

Palm Coast Fire Department



Ten-Year Plan 2020-2029

Gerard Forte
Fire Chief



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LETTER FROM ADMINISTRATION

On behalf of the brave and dedicated members of Palm Coast Fire Department, I would like to thank you for showing an interest in our organization by reviewing our *10-year Strategic Plan*.

Palm Coast Fire Department was founded in 1973 and transformed from a Volunteer Fire Department protecting 125 citizens to a combination paid and volunteer fire department serving nearly 90,000 citizens and many visitors of our beautiful city. Each day, 18 fire personnel and 3 administrative leaders are ready to serve at a moment's notice.

Palm Coast Fire Department enjoys a rich history of volunteers assisting in all aspects of the department, from public education to emergency response to administrative programs. The volunteer groups include volunteer firefighting personnel, who supplement city coverage during times of high call volume, Fire Police volunteers that assist with traffic control and securing scenes of emergency incidents, and Associate members who assist in day-to-day administrative operations.

The Palm Coast Fire Department team proudly provides the finest all-hazards response system that includes fire protection, rescue, paramedic level emergency medical care, and hazardous materials response to our community. As you will see, these team members are dedicated to professional services, preventing emergencies from affecting citizens and visitors, and in building partnerships to serve this over 90 square mile city. In fact, the motto of Palm Coast Fire Department is "*Protecting Our Florida.*"

Our department prides itself in providing innovative solutions to maintain the most cost effective operation. The cornerstones of this system are community outreach and public education. Our programs are successful due to opportunities to engage our community. Our approach is two-fold: to work as hard at preventing emergencies as we do in preparing to handle them and developing partnerships in prevention. Please enjoy reading our planning effort, and provide feedback if you so desire,

Jerry Forte, Fire Chief
City of Palm Coast, Florida

THE BEGINNING



Figure 1: Palm Coast Fire Department original roster (1977)

The forefathers of Palm Coast Fire Department established the foundation the department was built upon, earning our eternal respect and gratitude for their vision and leadership.



HISTORY OF PALM COAST FIRE DEPARTMENT

On April 3, 1973, Palm Coast Volunteer Fire Department began with 36 members, many of which were former firefighters from other parts of the country that settled in the Palm Coast community for retirement. The first station was located on the corner of Clubhouse Drive and Palm Coast Parkway and is still in operation today. International Telephone and Telegraph company, Community Development Corporation. (I.T.T. / C.D.C), the original developer of Palm Coast, purchased the first fire engine in 1974 - a Ford Jaco.

In 1983, the first career firefighter was hired. Six years later, in 1989, a second fire station opened on the west side of Palm Coast. The number of emergency incidents (call volume) increased to a level that required 24-hour staffing to handle the nearly 1,000 calls per year, over a 64 square mile area. Because of increased growth in the north end of the city, the third station opened in 2003 followed by fourth and fifth stations in 2009.

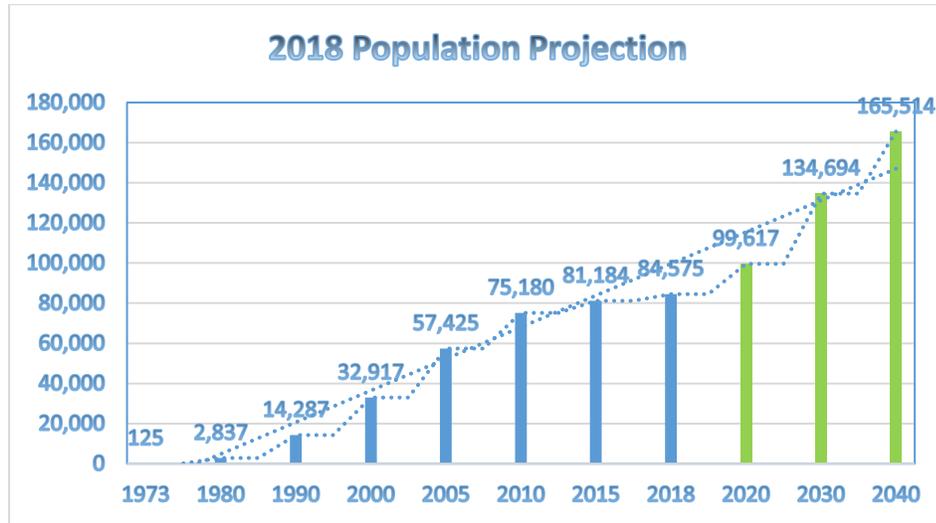
Today, the department handles over 25 calls for service per day and over 10,000 calls per year. The spectrum of emergency responses encompasses fire-related calls, paramedic emergency medical care, rescue of entrapped victims, mitigation of hazardous materials accidents, and emergency management for situations encompassing an “all hazards” response system.

Operating out of five fire stations, the current department membership includes 57 career employees and over 50 volunteers, including Volunteer Firefighters, Firefighter Interns, Fire Police and Associate members. Career members work 24-hour shifts, with 48 hours off. Volunteers respond as needed 24 hours per day and staff three (3) of the five (5) fire stations on an on-call basis. Volunteer firefighters expect to increase their active membership through the Volunteer Intern Program and staff a fourth station by 2021 and the fifth station by 2023

The department’s successes are a direct result of the hard work and dedication of the firefighters - career and volunteers who continue to improve the service delivery system to ensure it works effectively and efficiently. Success is measured both by the department’s achievements over the last 50 years and by the ability of the department to identify and take advantage of emerging opportunities.

EVOLUTION OF PALM COAST

Palm Coast Fire Department has provided fire and emergency medical services to the citizens of Palm Coast since 1973. Over the years, the department experienced exponential growth in the number of citizens served, the area served, number of fire stations, number of firefighters, and complexity of emergency responses.



Following careful planning, creative infrastructure, and a geographical setting paralleled by few areas of the United States, Palm Coast quickly grew to the 33rd largest city in the state of Florida.

Population Change for the Ten Most Populous and Ten Fastest-Growing Metropolitan Statistical Areas: 2000 to 2010

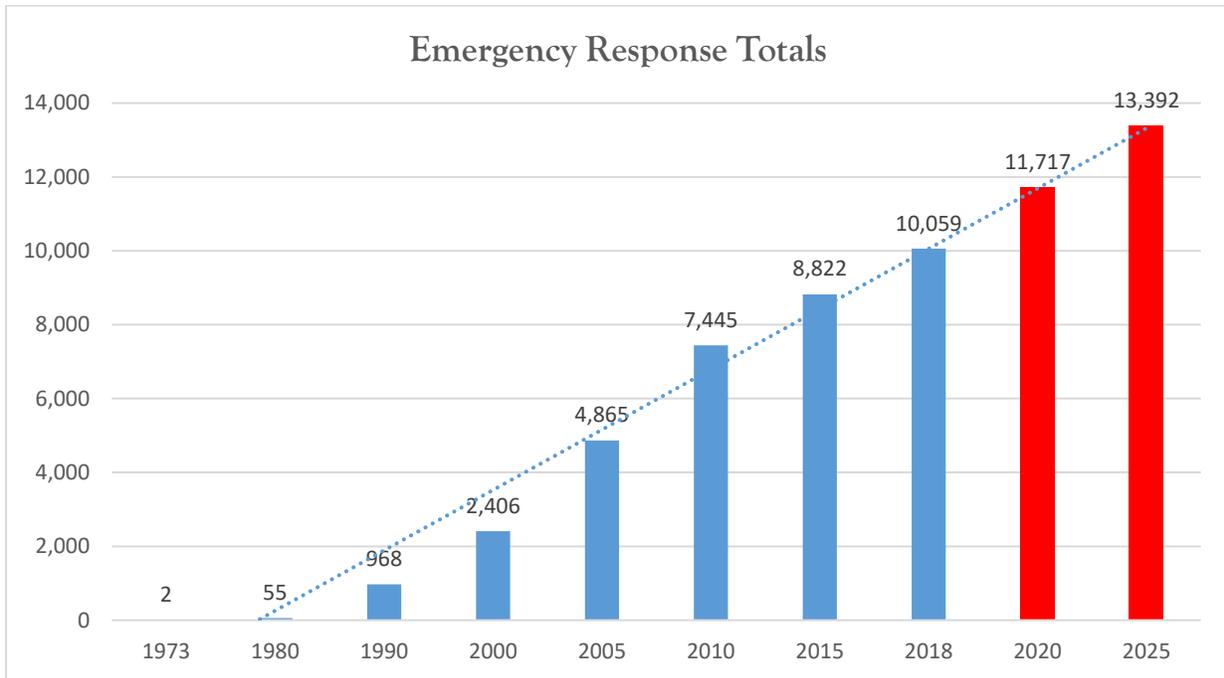
(For information on confidentiality protection, nonsampling error, and definitions, see www.census.gov/prod/cen2010/doc/pl94-171.pdf)

Metropolitan statistical area	Population		Change	
	2000	2010	Number	Percent
MOST POPULOUS				
New York-Northern New Jersey-Long Island, NY-NJ-PA	18,323,002	18,897,109	574,107	3.1
Los Angeles-Long Beach-Santa Ana, CA	12,365,627	12,828,837	463,210	3.7
Chicago-Joliet-Naperville, IL-IN-WI	9,098,316	9,461,105	362,789	4.0
Dallas-Fort Worth-Arlington, TX	5,161,544	6,371,773	1,210,229	23.4
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5,687,147	5,965,343	278,196	4.9
Houston-Sugar Land-Baytown, TX	4,715,407	5,946,800	1,231,393	26.1
Washington-Arlington-Alexandria, DC-VA-MD-WV	4,796,183	5,582,170	785,987	16.4
Miami-Fort Lauderdale-Pompano Beach, FL	5,007,564	5,564,635	557,071	11.1
Atlanta-Sandy Springs-Marietta, GA	4,247,981	5,268,860	1,020,879	24.0
Boston-Cambridge-Quincy, MA-NH	4,391,344	4,552,402	161,058	3.7
FASTEST-GROWING				
Palm Coast, FL	49,832	95,696	45,864	92.0
St. George, UT	90,354	138,115	47,761	52.9
Las Vegas-Paradise, NV	1,375,765	1,951,269	575,504	41.8
Raleigh-Cary, NC	797,071	1,130,490	333,419	41.8
Cape Coral-Fort Myers, FL	440,888	618,754	177,866	40.3
Provo-Orem, UT	376,774	526,810	150,036	39.8
Greeley, CO	180,926	252,825	71,899	39.7
Austin-Round Rock-San Marcos, TX	1,249,763	1,716,289	466,526	37.3
Myrtle Beach-North Myrtle Beach-Conway, SC	196,629	269,291	72,662	37.0
Bend, OR	115,367	157,733	42,366	36.7

Note: The full names of the metropolitan statistical areas are shown in this table; abbreviated versions of the names are shown in the text.
 Source: U.S. Census Bureau, 2010 Census and Census 2000.

EMERGENCY RESPONSE OVER THE YEARS

Like most fire departments, the growth of Palm Coast Fire Department accelerated following catastrophic circumstances: the wildland fires of 1985 and 1998. In spite of especially busy years, the growth in the annualized emergency incident responses is commensurate to population and development growth through the years.



Emergency Response Data

There are various methods to determine the appropriate size of a fire department’s forces, including: crew availability times, response to emergency times, overlapping emergencies, or the community’s fire insurance rating. Each of these methods uses the total number of responses as part of the formula.

