

FIRE SERVICES



2022 | Quarter 4
PROGRESS REPORT

PRESENTED BY

Kyle Berryhill
Fire Chief



City of PALM COAST

Fire Department

To: Denise Bevan, City Manager
Date: 10/31/2022
Department: Fire Department
Director: Kyle Berryhill, Fire Chief
Reporting Period: 4th Quarter FY 2022

Department Summary

The purpose of Palm Coast Fire Department is to protect the lives, property, and environment of the citizen and visitors of Palm Coast by providing the highest level of service through fire prevention, public education, fire suppression, emergency medical services, and the mitigation of the effects of natural and manmade disasters consistent with the resources and funding available. PCFD's mission is to provide the best service to our community... every time.



During Q4 PCFD responded to 3,461 calls for service with 37 % being fire related. Fire companies ran 1,166 calls in July, 1,140 calls in August, and 1,155 calls in September. In FY 21/22 PCFD responded to 13,290 calls for service with 36 % being fire related. In calendar year 2021 the department responded to 12,981 calls – the continued increase in calls in FY 21/22 demonstrates that dramatic call increases seen during the height of the pandemic are not aberrations and that the increased demand for service is here to stay although the rate of rise has leveled off.

Director's Goal Progress

Goal 1. Continue to be the Coach: Empower employees, foster department leadership, incorporate employee feedback, teamwork activities, training, reinforcement of the department's mission in concert with the organization's mission, communicate policy direction from leadership, cultivate culture while enforcing organizational values, reinforce work-life balance, health and have fun. Goal target is to dedicate a minimum of 10% (8 hours per pay period) to 20% across your department's leadership time to these activities.

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PCFD employees lead teams/initiatives in every facet of department business. These include Emergency Medical Service provision, reporting, and training, Fire training, Driver Engineer training, Equipment purchasing, Bunker Gear, Fire Apparatus design, Fire Station design, Confined Space Rescue, Peer Support Efforts, Chaplaincy, Public Education, Home Inspections, CPR Instruction, Child Passenger Safety, and Mentoring. This year PCFD's succession plan enabled promotions from within the department for two command staff positions and four lieutenant positions as it prepared for a new Fire Chief. Additionally, another five officers were reclassified to a higher level of responsibility (within the same pay grade for 4/5). Chief Forte, Chief Clark, and I taught and graduated another PCFD Leadership Class. Intentional but informal listening sessions continued across the kitchen tables with Chief Forte's *Something to Chew On* program and Chief Berryhill's *Fridays are for Firefighters* program. Each session gave fire crews an opportunity in small groups to bring concerns to senior leadership. Fire crews continue to embrace collaboration across boundaries – training with other stations, shifts, departments, and agencies. Specifically, crews have taken a great step forward in being prepared for a hostile threat event due to training with Sheriff's Officer personnel. Department members are active participants in city-wide teams and now have seats on the LITE, Process Improvement (2), SAP, Green, WHAM, Customer Service, Health and Safety, POP, Parks and Rec, Grant, and Finance teams. In communications with front-line personnel multiple firefighters said that they appreciated the sense of consistency between the way the city at large and the department operate.



Goal 2. Continue to Drive Innovation: Identify two processes that can be improved to minimize budgetary impacts. Our organization strives to innovate and continue to showcase data-driven decision making through trends and targeted level of service performance. Innovation is more than just a means to progress forward. It provides new paths through imagination to create a better tomorrow for our staff and our community by providing a dependable and responsive workforce. Utilize KPIs, case management, GIS, work orders, field service lighting, customer satisfaction surveys, Munis, and other data resources to embrace the challenge.

PCFD began the fiscal year with a transition from **performance measures to KPIs or Key Performance Indicators**. The previous performance measures moved the department into a data-driven mindset and staff hoped to identify KPIs that would place the focus on large parts of the department's mission and be readily



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translated into behaviors for all fire employees. Many of the previous performance measures were no longer ripe issues for the department due to changes in expectations, accomplishing the mission at large, or rolling the



actions into daily activities. The three KPIs were intended to address three things at the forefront for the Palm Coast Fire Department everyday – fire or all-hazard response, medical response, and training employees for the next challenge. Although, some budgetary investments were made and there is ample opportunity for improvement this transition has successfully refocused the department on these three areas.

