



PALM COAST FIRE DEPARTMENT

PROGRESS REPORT

Presented by:
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City of PALM COAST

Fire Department

To: Lauren Johnston, City Manager
Date: 10/16 2025
Department: Fire Department
Director: Kyle Berryhill, Fire Chief
Reporting Period: 4th Quarter FY 2025

Department Summary

The Palm Coast Fire Department (PCFD) exists to protect the lives, property, and environment of our citizens and visitors. We fulfill this purpose through fire prevention, public education, fire suppression, emergency medical services, and the mitigation of natural and manmade disasters — always consistent with available resources and funding. Our mission remains clear: *to deliver the best service to our community... every time.*

In FY25, PCFD responded to **17,815 calls for service**, with **76% of those calls being medical in nature**. This represents another all-time high for both fiscal year and rolling 12-month totals, and marks a **7% increase (1,116 calls) over FY24**.

Call distribution continues to show that **four of PCFD's six fire stations are now operating at response levels comparable to the city's historically busiest station**, as identified in the 2020 Fire Station Development Methodology Report. This growth reflects both the City's continued expansion and the 2023 addition of the southern response area, which has now impacted a full fiscal year.

Palm Coast residents' **utilization factor (responses per population)** has grown significantly, rising from **11.3% in 2019 to 16.1% in FY25**. This upward trend was anticipated by Fire Administration as a result of demographic shifts, increased population, and expanded service area.

The primary drivers of this sustained call growth include:

- Expansion of response territory,
- Ongoing population growth within the City
- Demographic changes — particularly the aging population of Palm Coast.



Progress Report



City of PALM COAST

Fire Department

Director's Initiatives

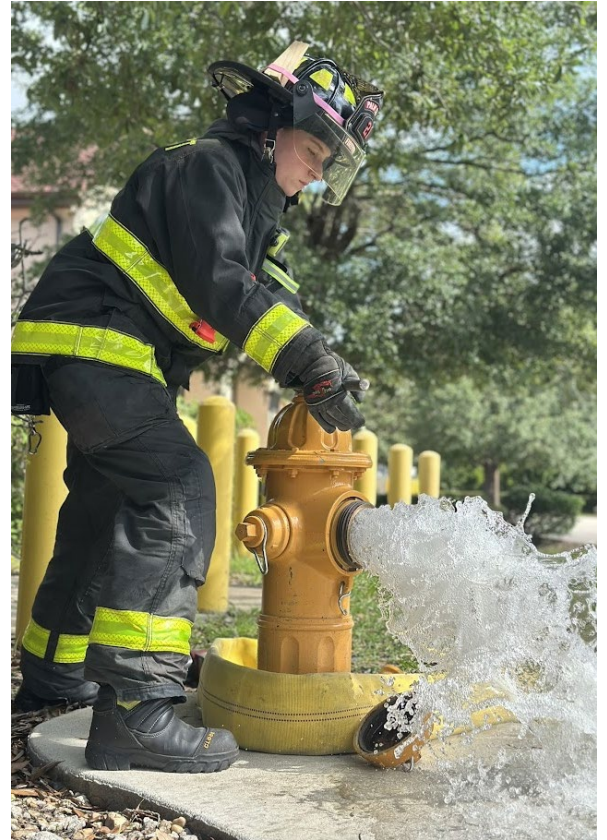
Continue to be the Coach: Empower employees, foster department leadership, incorporate employee feedback, teamwork activities, training, reinforcement of the department's mission in concert with the organization's mission, communicate policy direction from leadership, cultivate culture while enforcing organizational values, reinforce work-life balance, health and have fun.

Employees of the Palm Coast Fire Department continue to lead teams and initiatives in every area of the organization. These efforts include emergency medical service provision, reporting, and training; fire training; driver engineer training; equipment purchasing; bunker gear management; apparatus and station design; confined space rescue; peer support and chaplaincy programs; and a range of community risk reduction activities such as public education, home inspections, CPR instruction, and child passenger safety. In addition, multiple firefighters entered or advanced within the department's mentoring program, which provides structured preparation for future promotions and leadership responsibilities.

