



City of Palo Alto

City Council Staff Report

(ID # 9529)

Report Type: Informational Report

Meeting Date: 9/10/2018

Summary Title: PAFD Biannual Performance Report FY18

Title: Palo Alto Fire Department Biannual Performance Report for the Second Half of Fiscal Year 2018

From: City Manager

Lead Department: Fire

Recommendation

Staff recommends the City Council review the Second Palo Alto Fire Department Biannual Performance Report for Fiscal Year 2018.

Background and Discussion

In Fiscal Year 2015 the Palo Alto Fire Department (PAFD) identified performance reporting as a key initiative, and began reporting on key performance measures quarterly. Beginning Fiscal Year 2018, the Department will be submitting reports twice each year.

The report provides overall calls for service information, as well as more detailed information on the key service areas, including Emergency Medical Services, Fire Suppression, Rescue and Hazardous Materials Response, and Fire Prevention. The report also provides information on mutual and automatic aid with our regional public safety partners and internal workforce planning efforts.

Performance measures include the following:

- **Calls for Service:** This data provides information on the final outcome of all emergency response calls. The data is tracked in the Fire Department's Record Management System, and uses standardized call type codes, which are defined by the National Fire Incident Reporting System (NFIRS). The report includes overall call volume by primary category, and a detailed listing of call type in the service type sections.

In Fiscal Year 2018 the Department will be structuring and reporting on calls for service based on the NFIRS category groups in order to maintain consistency

amongst various City performance reports and statistics sent to State and National reporting centers.

- **Response Times:** This aspect measures the time it takes from an emergency call or request for response being created in the dispatch center to the arrival of resources to the scene of the emergency. This information is tracked in the Computer Aided Dispatch (CAD) System, and the performance goals, or service levels, are set by Council in accordance with county and national standards.
- **Ambulance Transports:** The report provides the number of ambulatory transports to hospitals or other medical care facilities, and the proportion of Emergency Medical Calls that included transports. This information is tracked in the Fire Department's Emergency Medical Record Management System.
- **Fire Containment:** This measures the proportion of building and structure fires that are contained to the area or room of origin within Palo Alto and Stanford Campus.
- **Mutual and Automatic Aid:** This includes the number and proportion of all incidents in which the PAFD provided aid to neighboring communities, as well as the aid received from neighboring Fire Departments. This information is tracked in the CAD System.
- **Permits:** This provides the count of facility, electric vehicle, and solar permits issued by the Fire Prevention Bureau. This information is currently tracked in the Development Center's Records Management System.
- **Inspections:** A count of the total number of Hazardous Materials and State Mandated inspections is provided. In addition, an estimated number of inspections to be completed for the year is also provided to assess overall workload performance to date.
- **Fire and Life Safety Plans Reviewed:** This provides a total count of all plans reviewed, as well as the proportion of plans that were reviewed within the time guidelines.
- **Vacancies and Off-Line Employees:** This section provides the total number of budgeted full-time equivalent line personnel, current vacancies, and employees that are off line from workers compensation or light duty. This information is obtained from the Fire Department's Staffing and Scheduling System (TeleStaff), as well as the City's Personnel Management System.
- **Succession Planning Metrics:** This provides the number and proportion of line personnel that are eligible to retire, or will be eligible within the next five years.

This information is tracked in the City's Personnel Management System. This report also provides the total number of hours line personnel have spent in an acting capacity. Personnel serving in an acting capacity are a key component of the Department's overall succession planning efforts. Acting capacity allows junior officers to learn the responsibilities of higher ranks with guidance from senior officers. This information is tracked in TeleStaff.

- Training hours: The total number of training hours completed by all line personnel is provided, as well as the average number of hours per each line personnel on staff. This information is tracked in the Fire Department's Record Management System. Local, State and Federal mandates require fire personnel to train a minimum of 20 hours per month.

Attachments:

- ATTACHMENT A_Coverletter
- ATTACHMENT B_BiAnnual Performance Report FY18.2
- Attachment C_EMS Survey
- Attachment D_Thank You Notes

City of Palo Alto
Fire Department

Honorable Councilmembers,

I am pleased to provide the enclosed performance report for the second half of Fiscal Year 2018. This period marks a significant change in our deployment, as the changes and staffing reductions approved by City Council in October 2017 took effect at the beginning of this period in January 2018.

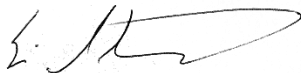
These changes were the result of a lengthy meet and confer process with the IAFF Union, Local 1319. The deployment changes shifted resources in order to better meet the needs of the community, increase ambulance availability, and spread the workload of the system more equitably amongst crews.

The Department has been closely monitoring the performance of the new deployment internally, and the enclosed performance report shows that the system is continuing to perform well. Response times remain consistent with those from the same period of the prior fiscal year.

We have also seen that with cross staffing and dispatch changes that the workload generated by the system is much more equitable across all units. This has allowed our busiest units to have time for fire inspections, training and other daily required tasks, which was previously a challenge with their call volume.

I am also happy to report to you that the Department is nearing completion of the Accreditation Process. The Palo Alto Fire Department embarked on the process in 2013, beginning with the development of the Strategic Plan. Accreditation allows us to take a close assessment of the Department's policies, procedures and programs and identify areas of strength and where we can continue to improve. I am grateful to our staff for the hard work and countless hours put into this intensive process. On August 9, 2018, the Commission on Fire Accreditation International awarded the Fire Department accreditation. The Palo Alto Fire Department becomes the tenth municipal fire department in California to achieve accreditation.

Sincerely,



Eric Nickel, EFO, CFC, CFO
Fire Chief

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Palo Alto Fire Department Bi-Annual Performance Report Fiscal Year 2018, Second Period

Calls for Service

The Palo Alto Fire Department (PAFD) responded to a total of 4,344 calls for service in the second period of Fiscal Year 2018. This includes responses within Palo Alto, Stanford, and neighboring cities to provide Auto and Mutual Aid. Approximately eighty-three percent (83%) of calls are generated from Palo Alto, fifteen percent (15%) from Stanford, and the remainder from neighboring cities or requests for regional fire deployment.

The majority of calls were for Rescue and Emergency Medical Services, making up sixty-three percent (63%) of the responses. Table 1 below shows the main categories of the calls to which PAFD responded. Calls are classified based on the actual event occurred, rather than the initial call request.

