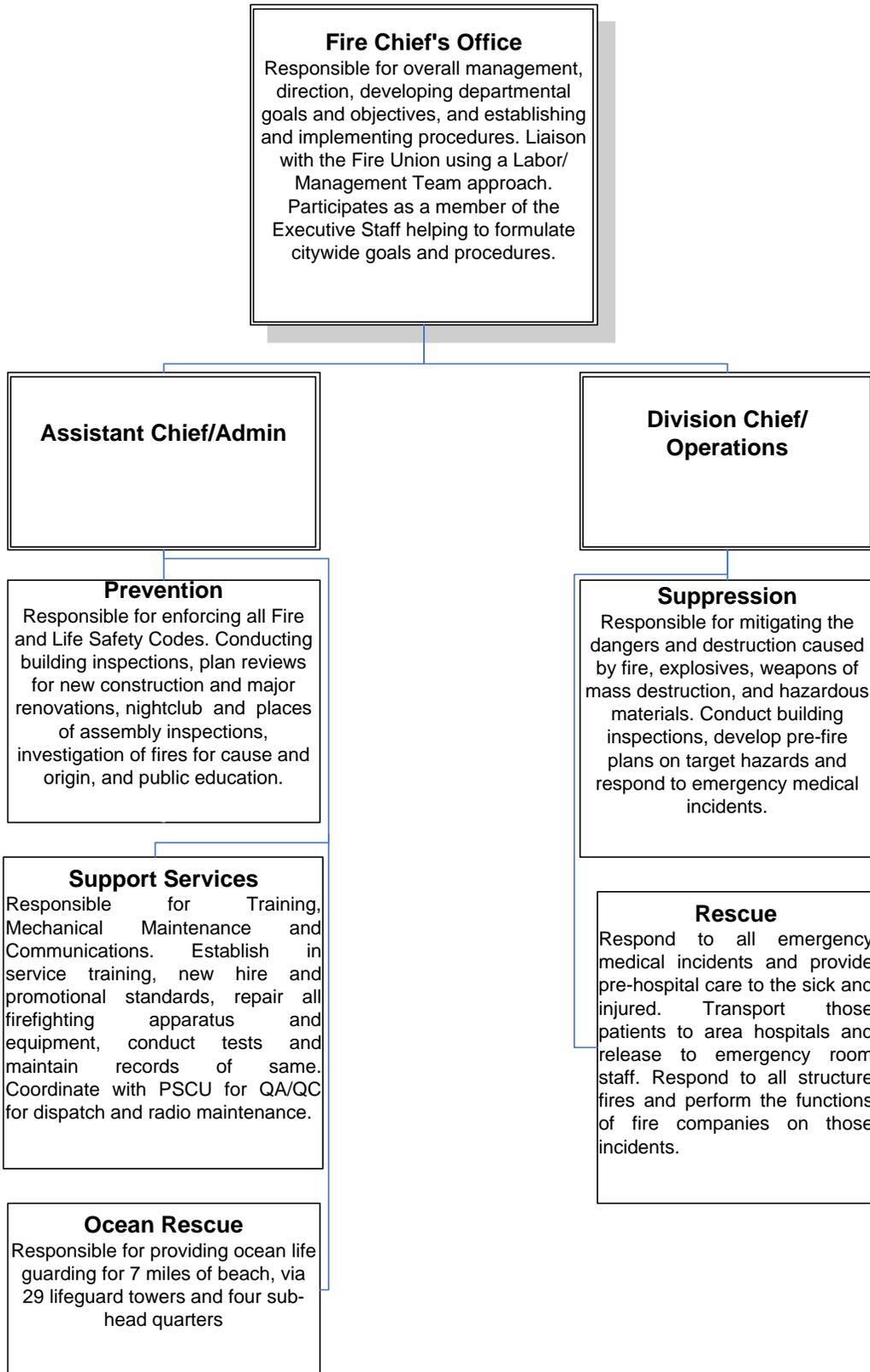
Department Description

The Fire Administration Section ensures a constant state of mission readiness through the efforts of the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division and the Ocean Rescue Division.

Rapid and effective emergency services are provided to the community from four fire stations that are placed to allow a call dispatched to the arrival of first due unit within four minutes for medical and fire emergencies and within eight minutes for additional units. Fire Administration and Support Services provide service from their own facilities. Ocean Rescue provides services from one headquarter and three sub-headquarter facilities that coordinate the preventive and rescue efforts of twenty nine lifeguard towers located to cover all publically accessible beaches.