To meet effectively the needs of the community, administrators evaluate data for trends in order to determine the effectiveness of the current response plan including fire station locations, staffing levels, and potential growth needs. Administrators make these decisions in concert with City of Palm Coast planners and administrators, and include partnerships with Flagler County Fire Rescue and Flagler Beach Fire Department. From these partnerships, collaborative response plans become reality, which ultimately benefit the citizens who receive joint agency responses.

Training and Development Timeline

1980 - 1988

The minimum hiring requirements for Palm Coast Fire Department were a high school diploma or General Equivalency Diploma (GED), Firefighter minimum standards course, and Emergency Medical Technician (EMT) license.

1988 - 1992

Fire Chief Norman J. Lewis encouraged career employees to obtain Fire Officer classes and education. Administrators encouraged employees to attend the Florida State Fire College in Ocala as a pinnacle in education, especially for training classes in Fire Safety Inspector, Basic Fire Instructor and vehicle extrication classes.

1993 - 1999

Flagler County Civil Defensive Manager removed the Fire Chief from the budget, which proved challenging in the day-to-day supervision of the department. Until hiring a Career Captain in 1996, senior firefighters and leaders of the volunteer service managed day-to-day operations. The majority of all training during this time was either self-taught or in hopes of improving the chances of being hired by another agency. Many firefighters obtained employment in other fire departments within 30 miles of the town.

2000 - 2006

The majority of the department's focus was on the newly formed City of Palm Coast. The department began to provide Advanced Life Support (ALS) services during this time. The U.S. Census Bureau rated Palm Coast as the fastest growing metropolitan statistical area / City from 2000-2010 and City Council goals included reduced response times and higher forms of medical treatment for first response. Twenty (20) employees received specialized Technical Rescue training in confined space rescue, high angle, rope rescue, trench rescue, swift water rescue, and vehicle machinery rescue. During this time, these specialized services required mutual aid assistance from Ormond Beach, Volusia or St John's County fire departments. Fire officer development continued with in-house Fire Officer I training to prepare employees for the addition of fire stations 24 and 25. Formalized promotional assessments for Lieutenant included written essays, interviews, tactical exercises, and role-play scenarios.

Training and Development Timeline

2007 - 2011

Because of the Great Recession, fire administrators faced difficult funding decisions for training and education, forcing priority focus on service delivery. The department scaled back in areas of responsibility of other jurisdictions. PCFD donated swift water rescue equipment to the Flagler Beach Fire Department, who provides beach response and rescue. Trench rescue and water rescue responsibility reverted to Flagler County, who receives funding from State of Florida for a Light Technical Rescue Team. PCFD focused on confined space and rope rescue to support COPC Utility personnel.

Additional improvements to Palm Coast Fire Department include added responsibilities in Fire Officer's job position descriptions in anticipation of numerous senior officer retirements:

- Lieutenants are required to possess an Associate's Degree
- Captains are required to possess a Bachelor's Degree
- Fire Chief and Deputy Chief are required to possess a Master's Degree
- Child Car Seat qualifications were mandated for Lieutenants and above
- National Incident Management System (NIMS) criteria per Florida State Emergency Response Plan (SERP) for all positions
- Set future direction with Florida Fire Officer certification for all positions

Finally, a mentoring program began in order to assist in preparing the next generation of fire officers for Palm Coast Fire Department.

2012 - 2018

Focus continued on the formation of participative decision-making teams. Administrators tasked responsibilities associated with driving and operating fire apparatus to firefighters as a catalyst to form a Driver/Engineer position, eventually filled through competitive examination. Administrators assigned Volunteer Interns to Lieutenants for training and mentoring for transition into the career ranks. Battalion Chiefs were added to the organization to assist in succession planning and reduce overtime costs, with the requirement to attain a Master's Degree for the next promotional process. The mentoring program expanded to the Captain level with the introduction of the Lieutenants collaborating with the Battalion Chiefs to have a better understanding of upper management responsibilities, departmental planning, and day-to-day operations.

MISSION, MANAGEMENT PHILOSOPHY AND VALUES

The foundation of strategic planning, organizational growth, and capital and operational budgeting is reference to the mission of the organization. This cornerstone grounds decisions, but must evolve as necessary. These statements assist in setting the path for the future of Palm Coast Fire Department.

Mission

Deliver the best service to our community...every time.

Management Philosophy

Making our people the priority and empower them to deliver the best service to our community...every time.

We accomplish our mission through:

- Removing obstacles to our employees' success
- Celebrating Character
- Investing in our employees' safety and development
- Valuing all employees' input equally

Values

We will never waiver from our core values:

- Family
- Integrity
- Loyalty
-

PERSONNEL - CAREER STRUCTURE

Those Who Deliver Our Services

Firefighter - perform highly responsible work involving fire prevention and suppression and provides emergency medical services care, and assisting in controlling an emergency.

Paramedic - a superior level of pre-hospital medical licensure, designed to provide pre-hospital advanced life support techniques through autonomous decision making concerning the care of medical and trauma patients.

Driver Engineer - provide safe transport and technical operation of fire apparatus, provide routine maintenance of apparatus and equipment to maintain response-ready mode.

Those Who Lead our Team Members

Lieutenant - direct and supervise emergency response activities of an Engine or Ladder Company, supervise station personnel, ensure timely and safe emergency response, lead emergency response activities, and train assigned personnel to promote proficiency.

Captain - provide command over emergency response units, accountable for facilitating and enforcing departmental policies and procedures, and mentor supervise Lieutenants to become Captains.

Those Who Remove Obstacles for Our Team

Battalion Chief - direct and manage emergency response activities, enforce policies and procedures, and provide leadership for assigned 24-hour shift. Coordinate special events, staff for proper coverage, and develop personnel assigned to their shift.

Deputy Fire Chief - responsible for administratively managing and coordinating all emergency operations, staffing, and resource needs, develops and enforces department policies, and ensures compliance with applicable codes, statutes, regulations, and standards.

Fire Chief - provides direction and leadership for all Department functions, operations, and personnel through supervision and review of activities; works directly with City Manager and department directors for continuity of city services, creates internal teams to assess department operations to achieve goals, and acts as the city's Emergency Manager.

PERSONNEL - VOLUNTEER STRUCTURE

Volunteer Fire Police

Fire police are volunteers who assist PCFD and other state and local emergency services agencies upon request. Primary duties of the fire police include responding to incidents to protect responders and assist with traffic control and diversion. Fire police may also conduct area evacuations, maintain in /out traffic at Haz-Mat decontamination incidents and establish helicopter-landing zones for medical evacuation of critical patients. Other responsibilities include preserving scene integrity for chain of custody for fire investigation, driving apparatus to incidents, public education, and assisting Palm Coast Streets Division for traffic assistance. Most often, Fire Police assist law enforcement agencies with traffic flow around major incidents and crime scenes perimeter control.



Associate Member

Volunteers desiring to serve their community, outside emergency responses serve as Associate members. Associates provide support for PCFD ranging from computer/IT support, public relations, photography, maintenance, community education and administrative functions. Associate members do not participate in any emergency responses nor are they required to attend mandatory operations training. Palm Coast Fire Department relies on the associate members to assist with preparation of the Citizen Academy and Employee Academy as well as assisting with station operations during major activation of the emergency management teams.

Volunteer Firefighter Intern

The purpose of the volunteer firefighter intern program is to begin the education and on-boarding process for prospective career employees. Under the direction and mentoring of a career Lieutenant, Interns begin to develop mastery skills associated with patient care and firefighting. The Intern program includes a number of formal training classes, including Firefighter I and II, and Emergency Medical Technician (EMT). When not in training or school, interns ride for a minimum of 24 hours each month with their mentor. Interns earn points for education, participation in school and riding with their mentor, which contribute to their standing on the hiring list. Interns are the future of the career department.

PALM COAST FIRE DEPARTMENT ORGANIZATIONAL CHART

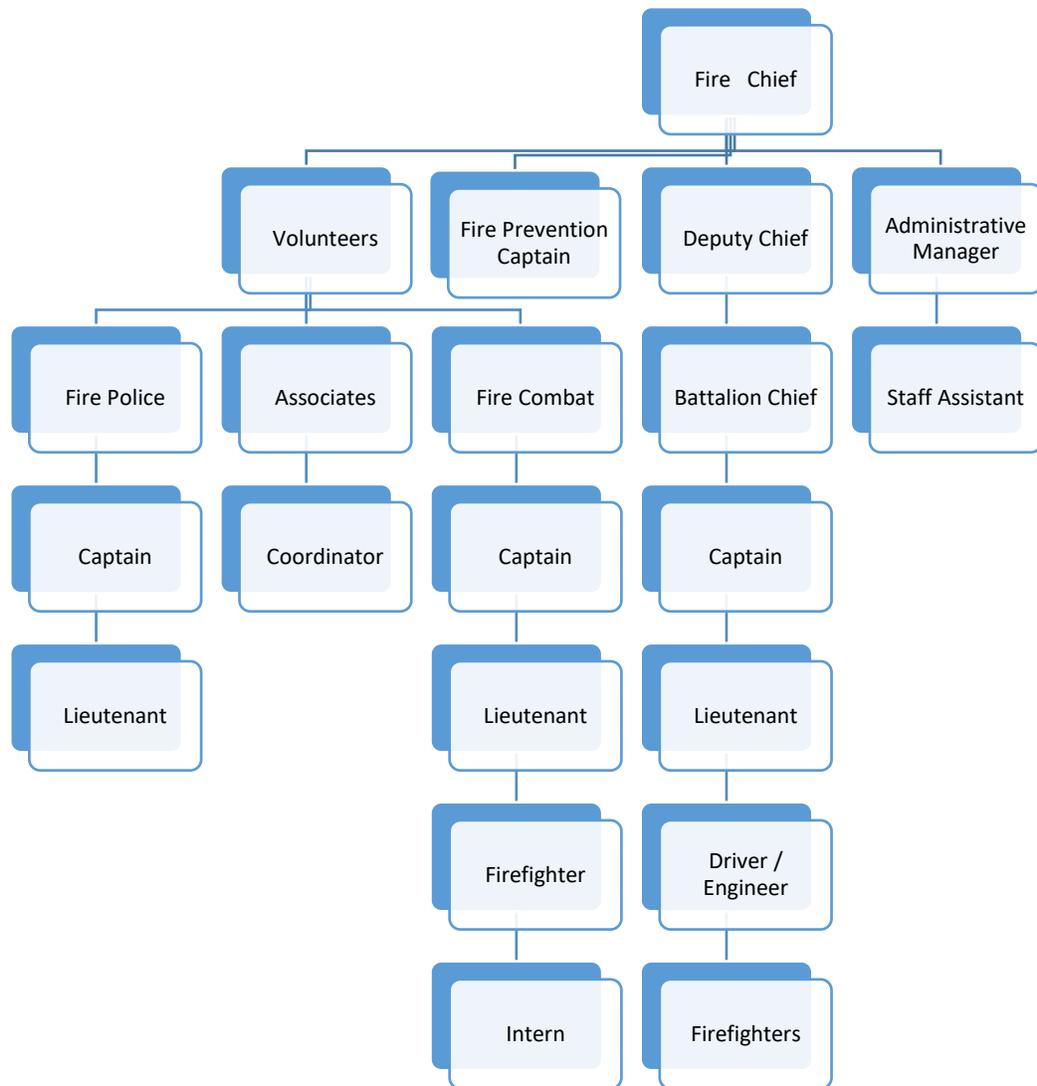
In total, the fire department operates the following response personnel and units (budgeted for staffing of 18 per day):

Administration

- 1 - Fire Chief
- 1 - Deputy Fire Chief
- 1 - Fire Inspector / Captain
- 1 - Administrative Manager
- 1 - Staff Assistant

Operations

- 3 - Battalion Chiefs (one per shift day)
- 3 - Captains (one per shift day)
- 15 - Lieutenants (5 per shift day)
- 15 - Driver Engineers (5 per shift day)
- 18 - Firefighters (6 per shift day)



TEAMS AND PARTICIPATIVE DECISION MAKING

Palm Coast Fire Department strives to maintain a progressive environment that proactively seeks to provide for the service needs of its citizens. In that vein, the department makes use of the team concept to fulfill its duties and to look to the future. What follows is a brief overview of the combination of formal teams and less formal department initiatives that have kept the department eyes to the future as it protects the city's present. Each team or initiative falls into an area of focus to enable coordination and oversight.