A significant emphasis during FY25 was placed on the continued development of the Battalion Chief rank. Fire Administration advanced this effort by meeting with Battalion Chiefs during shift days, assigning and reviewing 10-Year Plan initiatives in partnership with them, and convening the command staff on a monthly basis. These actions were designed to strengthen leadership consistency and ensure alignment with the long-term strategic direction of the department.

Communication remained a central priority throughout the fiscal year. Fire Administration provided twice-weekly "Great Morning" messages to all personnel, reinforcing the mission, shared values, and cultural expectations of the department. In addition, all-PCFD virtual updates were held to bring together both career and volunteer members for organizational updates and dialogue. Fire crews continued to demonstrate strong collaboration by training across stations, shifts, departments, and outside agencies. Leadership also sustained a practice of intentional but informal listening sessions with Lieutenants, Driver Engineers, and Firefighters. These discussions explored the department's vision, training needs, and the proudest moments of personnel during the year, while also providing an opportunity for line crews to share concerns directly with senior leadership. Fire Administration compiled this input into a report and documented the actions taken in response, reinforcing transparency and follow-through.

Feedback from multiple firefighters during these engagements highlighted an appreciation for the consistency of operations between the department and the City as a whole. For FY26, Fire Administration has scheduled biannual PCFD updates, reinstated the "Fridays are for Firefighters" program, and committed to continuing the initiatives established in FY25. Together, these actions demonstrate an ongoing commitment to coaching, communication, and collaboration at every level of the department.



Progress Report



City of PALM COAST

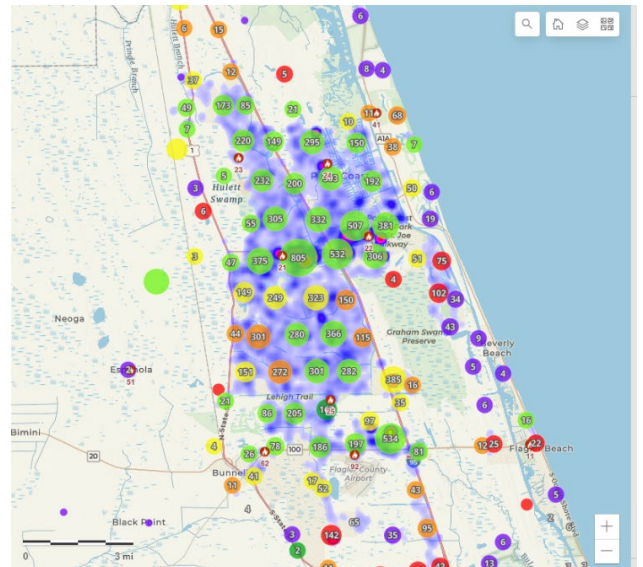
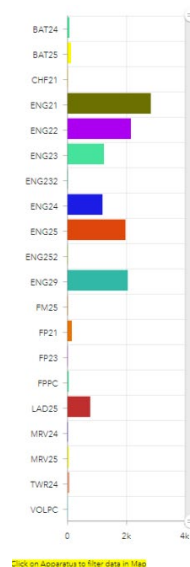
Fire Department

Continue to Drive Innovation: Identify 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.

The Palm Coast Fire Department remains committed to identifying and refining processes that minimize budgetary impacts while maximizing operational effectiveness. Our organization continues to emphasize innovation and data-driven decision-making, utilizing key performance indicators, case management, GIS, work orders, field service lighting, customer satisfaction surveys, Munis, and other analytical tools to guide service delivery. For PCFD, innovation is more than a tool for progress; it is a pathway to creating a stronger, more resilient workforce and ensuring dependable service for the community.

In 2020, the department completed its Ten-Year Plan followed by a growth model that leveraged response data in coordination with GIS technology. This approach provided accessible, visually compelling information to senior leadership, city officials, and stakeholders without a fire service background. Building upon that success, FY25 marked the completion of a project to integrate this type of analysis into an ongoing, sustainable process. Fire staff collaborated with Palm Coast IT, Flagler County Fire Rescue, the Flagler County Sheriff's Office Dispatch Center, and Flagler County IT to ensure that response data and GIS tools are available to decision-makers on a consistent basis. This transition from one-time reporting to a repeatable system represents a significant advancement in operational transparency and strategic planning.

