

FIRE

DEPARTMENT MISSION 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, public education programs and public safety communications.

DEPARTMENT DESCRIPTION

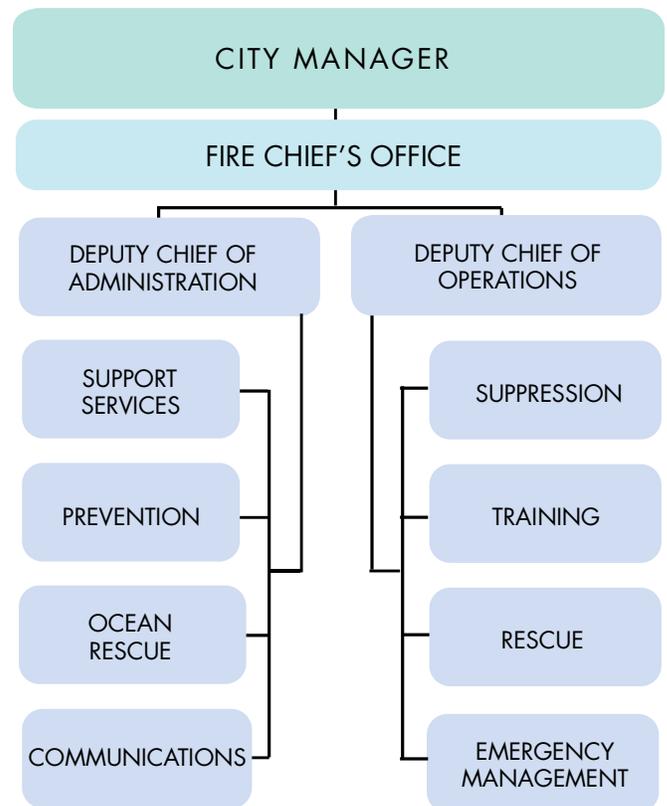
The Fire Administration Section ensures a constant state of mission readiness through the efforts of the Fire Suppression Division, Fire Rescue Division, Fire Prevention Division, Support Services Division, Training Division, Ocean Rescue Division, Public Safety Communications Division, and Emergency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

Rapid and effective emergency services are provided to the community from four fire stations that are strategically located to allow a call dispatched to the arrival of first due unit within four to six minutes for medical and fire emergencies and within eight minutes for additional units. Fire Administration and Support Services provide services from their own facilities. Ocean Rescue provides services from one headquarter and three sub-headquarter facilities that coordinate the preventive and rescue efforts of 36 lifeguard towers located to cover all publically accessible beaches. Emergency Management is run from the Emergency Operations Center at Fire Station #2.

Significant Historical Events:

- Fire Department established in 1920
- 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 and compliance with state and local fire prevention codes responsible for expansion and modernization of the Fire Prevention Division
- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004, which further enhanced the Fire Department's capabilities and training opportunities
- 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
- Achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009, and reaccredited in 2015
- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007 and was renewed in January 2017
- Implemented National Fire Incident Reporting System (NFIRS) in 2009
- Implemented Fire Department reorganization in October 2012 to align its classifications with what is nationally recognized and recommended by the National Fire Protection Association (NFPA) 1710.
- In 2014, the Training Division was added to better address service enhancements and training needs
- ICMA Study of the Fire Department was completed March 2015
- Fire Boat 4 delivered in April 2016 and marine firefighting services commenced in April 2017
- In 2017, received an ISO rating of 105 out of 105.5 possible points
- October 2017, the Department obtained a Certificate of Authorization (COA) from the FAA to fly a drone for public safety use

DEPARTMENT DESCRIPTION CONT'D



FIRE

DEPARTMENT DESCRIPTION CONT'D

- October 2017, the Department incorporated the Public Safety Communications Division (PSCD) under Fire Administration
- October 2018, the Department incorporated Emergency Management as a division under Fire Administration

FISCAL ENVIRONMENT

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

- Rescue transport fees
- Fire Inspection Fee/Annual Fire Permit/Fire Watch Overtime Fees/False Alarm Fees
- Plan review permit fees
- Enhanced fire inspection fees
- Other permits
- Firefighters Supplemental Education Fund
- Off-duty detail fees
- Life Safety Inspection Citations

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

- **Neighborhoods**
 - Provide quick and exceptional fire and emergency response
- **Organizational Innovation**
 - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement



Strategic Plan Actions:

- **COMPLETE** Fire Station 1 within four years of site selection

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **INCREASE** Community Resilience through CERT
- **ROLL-OUT** 5-Step Guide to Innovative Disaster Recovery Financing
- **PRE-PLANNING** for Post-Disaster Toolkit

BUSINESS ENVIRONMENT

The Fire Department has sole responsibility for providing fire protection, emergency medical services, coordinating relief after natural and man-made disasters, public safety communications (911), fire prevention and life safety inspections, review and enforcement, ocean rescue, and beach safety within the City of Miami Beach. To accomplish our mission, the Fire Department is provided sufficient resources and maintains mutual aid agreements with other local, state, and federal fire and emergency agencies, as well as the private sector.