Call Type	FY17 JAN-JUN	FY18 JAN-JUN
Rescue and Emergency Medical Services Incidents	2,908	2,729
Good Intent	708	671
False Alarm and False Call	615	553
Service Call	267	228
Fire	70	84
Hazardous Condition, No Fire	133	78
Overpressure Rupture, Explosion, Overheat, No Fire	2	1
Grand Total	4,703	4,344

Good Intent and False Alarm calls make up the second largest types of responses. Most calls for service that may be a true threat of fire, gas or other emergency hazard are actually found to be something else after Firefighters investigate the situation. These calls are coded as Good Intent calls. As well, many fire alarm activations are from causes other than fire or emergency hazard. These situations are categorized as False Alarm calls.

Emergency Medical Services

Emergency Medical Service (EMS) is the primary service that the Palo Alto Fire Department provides to Palo Alto and Stanford. While this shift toward EMS is being seen across the region, the Palo Alto Fire Department is the only Fire Department in the County that provides ambulance and transport services.

This is especially valuable to our community. The most recent Report from the Council on Aging Silicon Valley from 2012 indicates that Palo Alto has the highest percentage of the oldest

seniors (75 and over) in the County. This population relies most on our services, with a service utilization rate more than six times greater than the rest of the population.

Of the 2,729 Emergency Medical Service calls the PAFD responded to in the second period of Fiscal Year 2018, the overwhelming majority were for medical, trauma and cardiac calls that did not involve a vehicle accident.

Rescue and EMS Performance Measures	FY17 JAN-JUN	FY18 JAN-JUN
Emergency Medical Service Incident	2,849	2,687
Extrication, Rescue	39	23
Lock-In	17	10
Rescue or EMS Standby	3	9
Total	2,908	2,729
Transports		
Number of Transports	1,870	1,887
Percent of EMS Calls resulting in transport	64%	69%
Response Times		
Percent of first responder arriving on scene to EMS calls within 8 minutes	94%	92%
Percent of paramedic responder arriving on scene to EMS calls within 12 minutes	99%	99%
Average response time for first responder arriving on scene to EMS calls	4:42	5:11

This period reflects a slight dip in the number of Rescue and EMS Incident calls. The number of EMS calls that resulted in an ambulance transport to a local hospital or care facility, accounted for sixty nine percent (69%) of all EMS calls.

The most common rescue calls involved the removal of victims from a stalled elevator totaling twenty-three (23) which is also a decrease in comparison to the same period of the previous fiscal year. Lock-Ins also depict a decrease this period accounting.

★ **Response Time Goal Met:** At least 90% of first responder arriving on scene to EMS calls within 8 minutes.

This period the PAFD first responder arrived on scene to EMS calls within 8 minutes ninety-two percent (92%) of the time.

★ **Response Time Goal Met:** At least 99% of paramedic responder arriving on scene to EMS calls within 12 minutes.

This quarter the PAFD paramedic responder arrived on scene to EMS calls within 12 minutes ninety-nine percent (99%) of the time.

Fire Suppression

Very few of the potential fire calls coming into dispatch turn out to be a real fire once PAFD investigates the scene and cause of the concerning elements. This period PAFD responded to eighty-four (84) calls where fire was present, with seventy-five (75) in Palo Alto or Stanford. There were seven building fires that the Department responded to, five of which were contained to the area of origin.

Here are the descriptions of the building fires that we had between Jan 01 and June 30:

January 15, 2018

This fire was at the Three Seasons Restaurant. When the first due engine arrived, they reported heavy fire on the roof of a 2 story commercial building. There was also fire in the kitchen of the restaurant, which was also determined to be where the fire originated. Based on the investigation, the kitchen exhaust flue caught on fire and ran through the vent and eventually, the roof. Unfortunately, the restaurant has closed and has gone under extensive remodeling to repair fire damage.

March 6, 2018

This was a fire in a single family residence. The source of this fire was discovered in the corner of the garage before it was extinguished. Smoke from the fire had charged the home as well as the attic. Based on the investigation, the cause may have been faulty wiring.

March 25, 2018

This fire was reported as a duplex with flames seen from the front porch and spreading laterally to the attached unit and along the eaves. The fire was knocked down from the exterior with no extension into the structure. Based on the first-in captain's investigation, the fire seemed to be caused by faulty wiring.

May 7, 2018

This fire was reported as a fire in a laboratory. It was reported that it was a small fire in a battery test room and was extinguished with a CO2 extinguisher.


June 12, 2018

This fire took place at a 2 story single family residence. The first-in engine was able to make access and quickly knock down the fire. It appeared that the fire was possibly caused by a malfunctioning power supply unit.


June 16, 2018

Engine 65 responded to a private fire alarm at an apartment complex. Upon arrival, they heard an audible alarm. When the crews made access to the involved room, they found that the fire was extinguished by the activated sprinkler head. The cause was determined to be a faulty light fixture.

Fire Suppression Measures	FY17 JAN-JUN	FY18 JAN-JUN
Structure Fire	36	42
Mobile property (vehicle) fire	6	13
Natural vegetation on fire	7	6
Outside rubbish fire	5	22
Special outside fire	1	1
Total	70	84
Response Times		
Percent of first responder arriving on scene to Fire calls within 8 minutes	86%	88%
Average response time for first responder arriving on scene to Fire calls	5:22	5:43
Fire Containment		
Percent of building and structure fires contained to the room or area of origin	90%	71%

- 
Response Time Goal Not Met: At least 90% of first responder arriving on scene to Fire calls within 8 minutes.

This period the PAFD first responder arrived on scene to Fire calls within 8 minutes eighty-eight percent (88%) of the time. This goal is consistently near eight-five percent, and we are seeing consistent small increases as the department continues to explore ways to improve on this measure.

- 
Fire Containment Goal Not Met: At least 90% of building and structure fires contained to the room or area of origin.

This period there were seven (7) building or structure fires within Palo Alto or Stanford, of which five were contained to the room or area of origin. The two fires that spread beyond the area of origin had grown beyond the original area before crews arrived on scene. In both bases first responders arrived under six minutes.

Hazardous Materials

The Fire Department responded to a total of 77 calls related to hazardous material (HazMat) incidents. The most common HazMat call is spills and leaks of either natural or liquid petroleum gas (LPG) which totaled 42. This number accounted for fifty-five (55%) percent of HazMat calls. The second highest HazMat calls were related to electrical wiring or equipment problems. Twenty-six (26) of these calls account for thirty-four (34%) percent of all HazMat calls.