**When you hand
good people possibility,
they do great things.**

Biz Stone



Outreach

The teams and initiatives that comprise the *Outreach Section* are those outwardly efforts in educating the public to reduce the effects and occurrences of emergency incidents. These teams include:

Public Education – the origins of Pub Ed team are the annual Fire Prevention Week safety presentations. Today, the team performs speaking engagements, produces public safety announcements, markets smoke detectors, and produces a firefighter kids’ camp.

CPR – classes for groups to learn life-saving skills associated with cardio pulmonary resuscitation (CPR), choking, and automated external defibrillator (AED).

Car Seat Installation – trained technicians assist in properly securing child car seats at each of the City’s fire stations. The goal of the program is to prevent death or serious injury to a child by ensuring proper installation of the child safety restraint, and that the caregiver is educated one on one as to the proper installation of the child safety restraint.

Honor Guard - one of the most visible ways the department participates in the community, the team performs at first responder funerals, governmental and official events, and memorial services to present and display the colors, through ceremonious rituals rich with department pride.

Heroes’ Park - the park honors local military and first responders who died in the line of duty. The Park also hosts special and annual events including Memorial Day, Independence Day, Veteran’s Day, and September 11 remembrance ceremonies.

Hall of Terror – approximately 2,500 citizens visit annually fire station #21 after employees set-up and operate the popular “Hall of Terror” for Halloween. The event has successfully lasted over ten years, and grows in popularity each year.

Communications/IT – technology improves emergency service delivery and responsiveness to the citizens. This team works with the city’s Information Technology (IT) department to maintain hardware and software specific to the fire service mission. The department currently utilizes six unique software programs to accomplish emergency specific tasks. Additionally, each computer or mobile data terminal (MDT) must be prepared to function at a moment’s notice 24 – 7 - 365.

Emergency Medical Supplies – over 70% of the emergency services provided involve medical emergencies. Behind the scenes, team members inventory, replace, and maintain equipment and supplies.

Fire Station Supplies – operating around the clock in five facilities creates need in overseeing, stocking and distributing fire station supplies, such as janitorial, generator and apparatus fuel, and support products.

Pride Pins and Awards – recognizing employees who provide extraordinary services is both traditional and modern best practice. Examples include cardiac arrest and fire saves, baby deliveries, and valorous service.

Accountability Tags – incident commanders track assignments and firefighters at emergency scenes through an accountability system using personalized tags.

Department Library – includes training manuals and reference materials for employees and members.

Logistics

The teams and initiatives that comprise the *Logistics Section* are those that oversee support functions for processes and services of the department, including:

Training & Mentoring

The teams in the *Training and Mentoring Section* are those pertaining to employee education and training opportunities. Each team focuses on internal growth, but works to maintain skills and education with surrounding agencies. These teams include:

Fire Training – firefighting is a core operation, and a source of great pride of PCFD. In 2007, the department’s training officer was named *Instructor of the Year* by the Florida Fire Chief’s Association. The department continues the tradition of proactively seeking innovative solutions throughout the industry.

EMS Training - providing updates and refresher training for emergency medical services (EMS) skills and techniques. PCFD operates as non-transport advanced life support (ALS) service, assisting Flagler County Fire Rescue ambulance transport role.

Mentoring Program - In 2011, the Mentoring Program became a formal program to prepare for retirements 5-7 years out. Beginning with Lieutenant and expanding to Driver Engineers and Captain, mentors prepare mentees for moving up in rank.

Officer Development - a key initiative that integrates with mentoring, Officer Development elevates training and education levels for fire officers.

Confined Space Team – provides equipment and specially trained personnel to support and rescue utility crews operating in confined spaces when maintaining water and waste water infrastructure.

Driver/Engineer Training – training and skills development for the Driver/Engineers, including hydraulic calculations, fire hose deployment, and safe driving operations.

FEMA Training – the team coordinates training classes and certification levels for Federal Emergency Management Agency (FEMA) designed classes for a myriad of disciplines working during wide-area disasters.

Cancer Awareness – the Cancer Awareness efforts includes those actions and training topics designed to reduce exposure to toxins that causes of occupational cancer associated with firefighting.

Safety Committee – this team coordinates the Health and Safety program, conducts safety inspections of fire facilities, and evaluates accident and near miss reports.

Mental Health – the Mental Health effort includes managing firefighters’ reactions to Critical Incident Stress, and the associated trauma they experience resulting from certain emergency responses. The team works to monitor responders, create relationships with the mental health community, and works to maintain healthy firefighters and firefighter families.

Health & Wellness – similar to the Mental Health team, the Health & Wellness team work to secure sound bodies for the firefighters. As firefighters age, physical stressors and demands take bigger tolls on their bodies. This team works to strengthen the overall body system.

SWAT Medic – a program to support Flagler County Sheriff’s Office in performing Special Weapons and Tactics (SWAT) activities in the county. These specially trained paramedics respond to protect and treat injured law enforcement officers.

Health & Safety

The teams in the Health and Safety Section comprise those that focus on the health and wellness of the emergency responders and their families. These teams work to improve the employees’ mind, body, and soul. They include:

Prevention

The teams in the *Prevention Section* comprise those that focus on preventing harm in the community based on historical lessons from incidents both locally and nationally. These teams include:

Juvenile Fire Setter – dedicated to assisting children and families with issues related to fire curiosity, fire experimentation, and fire setting. Collaborating with the Flagler County Sheriff's Office and the Department of Juvenile Justice, this program provides a coordinated referral center for assessment and treatment of juveniles with potential fire tendencies.

Pre-Incident Planning – pre-plans provide invaluable building and operation information for reference during emergencies. Incident commanders use pre-plans information to coordinate operations, address safety concerns, and isolate or override building systems. Pre-plans also provide valuable credit in the Public Protection Classification evaluation for the Insurance Services Office (ISO).

Home Safety Program – this program includes a home inspection for fire and accident prevention, and smoke detector and battery replacement as necessary. The program also includes senior safety education materials and "Kids Safe" Fire Wise literature.

Business Inspections – Fire Prevention staff conduct annual business inspections to reduce the effects of fire on the business community. State of Florida codes provide the basis for inspections on all commercial occupancy types. Inspectors provide fire prevention oversight in any business open to the public.

School Inspections – In the first half of the twenty century, school fire caused the deaths of hundreds of schoolchildren. Due to code changes, inspections, and programs such as fire drills, school fire deaths have become nearly nonexistent. Success does not create complacency, as inspectors ensure compliance in each Flagler County school annually.

Apparatus Design – establish apparatus replacement schedule and design specifications for new fire apparatus. Team members stay up to date on fire service trends, new technologies, and changes necessary from existing apparatus. The team works on the categories of the fleet including engines, aerials, woods and brush vehicles, staff vehicles, and command vehicles.

Fire Equipment – team evaluates purchase options, field tests, and recommends equipment purchases for fire and emergency response. Team also monitors new technology and techniques in an all-hazards response system to secure the right tools for the job.

SCBA & Mask – testing and maintaining respirator protection known as Self-contained Breathing Apparatus (SCBA) is one of the top priorities in any safety program. Regulations require components be tested annually, and maintained as necessary.

PPE – responsible to research, design, select, purchase, and maintain the personal protective equipment (PPE) for emergency response personnel. Also, track planned and emergency replacement of PPE to maintain and ensure reliable equipment.

Uniforms – there is more to the image of the employees; uniforms provide flame resistance for firefighters in addition to their firefighting protective ensemble. Regular replacement and repairs are part of an effort to maintain the uniform of employees.

Apparatus & Equipment

The teams in the *Apparatus and Equipment Section* comprise those that focus on the tools and equipment used by the emergency responders. These teams design, maintain, and plan replacements for the tools and equipment throughout the scheduled useful life. They include:

Administrative Teams

The teams in the *Administrative Section* comprise those that focus on repairing and maintaining facilities and equipment, and those that assist in administering the department. These teams include:

Equipment Repairs – perform preventative maintenance and repairs to department small equipment, such as chainsaws, electric ventilation fans, and wildland truck pump motors.

Facility Repairs – perform small repairs and preventative maintenance, such as painting, pressure washing, and small job repairs.

Fire Hose Maintenance & Testing – test and maintain thousands of linear feet of fire hose to ensure readiness when fire hose goes under pressure during firefighting operations.

Grant Writing – pursue dozens of potential funding sources for using governmental grants and foundation funding opportunities for personnel, equipment, and training programs. Many grants provide 90 to 100% funding for the grant area.

Policy Review – the policy team constantly performs policy reviews and updates, ensuring compliance with city, state, and federal requirements. Line personnel comprise this team, as they work with command staff to address issues as they arise. Formalizing policies maintains cohesion across the three shifts, and fifteen fire companies.

Apparatus Funding – work to ensure funding exists for apparatus purchases, and ensure apparatus replacement occurs in a methodical order, based on the Fleet Department's records for out of service time and repair costs.

EMS Administration – in order to perform emergency medical services (EMS), PCFD must operate under the license of a Medical Doctor and possess State of Florida license. An EMS Administrator coordinates these regulatory and administrative requirements.

Fleet Repairs Liaison –serves as a single point of contact for PCFD pertaining to matters involving repairs and preventative maintenance performed on the motor fleet.

ISO – track and document improvements and performance, and assist Insurance Services Office (ISO) Field representatives in evaluating the three components of the Public Protection Class: 9-1-1 emergency communications, water supply system, and the fire department.

Volunteers Interns – the improved hiring process involves selection from the volunteer intern pool. Interns also ride as the fourth firefighter on an engine company.

Volunteer Fire Police - respond to incidents in order to protect firefighters and assist with traffic control and diversion. Fire police also conduct area evacuations, maintain in/out traffic at incidents and establish helicopter-landing zones for medical evacuation.

Volunteer Associates - provide wide support from computer/IT support, public relations, photography, maintenance, community education and admin functions. Associate members do not participate in any emergency responses nor are they required to attend mandatory operations training.

Deputy Chief Teams

The teams in the *Deputy Chief's Section* comprise teams of efforts that do not fall neatly in another area, or that require coordinating overlapping efforts. These teams include:

Fire Chief Teams

The people or processes that report to the Fire Chief are those who represent the entire department by their purpose. These areas of responsibility are also areas where the Fire Chief should be aware, as they represent broader functions than mere department issues, including:

PIO - a Public Information Officer (PIO) coordinates with the city's branding team and utilizes social media platforms to tell the story of our men and women because we believe it is a story our citizens will be proud to hear. The department established social media presence and continues to work to tell the story of our firefighters.