The Fire Department continues to work to establish and maintain cooperative relationships with our residents, elected officials, City administration, and other City departments to foster public and private partnerships.

SIGNIFICANT ACCOMPLISHMENTS

- Continued constant efforts to maintain international accreditation through the CFAI and #1 rating on a 1 to 10 scale from the Insurance Services Office (ISO). Continued enhancements of Computer Aided Dispatch (CAD), 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
- The Public Safety Communications Division (PSCD) was triple accredited by the Accredited Center for Excellence from the International Academy of Emergency Dispatch (Medical, Fire and Police)



- Ocean Rescue was approved for 4 additional positions (two Lifeguard I and two Lifeguard II). These additional positions allow the division to fully staff the new lifeguard tower at 26th street thus reducing overtime by 15%

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Presented approximately 20 Community Emergency Response Team (CERT) classes for residents, hotels, faith-based organizations, condominiums, and City employees
- Implemented the False Alarm Reduction Program in which buildings that have false alarms are being fined to limit the amount of false alarm calls responded to by fire engines
- Completed Commission on Fire Accreditation International (CFAI)/Center for Public Safety Excellence (CPSE) document verification for 2015-2020 and obtained reaccreditation
- Our Plan Review team has an average turnaround time of 5-10 days when the Fire Code allows for a 30-day turnaround time with a total of 11,211 plans reviewed by Fire
- Implemented Health and Safety measures, including policies, and delivered training to members that align with the provisions of the National Fire Protection Association (NFPA) 1851 Cancer Related Risks of Firefighting and NFPA 1500 Critical Incident Stress Debriefing and Post-Traumatic Stress Disorder (PTSD) Training
- The Emergency Medical Services (EMS) Division received the Gold Plus Award from the American Heart Association for its continued excellence in recognizing and treating ST-Elevation Myocardial Infarction (STEMI) within time criterias, meaning there is no higher recognition for this measure
- The EMS Division purchased four (4) Ferno Fully Automated stretchers for its Rescue Division. This was the result of grant monies received from the State of Florida Department of Health and Assistance to Firefighters Grant. These stretchers were placed into service immediately helping to prevent injuries to rescue personnel

CRITICAL SUCCESS FACTORS

- Currently reviewing plans for renovations of Fire Station 1
- Continued Officer Development Training with Target Solutions software
- Work with other fire agencies to enhance marine firefighting capabilities, Hazmat, Technical Rescue Team (TRT), special operations

FUTURE OUTLOOK

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 2021

- Monitor feedback results from city surveys, internal service shoppers, department quality assurance programs and citizen complaints or suggestions to help improve customer service

FUTURE OUTLOOK CONT'D

- 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 employees
- New Public Safety Radio System which will provide multiple decades of service. This P25 system has the latest available technology that allows users to operate well outside the City. It also increases the interoperability capabilities among Federal, State, and Local agencies
- Given the City's continued increase in daily 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. In 2018, via referendum, voters approved significant project developments for the Fire Department, which will assist in keeping abreast of the increased demand for services. Five major projects were approved to include the replacement of Fire Stations 1 and 3, replace the Ocean Rescue sub-station in North Beach, replace the City's aging public safety radio system, and replace the existing marine patrol facility in order to relocate Fire Boat 4 from North Beach to South Beach. Replacement of Fire Station 1 is of the most urgency due to its current condition. Intensive maintenance is required to continue operation of Fire Station 1 as it exists today. This maintenance includes costs that, over time, would exceed the cost of full demolition and reconstruction of all facilities on site. Moreover, existing parking conditions at Fire Station 1 negatively impact the demands of the neighborhood and personnel reporting to work. The existing FEMA Flood elevations indicate that under severe storm events Fire Station 1 would become inaccessible and would prevent emergency assistance to the surrounding Miami Beach community. Further, Fire Station 1 should be replaced to current NFPA standards. The new building should be able to withstand a Category 5 hurricane, other natural disasters, and challenges such as security threats/risks.
- Jointly work with the Human Resources Department, Recruitment Division to coordinate future Fire Firefighter Entry Tests
- Working jointly with the Office of Marketing & Communications to enhance public notification through the MBAlert system
- Coordinating efforts with Human Resources Department to create targeted notification groups among city personnel and increase communication within internal departments through use of MBAlert
- Emergency Management is a strong partner in Resilient305 efforts, which include cooperative initiatives with the City of Miami and Miami-Dade County. Miami Beach leads the way with our CERT coordination and is also involved in the development of a recovery guidebook for other municipalities to use as the region enhances resiliency efforts