The department's investment in professional development also supported this initiative. In FY23, fire staff attended a national conference focused on maximizing software and analytics platforms, and that expertise, combined with local partnerships, now places PCFD in a strong position to plan for both today's best practices and tomorrow's fire protection needs. One outcome of this work is the implementation of a GIS-based heat map, which allows staff to examine the geographic relationship between call frequency and response time. Version 3.0 of this tool was completed during FY25 and is already being applied to inform departmental recommendations, answer questions from City Council and City Administration, and evaluate system performance as Palm Coast prepares to activate new fire stations. The tool also played a critical role in the City's update to the Fire Impact Fee.



Progress Report



City of PALM COAST

Fire Department

Looking forward, a significant challenge for FY26 will be the nationwide fire service transition to a new information and analytics platform, NERIS. PCFD plans to refine its existing tools in that environment to ensure seamless integration and to position the department to continue driving innovation as new stations come online in the spring.

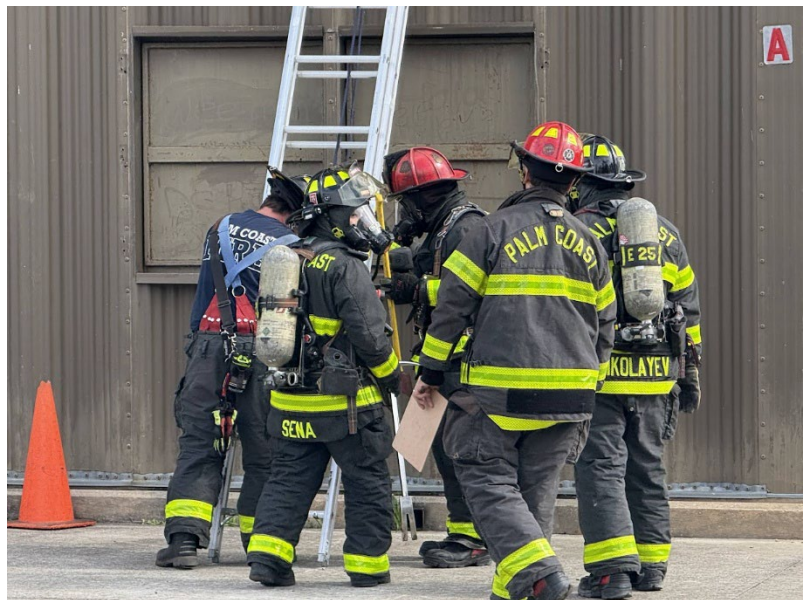


In addition to advancing data tools and analytics, PCFD initiated two new projects in FY25 to further drive innovation and measure value for the community.

The first initiative is the development of a **value tool** designed to quantify the tangible benefits associated with PCFD's actions. While the department has long recognized the life safety and property protection impacts of its mission, there are also measurable financial benefits to residents. City Council and City Administration are already familiar with the advantages of PCFD's ISO rating, which creates both expanded insurance market access and reduced premiums. Anecdotal data suggests that residents who live within five miles of a fire station enjoy three times as many potential insurers and receive an average annual insurance discount exceeding \$1,000. Upon the completion of Fire Station 26, nearly all Palm Coast households will fall within this service radius, representing a potential annual community-wide benefit of more than \$43 million. With construction of Station 26 now underway, Fire Administration has begun the process of tracking these outcomes, and in the coming year will engage residents to document the savings realized from this investment.

The second initiative is the completion of a **comprehensive fleet analysis and capital replacement plan**, which establishes a full-cycle approach to apparatus replacement. This plan ensures that PCFD continues to meet community fire protection needs, align with fire service best practices, and support the fiscal expectations of City Council. Palm Coast already demonstrates strength in fleet management by saving in advance for apparatus purchases rather than financing them. The fleet analysis builds on this foundation, offering a roadmap for sustainable capital planning while also identifying opportunities for service improvements and budget efficiencies. In FY25, Fire Administration identified two vehicles in need of replacement and presented recommendations to Council within the broader framework of this capital strategy.

