



City of Palo Alto

City Council Staff Report

(ID # 7202)

Report Type: Consent Calendar

Meeting Date: 8/29/2016

Summary Title: PAFD Performance Report FY16 Q4

Title: Acceptance of the Palo Alto Fire Department Quarterly Performance Report for the Fourth Quarter Fiscal Year 2016

From: City Manager

Lead Department: Fire

Recommendation

Staff recommends City Council review and accept the Palo Alto Fire Department Quarterly Performance Report for the Fourth Quarter of Fiscal Year 2016.

Background and Discussion

Last Fiscal Year the Palo Alto Fire Department (PAFD) identified performance reporting as a key initiative, and began reporting on key performance measures quarterly.

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.
- **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 (PDF)
- ATTACHMENT B_FY16 Q4 Performance Report_Final(DOCX)
- Attachment C_Customer Survey (PDF)
- Attachment D_Thank you letters (PDF)

City of Palo Alto

Fire Department

Honorable Councilmembers,

I am pleased to provide the final quarterly Performance Report of Fiscal Year 2016. The addition of comparison data has been helpful to highlight the growing need for our services, as call volume continues to rise. The firefighters and staff of the Palo Alto Fire Department continue to demonstrate dedication to the community and commitment to providing high quality.

The needs of our community are changing and the Department is poised to adapt. The work over the last two years has brought significant improvement and enabled our ability to analyze resources and community needs at a sophisticated level. Utilizing data analytics tools we can identify a number of creative strategies to meet the growing demand, ensure the safety of our firefighters, and maintain a high level of service to the community.

With your support, we have made strides in the last year by securing additional ambulances to meet the growing demand for emergency medical response. This enables us to reduce our reliance on outside resources to cover our service gaps, typically created by simultaneous calls during the day when the population increases in Palo Alto and Stanford. Fully utilizing the tools we now have, we are exploring creative staffing options that allow us to keep up with the growing demands with minimal increases to departmental resources.

One of the most important accomplishments this year was the successful negotiation of a new labor contract with our firefighters. Our firefighters continue to provide superior service and competitive compensation is important to maintaining our workforce and attracting new employees. As we embark on a new hiring and selection process in the coming year, I am hopeful that our ability to attract top talent to serve our world-class community will be enhanced as a result of the new contract.

Sincerely,



Eric Nickel, EFO, CFC, CFO
Fire Chief

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Palo Alto Fire Department Quarterly Performance Report Fiscal Year 2016, Fourth Quarter

Calls for Service

The Palo Alto Fire Department (PAFD) responded to a total of 2,237 calls for service in the fourth quarter of Fiscal Year 2016. This includes responses within Palo Alto, Stanford, and neighboring cities to provide Auto and Mutual Aid. Approximately seventy-eight percent (78%) of calls are generated from Palo Alto, sixteen percent (16%) from Stanford, and the remainder from neighboring cities or requests for regional fire deployment.

The majority of calls were for Emergency Medical Services, making up sixty percent (60%) 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.

Table 1. Calls for Service		
Type	FY15 Q4	FY16 Q4
Emergency Medical Service	1347	1352
Good Intent	366	377
False Alarm & False Call	254	281
Service Call	109	118
Rescue & Hazardous Material	43	69
Fire	43	40
Explosion, No Fire	2	0
Grand Total	2164	2237

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.

Of the 1,352 Emergency Medical Service calls the PAFD responded to in the fourth quarter of Fiscal Year 2016, the overwhelming majority were for medical, trauma and cardiac calls that did not involve a vehicle accident.

There was a sizeable fifty-eight percent (58%) increase over the same quarter last year for motor vehicle accidents, with most of those occurring with injuries.

Table 2. EMS Performance Measures			
Calls for Service		FY15 Q4	FY16 Q4
NFIRS Code	Description		
321	EMS call, excluding vehicle accident with injury	1275	1235
322	Vehicle accident with injuries	47	86
324	Motor vehicle accident with no injuries	10	16
323	Motor vehicle/pedestrian accident	15	12
381	Rescue or EMS standby	0	3
Total		1347	1352
Transports			
Number of Transports		990	960
Percent of EMS Calls resulting in transport		73.5%	71.0%
Response Times			
Percent of first responder arriving on scene to EMS calls within 8 minutes		94.4%	90.6%
Percent of paramedic responder arriving on scene to EMS calls within 12 minutes		98.7%	98.3%
Median response time for first responder arriving on scene to EMS calls		04:51	04:48

Most EMS calls (71%) resulted in an ambulance transport to a local hospital or care facility. This is the primary source of revenue generated from emergency medical services, and revenue received in this quarter is on track with budget projections.



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

This quarter the PAFD first responder arrived on scene to EMS calls within 8 minutes ninety-one percent (91%) of the time.



Response Time Goal Not 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-eight percent (98%) of the time. A slight variance is normal for quarterly data, and the Department typically meets this goal when looking at annual data sets.

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 quarter PAFD responded to 40 calls where fire was present, with 8 occurring in neighboring cities. There were three major fire incidents that occurred during this period, and fortunately only one resulted in a minor injury of a resident and no injuries to first responders.

In early April, a neighbor called 911 stating that there was a Fire Alarm going off next door at a house under construction at the 800 block of Boyce Avenue. The Police Department arrived at scene stating there was an odor of smoke present. The call was upgraded to a structure response. Upon entering the structure, the remains of a plastic container was found with rags and some type of paint/oil finishing product cans. All of the contents had combusted and the sprinkler head activation had controlled and extinguished the fire. Engine 63 completed a primary search of the first and second floors, and provided an "all clear." Truck 66 assisted with ventilation of the structure. The sprinkler system was drained and water evacuation was started.

In late May, Engine 65 responded to a reported post fire investigation at the 4000 block of Miller Court. The residents were awakened by the activation of the smoke detector. A resident's homemade electric bicycle was found actively burning and the resident began to move it towards the front door in an effort to minimize the impact and extinguish the fire. The fire became too hot and the bike was dropped to the floor. The resident then ran to the kitchen and began filling tubs of water and throwing it on the fire. The resident was able to knock down the flames enough to allow him to throw the bike out of the house through the front door. He then completed fire extinguishment. The family evacuated prior to Engine 65's arrival. The living room sustained water and burn damage to the wood floors, stereo, TV, and couch as well as smoke damage.

In late June, Engine 66 and Truck 66 responded to a water flow alarm at the 700 block of Escondido on Stanford campus. Upon investigation, Engine 66 determined a sprinkler had activated in due to a small cooking fire. The sprinkler system extinguished the fire. Engine 66 shut off and drained the sprinkler system and Truck 66 personnel began salvage work. Engine 66 contacted the Resident Advisor and investigated for further damage. Water was found to have leaked into multiple apartments. PAFD replaced the sprinkler head and placed the building sprinkler system back in service, completed salvage work and confirmed that a Stanford Housing salvage crew had been contacted. The resident responsible for the fire received a slight burn to his left hand during the incident. He was examined by a PAFD paramedic and indicated he would seek his own aid for the burn.

Table 3. Fire Performance Measures			
Calls for Service		FY15 Q4	FY16 Q4
NFIRS Code	Description		
113	Cooking fire, confined to container	6	7
142	Brush, or brush and grass mixture fire	1	6
111	Building fire	4	6
154	Dumpster or other outside trash receptacle fire	2	5
150	Outside rubbish fire, other	5	3
140	Natural vegetation fire, other	1	3
131	Passenger vehicle fire	4	2
100	Fire, other	1	1
162	Outside equipment fire	1	1
135	Aircraft fire	0	1
141	Forest, woods or wildland fire	0	1
118	Trash or rubbish fire, contained	9	1
170	Cultivated vegetation, crop fire, other	1	1
143	Grass fire	1	1
112	Fires in a structure, other than a building	0	1
151	Outside rubbish, trash or waste fire	2	0
160	Special outside fire, other	2	0
130	Mobile property fire, other	1	0
112	Fires in structures other than in a building	1	0
163	Outside gas or vapor combustion explosion	1	0
Total		43	40
Response Times			
Percent of first responder arriving on scene to Fire calls within 8 minutes		86.2%	86.3%
Median response time for first responder arriving on scene to Fire calls		05:31	05:39
Fire Containment			
Percent of building and structure fires contained to the room or area of origin		100%	100%



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

This quarter the PAFD first responder arrived on scene to Fire calls within 8 minutes eighty-six percent (86%) of the time. While, under the goal this is still an improvement from historical performance on this measure, which is typically near eighty-one percent (81%). The Fire Department has begun an operational readiness initiative that includes measures to reduce response times.



Fire Containment Goal Met: At least 90% of building and structure fires contained to the room or area of origin.

This quarter there were two building fires within Palo Alto and one on Stanford. In all cases, the fire was contained to the original area. PAFD also responded mutual aid to two building fires in Mountain View.

Rescue and Hazardous Materials

The Fire Department responded to a total of 69 rescue and hazardous material calls. The most common rescue call is for the removal of victims from a stalled elevator, which accounts for twenty percent (20%) of these call types. Gas leak calls account for the second largest type of call, making up seventeen percent (17%) of the total.

