

## 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, Training Division and the Ocean Rescue Division.

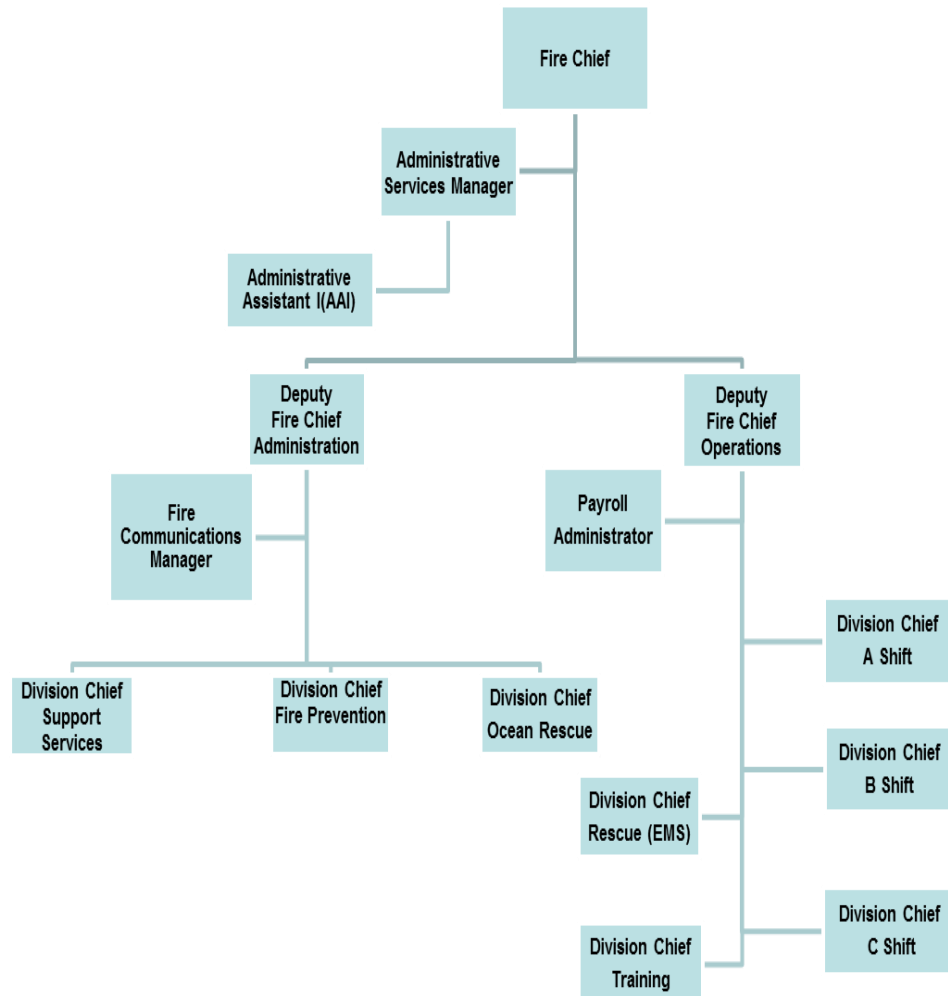
Rapid and effective emergency services are provided to the community from four fire stations that are placed to allow a call dispatched to the arrival of first due unit within four to six minutes for medical and fire emergencies and within eight minutes for additional units. Fire Administration and Support 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 35 lifeguard towers located to cover all publically accessible beaches.

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

- 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.
- 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, 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.
- Fire Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009 and reaccredited in March 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.
- 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 expected to commence in April 2017.

See below Table of Organization.



**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

**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 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 Prior Accomplishments:**Administration

- Completed Annual Compliance Report for 2016 to the accrediting agency CFAI.
- 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.

- Received an ISO rating of 105 out of 105.5 possible points.