Hazardous Materials Response Measures	FY17 JAN-JUN	FY18 JAN-JUN
Combustible/Flammable spills and leaks	32	35
Electrical wiring/Equipment problem	26	26
Accident, potential accident	10	6
Chemical release, reaction, or toxic condition	6	6
Biological hazard	2	5
Total	76	78
Response Times		
Average response time for first responder arriving on scene to Rescue & Hazardous Materials calls	6:17	7:00

Mutual and Automatic Aid

The Fire Department previously held automatic aid agreements with five regional Fire Departments, including Mountain View, Menlo Park, San Mateo County, and Santa Clara County Fire. At the request of the City of Mountain View, the automatic aid agreement was modified at the beginning of January this year resulting in a significant decrease in the number of calls compared to the prior fiscal year. The Palo Alto Fire Department continues to advocate for the closest unit response and collects objective data to support improved services to all of our communities under the previous automatic aid agreement. Of the other jurisdictions where mutual aid was provided Santa Clara County received the next highest aid from the department yet in comparison to the previous period, the data shows aid provided decreased about 42%. Three other agencies provided mutual or automatic aid for calls within Palo Alto or Stanford on a total of 66 incidents.

Mutual Aid Performances	FY17 JAN-JUN	FY18 JAN-JUN
Mutual and Auto Aid Provided		
<u>Agency</u>		
Mountain View Fire	189	30
Santa Clara County Fire	53	31
Menlo Park Fire	5	4
San Mateo County	0	1
<i>All Mutual and Auto Aid Provided</i>	247	66
Mutual and Auto Aid Received		
<u>Agency</u>		
Mountain View Fire	193	44
Menlo Park Fire	30	13
Santa Clara County Fire	16	4
Woodside Fire	7	5
Moffett Fire	3	0
Santa Clara City Fire	2	0
<i>All Mutual and Auto Aid Received</i>	251	66

Fire Prevention

The Fire Prevention Bureau ensures compliance with the Fire Code for the safety of occupants and protection of property. Fire Inspectors perform fire sprinkler and fire alarm inspections, plan checks, permitting, and field fire safety inspections with the goal of ensuring all construction complies with local and national codes.

The number of plans to review slightly decreased by 1% compared to reviews in FY17 during the same period. The Bureau has kept up with reviewing the majority of plans on time despite the sizeable workload increase, with ninety-six percent (96%) of plans reviewed on time.

The percentage of facilities inspected at sixteen percent (16%) is below the goal of twenty-five percent (25%). This is due to a staffing shortage, as one of the hazardous materials inspectors was out on disability for the duration of the reporting period. This was in addition to a vacancy created by a retirement at the beginning of the fiscal year. In the coming Fiscal Year, the Bureau expects to be fully staffed by September, as those on disability are expected to return and hiring processes will be finalized to fill vacancies.

Prevention Bureau Performance Measures	FY17 JAN-JUN	FY18 JAN-JUN
Permits		
Fire Permits Issued	324	232
Sprinkler Permits Issued	131	140
Electric Vehicle Permits Issued	21	1
Solar Permits Issued	154	69
Inspections		
Fire Inspections	4,205	4,964
Hazardous Material Inspections Completed	170	87
Number of Hazardous Material Inspections for the year	584	563
Percent of Hazardous Material Facilities Inspections Complete	29%	16%
State Mandated Inspections Completed	169	397
Number of State Mandated Inspections for the year	397	397
Percent of State Mandated Facilities Inspections Complete	43%	100%
Fire and Life Safety Plan Review		
Plans Reviewed	998	985
Percent of Reviews Completed On-Time	97%	96%

Workforce Planning

This period marks the beginning of Deployment changes and staffing reductions approved by City Council in October 2017. The Department operates daily emergency response operations with a revised total of 86.00 FTE line personnel. This includes three battalions of crews that staff six stations in the City and Stanford 24 hours each day. Over the last period, the department has operated with 8.0 positions vacant and 7.0 employees off-line creating a total of 15.00 FTE positions that require backfilling with overtime.

The permanent vacancies are mostly within the Firefighter and Apparatus Operator Classifications; one vacancy in the Captain rank due to a retirement, and one vacancy in the Battalion Chief rank due to a promotion. The Department is currently conducting an entry level hiring process for a fall academy.

The Battalion Chief position is a critical middle management role, and in order to build on the Department’s succession planning efforts is in the process of updating the Acting Battalion Chief policies, with the goal of selecting Acting Battalion Chiefs through a process by winter 2018.

Training hours reported for this period reflect a drop which is significantly caused by a change of training and reporting software now used by the department. The Department is in the process of change management with regard to utilizing a new system for tracking training hours on duty. The reduced number reflects the transitional period, as the majority of training has not been accurately captured in the system. The Training Battalion Chief is working with crews and management staff to increase accountability with proper reporting. We should see an improvement and data that more accurately reflects training hours in the coming fiscal year.

Vacancies and Off-Line Employees FY18 JAN-JUN					
<u>Classification</u>	<u>Budgeted FTE</u>	<u>Vacancies</u>	<u>Off-Line Employees (Workers Comp/Light Duty)</u>	<u>Personnel On Line</u>	<u>Percent of Personnel On Line</u>
Battalion Chief	4	1	0	3	75%
Fire Captain	22	1	1	20	91%
Fire Apparatus Operator & Fire Fighters	60	6	6	48	80%
TOTAL	86	8	7	71	82%

PAFD FY18 Bi-Annual Performance Report

Succession Planning	FY17 JUL-DEC	FY18 JUL-DEC
Personnel		
Number of Line Personnel Currently Eligible to Retire	26	21
Number of Line Personnel Eligible to Retire in Five Years	19	22
Percent of all Line Personnel Eligible to Retire within Five Years	48%	51.2%
Number of Acting Battalion Chief Hours*	84	-
Number of Acting Captain Hours	5,453	5,201
Number of Acting Apparatus Operator Hours	13,362	12,437
Training		
Hours of Training Completed	14,587	8,018
Average Hours Per Line Personnel	95	113

*In the most recent Memorandum of Agreement with the Fire Chief's Association, Battalion Chief's cover each other's vacancies with straight time. Rarely, a Fire Captain will work overtime to temporarily fill the shift vacancy for a Battalion Chief, but this is not captured in our systems as working out of class.



