



# City of Palo Alto

## Policy and Services Committee Staff Report

(ID # 2308)

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**Report Type: Meeting Date: 10/23/2012**

**Summary Title: Fire Utilization Study Recommendations Update**

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**From: City Manager**

**Lead Department: Fire**

### **BACKGROUND**

In January 2011, the Fire Department worked with TriData and the ICMA Center for Public Safety Excellence to complete a comprehensive evaluation of the organizational structure and operational effectiveness of the Fire Department. In the final Fire Services Utilization and Resources Study report, the consultants made 48 recommendations to improve the organization of the Department, better deploy resources, and make improvements in training and technology, all with the aim to enhance the services the Fire Department provides. In addition, a January 2012 supplement to this study made an additional 23 recommendations specifically related to Emergency Medical Services (EMS) operations and services provided by the Fire Department. The seventy-one recommendations are comprehensive in their scope—addressing issues from labor contracts and succession planning to response times and resource utilization. The totality of the recommendations is intended to create an organization that is more flexible, responsive, and higher performing.

Many of the proposed modifications require(d) significant analysis and planning to implement, therefore the Department prioritized the implementation of certain recommendations. As of September 2012, eighty-three percent (83%) of the recommendations have been implemented (28), or are in the implementation process (31). Seven of the recommendations have yet to be implemented; this is primarily due to timing of the full implementation of other higher-priority recommendations that are required to implement other associated recommendations.

In addition, there are five recommendations that are infrastructure related that must be deferred to future years.

A complete list of recommendations and their implementation status is provided as Attachment A. The more significant recommendations and implementation activity is discussed below and has been grouped into four categories: organizational and resource deployment; training; information technology; and, EMS.

### **Organizational and Resource Deployment Recommendations**

A majority of the Fire Services Utilization and Resources Study recommendations were related to organizational issues or resource deployment, targeting enhancements to the existing structure of the department and the utilization of its resources. The recommendations in this section have the broadest impact on the department and long-term impacts on the way in which fire services are deployed. These changes allow for an overall reduction in staff and costs to provide the service, while maintaining firm oversight of service levels and response times to ensure the safety and health of the population served.

The Department has implemented thirteen (13) of the recommendations in this category and an additional fifteen (15) are in process. These recommendations included the merging of the Fire Department with the Police Department, eliminating minimum staffing requirements, increasing management oversight of Emergency Medical Services, and increasing the analytical capacity of the department.

#### *Creation of Consolidated Public Safety Department*

The Police and Fire Departments have begun a merger into a consolidated Public Safety Department, with a Public Safety Director overseeing the Police and Fire Operations. This merger is primarily focused on sharing managerial, professional and technical staff resources. The City will maintain separate fire and police operations. A total of six administrative and management employees are now shared across both operations providing administrative, budget/finance, and technical support. Two positions were added in the FY13 budget process to further expand the technical capacity of the department, and once hired will provide support to both Fire and Police operations. The merger and additional staff play an integral role in developing data analysis tools to monitor response times and assess resource deployment models and potential changes.

Additional resource integration across several key areas is being considered for future implementation, including training and development and records management. The success of these additional efforts is at least partially dependent on the availability of shared physical space, which is not presently feasible.

### Flexible Staffing

The City worked with labor groups to eliminate City-wide minimum staffing requirements, which enables the Department to deploy staff and resources based on staff available and prioritize resource deployment. This flexible staffing deployment across several fire apparatuses, will allow up to one fire response vehicle to be taken out of service when staffing falls below a pre-set number due to absences, reducing overtime expenses. This operational model allowed for 6.0 FTEs to be reduced in Fiscal Year 2013 budget, and the department is continuing to look at options to further increase organizational flexibility and regionalization efforts.

This model has resulted in a significant savings for the City. The reduction of 6.0 FTEs as well as a conservative reduction in overtime expenses shows that the anticipated savings \$1.1 million, with a total reduction of \$772,706 after the loss of Stanford revenue is considered.

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#### Flexible Staffing Cost Savings

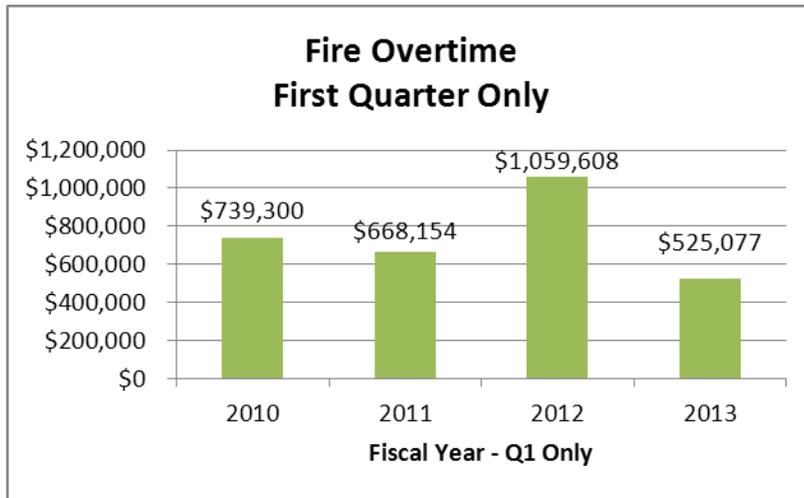
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Item	Salary	Benefits (64% rate used)	Total Cost
Eliminate 2.0 Fire Captain Positions	\$219,786	\$140,663	\$360,449
Eliminate 4.0 Fire Fighter Positions	\$346,444	\$221,724	\$568,168
Budgeted Overtime Reduction	\$180,000		\$180,000
		<b>Grand Total</b>	<b>\$1,108,617</b>
		Stanford Revenue Impact	<b>(\$335,911)</b>
		<b>Net Impact to City (savings or cost)</b>	<b>\$772,706</b>