Table 4. Rescue and Hazardous Materials Measures			
Calls for Service		FY15 Q4	FY16 Q4
NFIRS Code	Description		
353	Removal of victim(s) from stalled elevator	5	14
412U	Gas leak (natural gas or LPG) - PA Utilities Related	1	9
411	Gasoline or other flammable liquid spill	9	8
331	Lock-in (if lock out , use 511)	6	7
440	Electrical wiring/equipment problem, other	2	6
463	Vehicle accident, general cleanup	0	3
444	Power line down	0	3
412	Gas leak (natural gas or LPG)	6	3
400	Hazardous condition, other	0	3
442	Overheated motor	1	3
445	Arcing, shorted electrical equipment	1	2
462	Aircraft standby	0	2
451	Biological hazard, confirmed or suspected	1	1
443	Light ballast breakdown	1	1
421	Chemical hazard (no spill or leak)	1	1
356	High angle rescue	0	1
420	Toxic condition, other	0	1
441	Heat from short circuit (wiring), defective/worn	2	1
410	Flammable gas or liquid condition, other	3	0
413	Oil or other combustible liquid spill	2	0
365	Watercraft rescue	1	0
460	Accident, potential accident, other	1	0
Total		43	69
Response Times			
Median response time for first responder arriving on scene to Rescue & Hazardous Materials calls		5:43	05:44

Mutual and Automatic Aid

The Fire Department has automatic aid agreements with five regional Fire Departments, including Mountain View, Menlo Park, Woodside, Los Altos, and Santa Clara County Fire. The PAFD primarily provides aid to Mountain View, which is due to the virtual consolidation effort with the cities of Mountain View and Los Altos completed in FY15.

The Deputy Chief of Operations communicates regularly with the Mountain View Fire Department to review the agreement and ensure Palo Alto's resources are not overly relied upon. In this quarter, the PAFD provided mutual or automatic aid to three other jurisdictions on a total of 113 incidents. Five agencies provided mutual or automatic aid for calls within Palo Alto or Stanford on a total of 93 incidents.

Table 5. Mutual and Automatic Aid Performance Measures		
Mutual and Auto Aid Provided	FY15 Q4	FY16 Q4
<u>Agency</u>		
Mountain View Fire	100	88
Santa Clara County Fire	21	24
Menlo Park Fire	0	1
<i>All Mutual and Auto Aid Provided</i>	121	113
Mutual and Auto Aid Received		
<u>Agency</u>		
Mountain View Fire	77	68
Menlo Park Fire	18	12
Santa Clara County Fire	4	3
Woodside Fire	4	9
Moffet Fire	0	1
Cal Fire	1	0
<i>All Mutual and Auto Aid Received</i>	104	93

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 plan checks, permitting, and field inspections with the goal of ensuring all construction complies with local and national codes.

The Bureau continued to build out the records management system (Accela) to meet inspection data storage and billing needs. The fee schedule was completed this quarter and is still pending approval from Council. Two of the Bureau personnel completed Fire Investigation training to join the Santa Clara County Arson Task Force.

In comparison to the third quarter of this year, there was a slight rise in total plans reviewed coinciding with rise in total inspections. We saw an increase in Solar Permits and small drops in Electric Vehicle Permits and in total permits issued.

The hazardous material inspections are above the projected total for the year, however, this is due to multiple visits to a single site. This year businesses have been mandated to register on a State Hazardous Materials registry (CERS) and the department has been providing assistance to these sites with the registration process.

Table 6. Prevention Bureau Performance Measures		
Permits	FY15 Q4	FY16 Q4
Fire Permits Issued	-	152
Electric Vehicle Permits Issued	24	15
Solar Permits Issued	34	30
Inspections		
Hazardous Material Inspections Completed	171	137
Number of Hazardous Material Inspections for the year	270	207
Percent of Hazardous Material Facilities Inspections Complete to date	150.7%	206%
State Mandated Inspections Completed	117	99
Number of State Mandated Inspections for the year	290	397
Percent of State Mandated Facilities Inspections Complete to date	103.8%	100%
Fire and Life Safety Plan Review		
Plans Reviewed	261	473
Percent of Reviews Completed On-Time	99.0%	98.0%

Workforce Planning

The Department operates daily emergency response operations with a total of 96.0 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 quarter, the department has operated with 12.0 positions vacant and 6.0 employees off-line creating a total of 18.00 FTE positions that require backfilling.

This quarter the Training Division led a joint Fire Academy with the City of Sunnyvale for our new hires brought on in the previous quarter. Department-wide training focused on First Aid and AED skills, Fire and Weather Behavior, Wildland Urban Interface Training, and infrequently used EMS skills.

Table 7. Vacancies and Off-Line Employees FY16 Q4

<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	4.00	0.00	0.00	4.00	100%
Fire Captain	22.00	0.00	1.00	21.00	95%
Fire Apparatus Operator & Fire Fighters	70.00	12.00	5.00	53.00	76%
TOTAL	96.00	12.00	6.00	78.00	81%

Table 8. Succession Planning

	FY15 Q4	FY16 Q4
Number of Line Personnel Currently Eligible to Retire	16	23
Number of Line Personnel Eligible to Retire in Five Years	25	17
Percent of all Line Personnel Eligible to Retire within Five Years	47.7%	45.5%
Number of Acting Battalion Chief Hours	236	581
Number of Acting Captain Hours	5,132	1,535
Number of Acting Apparatus Operator Hours	7,231	5,832
Training		
Hours of Training Completed	8,566	7,826
Average Hours per Line Personnel	105.75	100.34

City of Palo Alto

Palo Alto, CA

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EMS System Report

April 1, 2016 to June 30, 2016

Your Score

94.46

Number of Your Patients in this Report

163

Number of Patients in this Report

18,138

Number of Transport Services in All EMS DB

121





Executive Summary

This report contains data from **163 City of Palo Alto** patients who returned a questionnaire between **04/01/2016** and **06/30/2016**.

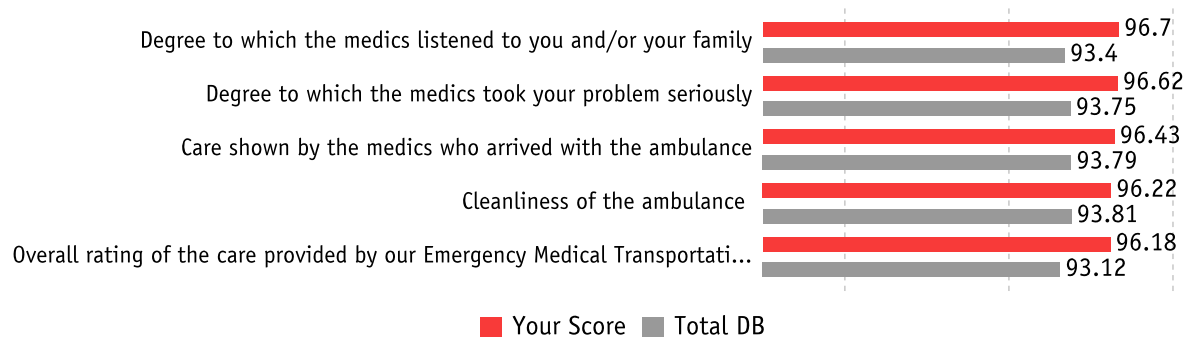
The overall mean score for the standard questions was **94.46**; this is a difference of **2.39** points from the overall EMS database score of **92.07**.

The current score of **94.46** is a change of **-1.06** points from last period's score of **95.52**. This was the **13th** highest overall score for all companies in the database.

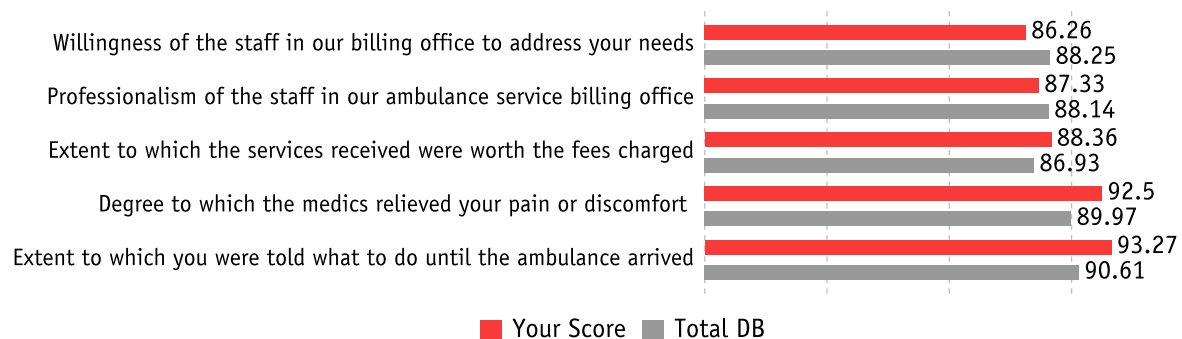
You are ranked **3rd** for comparably sized companies in the system.

81.88% of responses to standard questions had a rating of Very Good, the highest rating. **99.23%** of all responses were positive.