PCFD's Emergency Medical Service provision, documentation, and training has undergone a reorganization intended to

improve patient outcomes and standardize best practices across shifts, stations, and agencies. In early 2022 after meeting with leadership groups from the Palm Coast, Flagler County, Flagler Beach, Advent Health, and PCFD Medical Direction and as the result of a retirement Palm Coast began a reorganization of its EMS plan. EMS processes have remained largely the same for PCFD since achieving its Advanced Life Support certificate in

2003. The job once performed by a single individual is now being performed through a team approach. The team consists of the Battalion Chief of Training, EMS Administrator, Lead FTO (Field Training Officer), and three shift FTOs. This team coordinates all compliance with federal and state regulations, monitors daily response, performs analysis on system-wide data, and conducts training. Again, PCFD continues to see opportunities for improvement in this area but is encouraged by the progress to date and the inertia associated with this effort.



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Key Performance Indicator Updates:

Department KPI	KPI Goal	Quarter 4 Progress	FY Progress to Date
<i>Contain Fires to the Room of Origin</i>	Contain 75% of structure fire to the room of origin	75%	81%
<i>Achieve Return of Spontaneous Circulation in Cardiac Arrest</i>	Achieve ROSC in 30% of out-of-hospital cardiac arrests	24%	30%
<i>Perform and Execute Succession Planning</i>	Prepare staff to replace the capacity of a fire station by developing 3 LTs, 6 DEs, & 9 FFs	2 ride up LTs 0 new DEs 0 new FFs	2/3 LTs 6/6 DEs 2/9 FFs

KPI 1- Fires Contained to the Room of Origin

Fire departments design response systems to accomplish three incident priorities: life safety, property conservation, and incident stabilization. Containing structure fires to the room of origin is an outcomes-based indicator of PCFD's response system performance in meeting these incident priorities. United States Fire Administration's data indicates that 54% of residential structure fires extend beyond the room of origin and jeopardize the incident priorities. The USFA does not include fires contained to the container of origin, such as an oven or a dryer, so neither does this KPI – however it is worth noting the PCFD contained twelve fires to the container of origin in the FY. Palm Coast Fire Department's KPI of containing 75% of structure fires to the room of origin demonstrates a specific competency that indicates the overall quality of the department's response to fire emergencies. YTD PCFD responded to sixteen structure fires and contained thirteen to the room of origin for a rate of 81%. Crews performed search and rescue "maze" operations at the training tower during the quarter – working on limited visibility movements and navigating obstacles.

KPI 2 – ROSC in Cardiac Arrest

Sudden cardiac arrest occurs when a person's heart stops generating a productive heartbeat. When crews respond to incidences of cardiac arrest and get the heart to begin beating again, known as Return of Spontaneous Circulation

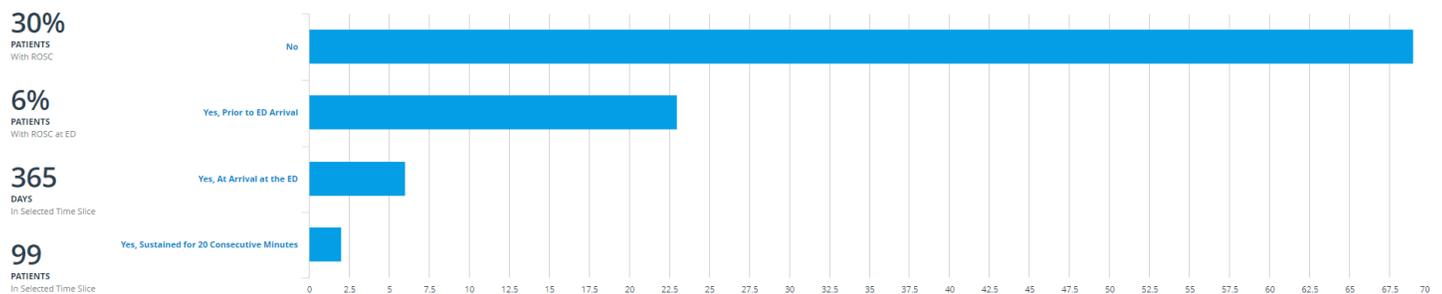
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(ROSC), patients have a chance for survival. ROSC does not equate to long term survival of cardiac arrest but it is the first step in the possible recovery of sudden cardiac arrest. Palm Coast Fire Department's KPI of achieving ROSC in 30% of cardiac arrest patients demonstrates a specific competency that indicates the overall quality of PCFD's emergency medical response. In FY 21/22 crews responded to ninety-nine incidences of cardiac arrest in the field and achieved ROSC during the response twenty-nine times or in 30% of cases. A dip in Q4 ROSC percentage is worth noting and monitoring to focus future training efforts. In June firefighters began publishing a response time scoreboard in stations. While response is always a priority, when crews take ownership and create competition to be the fastest out the door the community wins. Staff continues to look at the relationship between response and ROSC to improve the chances of survival of sudden cardiac arrest. In FY 21/22 thirty career firefighters and one intern participated in cardiac arrest calls that resulted in ROSC.