Together, these initiatives demonstrate how PCFD continues to drive innovation by leveraging data, planning, and measurable outcomes to guide decisions, reduce costs, and maximize the value delivered to Palm Coast residents.



Progress Report



City of PALM COAST

Fire Department

Key Performance Indicator Updates:

KPI 1- Fires Contained to the Room of Origin

Fire departments design response systems to achieve three primary incident priorities: life safety, property conservation, and incident stabilization. One of the most meaningful outcomes-based indicators of system performance is the rate at which structure fires are contained to the room of origin.

Nationally, the United States Fire Administration (USFA) reports that 54% of residential structure fires extend beyond the room of origin, significantly jeopardizing these priorities. The USFA excludes fires contained to the container of origin (such as ovens or dryers), and PCFD applies the same standard. It is worth noting, however, that the department consistently contains container-origin fires as well.

PCFD has established a performance benchmark of containing 75% of structure fires to the room of origin, reflecting the department's commitment to effective fireground operations. In FY25 Q4, PCFD responded to five qualifying structure fires, containing four to the room of origin, for a quarterly rate of 80%. Over the full fiscal year, the department responded to sixteen qualifying structure fires and contained fourteen to the room of origin, achieving an 88% success rate—the highest annual performance since this KPI was first established.

Department KPI	KPI Goal	Quarter 4 Progress	FY 2025
<i>Contain Fires to the Room of Origin</i>	Contain 75% of structure fire to the room of origin	80%	88%
<i>Achieve Return of Spontaneous Circulation in Cardiac Arrest</i>	Achieve ROSC in 30% of out-of-hospital cardiac arrests	47%	37%
<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	1 LTs 2 new DEs 4 new FF recruits	4/3 LTs 2/6 DEs 0/9 FFs

Progress Report



City of PALM COAST

Fire Department

KPI 2 – ROSC in Cardiac Arrest

Sudden cardiac arrest occurs when the heart stops generating a productive heartbeat. When emergency crews are able to restore the heart's function, known as **Return of Spontaneous Circulation (ROSC)**, the patient gains an opportunity for survival. While ROSC does not guarantee long-term recovery, it represents the critical first step in the chain of survival.

PCFD has established a performance benchmark of **achieving ROSC in 30% of cardiac arrest patients**, reflecting a standard of care consistent with national best practices. During Q4 of FY25, PCFD crews responded to **36 cardiac arrest incidents** in the field and achieved ROSC in **13 cases**, resulting in a quarterly rate of **47%**—well above the department's benchmark.

Several quality improvements have influenced ROSC outcomes in recent years. In FY24, PCFD enhanced its response by implementing two key measures: (1) quality assurance review and feedback on all cardiac arrest calls by the Lead Field Training Officer, and (2) new guidance for field personnel on CPR best practices. These adjustments contributed to a significant increase in ROSC events, reaching **41% during one twelve-month period**. However, in FY25 Q2 and Q3, the department experienced two consecutive quarters of lower-than-expected ROSC results.

To address this, Fire Administration directed Battalion Chiefs to respond to every CPR call beginning in Q4, ensuring the highest level of support and oversight at the scene. Following this adjustment, ROSC performance rebounded strongly, with Q4 producing the department's best results of the fiscal year. With few irregularities noted by the Battalion Chiefs, Fire Administration concludes that the earlier declines were aberrations rather than systemic issues.

PCFD remains committed to pursuing the latest evidence-based practices in resuscitation and CPR performance. Through continuous quality improvement and close monitoring of patient outcomes, the department continues to strengthen its emergency medical response and deliver the best possible chance of survival to Palm Coast residents facing cardiac arrest.

received new guidance in FY 24 on CPR best practices. This adjustment previously resulted in a significant increase in ROSC events



Progress Report



City of PALM COAST

Fire Department

KPI 3 – Train for Succession

The City of Palm Coast continues to experience growth in residents, visitors, businesses, and emergency incidents. Planned retirements, combined with the demands of this growth, require the department to actively invest in succession planning. Training employees to be qualified for the next rank is both sound business practice and a source of strength for department morale. PCFD's KPI for succession planning has been to prepare sufficient numbers of staff for promotion capacity to meet the needs of staffing one new fire station. Specifically, the KPI set a goal of maintaining at least three driver engineers qualified as lieutenants, six firefighters qualified as driver engineers, and nine volunteer interns qualified as firefighter/EMTs.