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PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2017 Actuals	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Main Vision Area: Neighborhoods					
% of publicly accessible beach areas covered by existing lifeguard towers	100%	100%	100%	100%	100%
% of fire incidents where the first unit arrival is within 240 seconds.	*	90%	90%	90%	90%
% of fire incidents where the turnout time is 60 seconds or less.	*	96%	96%	90%	90%
% of EMS incidents where the turnout time is 60 seconds or less.	*	91%	91%	90%	90%
% of EMS incidents where the first unit is arrival within 240 seconds.	*	90%	90%	90%	90%
NIMS Compliance (DEM)	N/A	96%	100%	100%	100%
NIMS Compliance (First Responders)	N/A	N/A	96%	100%	100%
Continued efforts to maintain an Insurance Services Office (ISO) score of 100.	100%	100%	100%	100%	100%
Continued efforts to maintain international accreditation through the CFAI.	100%	100%	100%	100%	100%
% of fire inspections performed of all existing buildings (excluding single family) in the City to create a fire safe environment for the residents and visitors.	100%	100%	100%	100%	100%
# of presentations on fire and life safety issues.	*	*	68	60	60
% of employees receiving a minimum of 48 hours of training per quarter per ISO and Miami Beach Fire Department requirements	98%	98%	98%	98%	98%
% of employees receiving a minimum of 15 hours of EMS training per quarter.	90%	90%	90%	90%	90%
% of calls dispatch time within 90 seconds for fire calls	*	95%	93%	99%	99%
% of 911 calls answered within 10 seconds.	*	95%	92%	90%	90%

*Indicates measure was not tracked and/or conducted during reporting period

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SUPPRESSION - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	27,169,914	29,045,210	30,486,000	30,178,000
Operating Expenditures	343,834	207,584	309,500	80,000
Internal Services	3,031,000	2,772,000	2,344,000	2,562,000
Capital	0	0	13,000	0
Debt Service	18,000	15,000	15,000	13,000
Total	\$ 30,562,748	\$ 32,039,794	\$ 33,167,500	\$ 32,833,000
Total Budgeted Positions	117.00 + 0 PT	119.00 + 0 PT	119.00 + 0 PT	119.00 + 0 PT

RESCUE - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	22,437,798	24,292,665	25,206,000	25,812,000
Operating Expenditures	634,233	705,556	729,000	513,000
Internal Services	1,508,000	1,470,000	1,737,000	1,883,000
Capital	0	7,738	7,000	7,000
Total	\$ 24,580,031	\$ 26,475,959	\$ 27,679,000	\$ 28,215,000
Total Budgeted Positions	91.00 + 0 PT	95.00 + 0 PT	95.00 + 0 PT	95.00 + 0 PT

PREVENTION - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	3,329,430	3,364,844	3,148,000	3,045,000
Operating Expenditures	56,033	134,259	107,000	126,000
Internal Services	564,000	510,000	689,000	829,000
Total	\$ 3,949,463	\$ 4,009,104	\$ 3,944,000	\$ 4,000,000
Total Budgeted Positions	24.00 + 0 PT	20.00 + 0 PT	19.00 + 0 PT	19.00 + 0 PT

SUPPORT SERVICES - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	1,895,819	1,703,668	1,299,000	1,323,000
Operating Expenditures	932,293	869,960	1,010,000	758,000
Internal Services	310,419	323,627	494,000	530,000
Capital	0	23,201	10,000	10,000
Total	\$ 3,138,531	\$ 2,920,456	\$ 2,813,000	\$ 2,621,000
Total Budgeted Positions	11.00 + 0 PT	7.00 + 0 PT	7.00 + 0 PT	7.00 + 0 PT

TRAINING - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	580,666	599,910	602,000	631,000
Operating Expenditures	84,529	51,610	63,000	52,000
Internal Services	11,000	79,000	245,000	247,000
Total	\$ 676,195	\$ 730,520	\$ 910,000	\$ 930,000
Total Budgeted Positions	2.00 + 0 PT	2.00 + 0 PT	2.00 + 0 PT	2.00 + 0 PT