Salaries include recent compensation changes for FY13. Estimated savings in the budget were based on FY12 salary rates, with an overall reduction amount for concessions department-wide.

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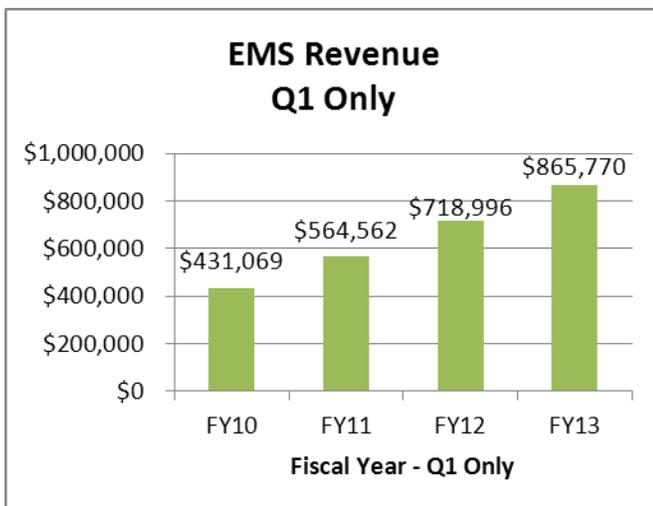
While not addressed in the study, the closure of Station 7 at the Stanford National Accelerator Laboratory (SLAC) in combination with the implementation of the flexible staffing model has had a significant impact on overtime trends. The closure of SLAC allowed for the elimination of 9 FTEs; however, the department was able to eliminate vacant positions that were being back-filled by overtime. Overtime expenditures for the first quarter of Fiscal Year 2013 are less than half of those from that period of the previous year. Looking at previous years expenditures for the first quarter, we see that overtime costs are the lowest they have been in three years.



The Department has also taken steps to more proactively monitor response time performance by developing a dynamic response time dashboard to evaluate all response time components (dispatch, turnout, and travel times) by shift, station, and apparatus. Department management evaluates this information to determine the best way to deploy staffing resources and will use this to monitor any impact that flexible staffing and other operational changes may have on response times. The department is committed to maintaining required response times and does not anticipate any issues with meeting required response times.

#### *Infrastructure Changes*

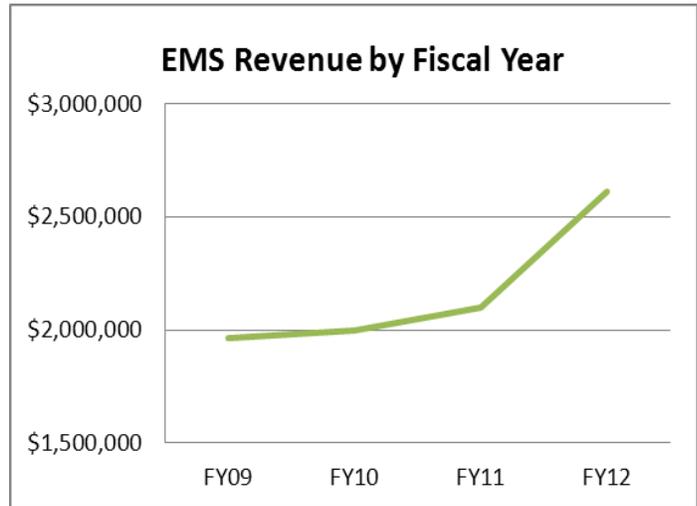
The report made several recommendations regarding fire station consolidations and physical infrastructure considerations, particularly related to merging Stations 2 and 5 due to their fire coverage overlap and lower call volumes. The ability of the City to implement those recommendations is primarily contingent on adequate financing. The Department anticipates addressing the remaining recommendations in the near term as key vacancies continue to be filled and the effects of already implemented operational changes are more apparent and able to inform future decision-making.



#### **Emergency Medical Services**

Emergency medical calls are making up an increasing proportion of Fire calls for service – in FY2012 they made up approximately 60% of all calls for service. EMS revenue collected from these calls has also continued to increase.

This growth increases the importance of the management, operations and oversight of emergency medical services and is the impetus for expanding the level of service and capacity of the department to manage and monitor these services. The Emergency Medical Services Utilization Study made a variety of recommendations to improve the City’s EMS system, primarily through staffing enhancements and improvements to EMS deployment to better respond to this growth.