PAFD VITAL SIGNS REPORT

SURVEYS RECEIVED 1-1-2018 THROUGH 6-30-2018

FILTERS: SURVEY: 1



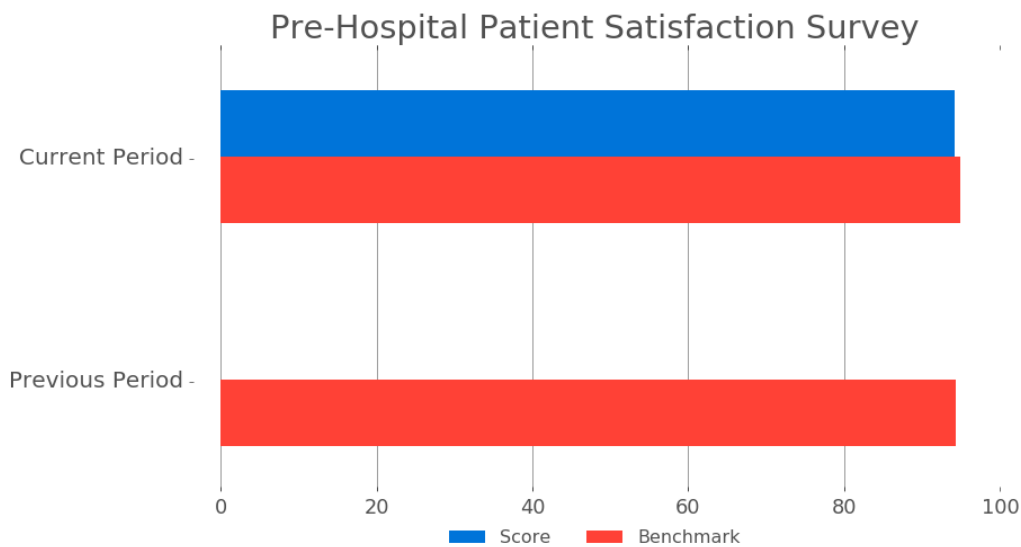
P.O. Box 100,
Andover MA 01810
(844) 340-6060
Feedback-Innovations.com

1.0 EXECUTIVE SUMMARY

PAFD received a total of 142 responses for this period. The highest rated section was *Communication*, with a total score of 96.5. The lowest rated section was *Billing*, with a total score of 88.93.

- The Communication section had a 97.6% increase in *Degree ambulance staff took your condition seriously Grado en que el personal del ambulancia se tomó en serio su condición.*
- The Billing section had a 88.2% increase in *Helpfulness of billing personnel Amabilidad del personal de facturación.* This may be a focus for further improvement.
- Percentile ranking this period is lower 31.25%.

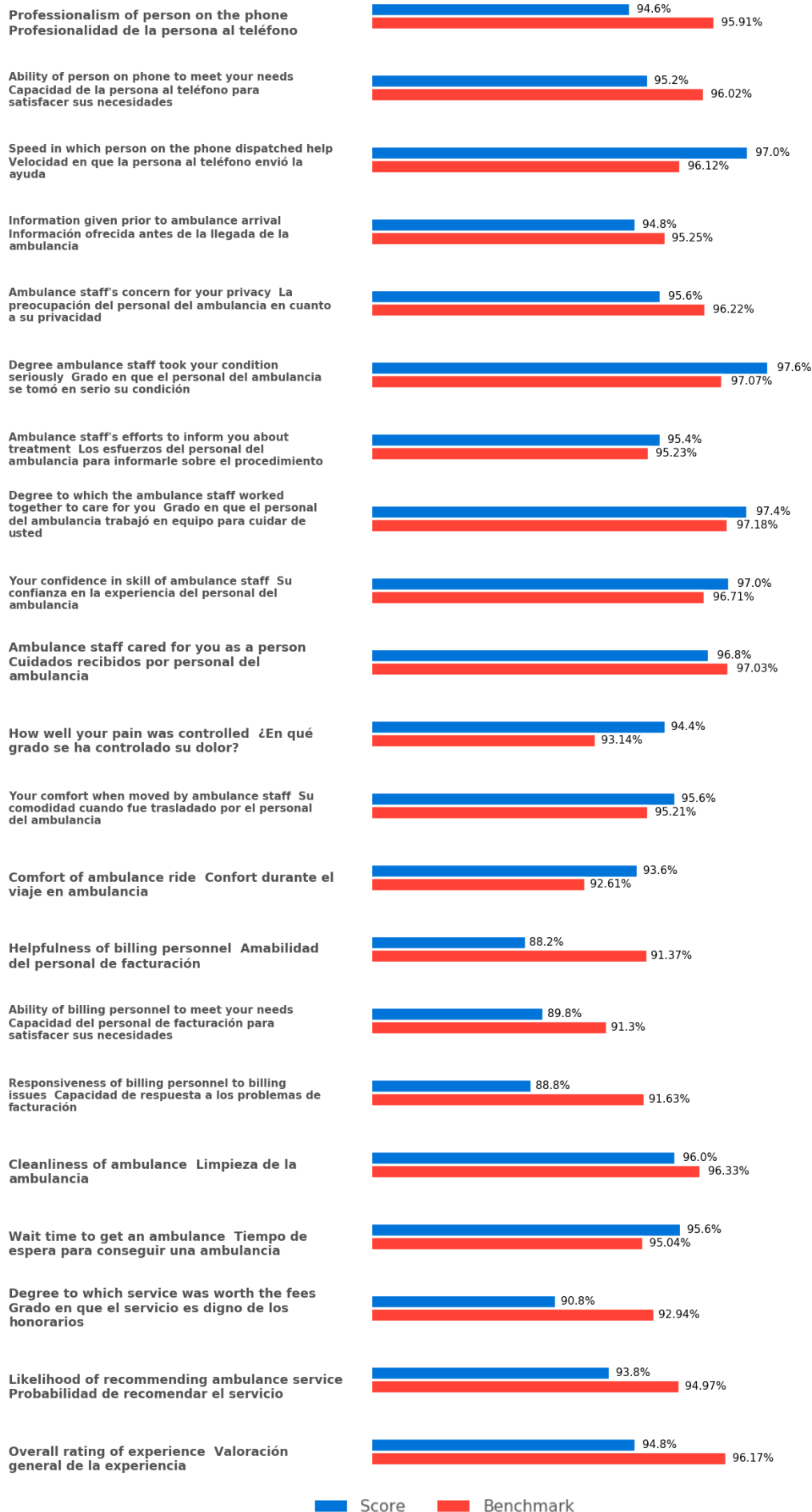
Cumulative Score: **94.19**



	Previous Period	Current Period
Score	0.0	94.19
Benchmark	94.38	94.93

The benchmark is the mean average of all responses for all services in the Feedback Innovations database.