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OCEAN RESCUE - GENERAL FUND

Expenditure Area	FY 2018	FY 2019	FY 2020	FY 2021
	Actual	Actual	Adopted	Adopted
Salaries & Benefits	10,057,021	10,383,686	11,175,500	11,743,500
Operating Expenditures	143,213	202,126	176,000	105,000
Internal Services	1,545,000	1,883,077	1,730,000	1,426,000
Total	\$ 11,745,234	\$ 12,468,889	\$ 13,081,500	\$ 13,274,500

Total Budgeted Positions **91.00 + 47 PT** **91.00 + 47 PT** **91.00 + 47 PT** **95.00 + 47 PT**

PUBLIC SAFETY COMMUNICATIONS UNIT - GENERAL FUND

Expenditure Area	FY 2018	FY 2019	FY 2020	FY 2021
	Actual	Actual	Adopted	Adopted
Salaries & Benefits	6,476,118	6,289,098	6,739,000	7,055,000
Operating Expenditures	847,657	463,668	337,000	259,500
Internal Services	344,508	801,760	745,000	877,000
Total	\$ 7,668,283	\$ 7,554,526	\$ 7,821,000	\$ 8,191,500

Total Budgeted Positions **66.00 + 0 PT** **66.00 + 0 PT** **66.00 + 0 PT** **66.00 + 0 PT**

EMERGENCY MANAGEMENT - GENERAL FUND

Expenditure Area	FY 2018	FY 2019	FY 2020	FY 2021
	Actual	Actual	Adopted	Adopted
Salaries & Benefits	1,195,265	1,022,115	926,000	850,000
Operating Expenditures	1,695,776	324,544	173,000	103,000
Internal Services	171,000	209,000	132,000	153,000
Capital	10,609	0	0	0
Total	\$ 3,072,650	\$ 1,555,659	\$ 1,231,000	\$ 1,106,000

Total Budgeted Positions **9.00 + 0 PT** **8.00 + 0 PT** **7.00 + 0 PT** **6.00 + 0 PT**



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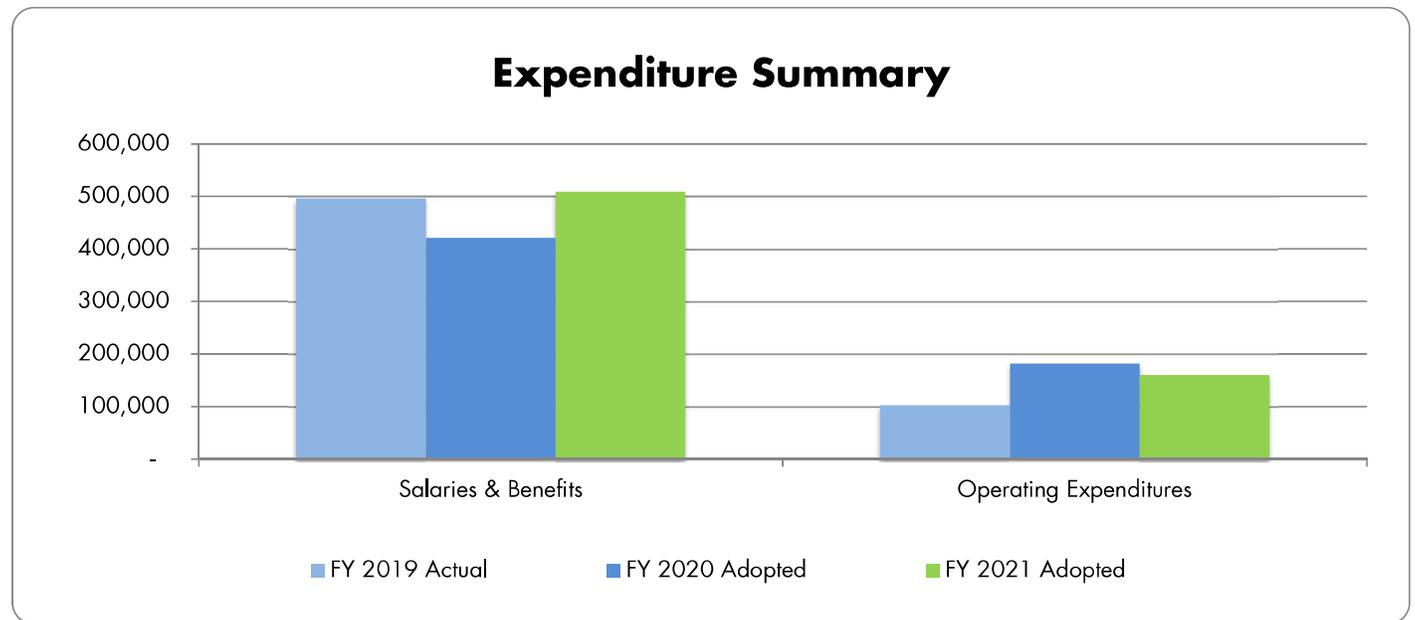
DEPARTMENT FINANCIAL SUMMARY - E-911