5 Highest Scores



5 Lowest Scores

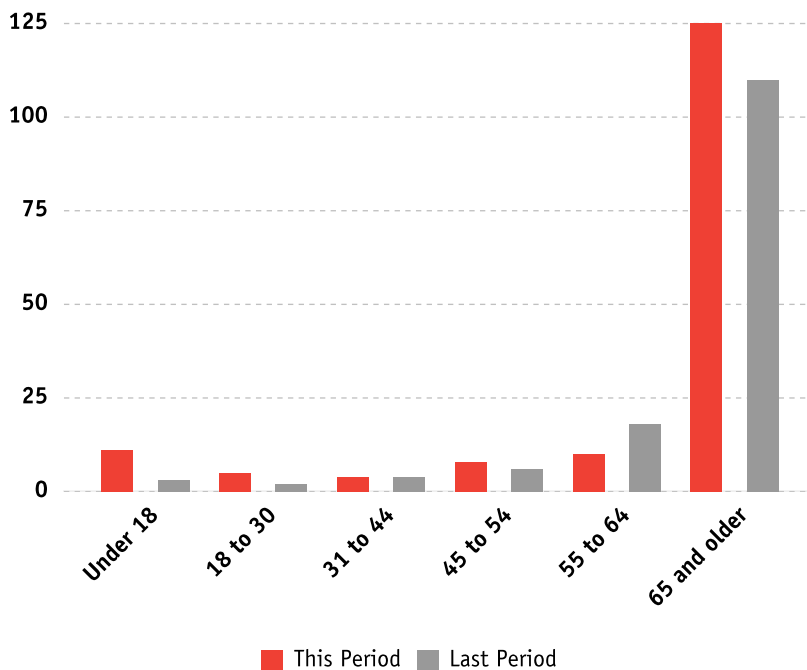




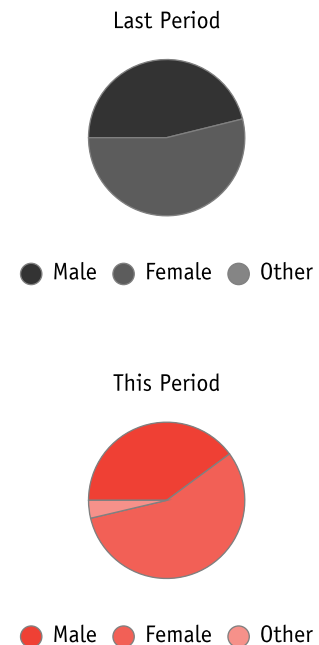
Demographics — This section provides demographic information about the patients who responded to the survey for the current and the previous periods. The information comes from the data you submitted. Compare this demographic data to your eligible population. Generally, the demographic profile will approximate your service population.

	Last Period				This Period			
	Total	Male	Female	Other	Total	Male	Female	Other
Under 18	3	3	0	0	11	4	7	0
18 to 30	2	0	2	0	5	2	3	0
31 to 44	4	1	3	0	4	2	2	0
45 to 54	6	2	4	0	8	5	3	0
55 to 64	18	11	7	0	10	7	3	0
65 and older	110	49	61	0	125	45	74	6
Total	143	66	77	0	163	65	92	6

Age Ranges



Gender





Dispatch Analysis

This analysis details the section results that concern dispatcher operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

Helpfulness of the person you called for ambulance service



Concern shown by the person you called for ambulance service



Extent to which you were told what to do until the ambulance arrived



Overall Section Score





Ambulance Analysis

This analysis details the section results that concern ambulance operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

Extent to which the ambulance arrived in a timely manner



Cleanliness of the ambulance



Comfort of the ride



Skill of the person driving the ambulance



Overall Section Score





Medic Analysis

This analysis details the section results that concern medic operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

Care shown by the medics who arrived with the ambulance



Degree to which the medics took your problem seriously



Degree to which the medics listened to you and/or your family



Skill of the medics



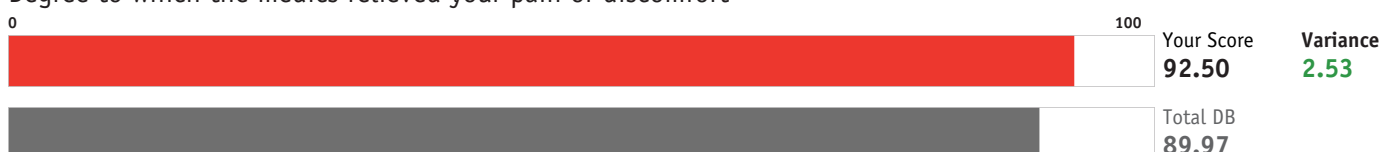
Extent to which the medics kept you informed about your treatment



Extent to which medics included you in the treatment decisions (if applicable)



Degree to which the medics relieved your pain or discomfort





Medic Analysis

This analysis details the section results that concern medic operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

Medics' concern for your privacy



Extent to which medics cared for you as a person



Overall Section Score





Billing Staff Assessment Analysis

This analysis details the section results that concern office operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

Professionalism of the staff in our ambulance service billing office



Willingness of the staff in our billing office to address your needs



Overall Section Score





Overall Assessment Analysis

This analysis details the section results that concern assessment of operations. The analysis contains the mean scores for each survey question. The first column shows the company score and the total database score, the second column is your variance from the database score.

How well did our staff work together to care for you



Extent to which our staff eased your entry into the medical facility



Appropriateness of Emergency Medical Transportation treatment



Extent to which the services received were worth the fees charged



Overall rating of the care provided by our Emergency Medical Transportation service



Likelihood of recommending this ambulance service to others



Overall Section Score





Question Analysis

This section lists a synopsis of the information about your individual questions and overall scores for this monthly reporting period. The first column shows the company score from the previous period, the second column shows the change, the third column shows your score for this period and the fourth column shows the total Database score.

Dispatch Analysis

	Last Period	Change	This Period	Total DB
Helpfulness of the person you called for ambulance service	96.03	-1.58	94.45	92.41
Concern shown by the person you called for ambulance service	95.71	-1.95	93.76	92.25
Extent to which you were told what to do until the ambulance arrived	93.56	-0.29	93.27	90.61

Ambulance Analysis

	Last Period	Change	This Period	Total DB
Extent to which the ambulance arrived in a timely manner	95.74	-0.51	95.23	91.73
Cleanliness of the ambulance	96.30	-0.08	96.22	93.81
Comfort of the ride	93.16	0.59	93.75	87.12
Skill of the person driving the ambulance	96.96	-2.32	94.64	93.10

Medic Analysis

	Last Period	Change	This Period	Total DB
Care shown by the medics who arrived with the ambulance	97.38	-0.95	96.43	93.79
Degree to which the medics took your problem seriously	97.00	-0.38	96.62	93.75
Degree to which the medics listened to you and/or your family	97.38	-0.68	96.70	93.40
Skill of the medics	97.13	-1.03	96.10	93.78
Extent to which the medics kept you informed about your treatment	96.65	-2.19	94.46	92.16
Extent to which medics included you in the treatment decisions (if applicable)	94.35	-0.49	93.86	91.78
Degree to which the medics relieved your pain or discomfort	95.41	-2.91	92.50	89.97
Medics' concern for your privacy	95.58	-1.40	94.18	92.74
Extent to which medics cared for you as a person	97.51	-1.77	95.74	93.70

Billing Staff Assessment Analysis

	Last Period	Change	This Period	Total DB
Professionalism of the staff in our ambulance service billing office	89.02	-1.69	87.33	88.14
Willingness of the staff in our billing office to address your needs	85.49	0.77	86.26	88.25



Question Analysis (Continued)

Overall Assessment Analysis

	Last Period	Change	This Period	Total DB
How well did our staff work together to care for you	96.37	-1.30	95.07	92.95
Extent to which our staff eased your entry into the medical facility	96.52	-1.48	95.04	92.91
Appropriateness of Emergency Medical Transportation treatment	96.02	-1.02	95.00	92.77
Extent to which the services received were worth the fees charged	88.07	0.29	88.36	86.93
Overall rating of the care provided by our Emergency Medical Transportation	96.46	-0.28	96.18	93.12
Likelihood of recommending this ambulance service to others	96.21	-0.12	96.09	92.55



