



**Department Name:** Fire Department

**Fiscal Year:** 2012/13

**Date Prepared/Updated:** 09-07-2012

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### **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 received to the arrival of first due unit within 240 seconds for medical emergencies and within 480 seconds for fire emergencies. The 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.

A major effort of the Fire Department is to maintain a results-oriented agency. Constant improvement and maximum efficiency and service are pursued through the following anticipated accomplishments in FY 2012/13.

- Continue efforts to fine tune our ability to gather data electronically with an emphasis on reducing duplicate data entry, facilitating data access, and improving the reliability and security of data collection.
- Monitor feedback results from city surveys, internal service shoppers, department quality assurance programs and citizen complaints or suggestions to help improve customer service.
- Reduce the resources currently allocated to performance measuring and reporting, risk analysis, risk management and standard of cover while improving the quality of data collection and analysis. Having implemented a new computer aided dispatch, fire and emergency medical incident reporting and other records management systems, efforts will be implemented to redefine performance measures and whenever possible automate reports through database interfaces.
- Measure and compare departmental outcomes against those same performance measures and outcomes reported in the Florida Benchmarking Consortium.
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews with emphasis on reducing costs, managing risk and liability and increasing efficiency and job satisfaction of our employees.



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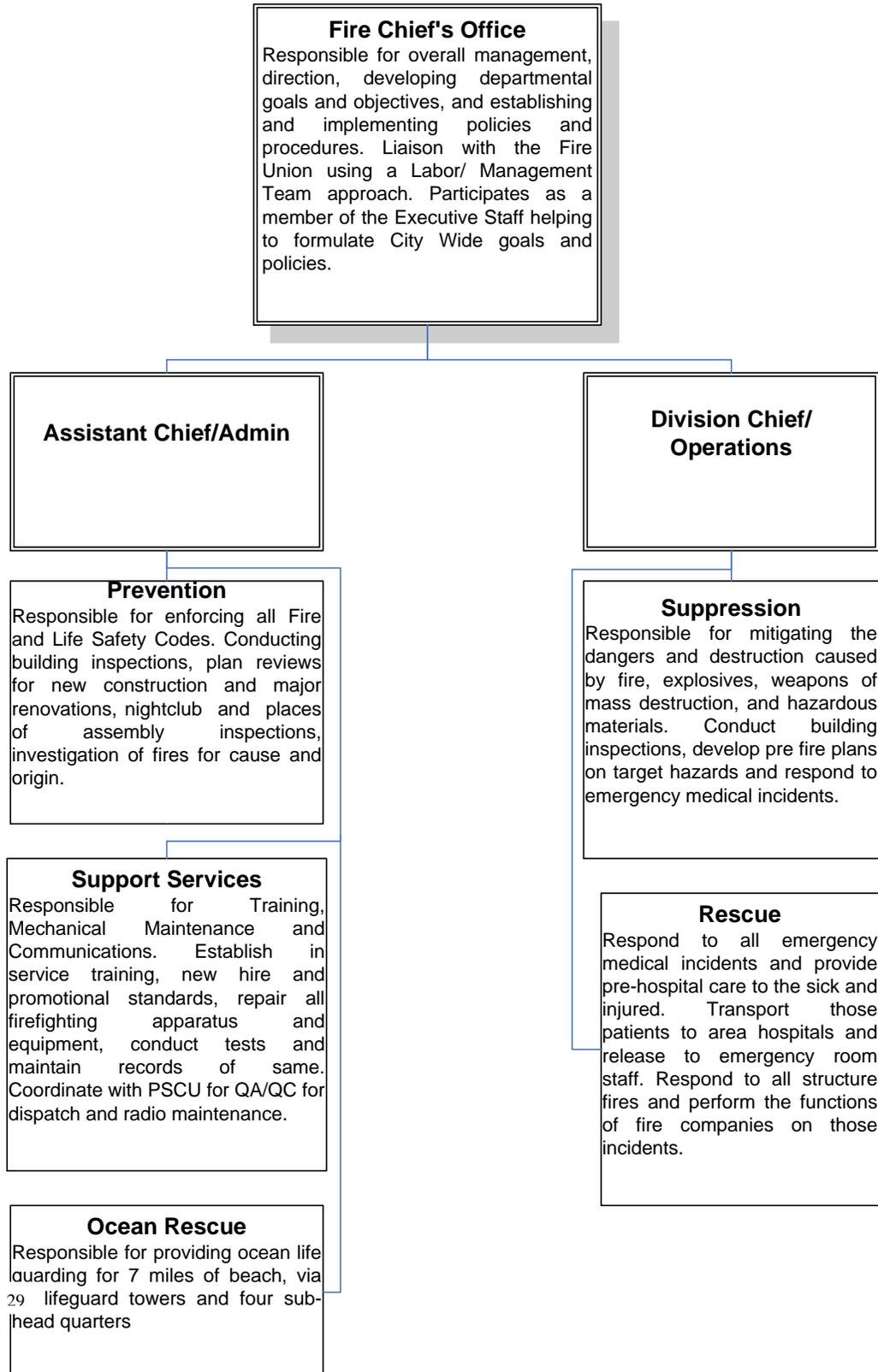
### **Significant Historical Events which continue to impact the Fire Department:**