#### Suppression Division

- In January of 2016, volunteer members of the Miami Beach Fire Department Light Technical Rescue Team (LTRT 752) part of Florida's Urban Search and Rescue Team (FLUSAR) participated in the "Drone Drill Exercise"; a multijurisdictional exercise with FEMA's Urban Search and Rescue's Florida Task Force 2 as well as Florida State University Drone Pilots to practice Search and Rescue techniques.
- Collaborated with the City of Miami to provide Fire and EMS services to the east end of the Venetian Islands while bridge construction closed access for the City of Miami Beach from the east side resulting in a full scale exercise (FSE) described below named "Operation Venetian Rescue 2" to test plans and response.
- In February of 2016, the department conducted an exercise titled "Operation Heatshield" designed to practice first responder deployment of the Rescue Task Force (RTF) concept to which employs the coordination of Fire and Police crews in an active shooter scenario. This exercise was conducted on the Coast Guard base and included the, United States Coast Guard members, City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments including Coast Guard members.
- In May, 2016, Miami Beach Fire Department's LTRT 752 participated in a full scale exercise located in Ocala, Florida. The scenario was a tropical storm hurricane had entered the coast of Florida in the area of Tampa worked its way across the state. LTRT-752 performed technical rescue operations, and worked side by side with Regional Hazardous Materials and other state wide Light Technical Rescue Teams.
- On October 1<sup>st</sup>, 2016, instituted a Special Operations Station which encompasses the disciplines of Technical Rescue (see LTRT 752 and FLUSAR above) as well as Hazardous Material Response.
- On October 1<sup>st</sup>, 2016, instituted the Marine Operations Station which gave the city a new Marine operation capability by accepting delivery of Miami Beach's first Fireboat and creating a waterborne firefighting and water rescue team around it.
- October 5-7, 2016 – Deployed two members under the auspices of FEMA's Urban Search and Rescue's Florida Task Force 2 to assist with the response phase of Hurricane Matthew.
- On October 11<sup>th</sup>, the department conducted an exercise titled "Operation Venetian Rescue 2" designed to practice first responder response to the Venetian Islands if ground access was cut off. This exercise included the City of Miami Fire and Police Departments, Miami Dade County air assets

and Public Works, The City of Miami Beach Fire, Police, Emergency Management and volunteers from various city departments. Numerous other agencies with water assets such as Bal Harbor Police also participated.

- Responded to 23,889 calls for service including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues and public service calls.
- Flushed over 1,100 hydrants in the city to test their operation.
- Provided on duty response personnel to assist with delivery of Citizen's Academy, CERT, and CPR training for friends and family and dispatch personnel.
- Continued intra-agency agreement for presidential and dignitary visits to the City of Miami Beach.
- Provided operation plans and personnel for numerous special events and holidays that occur throughout the year such as the Miami Beach Yacht Show, and Memorial Day, Fourth of July, Halloween, and New Year's Eve.
- Sent a speaker to the following conferences:
  - Fire Rescue East to teach Urban Search and Rescue for the first responders.
  - Urban Area Security Initiative (UASI) Conference to feature Miami Beach's multi-disciplinary multi county active shooter exercise named Operation Heatshield
  - Governor's Hurricane Conference to teach Urban Search and Rescue for the first responders.

#### Rescue Division

- Responded to approximately 20,000 emergency medical service calls, transported approximately 9,000 patients and generated \$2.2 million dollars in transport revenue.
- Maintain a comprehensive Quality Assurance program that ensures 100% review of all patient care reports to provide quality improvement in patient care and provide patient outcome feedback to field crews.
- Maintain the American Heart Association Mission: Lifeline EMS GOLD recognition for our commitment to improve the quality of care for STEMI patients.
- Attend the FL Department of Health quarterly EMS Advisory Council meetings to assess any legislative impacts that may affect delivery of emergency medical services on Miami Beach.
- Maintain 100% monthly case reviews of all STEMI and Stroke Alert patients transported to Mt. Sinai Hospital to track patient outcomes and monitor compliance with established best practices.
- Annual recertification of 90 paramedics in Advanced Cardiac Life Support.
- Miami Beach Fire Department holds the Chairman of the EMS Committee position

in the Fire Officers Association of Miami-Dade (FOAMD) that promotes best practices and standard of care in prehospital medicine across Miami-Dade County.

- Active member of the Miami Dade Stroke Consortium that strives to improve patient care to stroke victims in Miami-Dade County.
- Maintain compliance 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 on a monthly basis.
- Conduct monthly Quality Assurance meetings with Medical Director to provide peer patient care report review and provide quality improvement.
- Awarded \$6,304 from the State EMS County Grant to improve the delivery of emergency medical services in the City of Miami Beach.
- Awarded (2) Florida EMS Matching Grants in the amount of \$52.5k to purchase two mechanical CPR devices and a mass casualty incident trailer.
- Expand community outreach with the Pulsepoint Respond smart phone application in the City which aims to improve sudden cardiac arrest outcomes and provide transparency of Fire Department operations.
- Engaged into a collaborative effort with the Miami Beach Police Department and Miami-Dade Police Department Narcotics Bureau to share opioid overdose statistics and combat the opioid epidemic that is affecting Miami-Dade County.
- Delivered Roll Call training to all Miami Beach Police Department shifts about the dangers to law enforcement involved with the opioid epidemic.
- Collaborated with Mount Sinai Hospital to host educational lectures from leading physicians in the field of Emergency Medicine and stroke care.
- Actively participate in the City of Miami Beach's Health Advisory Committee by providing a non-voting member of the Fire Department.
- Delivered CPR recertification training to Emergency Management fire & police dispatchers.
- Provided prehospital trauma life support training to 96 paramedics to improve proficiency in trauma care.
- Participated in the City of Miami Beach's Ciclovía event by setting up a community awareness booth for CPR, AED use, and promote PulsePoint Smartphone App.
- Collaborated with Mount Sinai Hospital to provide them assistance with their STEMI and Stroke accreditation.