Significant Historical Events which continue to impact the Fire Department:

- Fire Department established in 1917.
- Rescue Division established in October of 1966 – signified paradigm shift from fire protection only to Fire and Emergency Medical Rescue Service.
- Multiple large scale fires in the 1980's responsible for expansion and modernization of Fire Prevention Division.
- City of Miami Beach recognized as second highest concentration of high-rise buildings per capita in the world as of September of 2003 (fourth as of 2010).
- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004.
- Threat of Weapons of Mass Destruction or (WMD), terrorism and natural disaster plus responsibility for responding to confined space, ocean rescues, elevated victim rescue and hazardous materials incidents have transformed the “Fire Department” into an “All Hazards” Department.
- Minimum Staffing ordinance passed in February 2003, requiring 44 Firefighters to be on duty at all times.
- Fire Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004 and Re-Accreditation in August of 2009.
- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007.
- Implemented National Fire Incident Reporting System (NFIRS) in 2009.
- Implemented Fire Department reorganization in October 2012.



Significant Prior Accomplishments

Administration

- Continued constant efforts to maintain international accreditation through the Commission on Fire Accreditation International (CFAI) and #1 rating on a 1 to 10 scale from the Insurance Services Office (ISO).
- Continued implementation of new Computer Aided Dispatch, Fire and EMS electronic reporting and records management, electronic reports for city vehicle accidents, and electronic reporting of employee injuries, accidents, and exposure to chemical or biological hazards.
- Implemented department wide ability to conduct web and teleconferencing to decrease the need to move operational units out of their assigned zones for meetings and training sessions.

Suppression Division

- Department placed into service 14 Mobile Data Terminals (MDT's) that were installed in our primary emergency response vehicles. These MDT's are laptop computers that will provide instant access to information, including fire hydrants and GIS water distribution system throughout the City. These units also supply our field units with real time dispatch information, call-taker notes and updates which allow the department to reduce radio communications during emergency incidents which help reduce response time. Coupled with the City's wireless network, these MDT's will be a considerable enhancement to our field operational capability.
- In early June the Fire Department participated in a tabletop, full scale intra-agency exercise designed to bring together various emergency response organizations who would respond to a multi-casualty incident at the construction of the new port tunnel located at Watson Island. The exercise illustrated the complexity of the coordination required between local, state and federal agencies.
- Responded to 22,263 calls for service (2.2% increase from previous year) including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues and public service calls.
- **Provided on duty response personnel to assist with delivery of citizen's academy, CERT, and CPR training for friends and family and dispatch personnel.**
- Developed intra-agency agreement for Presidential and Dignitary visits to the City of Miami Beach.
- Conducted promotional examinations for the Fire Captain and Fire Lieutenant positions.
- Installation of new alerting system and implementation of back-up notification plan.
- Implementation of Fire Department Reorganization.

Rescue Division

- Reviewed 100% of Patient Care Records for Quality Assurance Program.
- Responded to 16,980 calls, transported 7,719 patients, and generated \$1.378 million dollars in Rescue Transport Revenue.
- Recertified Pediatric Advanced Life Support licenses for 95 personnel.
- Continued stroke data collection consortium with all area hospitals and fire departments to improve countywide patient care.
- Solicited physicians qualified to publish data collected on STEMI alerts by area hospitals and fire departments.
- Complied with the Florida Department of Health's Emergency Medical Services Training and Reporting System (EMSTARS) and National Emergency Medical Services Information System (NEMSIS) requirements for patient care data capture and submission. Electronic files transmitted monthly.
- Achieved 99% protocol certified paramedics.
- Continued regular Q&A meetings with medical director oversight.

Fire Prevention Division

- Completed necessary plan reviews and inspections for the successful openings of many projects, in particular: the Royal Palm Hotel and first robotic garage.
- Reorganized to add a Chief Fire Protection Analyst to supervise plan review section.
- Coordinated with Miami-Dade County – Emergency Management Office to deliver CERT training to residents.