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Utility Tax - E911 Non Wireless	48,607	26,084	24,000	36,000
Utility Tax - E911 Wireless Prepaid	122,079	145,008	158,000	135,000
Utility Tax - E911 Wireless	312,178	438,450	421,000	453,000
Fund Balance/Retained Earnings	0	0	0	45,000
Total	\$ 482,864	\$ 609,543	\$ 603,000	\$ 669,000

Expenditure Area	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	355,000	496,000	421,000
Operating Expenditures	111,869	102,469	182,000
Total	\$ 466,869	\$ 598,469	\$ 603,000

Revenue Less Expenditures \$ 15,995 \$ 11,074 \$ 0 \$ 0

Total Budgeted Positions 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT



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BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments are increases in employee-related costs including a one percent cost of living adjustment effective April 1, 2021 for all groups, except AFSCME (1.0% COLA effective July 1, 2021), GSA (1.0% COLA effective October 1, 2020), and CWA (2.0% COLA effective October 1, 2020), as well as a maximum of three percent merit increase for employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. A five percent increase in the City's premiums for health insurance for all employees is also included, except for members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which includes an eight percent increase in the City's premium. These increases were, however, largely offset by the COVID-19 balancing plan reductions allocated across all departments that include furloughs for all bargaining units based on a tiered approach, a citywide freeze on all non-essential expenditures and training and travel, and a citywide hiring freeze.

General Fund

- Personnel services expenditures increased by \$1,056,000 or 1.3%. This is primarily due to increases in salaries and wages totaling \$1,639,000 resulting from applicable cost of living adjustments and merit increases budgeted in FY 2021, as well as \$1,132,000 in other personnel services expenditures, which include projected increases for additional premium pays, health and life insurance, holiday pay overtime, and pension. These increases are being partially offset by decreases of \$1,716,000 in pension debt and overtime.
- Operating expenditures decreased by \$908,000, or 31.3%. This is primarily due to the \$1,018,000 in one-time decreases from the COVID-19 balancing plan reductions which are partially offset by a \$69,000 increase in supplies for employee training, education, safety, and technology expenditures eligible to be reimbursed by Fire Training and Technology Funds, a \$32,000 increase for a new public safety radio site lease agreement, and \$8,000 decrease in other miscellaneous department operating expenditures.
- Internal services expenditures increased by \$391,000, or 4.8%, primarily due to an increase in Risk Management services of \$227,000, as well as additional increases in Fleet Management, Information Technology, Property Management, and OIG Funding services totaling \$224,000. These increases were, however, partially offset by a decrease in Central Services of \$60,000.

BUDGET HIGHLIGHTS CONT'D

- Debt service expenditures decreased by \$2,000, or 13.3%, based on the allocation of the projected FY 2021 Ameresco debt service obligation.
- Capital expenditures decreased by \$13,000, or 43.3%, for the department's matching component of potential grants applied for during FY 2021 for equipment.

E-911

- The E-911 Fund increased by \$66,000, or 10.9%, primarily due to a projected increase in the overall funding allocation to the City from the County for emergency 911 services, which are provided by the department's Public Safety Communications Unit (PSCU) and provide additional overtime and contract maintenance services associated with operations of the City's 911 call center.

FY 2021 Efficiencies/Reductions

General Fund

- The FY 2021 operating budget includes a one-time \$329,000 reduction attributed to a reduction in lifeguard hours during non-peak times, thereby limiting the use of the Ocean Rescue boat to weekends and special events.
- The department's operating budget also includes a reduction of operating expenditures based on the projected renegotiated contract savings of the City's body camera agreement of \$1,000.
- As part of the COVID-19 balancing plan, the FY 2021 reductions also include a one-time reduction of \$1,018,000, which is comprised of \$536,000 for furloughs for all bargaining units based on a tiered approach, \$249,000 for non-essential expenditures, \$70,000 for non-essential training and travel, and \$163,000 related to the citywide hiring freeze.