In FY25, the department made measurable progress toward these goals. Twelve new career firefighters joined the department through both external hiring and the intern program. Four firefighters were promoted to driver engineer, and two additional firefighters remain assigned as ride-up drivers. A lieutenant promotional exam in Q2 resulted in two promotions, with three driver engineers still eligible and one firefighter serving as a ride-up lieutenant. The Battalion Chief promotional process yielded one promotion in Q4, with another temporary promotion planned in FY26 Q1 due to a fifteen-month military deployment. Five lieutenants have also been cleared to serve as ride-up Battalion Chiefs. At the same time, the most challenging portion of this KPI—recruitment of new firefighter interns—has not kept pace with expectations. Following the most recent hiring process, there are currently no qualified firefighter interns, a reflection of broader recruitment and retention challenges documented in a recent study by the Florida Fire Chiefs' Association. While PCFD continues to prioritize succession planning through training for firefighters, driver engineers, and lieutenants, as well as facilitating paramedic education for seventeen students (four cleared in FY25 and thirteen more anticipated within two years), Fire Administration has determined that the rapidly changing labor market has rendered this KPI less effective as a public-facing measure. Accordingly, the department recommends retiring this KPI from the annual report while continuing to monitor succession planning and promotional readiness internally.

Progress Report



City of PALM COAST

Fire Department

Department Highlights:

Department Highlights: FY25 Year in Review

The Palm Coast Fire Department proudly concludes Fiscal Year 2025, a year that reflected both the challenges of a growing community and the strength of a dedicated workforce. From major incident responses and professional development to community engagement and capital progress, PCFD continued to deliver on its mission: *to provide the best service to our community... every time.*

Q1 Highlights (October – December 2024)

The fiscal year began with milestone events, strong community outreach, and major storm response.

Significant Emergency Responses

- **Hurricane Milton:** PCFD increased staffing at Stations 25, 21, and 23 to maintain operations during the storm. Although winds never forced crews to stand down, the event temporarily delayed the groundbreaking of Fire Station 26.



Department Milestones

- **Station 26 Groundbreaking:** After years of planning, construction officially began in Seminole Woods, accompanied by the unveiling of a new alligator-themed station logo designed by Firefighter Gunner Pemberton and his sister.
- **Call Volume:** PCFD closed 2024 with **17,227 calls for service**, the busiest year in department history.

Progress Report



City of PALM COAST

Fire Department

Training & Readiness

- **Driver Training:** Annual hands-on driver training at the Flagler County Executive Airport.
- **Live Fire Training:** Firefighters sharpened their skills during live burn evolutions at the John R. Keppler Jr. Memorial Tower.
- **Confined Space Team:** Conducted high-angle rescue scenarios to enhance technical rescue capability.

New Hires & Promotions

- **Driver Engineer Brandon O'Hara** cleared as a lead paramedic after 16 months of training.
- Several new hires advanced from the volunteer intern pipeline, including **Jesus Cordova**, who began as a career firefighter in December.

Recognition & Achievements

- **Firefighter of the Year:** Driver Engineer Katelyn Baller honored by the Flagler–Palm Coast Kiwanis Club.
- **MERV Acquisition:** PCFD received a new Mobile Emergency Response Vehicle (MERV) through a Firehouse Public Safety Foundation grant.

Community Engagement

- **Fire Prevention Week:** Fire Prevention staff reached over **10,000 students** across Palm Coast schools.
- **Hall of Terror:** More than 5,000 residents attended this annual Halloween tradition at Station 21.
- **Operation Green Wreath:** Holiday fire prevention campaign displayed wreaths at all stations, raising awareness of fire safety.
- **Heroes & Helpers:** Annual holiday event brought joy to over 300 children with support from Target of Palm Coast.