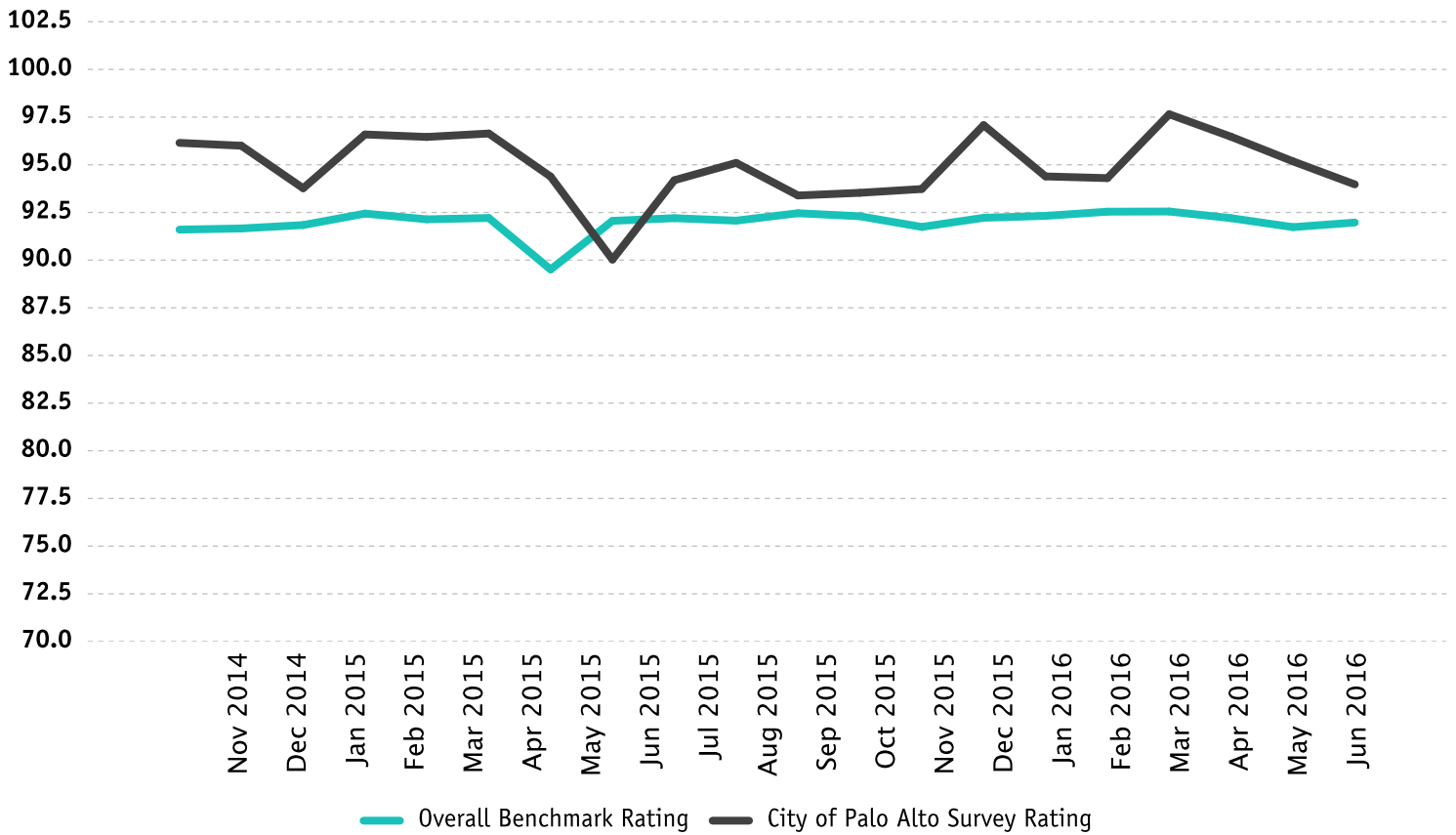
Monthly Breakdown

Below are the monthly responses that have been received for your service. It details the individual score for each question as well as the overall company score for that month.

	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016
Helpfulness of the person you called for ambulance service	85.71	95.00	93.93	96.51	92.36	100.00	95.83	94.57	97.00	97.22	100.00	95.03	93.75
Concern shown by the person you called for ambulance service	85.71	95.00	94.87	95.35	89.29	91.67	95.65	94.32	96.00	97.22	100.00	93.95	93.18
Extent to which you were told what to do until the ambulance	85.71	91.67	93.42	92.68	89.29	100.00	91.13	93.59	87.50	97.22	95.83	93.08	93.15
Extent to which the ambulance arrived in a timely manner	91.67	100.00	96.88	94.12	95.35	100.00	94.77	94.74	92.31	98.91	94.44	97.28	94.33
Cleanliness of the ambulance	94.44	96.43	96.67	95.74	95.00	80.20	98.73	93.09	96.15	100.00	93.75	97.56	95.83
Comfort of the ride	83.44	94.64	92.44	91.33	89.23	80.20	95.76	90.63	92.31	96.51	93.75	94.51	93.41
Skill of the person driving the ambulance	94.44	100.00	95.35	93.88	93.89	100.00	98.25	95.31	96.00	99.40	96.88	95.24	94.17
Care shown by the medics who arrived with the ambulance	91.67	95.31	97.87	97.50	95.63	100.00	98.28	97.81	93.75	98.84	97.22	96.43	96.35
Degree to which the medics took your problem seriously	91.67	95.00	96.20	97.00	95.12	100.00	98.28	96.05	94.79	99.43	97.22	96.43	96.65
Degree to which the medics listened to you and/or your family	94.44	93.33	96.74	94.79	95.12	100.00	97.81	96.05	95.83	100.00	97.22	97.02	96.51
Skill of the medics	91.67	93.33	95.65	96.88	95.00	95.00	98.68	95.98	96.74	98.84	97.22	96.95	95.60
Extent to which the medics kept you informed about your	91.67	90.00	95.56	90.56	92.11	95.00	98.04	96.00	95.45	98.13	94.44	96.15	93.75
Extent to which medics included you in the treatment decisions	90.63	86.36	95.39	88.12	90.91	100.00	97.22	93.29	94.32	95.83	100.00	96.55	92.31
Degree to which the medics relieved your pain or discomfort	83.33	88.64	95.00	91.46	92.86	100.00	96.43	94.32	92.86	98.48	89.29	93.38	92.41
Medics' concern for your privacy	89.29	92.31	95.83	91.67	95.39	95.00	98.56	94.39	93.18	98.21	87.63	95.14	94.38
Extent to which medics cared for you as a person	96.88	95.00	97.22	94.27	96.88	100.00	99.11	97.64	92.43	100.00	97.22	95.39	95.74
Professionalism of the staff in our ambulance service billing	91.67	90.91	90.79	85.23	89.58	50.50	92.39	89.58	92.50	86.00	100.00	87.50	86.48
Willingness of the staff in our billing office to address your	83.33	92.86	90.28	90.33	85.42	50.50	92.86	83.75	91.67	84.00	100.00	87.50	84.94
How well did our staff work together to care for you	90.63	96.88	95.11	95.10	95.63	100.00	98.61	95.10	96.88	97.62	97.22	96.53	94.29
Extent to which our staff eased your entry into the medical	90.63	96.88	94.44	96.50	96.34	95.00	99.07	94.61	95.83	99.38	97.22	95.17	94.78
Appropriateness of Emergency Medical Transportation treatment	90.63	97.06	96.20	93.37	93.90	100.00	99.07	95.37	95.83	96.98	96.88	94.74	94.95
Extent to which the services received were worth the fees	84.38	83.33	87.18	83.79	89.39	81.25	90.98	86.84	88.80	89.00	100.00	91.91	85.55
Overall rating of the care provided by our Emergency Medical	90.63	95.59	96.11	94.27	95.12	100.00	99.54	95.28	94.79	98.84	97.22	96.05	96.13
Likelihood of recommending this ambulance service to others	90.63	96.88	96.02	92.24	94.87	93.75	97.50	94.27	95.83	98.75	100.00	95.30	96.07
Your Master Score	90.03	94.19	95.10	93.39	93.53	93.73	97.08	94.39	94.30	97.65	96.47	95.18	93.97
Your Total Responses	9	17	48	52	45	5	64	65	29	49	10	48	105



Monthly tracking of Overall Survey Score





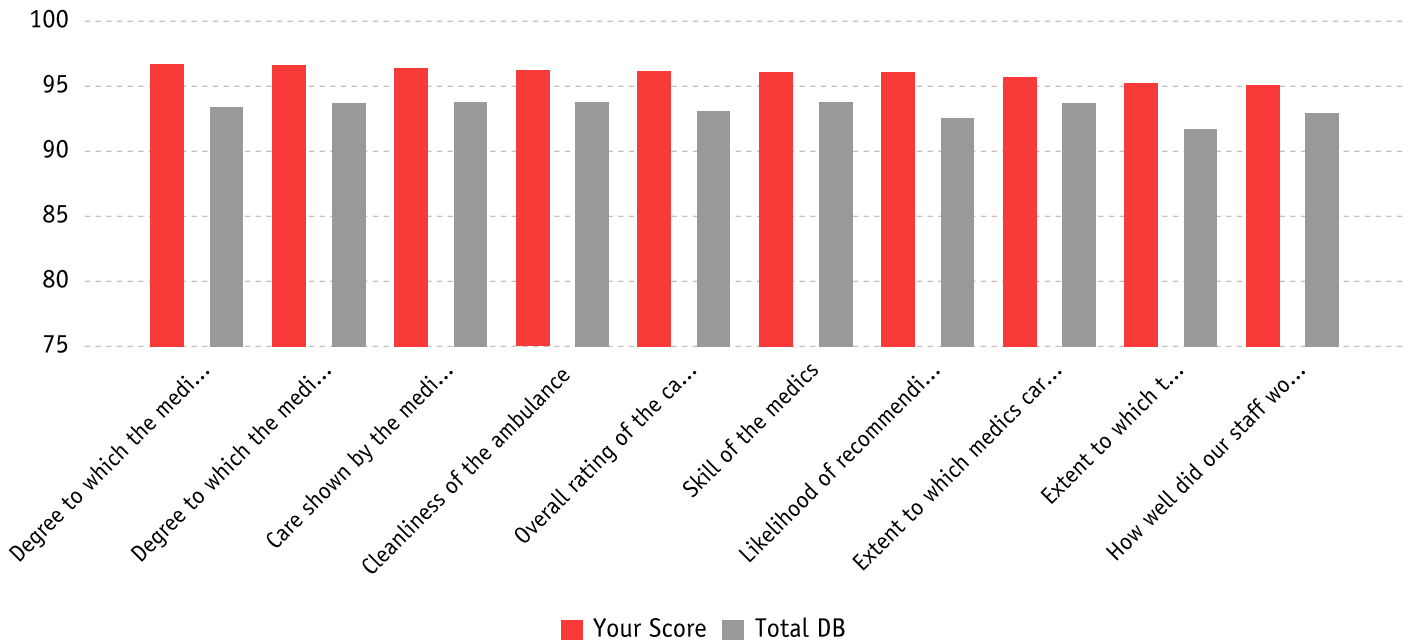
Greatest Increase and Decrease in Scores by Question