Chaplain - fire department chaplains provide faith-based assistance to employees and family members, and provide prayer for ceremonies and rites throughout the community. Also considered part of the mental health strategy for emergency responders and families.

Performance Measures - developing measures to determine growth and/or successes are vital indicators for the department's effort. Establishing and reporting the performance measures results, the fire chief also meets with the City Manager to discuss the department's quarterly progress.

Hiring Process - hiring is a vital process in vetting potential employees for careers up to 30 years. Much of the selection process is complete by the time the candidate reaches the final interview with the chief. The goal of the final stage is to sell the requirements specific to Palm Coast Fire Department - get involved, stay involved.

Funeral Detail - on occasion, Palm Coast Fire Department assists in celebrating the life of a former firefighter or employee family member. In these instances, an overhead team coordinates the department's participation in such ceremonies.

COMMUNITY OUTREACH PROGRAMS

In 2008, Palm Coast Fire Department changed the approach to community outreach programs to match the department's role in the community. Employees made improvements to existing programs as well as developed community educational programs under the Public Safety Education umbrella. The accomplishments since the renovation include:

- Home Safety Inspection Program
- Changing smoke detector batteries
- Juvenile Fire Setter Program
- Public Safety Announcements which reflect needs of the community, including:
 - Matanzas High School Texting and Driving, “Texting – Breaking the Cycle”
<https://www.youtube.com/watch?v=wtrt7oBYNyg>
 - Bicycle Safety <https://youtu.be/owQO3egV2CQ>
 - Smoke Detectors/Change the Batteries
https://www.youtube.com/watch?v=qXq_fkKwrSw
 - Christmas/Holiday Safety, Meet Joey Christmas <https://youtu.be/XaowMx3wAKY>
 - Project Green Wreath https://www.youtube.com/watch?v=wQ_bKxiKd7I
- Reading to children in the classroom
- Citizen CPR
- FEMA classes
- “Drive Thru Flu Vaccine” at station 25 for City employees and citizens
- Support High School Firefighter Program
- Child Car Seat Program
- Safety message campaigns in media and social media
- Honor Guard present colors (flags) at community events
- Fire Safety Trailer
- Fire Prevention Week activities in schools
- Medical stand-by at high school and community events
- Eating lunch with elementary school children weekly

FIRE DEPARTMENT EDUCATION

Traditionally, the value of formal education in the fire service fell under the mantra: “A college diploma doesn’t extinguish a fire.” This old school mentality gave way as the fire service aspired to grow from vocation to profession, improving the focus on improved training and education. Fire departments began to embrace the value of formal education, and added education requirements to rigorous professional development programs.

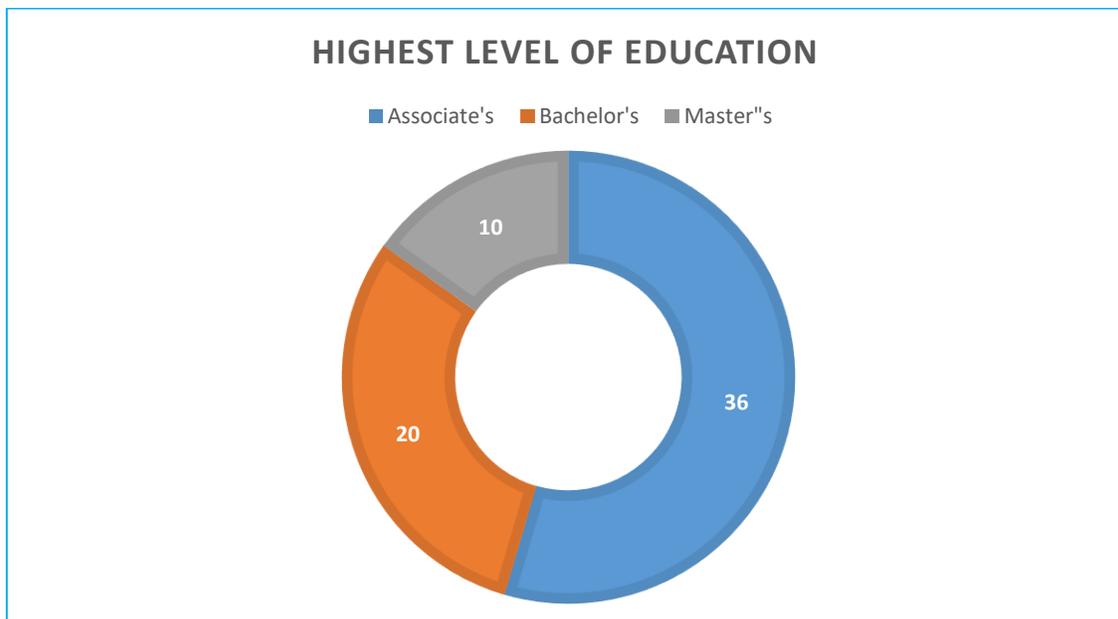
Palm Coast Fire Department has long embraced extensive training and advancing higher education of the department, which is proving to enhance our ability to prepare for the future and meet the needs of our citizens. The total fire service tenure of all volunteers and members of Palm Coast Fire Department is:

550

(Cumulative years of experience of Lieutenant or higher in rank)

975

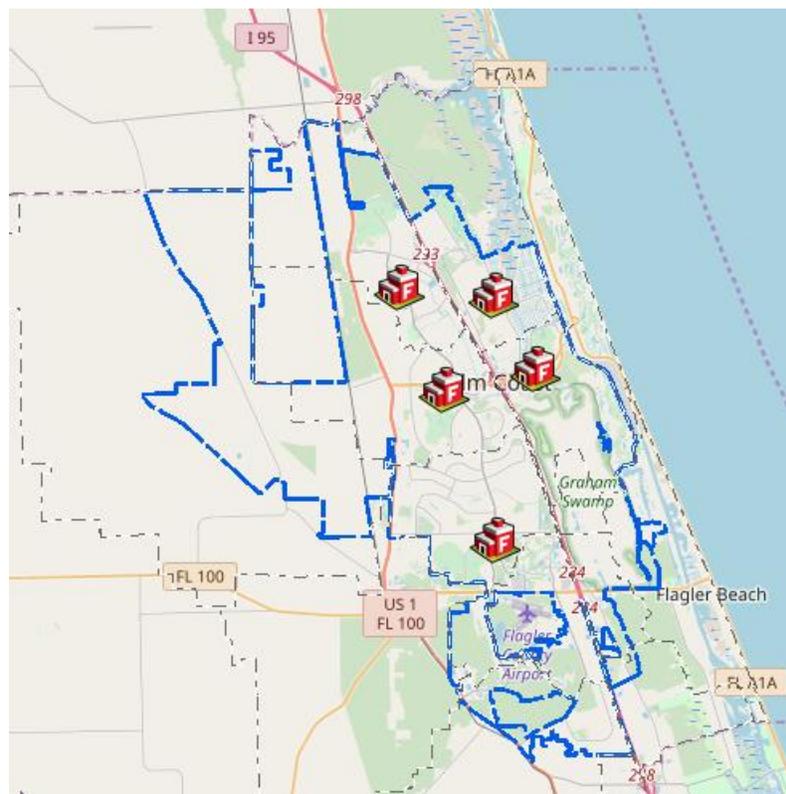
(Cumulative years of experience of Drivers and Firefighters in rank)



FIRE STATION LOCATIONS

Palm Coast Fire Department provides quality emergency services within the city as well as requests for assistance from adjacent agencies. To minimize response times to emergencies to the extent possible, the department staffs five fire facilities. From an efficiency standpoint, Palm Coast Fire Department operates seamlessly with Flagler Beach and Flagler County fire departments in the delivery of fire, rescue, and emergency medical services.

Each fire station contains apparatus and equipment for fire suppression and advanced life support (ALS) medical services. Three fire stations house a Flagler County Fire Rescue ambulance, staffed by two county employees. The minimum staffing at each fire station is three personnel, except for the fire stations with an ambulance, which is then five personnel.



Traditionally, fire apparatus were dispatched to emergencies within their “zone”, which is the general area of the fire station. Today, advancements in technology assist in providing the closest, most appropriate fire apparatus by using Automatic Vehicle Location (AVL) technology. Traditional zones gave way to the best choice, based on school zones, railroad tracks, speed limits on roadways, and so forth.

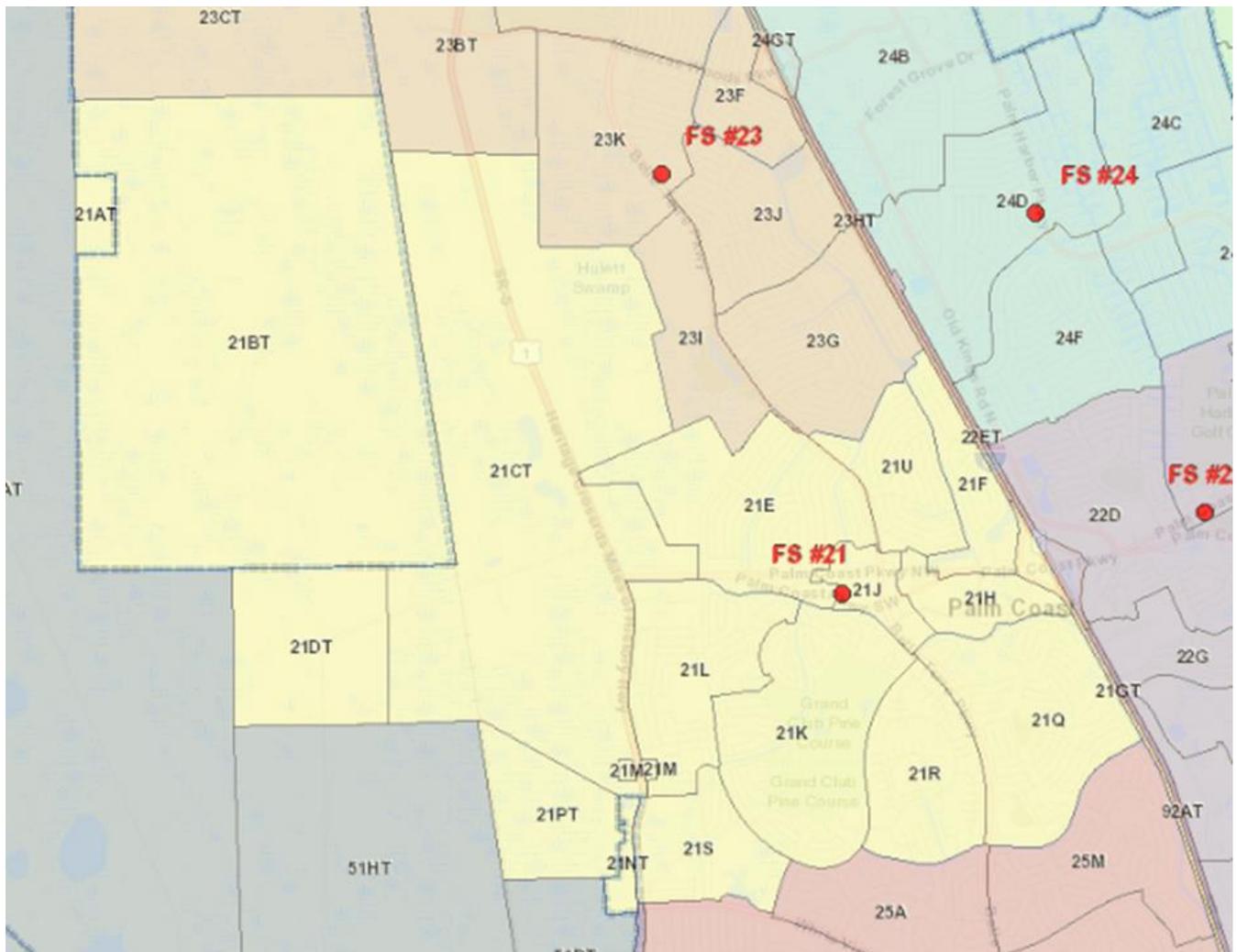
Fire Station #21

Nicknamed: *Heart of the City*

Location: 9 Corporate Drive,
Palm Coast, FL 32137

Contact #: (386) 986-2308

Fun Fact: Hosts the well-known *Hall of Terror*, visited by 2,500 people annually during Halloween week.