Support Services Division

- Replaced 2 Front-Line Rescues, 2 Pierce Fire Engines and 1 Air/Light Truck. Developed new operating guidelines for the manning and operation of the new Air/Light Truck.
- Increased ISO rating through better records management and implementation of online records and training program.
- Developed Curriculum for Officer Development Program. Continued to train personnel in use of large diameter hose, appliances and tactics to accomplish strategic goals, to include Mutual Aid training for inter-agency compatibility.
- Reached 100% compliance for mandatory National Incident Management System (**NIMS**) Requirements. Provided training for all New Command Staff to National Incident Management System (**NIMS**) 300/400 level.

- Purchased and placed into service new Self Contained Breathing Apparatus to meet the most current national Fire Protection Association Standards.
- Completed research and began to replace current turn out gear with lighter weight gear.
- Researched and developed new Water Surface Rescue Operating Guidelines and purchased more efficient equipment.
- Continued the development of the Emergency Vehicle Operation Course (EVOC) training throughout the department to reduce liability while operating an emergency vehicle.
- Trained twenty (24) recruits for expected vacancies.
- Implemented new purchasing and inventory procedures to reduce waste and cut costs.

Ocean Rescue Division

- Protected over 12,000,000 visitors with only one drowning death (rip current) during duty hours near lifeguard towers and 1 drowning after-hours.
- Lifeguards rescued 291 drowning victims from Rip Currents and completed 239,765 preventive actions.
- Treated over 26,947 minor first aids, 157 major medicals and reunited 1,344 lost persons with their family members.
- Supervised yearly re-certification training and physical requirements which are held every 6 months.
- Began investigating the usage of Electronic Report Writing with the goal of cutting down on unnecessary use of paper and increasing data management and analysis capabilities.
- Ocean Rescue Division earned a United States Lifesaving Association (USLA) Agency certification.
- Ocean Rescue had a total of 168,222 enforcements of State/Local Laws and environmental concerns.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Increase community satisfaction with City government	KPI: % rating overall quality of fire as excellent or good												<ul style="list-style-type: none"> Procure an outside contract to improve Quality Assurance/ Quality Control and identify consistency issues in the Fire Prevention Bureau Implement a program that allows the Fire Department personnel (sworn) to train citizens, city employees and local businesses (excluding medical providers) in CPR/AED
	Residents	96%		96%			97%			91%		90%	
	Businesses	85%		96%			95%			93%		90%	
	KPI: % rating overall quality of Emergency Medical Response as excellent or good												
	Residents	90%		91%			96%			89%		90%	
	Businesses	81%		93%			93%			93%		90%	
	KPI: % rating overall quality of emergency/ hurricane preparedness as excellent or good												
	Residents	91%		84%			92%			83%		90%	
	Businesses	89%		81%			91%			86%		90%	
	KPI: % rating overall quality of Ocean Rescue as excellent or good												
	Residents	95%		92%			95%			86%		90%	
	Businesses	74%		93%			95%			88%		90%	
	% of full assignment arrivals from time of call to emergency fires scenes reached within 8 minutes	87%	89.7%	96.5%	99.3%	91.9%	TBD	TBD	TBD	90%	90%		
	% of emergency EMS call arrivals within 5 minutes from time of call	96.4%	90.6%	82.8%	70%		TBD	TBD	TBD	90%	90%		
	% of beach covered by existing lifeguard towers adjacent to publicly accessible areas	76%	82%	100%	100%	100%	100%	100%	100%	100%	100%		
	% of high rise buildings inspected yearly	25%	38%	32%	33%	34%	30%	52%	8%	100%	100%		
	% of buildings (excluding low-rise multi-residential) inspected yearly	33%	33%	36%	42%	12%	21%	32%	18%	100%	100%		
	% of low-rise multi-residential buildings inspected yearly	69%	87%	97%	98%	75%	75%	74%	6%	100%	100%		
	# of nightclubs and restaurants inspected during night inspection program	2,978	2,664	3,254	3,340	2,969	4,352	3,718	1,957	3,000	3,000		
	# of special events plans reviewed	225	272	333	380	216	186	263	92	300	300		
Total % of building fire calls with total response time less than or equal to 9 minutes						100%		54%	100%	90%			