Q2 Highlights (January – March 2025)

Progress Report



City of PALM COAST

Fire Department

The second quarter was defined by high-profile emergency responses, new recruits, and lifesaving recognition.

Significant Emergency Responses

- **January 7 – Traffic Incident:** Fire Police Stephen Brooks was struck by a vehicle while setting up traffic control on Seminole Woods Parkway. He was airlifted to Halifax Hospital and continues a strong recovery.
- **Ice Strike:** A resident's home was damaged when a large sheet of ice fell from the sky, prompting coordination with the NTSB and FAA.
- **March 18 – High-Angle Rescue:** Tower 24 and FCSO successfully rescued a suicidal subject at the SR-100/I-95 overpass.
- **March 28 – Matanzas Woods Fire:** Crews encountered heavy fire and smoke; one resident was hospitalized with smoke inhalation, and six pets were lost.

Training & Readiness

- **Confined Space Rescue:** High-angle training at the Water Tower.
- **Driver Engineer Drafting:** Pump operations using lakes, canals, and portable ponds.
- **Orlando Fire Conference:** Hands-on fireground training and tactical lectures.
- **Child Passenger Safety:** Additional personnel certified, strengthening community support.



New Hires & Promotions

- Welcomed Firefighters Andrew Dills, Kylee Burns, Codey Arnold, and Trevor Ranieri, celebrated with a badge-pinning ceremony.
- Six Driver Engineers became eligible for promotion following the Lieutenant Promotional Exam.

Recognition & Achievements

- **Life-Saving Awards:**
 - Lt. Patrick Juliano, Lt. Jeremy Barton, and FF Osvaldo Sene – cardiac arrest save at Holland Park.
 - Lt. Joseph Fajardo, DE Chris Cottle, and Junior FF James Robles – cardiac arrest save at European Village.

Progress Report



City of PALM COAST

Fire Department

- **Military Service:** Lt. Junelle Steward completed Army basic training; DE Joshua Meeker promoted to Sergeant in the Army Reserve.

Community Engagement

- Supported local events including car shows and family fun days, providing fire safety education.
- Community fundraising led by the Knights of Columbus raised **\$38,000** for the **Safe Haven Baby Box** project at Station 25, the first on Florida's east coast.

Junior Firefighters

- Attended the Florida Fire Chiefs Association Winter Games, gaining exposure to statewide fireground skills competitions.

Q3 Highlights (April – June 2025)

The third quarter focused on advocacy, major community programs, notable departures, and youth engagement.

Legislative Advocacy

- Fire Chief Kyle Berryhill and Patrick Juliano represented Coast during Florida Fire Service Day at the Capitol, advocating for Station 26 funding, public safety training support, and water supply protection.

Notable Departures

- Lt. Jeremy Barton, DE Katelyn Baller, Administrative Manager Christy Manna, and BC Jennifer Fiveash each concluded service, leaving lasting contributions to PCFD.



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Promotions & New Hires

- **Lt. Dylan Mulligan** promoted following steady growth from volunteer intern to officer.
- **FF-EMT Connor Marin** and **FF Slade Waits** officially hired after completing the intern program and academy training.

Progress Report



City of PALM COAST

Fire Department



Community Engagement

- **Tunnel to Towers 5K:** PCFD Honor Guard presented colors during the opening ceremony.
- **Light the Night for Fallen Firefighters:** Residents lit homes and landmarks red to honor fallen heroes, including FF/PM Brant Gammon.
- **Firefighter Kids Camps:** June camps provided fun, learning, and inspiration for Palm Coast youth.

Junior Firefighters & Paramedics

- Junior Firefighters competed in the **Firematic Games**,

placing 2nd in the Bucket Brigade and 3rd in the Barrel Push.

- Multiple Volunteer Interns completed fire school, while four firefighters graduated from the Daytona State Paramedic Program.
- Six seniors graduated from the **Junior Firefighter Program**, each receiving an honor cord and helmet shield.

Training & Readiness

- Exercises included vehicle extrication, hose deployment with the Modified Minuteman load, probationary training, and a joint jet ski accident simulation with FCSO.