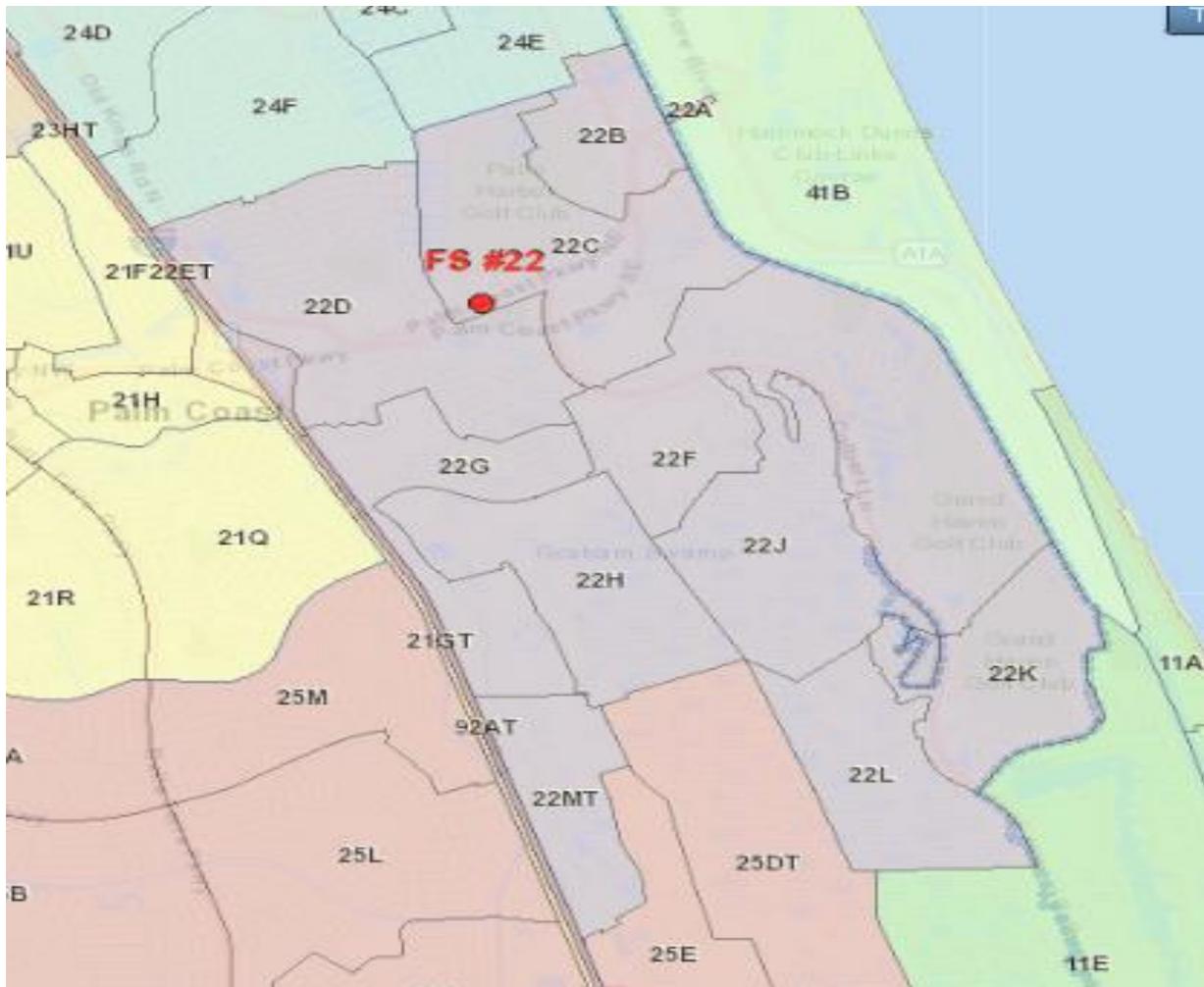
Fire Station #22

Nicknamed: *Pride of the East Side*

Location: 307 Palm Coast Parkway
Palm Coast, FL 32137

Contact #: (386) 986-2316

Fun Fact: Palm Coast's first and oldest station was home to the volunteers since construction in 1977. This station, originally known as the Palm Coast Emergency Services building, housed the Flagler County Sheriff's deputies as a substation and was the first career fire station in 1983.



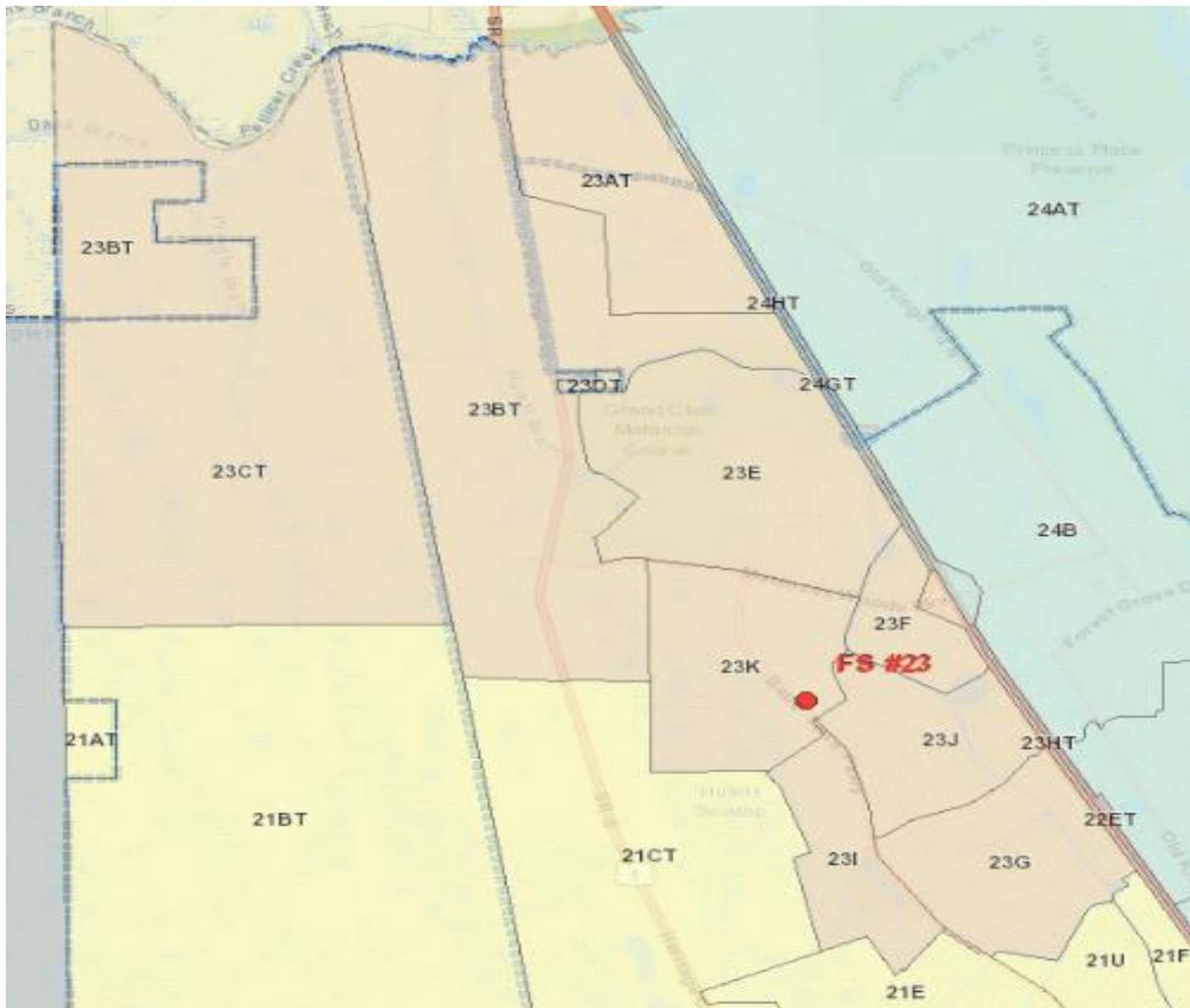
Fire Station #23

Nicknamed: *The Indian Trails Station*

Location: 5750 Belle Terre Pkwy
Palm Coast, FL 32137

Contact #: (386) 986-2318

Fun Fact: In 2003, City leaders built Station 23 for the ‘new’ City of Palm Coast and expanding growth in the north end of the city and close proximity to the Indian Trails Middle School and Belle Terre Elementary School.