#### Fire Prevention Division

- Completed 10,209 plan reviews for new construction and remodeling of business properties.
- Conducted over 44 fire and life safety education trainings.

- Conducted 8,154 new constructions and remodeling inspections.
- Worked with Special Magistrate to ensure compliance and adherence of Fire Safety Codes and processed 202 new cases this year.
- Investigated cause and origin of 17 fire incidents as mandated by the Florida Fire Prevention Code.
- Conducted 3,502 annual inspections, 1,888 re-inspections and 1,095 other inspections. (referrals, New Building Certificate of Use (BCU) and Others)
- An additional 2,048 inspections were conducted by fire company and referred back to fire prevention for follow up and documentation.
- Conducted 214 high rise building inspections (100%).
- Reviewed 99 plans for special events in the City.
- Assigned 1,578 details for special events.
- Conducted 128 water flow and hydrant test for new and existing building construction projects.
- Worked with Building official, Building Department and building trades to expedite plan reviews and inspections.
- Worked with Code Compliance to respond to citizen's complaints and referral's from citizens and combat units to clear 398 complaints.
- Plans Reviews and Fire inspections of the remodeling of the Miami Beach Convention Center are on-going.
- Installed 62 infant car seats.
- The Division acquired its first Arson Detection Device via a grant awarded by FM Global Group.

#### Support Services Division

- Continued our bunker gear replacement schedule, replacing all bunker gear every 10 years.
- Continued efforts with the Capital Improvement Project: restore or build a new fire station 1.
- Installation of new generator fuel storage tanks fire station 3.
- Purchased ladder truck and 3 new rescue vehicles.
- Remodeled and remediated mold existence at fire station 3.
- Purchased 3 new Kawasaki ATV's.
- Purchased new fire command SUV.
- Conducted SCBA Pack annual testing.

#### Training Division

- 22 Firefighter Completed 1 year probationary period.
- Conducted shipboard firefighting training.
- Conducted NFPA Annual Fit Testing Compliance for all firefighters.
- Completed Air Tech Recertification class.

- Completed new Draeger XAM 500 Gas Meter training department wide.
- Completed required NFPA Annual Training.
- Completed required ISO Training.
- Completed Active Shooter Lecture/Practical with MBPD.
- Completed department wide multi-casualty training.
- Completed MCI/Active Shooter Drill.
- Completed Extrication Lecture/Practical.
- Department Wide Elevator Operation–Chief Holgerson.
- Completed Five Alarm Leadership Officer Development (3 Days)–Chief Lasky.
- Completed Department Wide NFIRS Compliance Fire Report Writing.
- Completed Department Wide Engine Company Operations–Chief Holgerson.
- Collaborated with Department Wide EMS Report Writing.

#### Ocean Rescue Division

- Protected over 11,000,000 visitors with only one (1) drowning (rip current) during on-duty hours in guarded areas.
- Lifeguards rescued 162 drowning victims from rip currents and completed 122,963 preventative actions.
- Treated over 10,435 minor first aids, 43 major medicals and reunited 107 lost persons with their family members.
- Supervised yearly re-certification training and physical requirements, which are held every 6 months.
- Ocean Rescue had a total of 80,783 enforcements of State/Local Laws and environmental concerns.

#### **Critical Success Factors:**

- Currently reviewing architectural plans for renovations of Fire Station 1 and addressing parking issues
- Completion of Officer Development Training with newly implemented Target Solutions software
- Obtained \$150,000 from Capital Projects Improvement funds to replace the 79 street Ocean Rescue trailer.
- 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 2017/18.



- 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.
- 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.
- Updating CAD/New World System/Telestaff systems to newer versions.
- 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. 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.
- Jointly work with the Human Resources Department, Recruitment Division to coordinate future Fire Lieutenant and Captain promotional processes.

## 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.
- An ordinance was adopted establishing a fee for false alarm responses. The department completed the RFP process and a vendor was chosen. The City is working with the vendor to complete contracts for the necessary billing to commence.