KPI 3 – Train for Succession

The city continues to see growth in its residents, visitors, businesses, and emergency incidents. In 2021 PCFD responded to 12,981 emergency calls, a year over year increase of 1,878 calls. Planned retirements and meeting the demands of new growth call for the department to actively engage in succession planning. Training employees for their boss' job is not only good business but good for department morale. Palm Coast Fire Department's KPI is to prepare staff for qualifications enabling promotion capacity sufficient to all hiring and promotions to staff one new fire station. To meet the KPI, PCFD must employ three driver engineers meeting the qualification of lieutenant, six firefighters meeting the qualification of driver engineer, and nine volunteer interns meeting the qualification of firefighter/EMT. During the year PCFD promoted five lieutenants, eight driver engineers, and hired eight firefighter interns due to three retirements and one resignation that depleted some of trained candidates. The department did make progress at the officer rank where two new driver engineers met the criteria to ride in the Lieutenant grade and a third is expected to meet criteria during Q1 of FY 22/23. Although Q4 was net down in the



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KPI significant progress was made toward the goal. During FY 21/22 PCFD put significant energy into training to build back the succession capacity. Firefighters and Drivers took PCFD led officer and driver classes such as Building Construction for the Fire Service, Company Officer, Strategy and Tactics for Firefighting I, Fire Service Course Design, Fire Service Course Delivery, Fire Service Hydraulics, and Apparatus Operations among others. Additionally, three firefighters continue to make progress in their paramedic training, two intern candidates look to complete firefighter minimum standards training in the coming months, seven firefighters made progress toward their DE requirements, and three new officer candidates entered the lieutenant mentoring program.

Department Highlights:

During Q4 crews performed facility training at the FCFR John Kepler Training Tower. This training consisted of navigating a “maze” under reduced visibility conditions (blind-folds) in full gear and on air. Crews practiced moving between wall studs, circumventing a wire prop, moving up and down stairs, navigating a low-profile prop, and crawling through a confined space prop while conducting search and rescue techniques. This training is designed to ensure crews are comfortable to face any situation in full gear and reduced visibility and to reinforce search techniques for victims of smoke and fire.

Additionally, crews trained with FCSO personnel on active shooter hostile threat situations. Crews reviewed their ballistic PPE and worked with FCSO SWAT members on strategies for victim removal in an active shooter scenario. Individually, PCFD hosted Hydraulics, Apparatus Operator, Firefighting Strategy and Tactics I, Fire Service Course Design, and multiple specialty courses. These courses are required for firefighters to become drivers and drivers to become officers. Due to these classes seven firefighters are now on track to meet the driver requirement in FY 22/23 and an additional three drivers have entered the Lieutenant mentoring program – putting them on an officer track.



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We recognized Deputy Chief Bradd Clark for completing his fifth year as the chair of the board of IFSTA or International Fire Service Training Association. The mission of IFSTA is to identify areas of need for training materials and foster the development and validation of training materials for the fire service. In Deputy Chief Clark's role as chairperson he served with many of the brightest minds in the fire service. PCFD is honored and proud of the impact DC Clark has made and continues to make to firefighters across the country. Driver Engineer Jeremy Barton was honored with the American Legion First Responder Award. DE Barton is the a part of A-Shift Engine 21, a new ride-up officer, and the driver engineer field training officer. PCFD firefighters recognize Jeremy

both for his excellence at firefighting and EMS but also for his humility and generosity. Jeremy is a huge part of PCFD's best and we are proud of his accomplishments. Finally, Firefighter Brant Gammon completed paramedic school and received his state paramedic patch. Paramedic training is four semesters of full-time college coursework that includes classroom time, hands-on scenario instruction and testing, and clinical time on ambulances and in hospitals. PCFD is incredibly proud of Brant and his accomplishments.

PCFD participated in September's Food Truck Tuesday to raise money for Breast Cancer and in defense of our Fire Truck Pull Championship Belt. Although, we failed to retain the belt this year congratulations to our partners with Flagler County Fire Rescue. The department remembered the victims of September 11th at multiple functions throughout the community and specifically at our 9/11 Memorial Event. Although, weather forced a location change from Heroes Memorial Park to Fire Station 21, PCFD



was able to show appreciation to IAFF Local 4807 for donating a memorial marker for the Survivor Tree. Also,

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during the event, Chief Forte was honored for his many years of leadership and service with the Tunnel to Towers Foundation *Follow the Footsteps Award*. For 32 years Chief Forte has served as a firefighter and officer to Palm Coast and the surrounding areas. His impact to the department and the community has been tremendous and he has taught and mentored most of the firefighters in Flagler County.



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