Fire Station #24

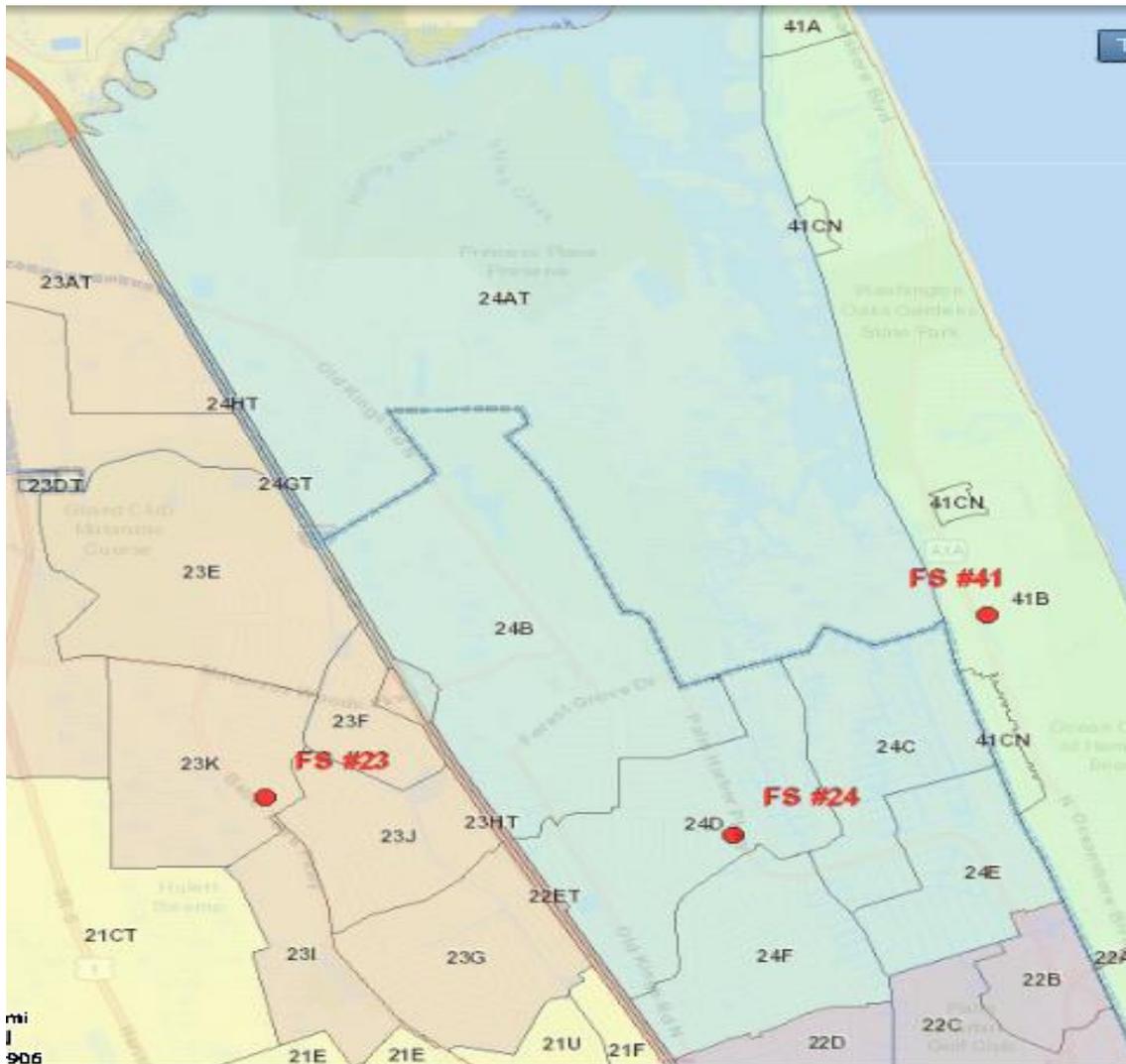
Nicknamed: *Harbor House*

Location: 1505 Palm Harbor Pkwy
Palm Coast, FL 32137



Contact #: (386) 986-2501

Fun Fact: Built to reduce response times in Palm Harbor, this station also serves Matanzas High School.



Fire Station #25

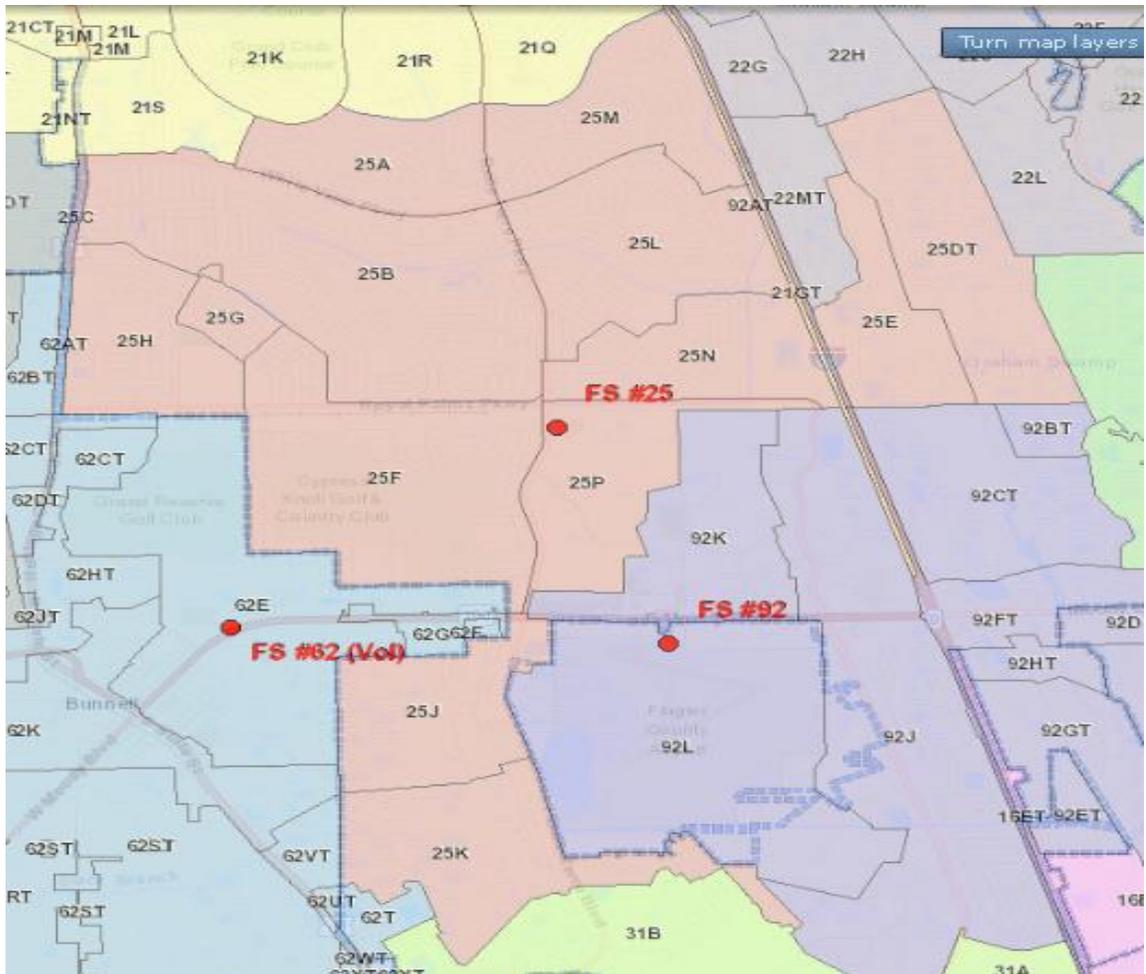
Nicknamed: *The Big House*

Location: 1250 Belle Terre Parkway
Palm Coast, FL 32164

Contact #: (386) 986-2464

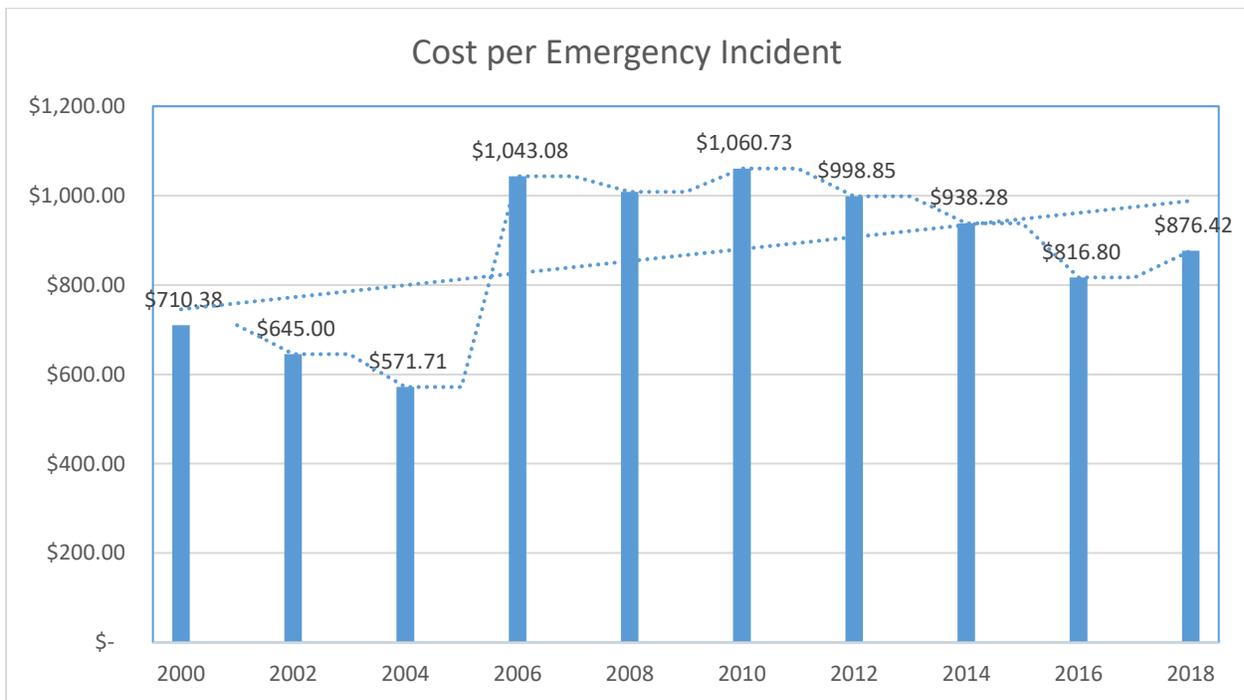


Fun Fact: This fire station also houses Palm Coast Volunteer Firefighter Programs and Fire Administration. The station serves Flagler Palm Coast High School and has a training room commonly used for civilian and firefighter training classes.



COST OF EMERGENCY RESPONSES

What does it cost to protect a community? Standard measures of cost to a community include cost per firefighter, cost per resident, and cost per emergency incident. Palm Coast’s 2018 data shows cost per firefighter of \$137,177, cost per resident of \$91, and cost per incident of \$877. Cost drivers in the fire service include personnel, apparatus maintenance and replacement, equipment maintenance and replacement, training, protective gear, medical supplies, station supplies, water supply, and demand for service. Many of the factors affecting cost are consumable – the tools and supplies of emergency response have a service life and must be maintained and eventually replaced.



What should it cost to protect a community? Utilizing 2014 data from the National Fire Protection Agency’s U.S. Fire Profile 2017 and the U.S Census the national average cost per firefighter was \$127,401, per U.S. resident was \$138, and per incident was \$1312. The people a department protects affect the cost of emergency response. Palm Coast skews towards a higher risk population with over fifty percent of residents being either under 18 or over 62, demographics proven to be at a higher risk of needing emergency response.

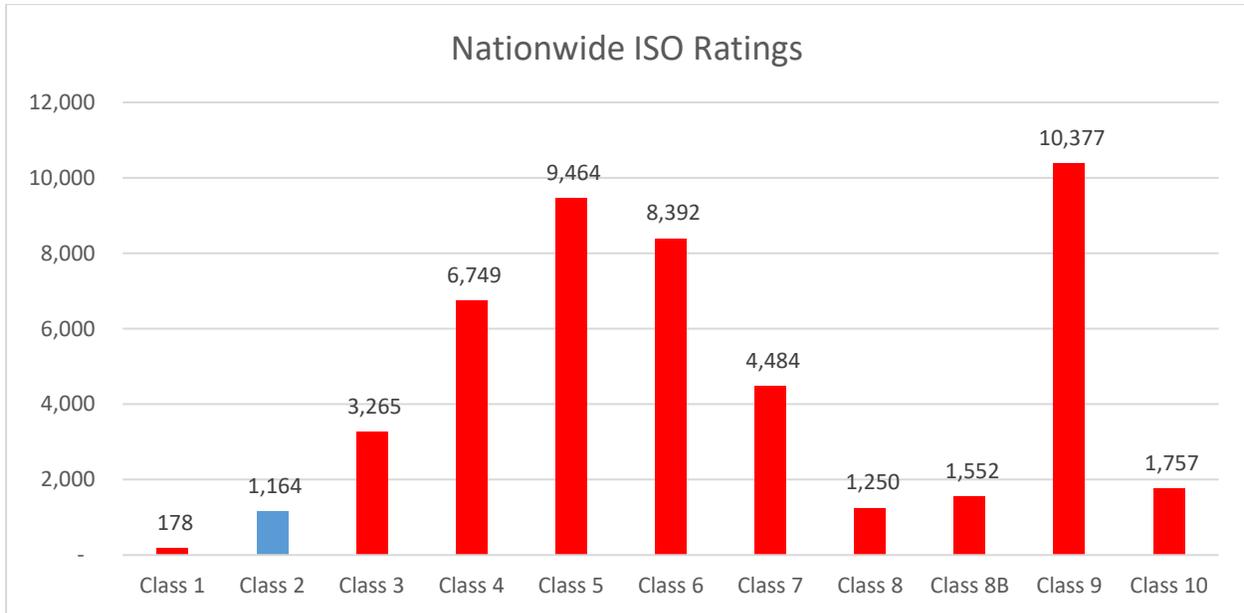
INSURANCE SERVICE OFFICE (ISO) PUBLIC PROTECTION CLASSIFICATION

Insurance Services Office, Inc. (ISO) is a leading source of information about property/casualty insurance risk. For a broad spectrum of commercial and personal lines of insurance, ISO provides statistical, actuarial, underwriting, and claims data; policy language; information about specific locations; fraud-identification tools; consulting services; and information for marketing, loss control, and premium audit.