	Last Period	This Period	Change	Total DB Score
Increases				
Willingness of the staff in our billing office to address your needs	85.49	86.26	0.77	88.25
Comfort of the ride	93.16	93.75	0.59	87.12
Extent to which the services received were worth the fees charged	88.07	88.36	0.30	86.93
Decreases				
Degree to which the medics relieved your pain or discomfort	95.41	92.50	-2.91	89.97
Skill of the person driving the ambulance	96.96	94.64	-2.31	93.10
Extent to which the medics kept you informed about your treatment	96.65	94.46	-2.19	92.16
Concern shown by the person you called for ambulance service	95.71	93.76	-1.96	92.25
Extent to which medics cared for you as a person	97.51	95.74	-1.76	93.70
Professionalism of the staff in our ambulance service billing office	89.02	87.33	-1.69	88.14
Helpfulness of the person you called for ambulance service	96.03	94.45	-1.58	92.41
Extent to which our staff eased your entry into the medical facility	96.52	95.04	-1.48	92.91
Medics' concern for your privacy	95.58	94.18	-1.39	92.74
How well did our staff work together to care for you	96.37	95.07	-1.29	92.95



Greatest Scores Above Benchmarks by Question

Highest Above Benchmark	This Period	Variance	Total DB Score
Degree to which the medics listened to you and/or your family	96.7	3.3	93.4
Degree to which the medics took your problem seriously	96.62	2.87	93.75
Care shown by the medics who arrived with the ambulance	96.43	2.63	93.79
Cleanliness of the ambulance	96.22	2.42	93.81
Overall rating of the care provided by our Emergency Medical Transportation service	96.18	3.07	93.12
Skill of the medics	96.1	2.32	93.78
Likelihood of recommending this ambulance service to others	96.09	3.54	92.55
Extent to which medics cared for you as a person	95.74	2.05	93.7
Extent to which the ambulance arrived in a timely manner	95.23	3.5	91.73
How well did our staff work together to care for you	95.07	2.12	92.95





Highest and Lowest Scores

Highest Scores	Last Period	This Period	Change	Total DB Score
Degree to which the medics listened to you and/or your family	97.38	96.70	-0.68	93.40
Degree to which the medics took your problem seriously	97.00	96.62	-0.38	93.75
Care shown by the medics who arrived with the ambulance	97.38	96.43	-0.95	93.79
Cleanliness of the ambulance	96.30	96.22	-0.08	93.81
Overall rating of the care provided by our Emergency Medical Transportation service	96.46	96.18	-0.28	93.12

Lowest Scores	Last Period	This Period	Change	Total DB Score
Willingness of the staff in our billing office to address your needs	85.49	86.26	0.77	88.25
Professionalism of the staff in our ambulance service billing office	89.02	87.33	-1.69	88.14
Extent to which the services received were worth the fees charged	88.07	88.36	0.29	86.93
Degree to which the medics relieved your pain or discomfort	95.41	92.50	-2.91	89.97
Extent to which you were told what to do until the ambulance arrived	93.56	93.27	-0.29	90.61



Key Drivers — This section shows the relative importance of each question to the respondents' overall satisfaction. The greater the coefficient number, the more important the issue is to your patients' overall satisfaction. The questions are arranged based on their weighted importance value.

Question	Your Score	Correlation Coefficient
Extent to which the medics kept you informed about your treatment	94.46	.904829087
Care shown by the medics who arrived with the ambulance	96.43	.882243224
Skill of the medics	96.10	.877203297
Overall rating of the care provided by our Emergency Medical Transportation service	96.18	.8737743
How well did our staff work together to care for you	95.07	.862908924
Extent to which medics cared for you as a person	95.74	.861214772
Degree to which the medics took your problem seriously	96.62	.858476894
Degree to which the medics listened to you and/or your family	96.70	.849765525
Likelihood of recommending this ambulance service to others	96.09	.837555473
Extent to which our staff eased your entry into the medical facility	95.04	.836882911
Appropriateness of Emergency Medical Transportation treatment	95.00	.836760623
Medics' concern for your privacy	94.18	.825858128
Degree to which the medics relieved your pain or discomfort	92.50	.794951176
Extent to which medics included you in the treatment decisions (if applicable)	93.86	.769731338
Cleanliness of the ambulance	96.22	.691284854
Extent to which you were told what to do until the ambulance arrived	93.27	.68274409
Skill of the person driving the ambulance	94.64	.668341438
Extent to which the ambulance arrived in a timely manner	95.23	.662823858
Concern shown by the person you called for ambulance service	93.76	.641686684
Helpfulness of the person you called for ambulance service	94.45	.614670895
Comfort of the ride	93.75	.560444764
Extent to which the services received were worth the fees charged	88.36	.478583584
Professionalism of the staff in our ambulance service billing office	87.33	.473226001
Willingness of the staff in our billing office to address your needs	86.26	.450770057



Company Comparisons — The following chart gives a comparison of the mean score for each question as scored by comparable companies. Your company is highlighted. There is also a green-shaded highlight of the highest score for each question. This will show how you compare to similar companies.

	Your Company	Comparison Companies					
		A	B	C	D	E	F
Helpfulness of the person you called for ambulance service	94.45	90.98	91.67	92.45	92.59	92.41	89.92
Concern shown by the person you called for ambulance service	93.76	91.57	91.22	93.07	92.55	93.22	90.64
Extent to which you were told what to do until the ambulance	93.27	86.22	85.52	92.20	89.67	91.92	88.98
Extent to which the ambulance arrived in a timely manner	95.23	88.16	90.66	89.89	94.55	91.01	88.58
Cleanliness of the ambulance	96.22	91.43	91.90	94.17	96.37	92.08	90.18
Comfort of the ride	93.75	83.18	84.83	86.29	92.63	87.28	82.38
Skill of the person driving the ambulance	94.64	91.10	91.18	93.21	94.48	93.64	89.59
Care shown by the medics who arrived with the ambulance	96.43	90.13	89.84	94.63	96.64	92.91	91.39
Degree to which the medics took your problem seriously	96.62	90.39	88.93	95.97	96.05	93.02	90.56
Degree to which the medics listened to you and/or your family	96.70	91.78	89.32	93.76	96.00	91.94	91.20
Skill of the medics	96.10	92.13	89.94	93.75	95.05	94.87	91.46
Extent to which the medics kept you informed about your	94.46	89.97	87.79	92.71	95.37	92.07	87.51
Extent to which medics included you in the treatment decisions (if	93.86	88.51	88.25	92.61	94.45	92.07	88.13
Degree to which the medics relieved your pain or discomfort	92.50	87.07	86.01	91.58	92.83	88.08	86.75
Medics' concern for your privacy	94.18	90.96	90.08	93.53	95.60	92.25	89.18
Extent to which medics cared for you as a person	95.74	91.69	90.13	95.01	95.99	92.46	91.39
Professionalism of the staff in our ambulance service billing office	87.33	84.28	82.16	89.80	92.26	84.93	84.97
Willingness of the staff in our billing office to address your needs	86.26	86.08	84.62	91.85	90.27	85.09	85.87
How well did our staff work together to care for you	95.07	88.34	89.50	92.90	96.19	92.19	90.72
Extent to which our staff eased your entry into the medical facility	95.04	89.15	89.75	93.68	96.00	92.44	91.33
Appropriateness of Emergency Medical Transportation treatment	95.00	89.46	89.69	94.20	96.44	92.15	91.32
Extent to which the services received were worth the fees charged	88.36	78.74	81.37	84.36	92.60	86.68	85.31
Overall rating of the care provided by our Emergency Medical	96.18	90.18	90.28	91.22	95.95	91.62	91.56
Likelihood of recommending this ambulance service to others	96.09	88.37	89.32	89.58	95.99	91.46	89.38
Overall score	94.46	88.94	88.79	92.29	94.67	91.55	89.26
National Rank	13	75	77	42	12	55	74
Comparable Size (Medium) Company Rank	3		23				21