Significant Emergency Responses

- PCFD managed multiple brush fires, vehicle fires, and a semi-truck fire on I-95, demonstrating interagency coordination and rapid containment.

Q4 Highlights (July – September 2025)

The final quarter of FY25 brought recognition of staff, progress on capital projects, and continued community outreach.

Significant Emergency Responses

- **July 13 – Pine Lake Apartments:** Lightning strike ignited the clubhouse roof; crews contained the fire despite heavy roof deterioration.



City of PALM COAST

Fire Department

- **August 26 – F Section Residential Fire:** Flames from a garage fire extended into the attic but were quickly contained, with no injuries reported.

Training & Readiness

- Driver Engineers trained on pump operations and fire truck placement.
- August featured advanced vehicle extrication training, focusing on anatomy, stabilization, and patient rescue.

Recognition & Promotions

- **FF/PM Osvaldo Sene** cleared as a solo paramedic.
- **Firefighters Caleb Dann and Gunner Pemberton** promoted to **Driver Engineer**
- **Driver Engineer Brandon Davis** promoted to **Lieutenant**.
- **Lt. Patrick Juliano** promoted to **Battalion Chief**.
- Three volunteers—**Nate Dauphin, Logan Jackson, and Adam Thompson**—were hired as probationary firefighters.

Life Saving Awards

- **Engine 21 B** Lt. Junelle Steward, DE Sean McBride, and FF Kylee Burns
- **Engine 29 C** Lt. Anthony Pedersen, DE Anthony Forte, and FF/PM Cameron Sena
- **Engine 29 B** Lt. Daniel Hackney, DE Brandon Davis, and FF Aaron Welsh
- **Engine 24 A** Lt. Robert Ballou, DE Mark Davidson, and FF Zayne Smith
- **Engine 29 B** Lt. Daniel Hackney, DE Brandon Davis, and FF Aaron Welsh
- **Engine 21 C** Lt. Jeff Nunziato, DE Brandon O'Hara, and FF Joshua Gilliam

Unit Commendations

- **March 18, 2025: For successfully rescuing a citizen threatening to jump from the I-95 overpass. Honored crews include**
 - **Engine 29:** Lt. Jeff Poeria, Lt. Patrick Juliano, FF James Allinson
 - **Tower 24:** Robert Ballou, DE Mark Davison, and FF Osvaldo Sene
 - **Battalion 25:** BC Andrew Woolwine



Progress Report



City of PALM COAST

Fire Department

- **January 27, 2025:** For the rescue of a male patient impaled in an excavator claw. Honored crews include:
 - **Engine 21:** Lt. Dan Driscoll, DE Sean McBride, FF Kaylin Kelly
 - **Engine 22:** Lt. Robert Ballou, DE Chris Cottle, FF Osvaldo Sene
 - **Engine 23:** Lt. Jason Wagner, DE Tyler Major, FF Izaiah Lee
 - **Battalion 24:** BC Gary Potter
- **August 11, 2025:** For the daring rescue of a citizen who jumped more than 65 feet from the Palm Coast Parkway bridge.
 - **Engine 22:** Lt. Jason Wagner, DE Anthony Forte, FF Slade Waits, and FF Nathaniel Dauphin

Community Engagement & Remembrance

- **Child Passenger Safety Week:** Residents visited fire stations for car seat inspections and installation checks.
- **September 25:** PCFD honored the memory of Retired Volunteer Captain Joseph Masters for his lifetime of service.

Department & Capital Milestones

- Construction advanced on **Stations 22 and 26**, with major structural progress marked by a topping out ceremony attended by **Palm Coast City Council** and other stakeholders
- PCFD highlighted its **Apparatus Design Team**, which ensures modern, safe, and effective fleet standards.



Closing

FY25 was a year of growth and achievement for Palm Coast Fire Department. From breaking ground on new stations and managing record call volumes to celebrating promotions, honoring excellence, and investing in the next generation of firefighters, PCFD remained steadfast in its mission to deliver the best service to the community every time. As we look ahead to FY26, we remain committed to innovation, professional development, and the values of **Family, Integrity, and Loyalty** that define our department.

Progress Report