Through the Public Protection Classification (PPC®) program, ISO evaluates municipal fire-protection efforts in communities throughout the US. A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. So insurance companies use PPC information to help establish fair premiums for fire insurance – generally offering lower premiums in communities with better protection. Many communities use the PPC as a benchmark for measuring the effectiveness of their fire-protection services. The PPC program is also a tool that helps communities plan for, budget, and justify improvements. A community's PPC rating depends on:

- **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 GPM.
- **Community Risk Reduction**, efforts to reduce the risk of fire, including fire code enforcement, public safety education, and fire investigation programs.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses correlates the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. Insurers use PPC information for product marketing, insurance underwriting, and establishing fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.



The Fire Suppression Rating Schedule (FSRS) is a manual containing the criteria ISO uses in reviewing the fire prevention and fire suppression capabilities of individual communities or fire protection areas. The schedule measures the major elements of a community’s fire protection system and develops a numerical grading called a Public Protection Classification (PPC®).

PPC Rating Schedule

1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

Fire Suppression Rating Schedule (FSRS) Improvements over Rating Periods 2010 - 2016

		2016		2010	
		Earned Credit	Credit Available	Earned Credit	Credit Available
Emergency Services Communications					
414	Credit for Emergency Reporting	2.4	3	1.7	2
422	Credit for Telecommunicators	4	4	3	3
432	Credit for Dispatchers	3	3	4.55	5
440	Credit for Emergency Communicators	9.4	10	9.25	10
Fire Department					
513	Credit for Engine Companies	6	6	6.6	10
523	Credit for Reserve Pumpers	0.5	0.5	0.65	1
532	Credit for Pump Capacity	3	3	5	5
549	Credit for Ladder Service	2.64	4	0.95	5
553	Credit of Reserve Ladder/Service Truck	0.16	0.5	0.32	1
561	Credit for Deployment Analysis	7	10	1.19	4
571	Credit for Company Personnel	5.69	15	5.96	15
581	Credit for Training	9	9	3.96	9
730	Credit for Operational Considerations	2	2		
590	Credit for Fire Department	35.99	50	24.63	50
Water Supply					
616	Credit for Supply System	29.23	30	32.85	35
621	Credit for Hydrants	3	3	2	2
631	Credits for Inspection and Flow Testing	6.4	7	2.4	3
640	Credit for Water Supply	38.63	40	37.25	40
Divergence					
1050	Community Risk Reduction	-4.92	0	-8.77	0
		2016		2010	
Total Credit		82.99	105.5	62.36	100

* Divergence considers a difference between Fire Department protection and the water supply.

Yellow indicates area of needed improvement through Performance Measures from 2010 to 2016

Red indicates the areas of the report the Fire Department has most need of improvement.

ISO concluded its review of the fire suppression features being provided for Palm Coast, and assigned a resulting community classification of Class 02/2X. A Public Protection Class (PPC) rating of 2 rating places City of Palm Coast in the top 3% of communities in the United States.

SWOT ANALYSIS

Strengths

- Employee dedication and interdepartmental team involvement
- Relationship throughout City government and strong labor management relationships
- Apparatus replacement program
- Mentoring and training programs, succession programs, department education level
- Diversified staff
- Culture of change
- Advanced use of technology

Weaknesses

- PCFD lacks control of radio communications, dispatching, EMS transport
- Hazmat capabilities in the immediate area - requires a St. Johns Fire Rescue response
- Volunteer firefighter participation can be inconsistent
- Training facility outside the city jurisdiction, difficulty rotating crews to complete training
- Inconsistent management style from shift to shift
- Inconsistent continuity of policies department wide
- Current staffing limited on major fires
- FD is an end user for fleet maintenance and repair

Opportunities

- Interagency relationships (schools, county, and neighboring city government)
- Growing city population and stable funding sources
- Public education/outreach to community and residents
- Support from City Administrators and Elected Officials
- Annexation to secure water sources; City growth and station needs assessment
- Interactive relationship with social network media and marketing
- Volunteer services within PCFD allows the organization to grow as events increase in size

Threats

- Wildfires, hurricanes and man-made disaster incidents and high-hazard occupancies
- Growing population vs. department growth
- Future retirements
- Rising cost for EMS delivery

DEVELOPMENTS OF REGIONAL IMPACT (DRI)

City of Palm Coast Community Development Department prepares an annual report to summarize projected growth and development trends in the City. Data from the annual report assists in coordinating infrastructure growth and service needs (i.e. government services, schools, health care, etc.). City of Palm Coast approved six (6) Developments of Regional Impact (DRI) areas propelling overall growth of the City, including 20,511 dwelling units and 10,626,000 square feet of non-residential space over the next 25 years.

GRAND HAVEN DRI

Grand Haven DRI is substantially complete, with the exception of the remaining non-residential component.

NEOGA LAKES DRI

The plan includes 7,000 dwelling units, 2,491,000 square feet of non-residential space (including sites for a school and a wastewater treatment plant), recreation areas, and open space and conservation areas. The project has three phases through November 2030.

OLD BRICK TOWNSHIP DRI

The plan includes 5,000 dwelling units, 1,150,000 square feet of non-residential space, a school site, recreational amenities, and conservation areas. The project has three phases through August 2031.

PALM COAST PARK DRI

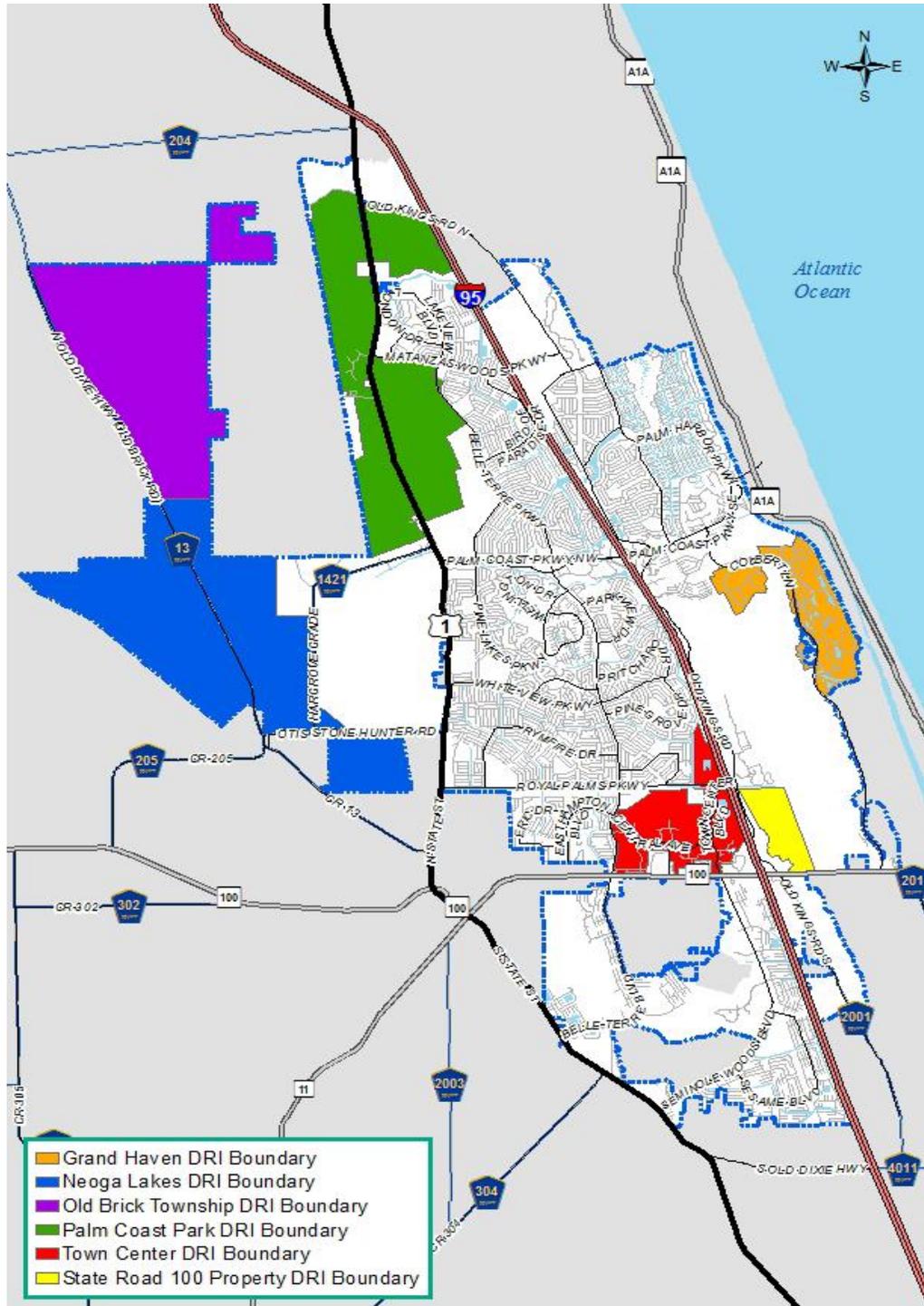
The plan includes 3,600 dwelling units and 2,480,000 square feet of non-residential space over three phases. The development order has a buildout date through Dec. 31, 2034.

TOWN CENTER DRI

The plan includes 2,500 dwelling units, 4,425,000 square feet of non-residential space, over three phases over 17 years through 2020.

STATE ROAD 100 PROPERTY DRI

The development plan includes 2,411 dwelling units, 80,000 square feet of non-residential space, and 150 hotel rooms over two phases over 9 years through 2015.



EXISTING VACANT LOTS

The City maintains a database of existing vacant lots representing potential growth in the City, possibly up to 20 years. At the end of 2016, the City contained approximately 17,116 vacant platted lots.

STRATEGIC INITIATIVES

Goal #1: Deployment: Analyze and modify dispatch and deployment models to meet future incident and population service needs.

Goal #2: Outreach: Prepare the community we serve by developing a comprehensive approach to communicating public safety best practices for customers of all ages.

Goal #3: Program Evaluation: Incorporate program evaluative processes, where appropriate, to enhance effectiveness and reliability of our systems and services.

Goal #4: Training & Development: Promote employee excellence by creating and tailoring Training and Development opportunities.

Goal #5: Fiscal Responsibility: Promote Fiscal Responsibility through a data-driven approach to procurement marked by transparency and ethical decision-making.