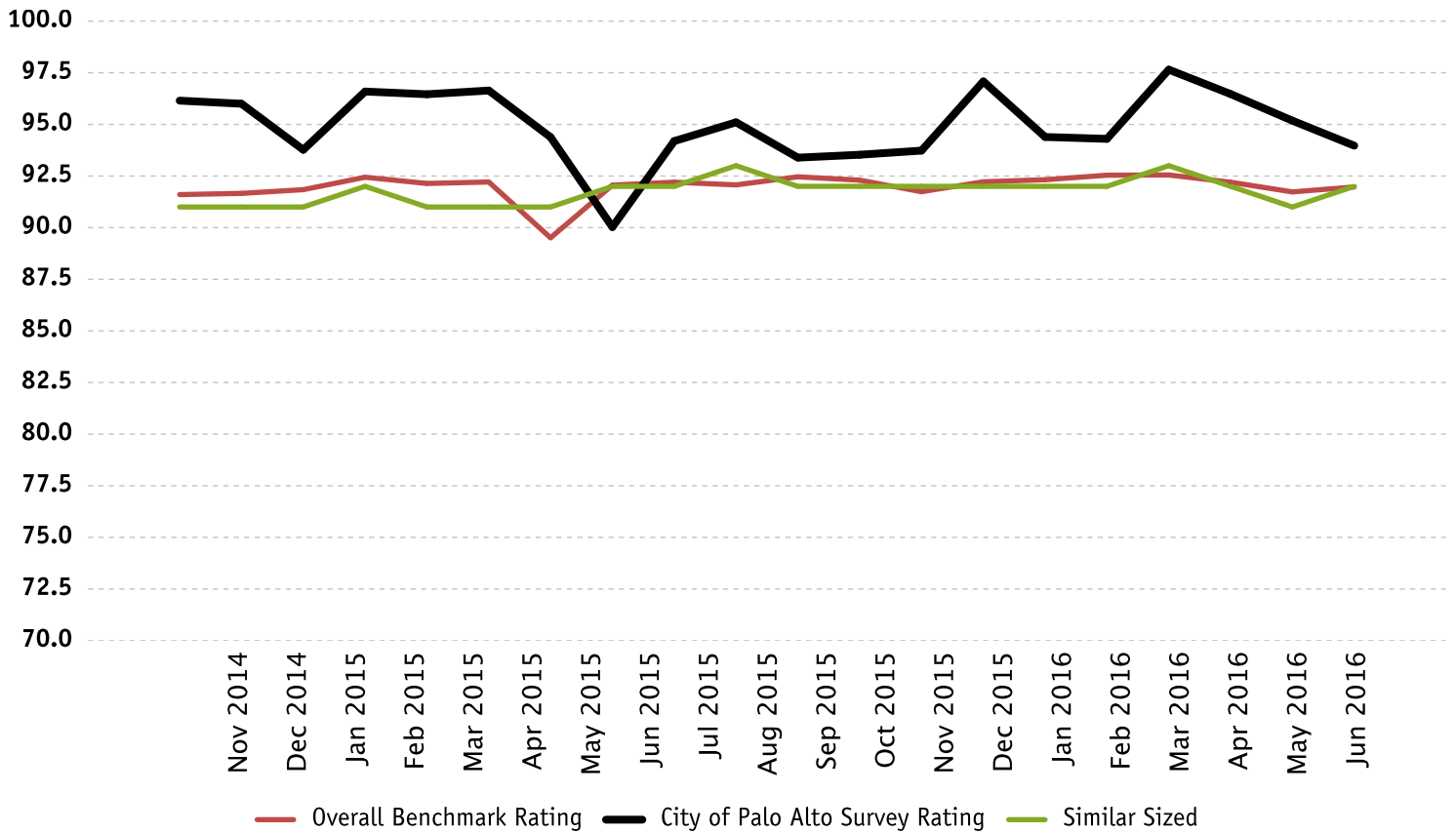


Benchmark Comparison

	Your Company	Total DB	Similar Sized		
Total Score	94.46	92.07	91.05		
Helpfulness of the person you called for ambulance service	94.45	92.41	91.79		
Concern shown by the person you called for ambulance service	93.76	92.25	91.59		
Extent to which you were told what to do until the ambulance	93.27	90.61	89.96		
Extent to which the ambulance arrived in a timely manner	95.23	91.73	90.96		
Cleanliness of the ambulance	96.22	93.81	93.21		
Comfort of the ride	93.75	87.12	86.78		
Skill of the person driving the ambulance	94.64	93.10	92.32		
Care shown by the medics who arrived with the ambulance	96.43	93.79	93.19		
Degree to which the medics took your problem seriously	96.62	93.75	92.98		
Degree to which the medics listened to you and/or your family	96.70	93.40	92.62		
Skill of the medics	96.10	93.78	92.93		
Extent to which the medics kept you informed about your	94.46	92.16	91.38		
Extent to which medics included you in the treatment decisions	93.86	91.78	90.87		
Degree to which the medics relieved your pain or discomfort	92.50	89.97	89.33		
Medics' concern for your privacy	94.18	92.74	92.12		
Extent to which medics cared for you as a person	95.74	93.70	92.91		
Professionalism of the staff in our ambulance service billing	87.33	88.14	86.94		
Willingness of the staff in our billing office to address your	86.26	88.25	86.81		
How well did our staff work together to care for you	95.07	92.95	92.32		
Extent to which our staff eased your entry into the medical	95.04	92.91	92.22		
Appropriateness of Emergency Medical Transportation treatment	95.00	92.77	91.96		
Extent to which the services received were worth the fees	88.36	86.93	85.84		
Overall rating of the care provided by our Emergency Medical	96.18	93.12	92.53		
Likelihood of recommending this ambulance service to others	96.09	92.55	91.55		
Number of Surveys for the period	163				

City of Palo Alto
April 1, 2016 to June 30, 2016

Benchmark Trending Graphic - Below are the monthly scores for your service. It details the overall score for each month as well as your subscribed benchmarks for that month.





Cumulative Comparisons

This section lists a synopsis of the information about your individual questions and overall scores over the entire lifetime of the dataset. The first column shows the company score and the second column details the total database score.

	Your Score	Total DB
Overall Facility Rating	94.64	91.68
Dispatch	94.3	91.48
Helpfulness of the person you called for ambulance service	95.31	92.23
Concern shown by the person you called for ambulance service	94.64	91.95
Extent to which you were told what to do until the ambulance	92.96	90.25
Ambulance	95.24	91.27
Extent to which the ambulance arrived in a timely manner	95.59	91.60
Cleanliness of the ambulance	96.56	93.77
Comfort of the ride	92.83	87.02
Skill of the person driving the ambulance	95.98	92.69
Medic	95.77	92.69
Care shown by the medics who arrived with the ambulance	97.04	93.71
Degree to which the medics took your problem seriously	96.82	93.61
Degree to which the medics listened to you and/or your family	96.53	93.35
Skill of the medics	96.65	93.78
Extent to which the medics kept you informed about your treatment	95.14	91.81
Extent to which medics included you in the treatment decisions (if	94.08	91.61
Degree to which the medics relieved your pain or discomfort	93.94	90.19
Medics' concern for your privacy	95.04	92.58



Cumulative Comparisons (Continued)

	Your Score	Total DB
Overall Facility Rating	94.64	91.68
Medic	95.77	92.69
Extent to which medics cared for you as a person	96.69	93.54
Billing Staff Assessment	88.56	88.06
Professionalism of the staff in our ambulance service billing office	88.63	88.04
Willingness of the staff in our billing office to address your needs	88.50	88.09
Overall Assessment	94.74	91.74
How well did our staff work together to care for you	96.12	92.77
Extent to which our staff eased your entry into the medical facility	96.14	92.95
Appropriateness of Emergency Medical Transportation treatment	95.90	92.72
Extent to which the services received were worth the fees charged	87.97	86.62
Overall rating of the care provided by our Emergency Medical	96.45	92.89
Likelihood of recommending this ambulance service to others	95.88	92.52



Top Box Comparisons

The Top Box Analysis displays the number of responses for the entire survey by question and rating. The Top Box itself shows the percentage of "Very Good" responses, the highest rating, for each question. Next to the company rating is the entire EMS DB rating for those same questions.

	Very Poor	Poor	Fair	Good	Very Good	Company % Very Good	EMS DB % Very Good
Overall Company Rating	11	13	67	472	2544	81.88%	74.43%
Dispatch	3	0	9	59	290	80.33%	73.23%
Helpfulness of the person you called for ambulance service	1	0	1	22	102	80.95%	74.96%
Concern shown by the person you called for ambulance service	1	0	3	20	96	80.00%	74.08%
Extent to which you were told what to do until the ambulance arrived	1	0	5	17	92	80.00%	70.65%
Ambulance	0	0	7	101	463	81.09%	72.82%
Extent to which the ambulance arrived in a timely manner	0	0	2	25	125	82.24%	73.58%
Cleanliness of the ambulance	0	0	0	21	118	84.89%	77.72%
Comfort of the ride	0	0	3	29	108	77.14%	63.23%
Skill of the person driving the ambulance	0	0	2	26	112	80.00%	76.75%
Medic	1	6	32	146	1043	84.93%	77.70%
Care shown by the medics who arrived with the ambulance	0	1	2	14	130	88.44%	80.11%
Degree to which the medics took your problem seriously	0	1	3	11	133	89.86%	80.78%
Degree to which the medics listened to you and/or your family	0	0	4	11	129	89.58%	79.73%
Skill of the medics	0	0	3	16	122	86.52%	79.95%
Extent to which the medics kept you informed about your treatment	0	0	6	19	115	82.14%	75.65%



Top Box Comparisons (Continued)

	Very Poor	Poor	Fair	Good	Very Good	Company % Very Good	EMS DB % Very Good
Overall Company Rating	11	13	67	472	2544	81.88%	74.43%
Extent to which medics included you in the treatment decisions (if applicable)	0	0	5	18	91	79.82%	75.32%
Degree to which the medics relieved your pain or discomfort	0	2	3	24	91	75.83%	70.91%
Medics' concern for your privacy	1	1	3	18	110	82.71%	76.30%
Extent to which medics cared for you as a person	0	1	3	15	122	86.52%	80.57%
Billing Staff Assessment	3	3	3	46	83	60.14%	61.74%
Professionalism of the staff in our ambulance service billing office	1	1	2	24	41	59.42%	61.37%
Willingness of the staff in our billing office to address your needs	2	2	1	22	42	60.87%	62.11%
Overall Assessment	4	4	16	120	665	82.20%	75.41%
How well did our staff work together to care for you	0	1	1	22	113	82.48%	76.80%
Extent to which our staff eased your entry into the medical facility	1	1	1	18	115	84.56%	76.92%
Appropriateness of Emergency Medical Transportation treatment	0	0	4	20	116	82.86%	76.98%
Extent to which the services received were worth the fees charged	2	1	9	26	80	67.80%	65.39%
Overall rating of the care provided by our Emergency Medical Transportation service	0	1	1	17	125	86.81%	78.30%
Likelihood of recommending this ambulance service to others	1	0	0	17	116	86.57%	78.08%