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Increase community satisfaction with city government (continued)	# of Fire Deaths Yearly	0	0	0	0	0	0	0	0	0	0	0	
Improve building development related processes	Drop Off % of plans reviewed within turnaround time target by Fire Department												<ul style="list-style-type: none"> Develop tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field Evaluate Integration of Fire Prevention into Building Department activities/space with goal of improved customer service Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system
	Multi-Family				43.7%	74.3%	86.6%	91.2%	85%	90%	90%		
	Commercial				32.8%	74.8%	84%	85.4%	TBD	90%	90%		
	Total # of drop-off plan reviews conducted by Fire												
	Multi-Family				135	173	345	560	629				
	Commercial				56	128	227	143	188				
	Average Drop -Off: Turnaround Time for Plan Review												
	Multi-family				24.5 days	15.4 days	6 days	11.2 days	3.5 days	35 days	35 days		
	Commercial				21 days	13 days	9.8 days	7.7 days	6.9 days	35 days	35 days		
Control costs of payroll including salary and fringes/ Minimize Taxes/ Ensure Expenditure Trends are Sustainable over the long Term	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> Pursue pilot implementation of weekend staffing schedule for Fire Fighters with additional staffing to reduce overtime
Maximize efficient delivery of services	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> Offer quarterly emergency management team section training Prepare a resident re-entry plan for after emergency events Initiate partnerships with the business community to both encourage the creation of business continuity plans and better involve the business community in disaster mitigation, preparation, response and recovery

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		FY 04/05	FY 05/06	FY 11/12	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Improve the City's overall financial health and maintain overall bond rating	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> • Prepare a Disaster Recovery Plan • Prepare a Post Disaster Redevelopment Plan
Expand e-government	Supports Measures on Citywide Scorecard												<ul style="list-style-type: none"> • Implement online training and records management system to improve operational efficiency, maintain compliance with accreditation, ISO rating, and state certification
Improve process through information technology	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> • Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> ▪ Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system ▪ Improved plans management and tracking system for the plan review process ▪ Mechanism to obtain feedback from customers using Citizen Access portal ▪ Payment Kiosk for Code Compliance Division ▪ Portable printers for inspectors involved in Building development process and Code Enforcement officers • Improve operational efficiency in the Fire Department by implementing an online training and records management system

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TBD - To Be Determined

Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Annual Fire Inspections	\$ 383,807	\$ 445,163	\$ 445,000	\$ 454,000
Fire Plan Review	\$ 848,214	\$ 1,195,289	\$ 1,300,000	\$ 1,516,000
Enhanced Fire Inspection	\$ 83,486	\$ 105,936	\$ 100,000	\$ 182,000
Hydrant Flow tests	\$ 74,863	\$ 82,494	\$ 80,000	\$ 80,000
Fire Code Violations	\$ 45,047	\$ 7,124	\$ 40,000	\$ 123,000
FF Education Supplement	\$ 79,215	\$ 44,071	\$ 86,000	\$ 115,000
Fire Rescue Transports	\$ 1,558,888	\$ 1,614,672	\$ 1,792,000	\$ 1,507,000
Off-Duty Administration	\$ 64,026	\$ 91,802	\$ 70,000	\$ 106,000
Overcrowding Fines	\$ 16,600	\$ 9,600	\$ 10,000	\$ 31,000
Fire Training and Technology	\$ 20,388	\$ 12,948	\$ 24,000	\$ 15,000
TOTAL	\$ 3,174,534	\$ 3,609,100	\$ 3,947,000	\$ 4,129,000