Goal #6: Health & Safety: Promote life-long habits for health, wellness, and safety for all employees and family members.

Goal #7: Relationships: Develop and maintain productive relationships inside the department and City government, with partner agencies, and in the community.

Goal #8: National Participation & Prominence: Participate in national agendas to reduce fires and community risk, enhance firefighter safety, and strengthen preparedness and resolve.

Goal #9: Technology and Data: Incorporate technology and data analyses into performance measures to evaluate outcomes, predict coverage needs, and reduce risk for the community.

GOAL #1: DEPLOYMENT

Analyze and modify dispatch and deployment models to meet future incident and population service needs.

Nearly two-thirds of Flagler County lives in the City of Palm Coast, which continues to expand through annexation. City Council established response time goals of seven minutes to the scene, for 85% of the total emergency responses. As the number of citizens and the size of Palm Coast grows, so will the challenge of availability for overlapping emergency incidents. The purpose of this initiative is a comprehensive evaluation of the effectiveness of ways Palm Coast Fire Department delivers emergency and non-emergency services to the citizens of Palm Coast.

Initiative	
1 A	Conduct a fire station location study using geographic information system and incident data, and projected growth.
1 B	Standardize the building layout and specifications to maximize safety and operational effectiveness and simplify future facility maintenance.
1 C	Conduct a staffing analysis plan to determine current and future service delivery needs, referencing City Council and industry response time goals.
1 D	Develop and implement Emergency Medical Dispatching (EMD) protocols to respond properly and effectively to citizen emergencies throughout the area.
1 E	Provide response alternatives for urgent non-emergency requests for assistance for the citizens.
1 F	Evaluate response time data, and develop strategies for reducing areas of concern.
1 G	Develop strategies to reduce out of service times for emergency response assets.

GOAL #2: OUTREACH

Prepare the community we serve by developing a comprehensive approach to communicating public safety best practices for customers of all ages.

Palm Coast Fire Department actively works to reduce the occurrence of harm to the citizens through a myriad of programs, projects, and teaching opportunities. We collectively believe this approach to be important to the overall quality of life for this community. The purpose of this initiative is to determine the success or evaluate the gaps in current programs, and to develop programs in new areas of risk, based on data analyses of actual issues facing the citizens and visitors of Palm Coast.

Initiative	
2 A	Enhance community outreach programs by determining and evaluating various target audiences to ensure all risk groups receive sufficient educational information in each risk reduction program.
2 B	Evaluate current community outreach, education and preparedness programs for effectiveness and value.
2 C	Develop performance measures for the Community Outreach Program and provide a basis to evaluate and improve performance and effectiveness.
2 D	Develop and implement technology solutions for delivery of public education programs.
2 E	Continue and enhance social media access, including growing followership and tailoring messages to risk groups and target hazards.
2 F	Enhance programs designed to improve fire sprinkler coverage and smoke detector usage in sleeping areas throughout the City.

GOAL #3: PROGRAM EVALUATION

Incorporate program evaluative processes, where appropriate, to enhance effectiveness and reliability of our systems and services.

In order to ensure effectiveness, appropriateness, and performance measures of the myriad of programs and teams in place, Palm Coast Fire Department should perform routine program evaluations. Consider program evaluations as prudent management tools to evaluate direction, goals, scopes, and duration for various teams, processes, programs, and all other efforts. The purpose of conducting these evaluations is to reveal necessary course corrections, and provide opportunity for timely changes for implementation.

Initiative	
3 A	Develop and maintain a multi-year fleet replacement plan. Standardize specifications, preventative maintenance schedules, and reassignment (frontline to reserve) or disposal thresholds for each type of vehicle.
3 B	Assess industry trends and national fleet management standards, as well as collaborate with internal and external stakeholders to establish best practices for apparatus acquisition, maintenance and reassignment.
3 C	Assess the relevance and sustainability of services currently provided by Palm Coast Fire Department.
3 D	Implement an RFID tracking system for fleet, small engines, and equipment to establish and maintain service and replacement schedules and maintain appropriate stock of reliable equipment.
3 E	Produce quarterly emergency response data reports to identify gaps in response quality, time, or cost.
3 F	Develop performance measures for ancillary teams and individual efforts in order to evaluate intended effectiveness and cost/benefit ratios.

GOAL #4: TRAINING & DEVELOPMENT

Promote employee excellence by creating and tailoring Training and Development opportunities.

Palm Coast Fire Department provides a wide range of training programs to employees in order to develop and maintain necessary knowledge and skills. The purpose of this initiative is to develop a sustainable method for comprehensive department training. As the department grows, so does the challenge to maintain successful training and education methods. Ideal training processes improve in effectiveness, while minimizing impact on emergency response capabilities.

Initiative	
4 A	Develop programs to define expectations and outcomes of the Promotion and Mentoring Programs.
4 B	Identify core competencies and expected behaviors for each rank and role that serve as performance evaluation standards. Use these competencies to improve annual performance evaluations.
4 C	Create and maintain succession plans for mission critical roles to ensure potential successors gain requisite skills and knowledge to fill the job.
4 D	Develop a training capital needs study to identify training materials, props, and facilities to meet current and future service demands on employees.
4 E	Create tracking processes to accurately capture crew training, job description updates, and fire station events for reference and ISO purposes.
4 F	Identify and evaluate current personnel development programs, and determine gaps in preparing employees for service demands.
4 G	Create systems to evaluate training, development, and mentoring program effectiveness.

GOAL #5: FISCAL RESPONSIBILITY:

Promote Fiscal Responsibility through a data-driven approach to procurement marked by transparency and ethical decision-making.

The Palm Coast Fire Department intends to both provide value to the community and ensure it receives value for its purchases. Empowering the firefighter on the line to participate in the procurement process while utilizing recognized best practices for purchasing ensures the department’s participation in the best ideas of the fire service while upholding the fire service’s great tradition of integrity.

Initiative	
5 A	Identify opportunities to harness the buying power of the fire service community at large through piggyback opportunities.
5 B	Participate in citywide initiatives to conserve resources and eliminate wasteful processes.
5 C	Pursue grant opportunities whose funding goals align with organizational goals to maximize the value of local revenues.
5 D	Improve employee use of tuition reimbursement for formal education and training opportunities in order to improve leadership throughout the department.
5 E	Develop a measurement tool for determining the value added to the community by the Palm Coast Fire Department.
5 F	Develop an ISO Public Protection Class (PPC) improvement plan.
5 G	Coordinate with Finance Department to determine funding opportunities to reduce reliance on the general fund.

GOAL #6: HEALTH & SAFETY

Promote life-long habits for health, wellness, and safety for all employees and family members.

City of Palm Coast is committed to the safety and health of the employees and retirees. Firefighters are exposed to psychologically harmful situations, disease and carcinogenic chemicals that accumulate harm through their careers. The purpose of this initiative is to assess and implement solutions for improvements to health and safety programs, and to seek compliance with industry best practices and industry standards.

Initiative	
6 A	Develop mental health programs through preventative health training, psychologic first aid, Critical Incident Stress Management (CISM) and Chaplaincy in and after operations.
6 B	Research and incorporate strategies and best practices to provide sleep opportunities conducive to improved health and provide training for optimal off-duty sleep practices.
6 C	Pursue department-wide tobacco abstinence policies and culture to reduce the compounded harm of tobacco and products of combustion.
6 D	Develop campaigns and strategies to reduce exposure and contamination in apparatus cabs, in fire stations, and on personal protective equipment and duty uniforms.
6 E	Pursue a culture of accountability, where employees feel empowered to encourage better performance and practices for health risks, and watches for warning signs from co-workers that lead to destructive decisions.
6 F	Work to educate and empower employees to make exercise, diet, and prudent life choices a primary thought before action or inaction.
6 G	Expand preventative health practices and screenings to family members and retirees.
6 H	Throughout the department, develop an open dialogue to encourage realistic and honest inflection regarding personal health, fitness, and risk, and follow these revelations with productive action to improve results.
6 I	In order for any program to be successful in improving health, wellness, and safety, the employees must buy-in and “Do It”. To this end, work to encourage and insist that employees take these programs seriously.
6 J	Develop Comprehensive Safety Program for daily operations.

GOAL #7: RELATIONSHIPS

Develop and maintain productive relationships inside the department and City government, with partner agencies, and in the community.

All emergency response agencies within Flagler County work seamlessly and effectively together, by providing assistance or covering issues outside traditional coverage areas. Each agency adamantly understands the value of their own identity, but recognizes the tremendous benefit to the citizens of inter-agency collaboration. The purpose of this initiative is to continue and enhance training, response plans, and operational procedures among all partnering agencies.

Initiative	
7 A	Develop and enhance operational policies to streamline tactics, procedures, and command processes among all partnering agencies.
7 B	Evaluate issues involving communication systems and equipment, and dispatching procedures to streamline response times and responding equipment.
7 C	Pursue regionalized opportunities in new areas, such as special operations, hazardous materials, command and control, and other opportunities that reduce the burden of individual effort.
7 D	Identify opportunities to collaborate with nontraditional allies in an effort to better reach the community in any fashion under the fire service prevue.
7 E	Research and implement technological solutions to improve communication and information dissemination within the partnering agencies.
7 F	Commit to strategic partnerships through the implementation of Memoranda of Understanding (MOU).

GOAL #8: NATIONAL PARTICIPATION & PROMINENCE

Participate in national agendas to reduce fires and community risk, enhance firefighter safety, and strengthen preparedness and resolve.

Palm Coast Fire Department seeks opportunities for involvement in the national agenda of fire service-related research, policy making, and training in order to pursue and maintain contemporary knowledge. The purpose of this initiative is to provide first-hand involvement for employees to yield valuable insight for evaluation and implementation of updated tactics and practices.

Initiative	
8 A	Provide personnel annual National Fire Incident Reporting System (NFIRS) training to ensure Palm Coast emergency incident data is part of national conversation.
8 B	Support International Association of Fire Fighters (IAFF) Local 4807's effort to participate in the National IAFF training opportunities.
8 C	Identify and attend one national Fire Service and one national Emergency Medical Services (EMS) conference annually.
8 D	Support member enrollment in National Fire Academy courses.
8 E	Support member enrollment in Florida State Fire College courses.
8 F	Encourage employees to produce speaking programs, and apply for presentation opportunities at state, regional, or national conferences.

GOAL #9: TECHNOLOGY AND DATA

Incorporate technology and data analyses into performance measures to evaluate outcomes, predict coverage needs, and reduce risk for the community.

Data will become increasingly useful in determining program effectiveness, ranging from station location and staffing levels to budget and spending allocations. Data is vital to determining effective management of resources, both financial and operational. The purpose of this initiative is to improve the systematic evaluation of data and incorporate statistical information into daily decision-making and future planning efforts.

Initiative	
9 A	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.
9 B	Analyze trend data on staffing levels, call volume, dispatch type frequencies, leave frequencies and injury reports, and compare the data to current and future community risk factors, National Fire Protection Association (NFPA) 1710 and Insurance Services Office (ISO) outputs.
9 C	Conduct an internal assessment of currently used technology, and identify technologies to sustain, enhance, or remove.
9 D	Develop curriculum and train on new technology to ensure all staff become proficient in the use of and have a basic understanding of system functionality.
9 E	Develop a technology gap analysis, determining opportunities to incorporate technological solutions or areas where technology is failing to provide intended benefit.