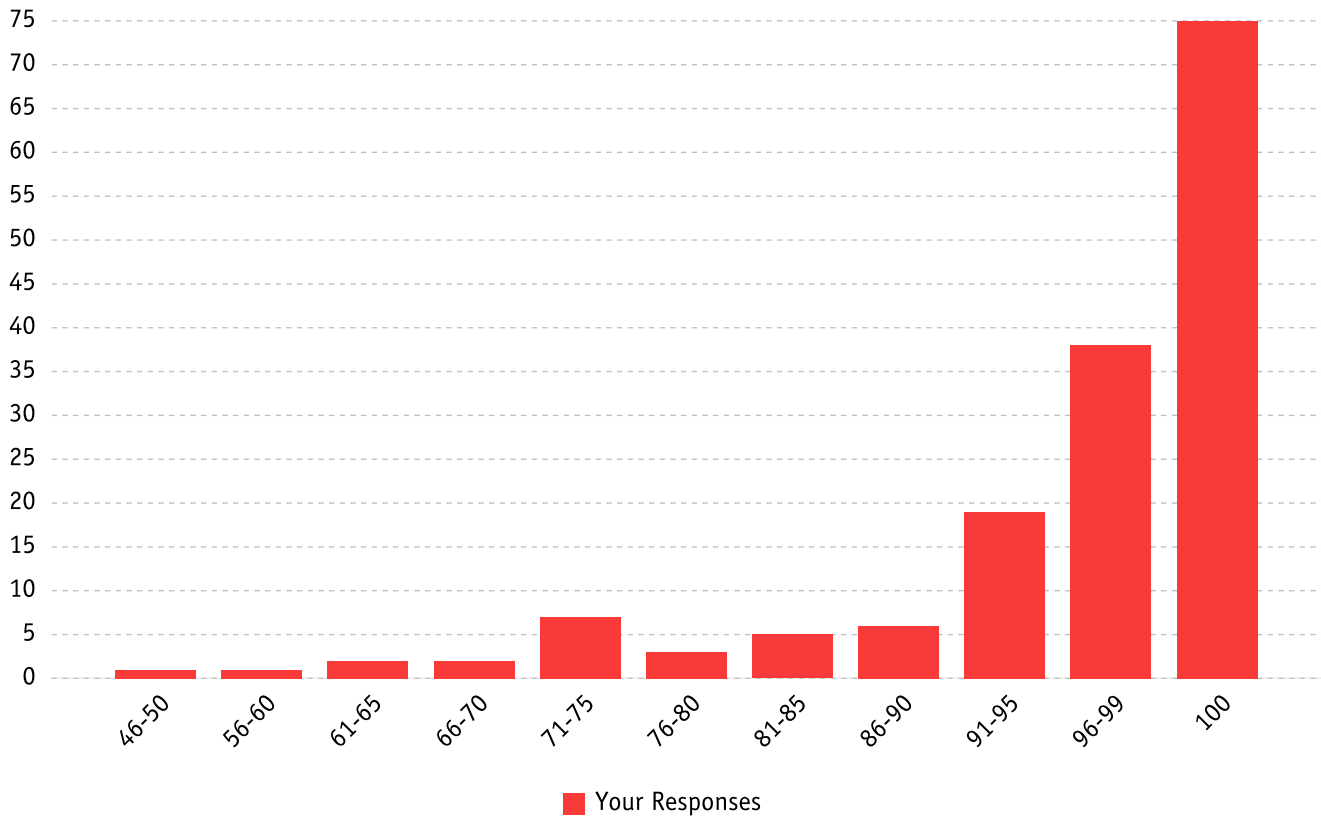


Standard Deviation by Question

	Your Score	Total DB	Company Standard Deviation	Database Standard Deviation	SD Variance
Helpfulness of the person you called for ambulance service	94.45	92.41	13.266	15.22	1.95
Concern shown by the person you called for ambulance service	93.76	92.25	14.47	14.89	0.42
Extent to which you were told what to do until the ambulance arrived	93.27	90.61	15.525	17.056	1.53
Extent to which the ambulance arrived in a timely manner	95.23	91.73	10.627	16.037	5.41
Cleanliness of the ambulance	96.22	93.81	8.953	12.579	3.63
Comfort of the ride	93.75	87.12	11.999	20.207	8.21
Skill of the person driving the ambulance	94.64	93.10	11.094	14.332	3.24
Care shown by the medics who arrived with the ambulance	96.43	93.79	10.911	14.541	3.63
Degree to which the medics took your problem seriously	96.62	93.75	11.123	15.184	4.06
Degree to which the medics listened to you and/or your family	96.70	93.40	10.311	15.487	5.18
Skill of the medics	96.10	93.78	10.435	14.407	3.97
Extent to which the medics kept you informed about your	94.46	92.16	12.701	16.201	3.50
Extent to which medics included you in the treatment decisions (if applicable)	93.86	91.78	13.063	17.093	4.03
Degree to which the medics relieved your pain or discomfort	92.50	89.97	15.00	18.82	3.82
Medics' concern for your privacy	94.18	92.74	14.936	15.08	0.14
Extent to which medics cared for you as a person	95.74	93.70	11.894	15.228	3.33
Professionalism of the staff in our ambulance service billing office	87.33	88.14	18.788	17.573	-1.21
Willingness of the staff in our billing office to address your needs	86.26	88.25	22.223	17.754	-4.47
How well did our staff work together to care for you	95.07	92.95	11.636	14.854	3.22
Extent to which our staff eased your entry into the medical facility	95.04	92.91	13.783	15.02	1.24
Appropriateness of Emergency Medical Transportation treatment	95.00	92.77	11.65	15.58	3.93
Extent to which the services received were worth the fees charged	88.36	86.93	20.169	21.86	1.69
Overall rating of the care provided by our Emergency Medical Transportation service	96.18	93.12	10.753	15.425	4.67
Likelihood of recommending this ambulance service to others	96.09	92.55	11.711	17.034	5.32
Overall Survey Rating	94.46	92.07	13.21	16.14	2.94



Responses vs Score Histogram — This graph shows the number of responses on the Y axis vs the average score on the X axis.





Facilities in Database

Adair EMS	Kirksville, MO	Air San Juan Island	Friday Harbor, WA
Alliance Health	null	Alliance Mobile Health	Troy, MI
AMT	Peoria, IL	Bay State	Springfield, MA
Bay Village	Bay Village, OH	Bay Village Employee	null
Beaumont	Troy, MI	Beaumont Medical	Troy, MI
Birmingham Fire	Birmingham, MI	Bloomfield Township	Bloomfield Hills, MI
Carilion Clinic	Roanoke, VA	Cetronia	Allentown, PA
City of Palo Alto	Palo Alto, CA	Columbus Connection	Cols, OH
Community Ambulance	Macon, GA	Community Care EMS	Ashtabula, OH
Community Care EMS	null	Community EMS MI	Southfield, MI
Community EMS OH	Columbus, OH	CoxHealth EMS	Springfield, MO
Cumberland	Carlisle, PA	Cy-Fair	Houston, TX
Cypress Creek	Spring, TX	DMC Care	Detroit, MI
Edward	Naperville, IL	Emergent Health Partners	Ann Arbor, MI
Emergent Health Partners	null	Employee Survey	null
Employee Survey Emergent	null	Employee Survey-LifeCare	null
Emp.Survey Medstar	null	EMSA	Oklahoma City, OK
Escalon Ambulance Service	Escalon, CA	Ferndale Fire and Rescue	Ferndale, MI
F-M Ambulance	Fargo, ND	Genesis Community	Zanesville, OH
Gold Cross	Menasha, WI	Guilford EMS	Greensboro, NC
Harris County Emergency	Houston, TX	Health East	St. Paul, MN
Health Link	Taylor, MI	HEMSI	Huntsville, AL
Hennepin County EMS	Minneapolis, MN	Hillsboro	Fargo, ND
Hot Springs	Hot Springs, AR	Hot Springs Village	Hot Springs, AR
Howard County	Nashville, AR	Humboldt	Winnemucca, NV
HVA	null	Iosco County EMS	East Tawas, MI
Lassen County Ambulance	Susanville, CA	LifeCare Ambulance	Battle Creek, MI
LifeCare Medical EMS	Sterling, CO	Life EMS Ambulance	Grand Rapids, MI
LifeNet EMS	Texarkana, TX	Loyola Medicine Transport	Melrose Park, IL
Madison Heights Fire	Madison Heights, MI	Malvern	Malvern, AR
MCHD	Conroe, TX	McKinney Fire Department	McKinney, TX
Medcare Ambulance	Columbus, OH	Medic 1 Ambulance	Canton, MI
Medic Ambulance Service	Vallejo, CA	Medic Ambulance Service	Vallejo, CA
Medic EMS	Davenport, IA	Medstar	Clinton Twp., MI
Medstar Mobile Healthcare	Fort Worth, TX	Medstar Mobile Healthcare	null
Mercy Flights	Medford, OR	Mercy Ohio	Cincinnati, OH
Metro West	Hillsboro, OR	MMR	null
Mobile Life Support	New Windsor, NY	Mobile Life Support	New Windsor, NY
Mobile Medical Response	Saginaw, MI	MONOC	Neptune, NJ
Nature Coast	Lecanto, FL	North Memorial	Robbinsdale, MN
Northwell Health	Syosset, NY	Oceana	Hart, MI
Patterson District	Patterson, CA	Pearland EMS	Pearland, TX
Portage County	Stevens Point, WI	Pro EMS	Cambridge, MA
ProMed	Muskegon, MI	Prompt Ambulance	Highland, IN