- 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 ISO in December of 2007.
- Implement National Fire Incident Reporting System (NFIRS) in 2009.
- Implemented Fire Department reorganization in October 2012.

See attached Table of Organization



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### **Fiscal Environment:**

The Fire Department is supported primarily from the General Fund. Revenue sources within the general fund generated through activities of the Fire Department include:

- Rescue Transports
- Fire Inspection Fee / Annual Fire Permit
- Plan Review Permit fees
- Enhanced Fire Inspection fees
- Other Permits
- Firefighters Supplemental Education Fund
- Off-duty Detail fees
- Life Safety Inspection Citations

### **Business Environment:**

The Fire Department has sole responsibility for providing Fire protection, Emergency Medical Services, Fire Prevention and Life Safety inspections, review and enforcement, ocean life guarding, and beach safety within the City of Miami Beach. To accomplish this, the Fire Department is provided sufficient resources and maintains mutual aid agreements with other local and state fire and emergency agencies as well as the private sector to carry out our mission.

The Fire Department continues to work to establish and maintain cooperative relationships with other city departments and to foster public and private partnerships.



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### **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 and 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 us to reduce radio communications during emergency incidents which help reduce response times. 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.
- Evaluate current staffing, needs and deployment options. Forecast future needs based on demographics and historical response data. Explore response strategy alternatives.
- 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.



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### **Rescue Division**

- Reviewed 100% of Patient Care Records for our Quality Assurance Program.
- Responded to 16,980 calls, transporting 7,719 patients, and generated \$1.378 million dollars in Rescue Transport Revenue.
- Recertified Pediatric Advanced Life Support licenses for 95 personnel.
- Continuing 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 buy 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 are 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 of the Royal Palm Hotel and our first robotic garage.
- Reorganized to add a Chief Fire Protection Analysts to supervise plan review section.
- Coordinate 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. Develop new operating guidelines for the manning and operation of the new Air/Light Truck.
- Increase ISO Rating through better records management and implementation of online records and training program.
- Develop Curriculum for Officer Development Program. Continue 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. Provide 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.
- Research and develop new Water Surface Rescue Operating Guidelines and purchase more stream line and efficient equipment.



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- 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.
- Implement 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 did 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.
- For the first time, the Ocean Rescue Department has become a United States Lifesaving Association (USLA) Certified Agency.
- Ocean Rescue had a total of 168,222 enforcements of State/Local Laws and environmental concerns.
- Secure funding to build a two-story sub-headquarters for Ocean Rescue at the 79<sup>th</sup> Street location to replace deteriorating temporary office.
- Hire Lifeguards to fill existing and expecting vacancies due to resignations and retirements. Resume normal promotional advancements.
- Complete the approved 53<sup>rd</sup> Street sub-headquarters to replace the deteriorating existing building.



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### Future Outlook:

- Given the city's continued increase in population, tourism, special events, traffic, new construction and renovation projects, it is reasonable to anticipate that demand for fire, medical emergency, ocean rescue and fire prevention services will continue to increase. The increased demand in volume is compounded by increased complexity in the delivery of services. The increased volume and complexity of service delivered is not currently matched with equivalent growth of revenue sources. The current national and local economic and political environment will continue to place a higher demand for services while at the same time generating a higher level of scrutiny on the cost, priority and need for specific services. The department leadership and bargaining units' leadership must stay in tune to citizen expectations, cost containment, cost sustainability, and resiliency to meet unexpected challenges.

### Revenues

- Implemented increase of transport fees due to increase in transports fees and adoption of Trip Tix electronic report writing system.
- Flattening or decrease in new construction and refurbishments may result in decreased permit fees, inspection fees, and tax revenues.
- Special events provide economic opportunities for the city; however, they also impose special needs for service delivery and impact negatively on the delivery of services to local residents, businesses and visitors. Constant review of special events and the costs they impose on service delivery must be ongoing to ensure that the city is not adversely impacted by subsidizing an unequal portion of the added burden or vice versa that we do not deter or impede the development of beneficial services and business development with prohibitive fees. The current fee schedule is very conservative and should be evaluated for possible increase.