VITAL SIGNS PATIENT SATISFACTION REPORT



■ Score ■ Benchmark

2.0 IMPROVEMENT PRIORITY RANKING

Rank	Question
1	Professionalism of person on the phone Profesionalidad de la persona al teléfono
2	Ability of person on phone to meet your needs Capacidad de la persona al teléfono para satisfacer sus necesidades
3	Speed in which person on the phone dispatched help Velocidad en que la persona al teléfono envió la ayuda
4	Information given prior to ambulance arrival Información ofrecida antes de la llegada de la ambulancia
5	Helpfulness of billing personnel Amabilidad del personal de facturación
6	Ability of billing personnel to meet your needs Capacidad del personal de facturación para satisfacer sus necesidades
7	Responsiveness of billing personnel to billing issues Capacidad de respuesta a los problemas de facturación
8	Cleanliness of ambulance Limpieza de la ambulancia
9	Wait time to get an ambulance Tiempo de espera para conseguir una ambulancia
10	Degree to which service was worth the fees Grado en que el servicio es digno de los honorarios
11	Likelihood of recommending ambulance service Probabilidad de recomendar el servicio
12	Ambulance staff's concern for your privacy La preocupación del personal del ambulancia en cuanto a su privacidad
13	Degree ambulance staff took your condition seriously Grado en que el personal del ambulancia se tomó en serio su condición
14	Ambulance staff's efforts to inform you about treatment Los esfuerzos del personal del ambulancia para informarle sobre el procedimiento
15	Degree to which the ambulance staff worked together to care for you Grado en que el personal del ambulancia trabajó en equipo para cuidar de usted
16	Comfort of ambulance ride Confort durante el viaje en ambulancia
17	Your confidence in skill of ambulance staff Su confianza en la experiencia del personal del ambulancia
18	Ambulance staff cared for you as a person Cuidados recibidos por personal del ambulancia
19	How well your pain was controlled ¿En qué grado se ha controlado su dolor?
20	Your comfort when moved by ambulance staff Su comodidad cuando fue trasladado por el personal del ambulancia

The Improvement Priority Ranking uses a combination of score and correlation to overall satisfaction to determine the most important areas for improvement. The closer to 1 the more important it is to your patients that this aspect of your service be improved upon.

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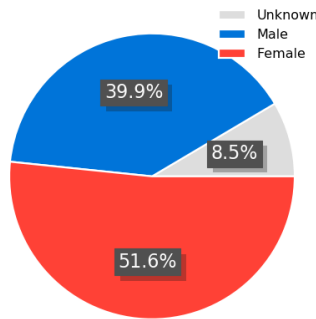
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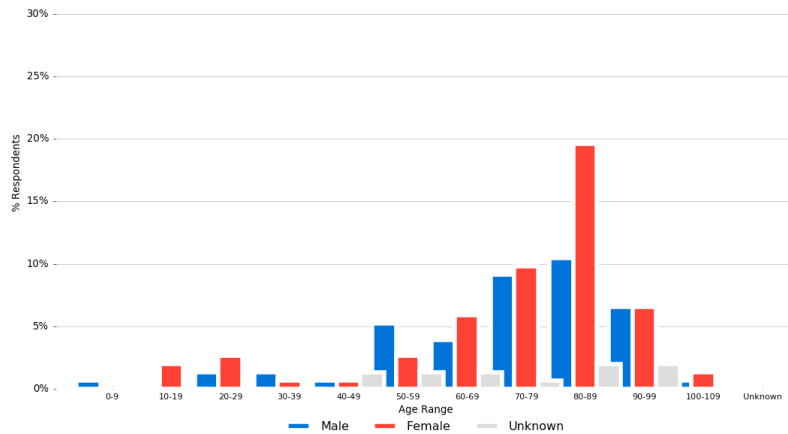
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3.0 DEMOGRAPHIC INFORMATION

Respondents (153 Total)



Respondents (153 Total)



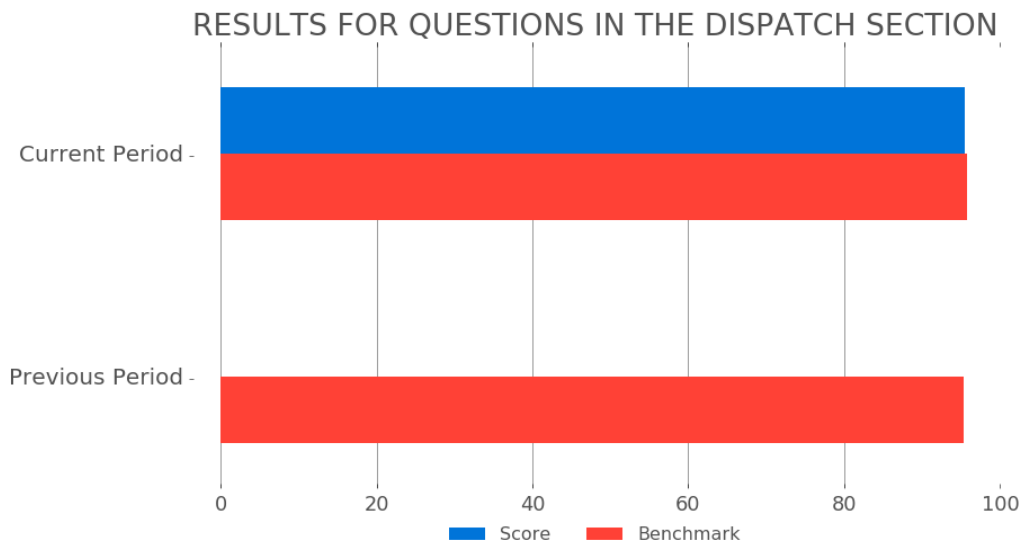
4.0 SECTIONS

4.1 Dispatch

Percentile ranking this period is lower 36.17%.

The Dispatch section showed a 95.4% increase overall from Previous Period to Current Period, with a total score of **95.4**. Drilling down by question for the Dispatch section:

- There was a 94.6% increase for *Professionalism of person on the phone Profesionalidad de la persona al teléfono*, with a score of 94.6.
- There was a 95.2% increase for *Ability of person on phone to meet your needs Capacidad de la persona al teléfono para satisfacer sus necesidades*, with a score of 95.2.
- There was a 97.0% increase for *Speed in which person on the phone dispatched help Velocidad en que la persona al teléfono envió la ayuda*, with a score of 97.0.
- There was a 94.8% increase for *Information given prior to ambulance arrival Información ofrecida antes de la llegada de la ambulancia*, with a score of 94.8.