PTS	Loveland, OH	Puckett	Austell, GA
Regional EMS	Flint, MI	REMSA	Reno, NV
REMSA Air Transport	Reno, NV	Ridgefield Fire Department	Ridgefield, CT
Riggs Ambulance	Merced, CA	Royal Oak Fire Department	Royal Oak, MI
San Juan Island	Friday Harbor, WA	San Marcos Hays County	San Marcos, TX
Scott & White	Temple, TX	Senior Care	Bronx, NY
Sioux Land	Sioux City, IA	SkyHeath	Syossett, NY
SMCAS	Niles, MI	Snohomish County Fire	Snohomish, WA
Southfield	Southfield, MI	St. Charles	St. Peters, MO
Stillwater	Stillwater, OK	Suburban	Palmer, PA
Swartz	Flint, MI	Texarkana	Texarkana, TX
Thief River Falls	Fargo, ND	Tri-Hospital	Port Huron, MI
Umpqua Health Alliance	null	University Medical Center	Lubbock, TX
Van Buren EMS	Paw Paw, MI	Waterford Regional Fire	Waterford, MI
West Bloomfield Fire	West Bloomfield, MI	WestSide Community	Newman, CA
York Regional EMS	Yoe, PA	null	null

Dave Price
Editor and Co-Publisher
The Daily Post
385 Forest Ave.
Palo Alto CA 94301

Dear Editor: I want to tell you about a wonderful experience a group of Cub Scouts had at Palo Alto Fire Station 4. My son had always wanted to visit a fire station and now that he needs his merit badge from the scouts, he knocked on the door of Palo Alto Fire Station 4 on Middlefield Road with trepidations. A firefighter opened the door to him and welcomed him with warm smile. The firefighter introduced himself and showed my son around the station before introducing the captain and his co-firefighter. The firefighter wanted to make the most out of my son's experience there and invited him back so that he could prepare for a good lesson on fire safety.

We invited other scouts to come along and returned on May 13. Not only was Firefighter Kevin Walsh there to welcome the scouts, Capt. Albright was also there to make sure that all scouts are safe and comfortable while visiting the station. Firefighter Kevin prepared props for CPR demonstration, chocking help. His friendly, engaging mannerism put the scouts at ease and his knowledge certainly captured the attention of this group of 8-9 years old, which is no small task.

Not only did the scouts learned their lesson in fire safety, the parents there enjoyed learning about the fire engine and the life of the firefighters, too.

We appreciate so much that the Fire Station took the time for the scouts and made the efforts to help the boys learn.

Daniella
Palo Alto

Sent: Tuesday, May 03, 2016 8:32 AM
To: Fire
Subject: APPRECIATION FOR CARING SERVICE

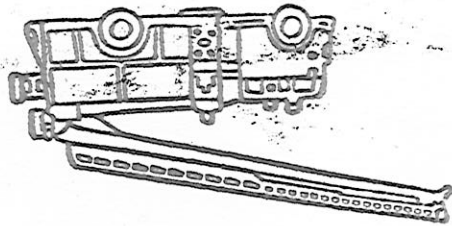
Hello

Thank you to the EMT staff that was rapidly dispatched and arrived at our home at last evening in response to a call after my husband gently landed on the floor as we were walked up his ramp at home. He and I strategized that it would be unsafe for me to try to pull him up off his butt where I eased him down when he lost his balance.

The firefighters were very thoughtful, calming and thorough as they stayed with us to establish that my husband was stable after getting him up off the floor and assisting him to his hospital bed.

I am very thankful and appreciative for this life-saving service that we have received from Palo Alto Fire over the few years.

Barbara



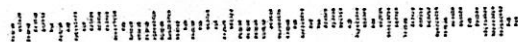
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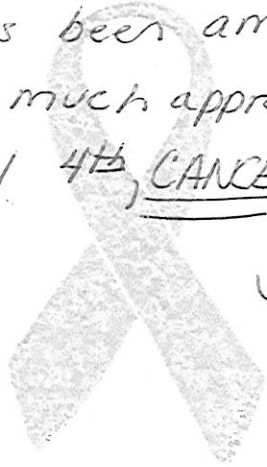
6
Palo Alto Fire Dept.
250 Hamilton Ave
6th Floor
Palo Alto, CA 94301

Attn: Chief Woodard



Thank You

Thank-you very much
for sending Jeremy the
t-shirt and patch. The
Support has been amazing
and very much appreciated.
As of April 4th, CANCER FREE



LIFE is
Special
with
Friends
like
You

Thank-You,
Julie

Cadet
Brinkman
😊



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06 May 2016

Fire Chief Eric Nickel
Palo Alto Fire Department
250 Hamilton Avenue
Palo Alto, CA 94301

Dear Chief Nickel,

Deputy Chief Geo Blackshire recently completed the yearlong Fire Service Executive Development Institute (FSEDI). The program was presented by the International Association of Fire Chiefs (IAFC) and funded by a grant from Motorola Solutions Foundation. The selection process for the program was very competitive. Chief Blackshire was selected from over 80 applicants from throughout North America to participate in the program.

The FSEDI program was developed and implemented in 2013 to help prepare the next generation of fire-EMS service leaders. We at the IAFC felt there was a leadership void at the local level due to failure to prepare individuals to be chiefs in the complex and ever-changing environment of today. While there are plenty of structured and academic programs there weren't any programs addressing the real world issues confronting chiefs on a daily basis. This program was developed to fill this void by providing tools for aspiring chiefs to attain their career goals and new chiefs to be successful in their positions.

The FSEDI group met three times in the span of a year at the National Conference Center in Leesburg, VA. During this time, they met with presenters that are leading and experienced experts from the fire service and private sector. They were presented with a broad range of subjects on current and emerging issues challenging today's fire and emergency service leaders.

Chief Blackshire was fully engaged in the program. He fulfilled the requirements for completing a project to enhance the fire service and participated with exchange of information in the cohorts' on-line community in IAFC KnowledgeNet. I am confident he will continue to be an asset to your department, develop professionally and achieve his career goals.

I want to express appreciation to you for your support of Chief Blackshire and his participation in the FSEDI. I know that what he brings back to your organization will be worth the time expended in the program. While the yearlong program for the 2015 FSEDI has concluded, Chief Blackshire will continue to be part of the Alumni and there will be additional opportunities for professional development, networking and leadership development.

Thank you again for your support,

Mark W. Light, CAE
CEO and Executive Director

c: Deputy Chief Geo Blackshire



**FIRE DEPARTMENT
SANTA CLARA COUNTY**



14700 Winchester Blvd., Los Gatos, CA 95032-1818
(408) 378-4010 • (408) 341-4499 (fax) • www.sccfd.org

April 26, 2016

Fire Chief Eric Nickel
Palo Alto Fire Department
250 Hamilton Ave.
Palo Alto, CA 94301

Dear Chief Nickel,

On behalf of the Santa Clara County Fire Department, I want to extend my gratitude for the use of Palo Alto Fire Department's truck while our new truck was being built during the months of December 2015 to April 2016

Your help was important to us as we were in a bind. Our truck was out of service and as you know it is requirement for fire departments to have a reserve truck. The use of your apparatus enabled us to provide continued fire services to our communities.

We appreciate the long-standing spirit of mutual cooperation that we have with you and your Department. If County Fire can ever return the favor, please let us know.

Thank you again for your help. Please also extend our thanks to Chief Blackshire for his support in this process.

Respectfully,

Daron Pisciotta
Deputy Chief/Support Services

DP: md

Cameron, Amber

From: Nickel, Eric
Sent: Thursday, June 09, 2016 2:50 PM
To: Villarreal, David
Cc: Lee, Frank; Castor, Grace; Cameron, Amber; Crump, William; Davis, Bobby; Keene, James; Capriles, Catherine
Subject: Letter of Appreciation: Rescue Systems Class

Dave,

I want to take this opportunity to thank you for your exceptional efforts teaching the RS1 training course. These words of praise will be included in your personnel file to serve as a reminder of your valuable and hard work. I, on behalf of the organization wish to express my gratitude for a job well done.

Sincerely,

Eric



Eric Nickel, EFO, CFO, CFC | Fire Chief
250 Hamilton Avenue | Palo Alto, CA 94301

Sent: Tuesday, May 24, 2016 8:00 AM
To: Nickel, Eric
Subject: Kudos

Chief Nickel

Recently SNY hosted a RS1 course. One of the assistant instructors was PAF FF Dave Villarreal. I received this email from one of the attendees and wanted to make sure your organization was aware of the fine work accomplished by one of your members.

On Sat, May 21, 2016 at 9:43 AM, James wrote:

Hi Chief,

Over the last two weeks, I had the privilege to attend the LARRO and RS1 class hosted by SNY. I wanted to express my sincere appreciation for the time, effort and high level of instruction the entire staff provided throughout the two weeks of training. Although the course was physically demanding, the high level of instruction and enthusiasm displayed by all the instructors made this course even more memorable. Every instructor had a high degree of knowledge and demonstrated patience through the two weeks of training.

In my 25 years of experience, this is the best group of instructors and course I have ever attended!

Sincerely,

To: Yovan Sierra

From: Ken Cardinale, Fire Chief

Date: May 18, 2016

Subject: Thank You

Captain Ferry I just want to thank you for the training that you provided to Lewis County this past weekend. The course was outstanding by providing knowledge from historic door systems to the most up to date modern security door we may in counter in both residential and commercial occupancies. The class room instruction and the multimedia aspects where invaluable and laid the foundation for the hands on training which the bulk of the curriculum is.

The manipulative portion of the course provided by Fire Fighter Yovan Sierra was so valuable to all of the firefighters. You can have lectures, read books and see videos, but the most valuable is the hands on training. It is where the tire meets the road. The unselfish hours of the instructors providing their guidance and instruction as well their experience will have a long and lasting impression with all the firefighter in attendance.

Thank you so very much for the outstanding and excellent course.

Sincerely,

Ken Cardinale,

Fire Chief,

City of Chehalis, WA