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### Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:  
*Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid*
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:  
*We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community*
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:  
*We maintain the City of Miami Beach as a world-class city.  
We work as a cooperative team of well-trained professionals.  
We serve the public with dignity and respect.  
We conduct the business of the City with honesty, integrity, and dedication.  
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:  
*Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology*
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.

**Initiatives** are undertaken to drive the performance level for a key performance indicator.



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**Citywide Key Intended Outcomes supported by the Department:**

- o Increase community satisfaction with city government
- o Improve the City's overall financial health and maintain overall bond rating

**See Department Performance Plan for additional supporting details**

## Fire Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target	FY 2012/2013 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	12/13			
Increase community satisfaction with city government	KPI: % rating overall quality of fire as excellent or good												<ul style="list-style-type: none"> <li>Procure an outside contract to improve Quality Assurance/ Quality Control and identify consistency issues in the Fire Prevention Bureau</li> </ul>
	Residents	96%		96%		97%				91%			
	Businesses	85%		96%		95%				93%			
	KPI: % rating overall quality of Emergency Medical Response as excellent or good												
	Residents	90%		91%		96%				89%			
	Businesses	81%		93%		93%				93%			
	KPI: % rating overall quality of emergency/ hurricane preparedness as excellent or good												
	Residents	91%		84%		92%				83%			
	Businesses	89%		81%		91%				86%			
	KPI: % rating overall quality of Ocean Rescue as excellent or good												
	Residents	95%		92%		95%				86%			
	Businesses	74%		93%		95%				88%			
	% 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%			
	% of emergency EMS call arrivals within 5 minutes from time of call	96.4%	90.6%	82.8%	70%		TBD	TBD	TBD	90%			
% of beach covered by existing lifeguard towers adjacent to publicly accessible areas	76%	82%	100%	100%	100%	100%	100%	100%	100%				

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 2012/2013 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		
Increase community satisfaction with city government (continued)	% of high rise buildings inspected yearly	25%	38%	32%	33%	34%		52%	8%	100%		
	% of buildings (excluding low-rise multi-residential) inspected yearly	33%	33%	36%	42%	12%	21%	32%	18%	100%		
	% of low-rise multi-residential buildings inspected yearly	69%	87%	97%	98%			74%	6%	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		
	# of special events plans reviewed	225	272	333	380	216	186	263	92	300		
	Total % of building fire calls with total response time less than or equal to 9 minutes						100%		54%	100%		
	# of Fire Deaths Yearly	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				43.7%	74.3%	86.6%	91.2%	85%	90%	<ul style="list-style-type: none"> <li>Develop Tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field</li> <li>Evaluate Integration of Fire Prevention into building department activities/ space with goal of improved customer service</li> <li>Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system</li> </ul>	
	Multi-Family											
	Commercial				32.8%	74.8%	84%	85.4%	TBD	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			
Commercial				21 days	13 days	9.8 days	7.7 days	6.9 days	35 days			

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TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target	FY 2012/2013 Adopted Initiatives
		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		
Ensure Expenditure Trends are Sustainable over the long Term	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> <li>Continue to analyze layout of lifeguard stands and location to evaluate needs based on utilization rates, time of day, etc. as well as explore alternate schedules, etc.</li> </ul>
Maximize efficient delivery of services												<ul style="list-style-type: none"> <li>Offer quarter emergency management team section training</li> <li>Prepare a resident re-entry plan for after emergency events</li> <li>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</li> </ul>
Control Costs of Payroll including Salary and Fringes	Supports measures on Citywide Scorecard											<ul style="list-style-type: none"> <li>Pursue pilot implementation of weekend staffing schedule with additional staffing to reduce overtime</li> </ul>
Increase community satisfaction with City government												<ul style="list-style-type: none"> <li>Procure an outside contract to improve Quality Assurance/Quality Control and identify consistency issues in the Fire Prevention Bureau</li> </ul>
Improve process through information technology												<ul style="list-style-type: none"> <li>Improve technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> <li>Evaluate the tracking, queuing and calling system for the permit application and walk-thru plan review process and the intergration with the new permitting system</li> <li>Portable printers for inspectors involved in Building Development process and Code Enforcement officers</li> <li>Payment Kiosk for Code Compliance division</li> <li>Improved plans management and tracking system for the plan review process</li> <li>Mechanism to obtain feedback from customers using Accela Citizen Access portal</li> </ul> </li> </ul>
Improve the City's overall financial health and maintain overall bond rating												<ul style="list-style-type: none"> <li>Prepare a Disaster Recovery Plan</li> <li>Prepare a Post Disaster Redevelopment Plan</li> </ul>

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TBD - To Be Determined