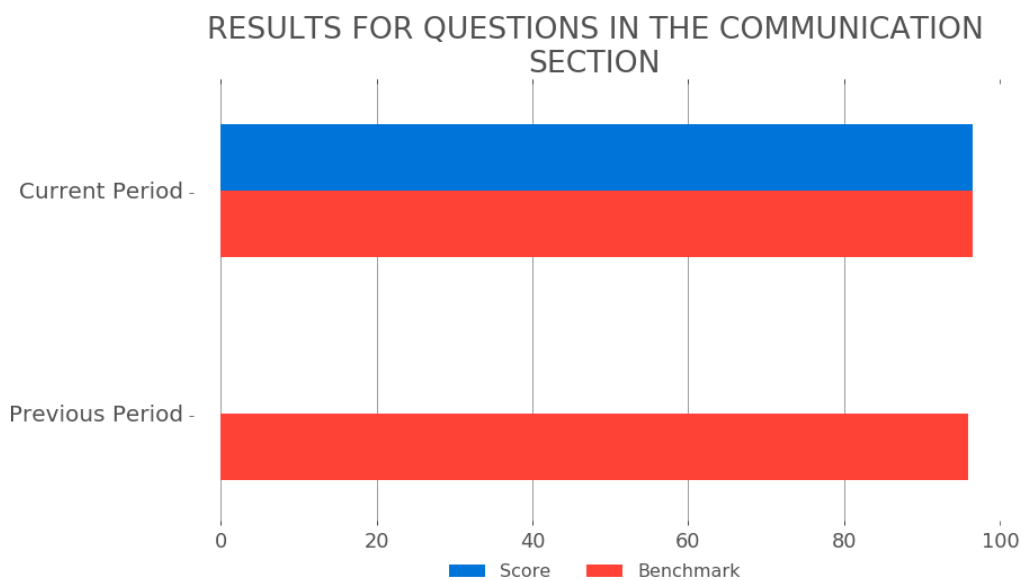
	Previous Period	Current Period
Score	0.0	95.4
Benchmark	95.39	95.82

4.2 Communication

Percentile ranking this period is lower 41.67%.

The Communication section showed a 96.5% increase overall from Previous Period to Current Period, with a total score of **96.5**. Drilling down by question for the Communication section:

- There was a 95.6% increase for *Ambulance staff's concern for your privacy La preocupación del personal del ambulancia en cuanto a su privacidad*, with a score of 95.6.
- There was a 97.6% increase for *Degree ambulance staff took your condition seriously Grado en que el personal del ambulancia se tomó en serio su condición*, with a score of 97.6.
- There was a 95.4% increase for *Ambulance staff's efforts to inform you about treatment Los esfuerzos del personal del ambulancia para informarle sobre el procedimiento*, with a score of 95.4.
- There was a 97.4% increase for *Degree to which the ambulance staff worked together to care for you Grado en que el personal del ambulancia trabajó en equipo para cuidar de usted*, with a score of 97.4.



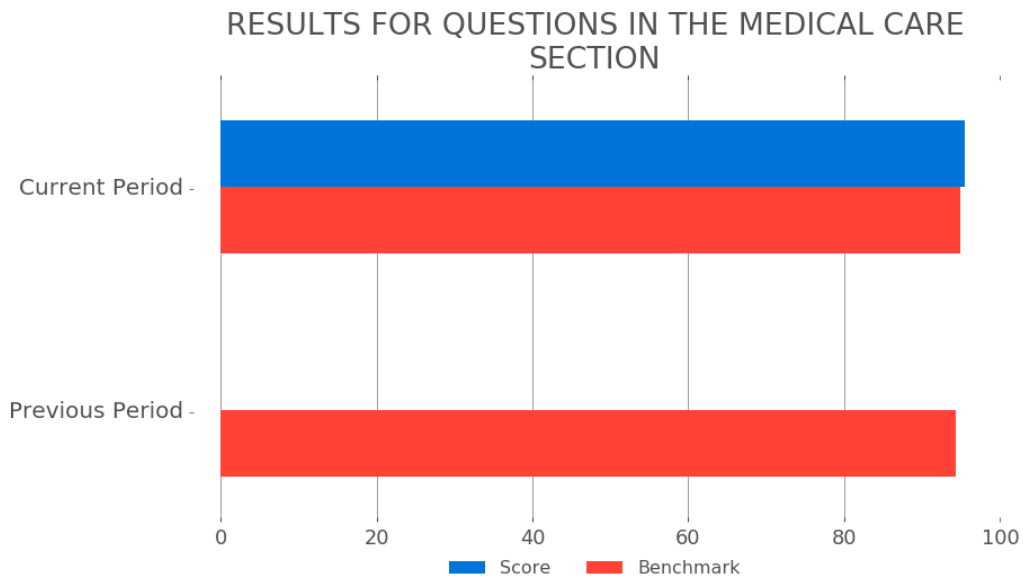
	Previous Period	Current Period
Score	0.0	96.5
Benchmark	95.9	96.42

4.3 Medical Care

Percentile ranking this period is upper 47.92%.

The Medical Care section showed a 95.48% increase overall from Previous Period to Current Period, with a total score of **95.48**. Drilling down by question for the Medical Care section:

- There was a 97.0% increase for *Your confidence in skill of ambulance staff Su confianza en la experiencia del personal del ambulancia*, with a score of 97.0.
- There was a 96.8% increase for *Ambulance staff cared for you as a person Cuidados recibidos por personal del ambulancia*, with a score of 96.8.
- There was a 94.4% increase for *How well your pain was controlled ¿En qué grado se ha controlado su dolor?*, with a score of 94.4.
- There was a 95.6% increase for *Your comfort when moved by ambulance staff Su comodidad cuando fue trasladado por el personal del ambulancia*, with a score of 95.6.
- There was a 93.6% increase for *Comfort of ambulance ride Confort durante el viaje en ambulancia*, with a score of 93.6.