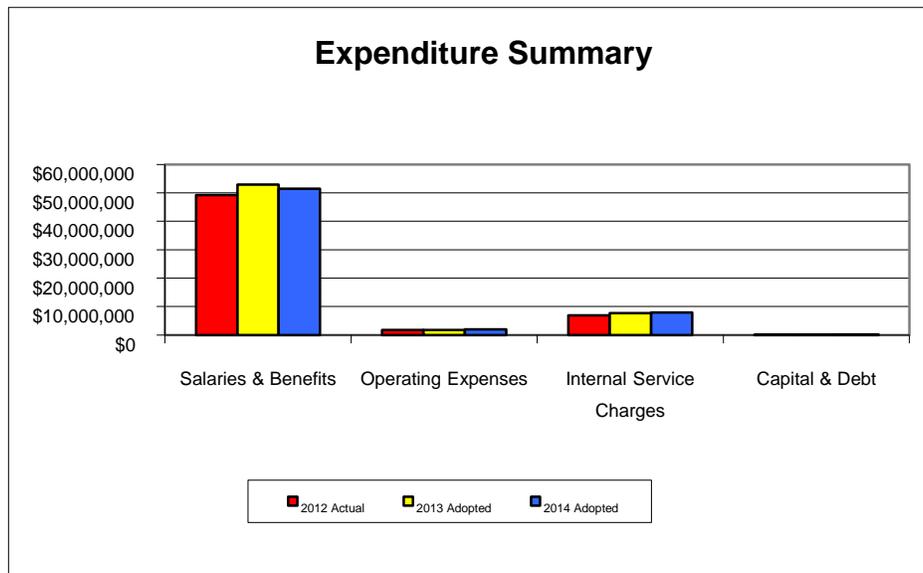
Expenditure Area

Salaries & Benefits	\$47,722,052	\$49,175,263	\$ 52,875,985	\$ 51,487,000
Operating Expenses	1,622,286	1,739,806	1,715,202	2,013,000
Internal Service Charges	6,555,837	6,965,410	7,641,202	7,879,000
Capital & Debt	3,898	62,040	9,611	202,000
TOTAL	\$55,904,073	\$57,942,519	\$ 62,242,000	\$ 61,581,000

Budgeted Positions

Fire	227 + 0 PT	227 + 0 PT	227 + 0 PT	227 + 0 PT
Ocean Rescue	76 + 48 PT	76 + 48 PT	76 + 48 PT	76 + 48 PT
Total Budgeted Positions**	303 + 48 PT			

****The position count for Fire Suppression does not include three (3) Fire Firefighter I positions, for weekend shift as part of a pilot program to reduce overtime, although salaries are included in the department's budget**



Suppression

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$23,381,775	\$24,181,192	\$ 25,230,245	\$ 22,408,000
Operating Expenses	540,332	527,144	474,243	560,000
Internal Service Charges	2,416,269	2,842,757	3,137,502	3,339,000
Capital	3,513	995	-	-
TOTAL	\$26,341,889	\$27,552,088	\$ 28,841,990	\$ 26,307,000
Budgeted Positions	118	117		115

Rescue

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$13,740,661	\$13,975,595	\$ 16,102,107	\$ 16,025,000
Operating Expenses	405,041	444,436	452,944	559,000
Internal Service Charges	1,432,563	1,723,081	1,648,500	1,886,000
Capital	-	30,954	4,713	-
TOTAL	\$15,578,265	\$16,174,066	\$ 18,208,264	\$ 18,470,000
Budgeted Positions	76	77		78

Prevention

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 2,449,521	\$ 2,344,837	\$ 2,634,063	\$ 3,003,000
Operating Expenses	62,495	65,536	86,911	89,000
Internal Service Charges	525,055	504,856	526,023	554,000
Capital	0	0	0	57,000
TOTAL	\$ 3,037,072	\$ 2,915,229	\$ 3,246,997	\$ 3,703,000
Budgeted Positions	22	22		23

Support

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 1,564,966	\$ 1,880,923	\$ 1,996,555	\$ 2,155,000
Operating Expenses	533,989	632,319	605,145	667,000
Internal Service Charges	233,765	247,565	263,836	272,000
Capital	385	30,091	1,398	140,000
TOTAL	\$ 2,333,105	\$ 2,790,898	\$ 2,866,934	\$ 3,234,000
Budgeted Positions	11	11		11

Ocean Rescue

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 6,585,129	\$ 6,792,716	\$ 6,913,015	\$ 7,896,000
Operating Expenses	80,428	70,370	95,959	138,000
Internal Service Charges	1,948,185	1,647,151	2,065,341	1,828,000
Capital	0	0	3,500	5,000
TOTAL	\$ 8,613,742	\$ 8,510,238	\$ 9,077,815	\$ 9,867,000
Budgeted Positions	76+ 48 PT	76+ 48 PT		76+ 48 PT

Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees and 5% step increases for members not at the maximum of their range in the FOP and IAFF bargaining units. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net decrease of \$(2,150,928) or (12%) from last year in City contributions to the pension plan. Pension decreases are primarily driven by pension reform in the Fire pension plan.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$297,798 or (17%). This is primarily due to increases in professional services, electricity, rent, building and equipment, contract maintenance, repairs and maintenance, other operating expenses, training and awards, and other contractual services, based on the past two years of actual expenses.
- The FY 2013/14 budget includes an efficiency reduction of (\$19,000) due to the elimination of Executive Planning Days payout, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end. The budget also includes a (\$73,000) reduction due to re-scoping the Municipal Wi-Fi project to deliver a quality, high speed Wi-Fi signal to select facilities/areas rather than the slow and intermittent connections citywide.