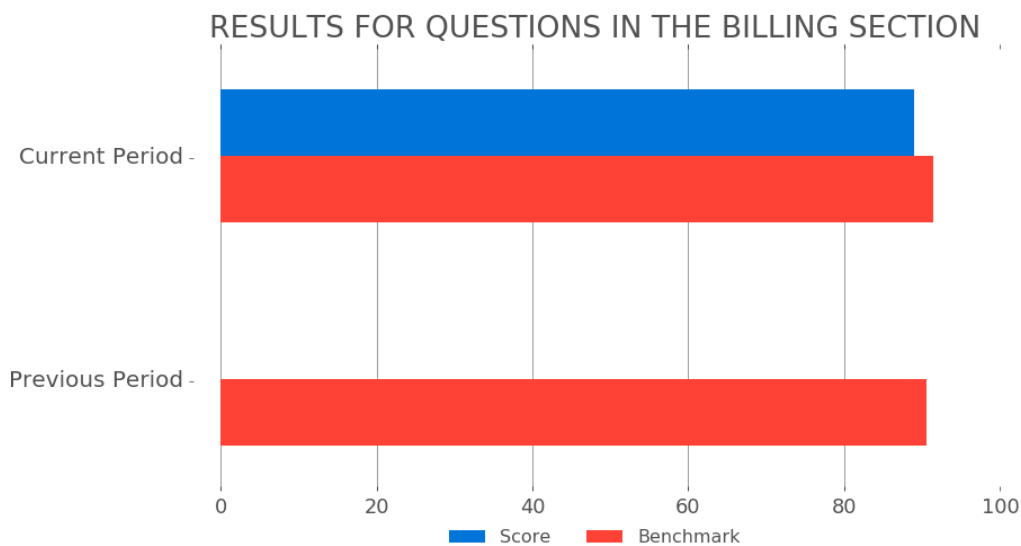
	Previous Period	Current Period
Score	0.0	95.48
Benchmark	94.28	94.94

4.4 Billing

Percentile ranking this period is lower 27.08%.

The Billing section showed a 88.93% increase overall from Previous Period to Current Period, with a total score of **88.93**. Drilling down by question for the Billing section:

- There was a 88.2% increase for *Helpfulness of billing personnel Amabilidad del personal de facturación*, with a score of 88.2.
- There was a 89.8% increase for *Ability of billing personnel to meet your needs Capacidad del personal de facturación para satisfacer sus necesidades*, with a score of 89.8.
- There was a 88.8% increase for *Responsiveness of billing personnel to billing issues Capacidad de respuesta a los problemas de facturación*, with a score of 88.8.



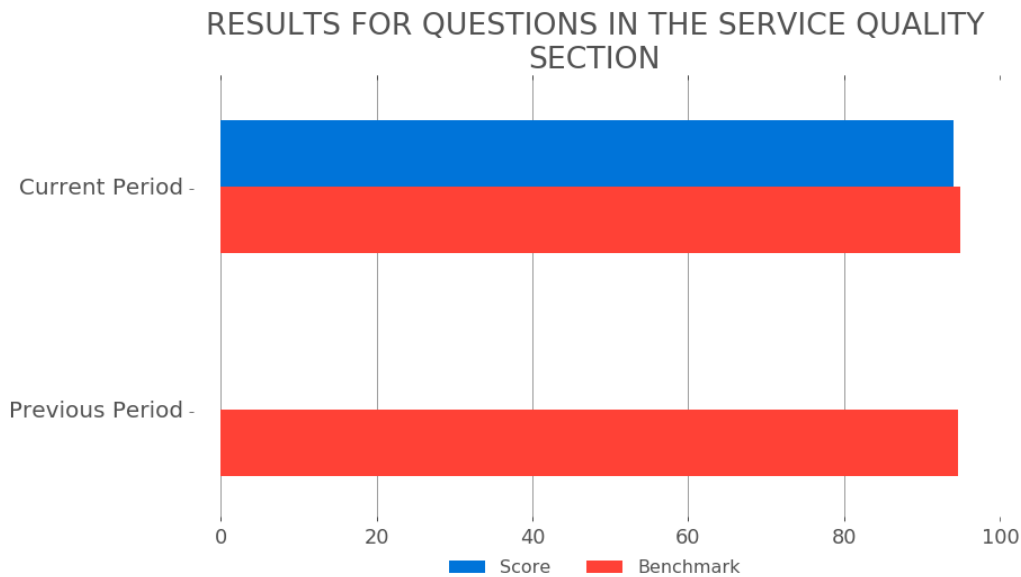
	Previous Period	Current Period
Score	0.0	88.93
Benchmark	90.62	91.43

4.5 Service Quality

Percentile ranking this period is lower 29.79%.

The Service Quality section showed a 94.05% increase overall from Previous Period to Current Period, with a total score of **94.05**. Drilling down by question for the Service Quality section:

- There was a 96.0% increase for *Cleanliness of ambulance Limpieza de la ambulancia*, with a score of 96.0.
- There was a 95.6% increase for *Wait time to get an ambulance Tiempo de espera para conseguir una ambulancia*, with a score of 95.6.
- There was a 90.8% increase for *Degree to which service was worth the fees Grado en que el servicio es digno de los honorarios*, with a score of 90.8.
- There was a 93.8% increase for *Likelihood of recommending ambulance service Probabilidad de recomendar el servicio*, with a score of 93.8.



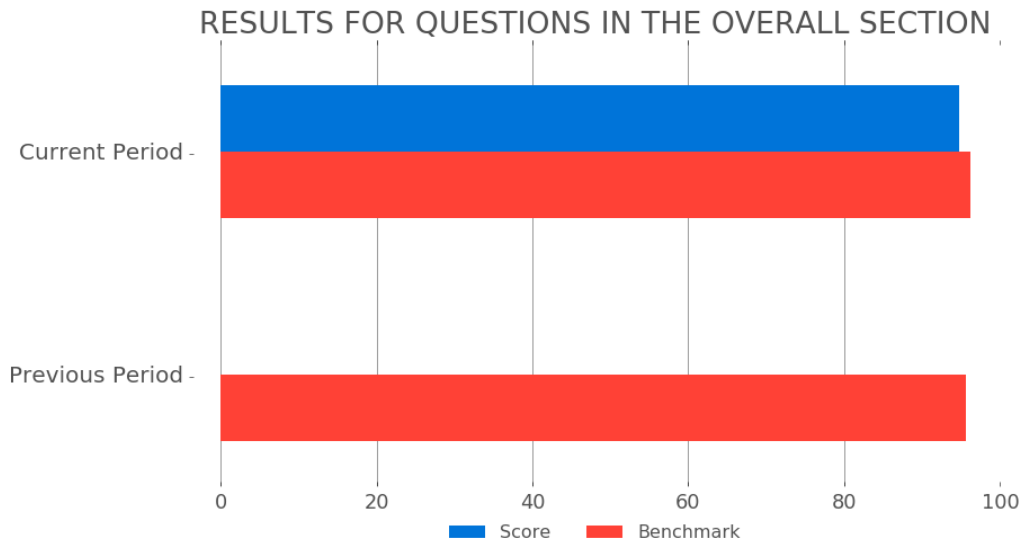
	Previous Period	Current Period
Score	0.0	94.05
Benchmark	94.58	94.82

4.6 Overall

Percentile ranking this period is lower 22.92%.

The Overall section showed a 94.8% increase overall from Previous Period to Current Period, with a total score of **94.8**. Drilling down by question for the Overall section:

- There was a 94.8% increase for *Overall rating of experience Valoración general de la experiencia*, with a score of 94.8.



	Previous Period	Current Period
Score	0.0	94.8
Benchmark	95.54	96.17

February 22, 2018

Police Chief Robert Jonsen
Palo Alto Police Department
275 Forest Avenue
Palo Alto, CA 94301

Re: Officer Hubbard, Badge#6986

Dear Police Chief Jonsen,

I am writing to commend one of your police officers, Officer Hubbard.

I was involved in an accident on the evening of February 3, 2018. I was driving on Fabian Way in South Palo Alto when an elderly couple walked in front of my vehicle. This resulted in a low speed collision. Fortunately, at the time, the couple did not appear to have sustained major injuries. We called 911 and the fire department/paramedics arrived promptly as did Officer Hubbard to assess the situation.

The paramedics assessed and treated both pedestrians involved in the accident. Both were brought to the hospital for further evaluation. Officer Hubbard assisted in securing the area, diverting the local traffic, assessing the scene of the accident and taking statements from myself and the other party regarding the accident.

I found Officer Hubbard to be very calm and professional throughout the entire incident. I have never been involved in an accident of this type and it was a very chaotic and stressful experience. He calmly explained the protocol in this type of situation and was very patient and thorough in answering any questions I had following the accident.

Obviously, nobody ever wishes to be involved in an accident but accidents do happen. I am grateful to the Palo Alto Fire Department/paramedics who assisted the injured pedestrians and to Officer Hubbard who assisted to control the site of the accident. Having only moved to Palo Alto a couple years ago, this was the first time I have needed the services of the Palo Alto Fire Department and Police Department. I was VERY impressed with the quality of service provided by both.

Please convey my gratitude to Officer Hubbard for his outstanding service.

Sincerely,



Daniel [REDACTED]

[REDACTED]
Palo Alto, CA 94301

Received

MAR 2 2018

Police Chief

Jesus,

Thanks for making this little girl's day! It looks like her fender is bent, and she couldn't ride her bike unless you removed it. Add bike repair to our list of things we do for the community.

If you don't mind, I'd like to share this with the City Manager's Office and Council as another example of PAFD members fulfilling our mission. I will make sure we get this note in your personnel file.

Best,
Eric

From: Matt [REDACTED]
Sent: Thursday, May 10, 2018 6:12 PM
To: Fire
Subject: Thank you

Your kind fireman saved the day for my daughter, thanks! (Picture Included)

June 5, 2018

Fire Administration

250 Hamilton Avenue

Attn: Chief Eric Nickels

6th Floor

Palo Alto, CA 94301

On May 18, 2018 I was taken ill and had to go to the PAMF Urgent Care Dept. After being examined it was decided that I needed to go to the Stanford Hospital. This was approximately 7:00pm. The doctor felt it was urgent and had the staff call 911.

The ambulance was there immediately and a staff of I think 5 arrived and took over. From that moment I was in the care of the **best** EMTs anyone could ask for. They were reassuring, kind and knowledgeable. I don't have enough words to convey to you how professionally your team treated me. They monitored my vital signs, calmed me down and got me into the hospital quickly. They even made me laugh. Three of their names are James, John and Brandt or Brent. I hope I am right on these names, but it was a stressful time they made bearable.

This note is to thank them very much and to let you know how well your staff cares for our citizens.
Sincerely

Margaret 


Palo Alto CA

Margaret 

Sent: Friday, June 15, 2018 1:59 AM

To: Fire; Police

Cc: Keene, James; Hoyt, George

Subject: Appreciation Re: June 11, 2018 - Monday Evening Fire on Palo Alto Ave

Hello City of Palo Alto, Fire Department and Police Department;

I just want to put down in words, my appreciation for how the Fire and Police Department folks responded in our hour of need. You folks were unbelievably speedy getting to us within minutes, amazing in your teamwork and utterly awesome in your courtesy throughout the emergency. And it was noticed, the great care you took with precious computer equipment.

I am a resident of [REDACTED] Palo Alto Ave. I woke from a nap around 10 pm to hear my upstairs neighbor say he saw smoke in his stairwell and was calling 911. In the two minutes it took me to grab the kitty and laptop, a policeman was already walking up to the door to guide us off the property. Just then, my next door neighbor rushed past into his apartment with the fire and I heard him say "Hurry, it's still a small fire, you can put it out!" Looking around we saw the firemen had arrived and were approaching. You contained it and prevented a disaster. Within the hour you were back out to us, answering our anxious questions and helping us to retrieve our car keys and bare essentials as we figured out how to cope with housing for the night. The National Disaster coordinator as well as the Red Cross and our neighborhood residents present were all wonderful, offering help and a place to stay as we digested our situation.

Wednesday, on my way to clean up I met the building inspector on the street and he was most helpful in his efforts to make it possible for power to be re-established, so that we could get back into our living spaces. That day I also ran into the doctor two houses down. He stopped to ask how we were and then spoke of his admiration for the impressive teamwork shown by the fire fighters who responded, three fire engines worth! I don't know what stations they came from but - Thank You ! You made a tough time easier.

Today Thursday, I saw a team of police officers gathered at our place. I asked what they were up to - and they said "To learn from the situation". The shock of the last few days is unravelling and with time to take a breath, I thought, its time to let you know what your efforts mean at this end. I cannot think of a better group of people for a community to rely on, you are much appreciated.

With admiration and gratitude,

Viviane [REDACTED]

From: Lanie [REDACTED]
Sent: Tuesday, June 19, 2018 3:43 PM
To: Nickel, Eric; Jonsen, Robert; Keene, James
Subject: Many thanks

Last Friday morning our family had the experience of needing to place a call to 911, resulting in a visit from the Palo Alto Fire Department paramedics and the Palo Alto Police Department and subsequent transport to the Stanford Hospital Emergency Room.

I just felt compelled to let you all know how professionally and caringly each of the responders from the initial 911 operator to the paramedics to the police officer who remained with me after the ambulance left our house treated both my husband and me.

I was too rattled to get any of their names except for Yolanda Clausen who left her card with me. The case number was [REDACTED] If you can tie that back to specific responders, please let them know how grateful I am to them. I just know their work played a huge part in the prognosis for my husband's eventual recovery.

Lanie [REDACTED]