Twenty-one (21) of the EMS Study recommendations are either implemented (10) or in process (11). Most significantly, the Department has implemented a more flexible operating structure to increase the availability of paramedic services. The response availability of the ambulance at Station 2 (Medic 2) was doubled, and staffed with regular hours. Medic 2 had historically been staffed with overtime for 12 hours each day, and is now in operation 24 hours per day and staffed with regular staff hours. This increased response, along with the future cross-staffing of Engine 3, will allow for the City to pick up additional revenue that is lost to the County for the third concurrent medical calls. This change for Medic 2 required the addition of 6.0 FTEs, which was approved in the FY2013 budget process and had a moderate net cost to the City to implement. However, overall EMS revenue increases cover this expansion.

### Change Medic 2 Staffing Model

Item	Salary	Benefits (64% rate used)	Total Cost
<b>Add 3.0 Fire Fighter Paramedic Positions</b>	(\$291,381)	(\$186,484)	(\$477,865)
<b>Add 3.0 Apparatus Operator Paramedic Positions</b>	(\$311,463)	(\$199,336)	(\$510,799)
<b>Eliminate Overtime from previous staffing model</b>	\$460,660		\$460,660
		<b>Grand Total</b>	<b>(\$528,004)</b>
	Stanford Revenue Impact		\$159,985
	EMS Revenue Increase		\$240,000
	<b>Net Impact to City (savings or cost)</b>		<b>(\$128,019)</b>

Salaries include recent compensation changes for FY13. Estimated savings in the budget were based on FY12 salary rates, with an overall reduction amount for concessions department-wide.

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In addition, the Department has made several key technology and infrastructure improvements that will support improved patient outcomes. Specifically, important upgrades of EMS Information Technology have been implemented, allowing for patient information to be transmitted directly to the emergency rooms allowing hospitals to prepare care options prior to arrival and two state-of-the-art ambulances with the latest transport innovations were introduced to the City's fleet, with two more expected by January 2013.

The Department has also made significant strides in enhancing the level of oversight and data analysis capacity in the EMS system by adding key staff positions in the FY 2013 budget process and elevating the classification of the EMS Coordinator to an EMS Chief to better reflect the expanded scope of the position.

## **Training**

The Department has also made significant strides in addressing noted weaknesses in staff development and training. In particular, management has focused on the development and training of senior staff officers by hiring a management coach to work with several senior officers and sending management staff to National Fire Academy courses in the Executive Fire Officer Program. Succession planning and leadership training has been integrated into regular operations through an audit of training needs and a resulting training and development plan. This includes a new program for career and professional development, including requirements for promotion for all officers.

Training in Emergency Medical Services for all fire personnel has been greatly expanded through the use of electronic learning management tools that provide online training class, track training goals and classes, and access to county trainings and meetings online. The department has also increased training on fire prevention, by rotating all staff through prevention positions and implementing a program from line personnel to complete inspections. The department has also expanded collaboration with the County and other local cities for regional training.

## **Technical and Information Technology**

A major issue identified in the report was data analysis, reliability and response times. Staff has hired a part time data analyst and sent two personnel to training in the specific field of Fire

Records Management. Fire has worked with Police Communications and City IT department to upgrade the existing National Fire Incident Reporting System and Fire Records Management System to current versions. Staff dedicated a significant effort to cleaning and correcting errors in historical data.

The Department has also made significant strides in improved data reliability and these efforts will be further enhanced with the completion of two pending recruitments and the full implementation of the City’s new Computer Aided Dispatch system in 2013.

**RESOURCE IMPACT**

The majority of the associated revenue and expense changes as a result of implementing the Fire Utilization Study recommendations were included in the Fiscal Year 2013 Adopted Budget. These changes included a net staff reduction of 4.5 FTE and savings of \$1.295 million. A chart outlining each of the implemented recommendations in the adopted budget is below.

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**Implemented Recommendations in the Fiscal Year 2013 Adopted Budget**

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Description	FTE	Expense	Revenue	Net Cost/ <b>Savings</b>
<b>Reallocation of Administrative Positions to Fire Department</b>	<b>2.50</b>	<b>\$339,786</b>	<b>\$102,955</b>	<b>\$236,831</b>

As a result of the merger between the Police and Fire Department, staff time for administrative and management positions previously dedicated entirely to Police functions are now shared with the Fire Department.

<b>Station 7 Closure - SLAC</b>	<b>(9.00)</b>	<b>(\$1,446,459)</b>	<b>(\$438,277)</b>	<b>(\$1,008,182)</b>
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The closure of Station 7 (SLAC) allowed for the reduction of 9.0 FTE as well as \$52,516 in non-personnel costs. A reduction in revenue from Stanford was also included at the current contract rate of 30.3%.

<b>Flexible Staffing Operational Changes</b>	<b>(6.00)</b>	<b>(\$1,093,146)</b>	<b>(\$331,223)</b>	<b>(\$761,923)</b>
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Shifting to a flexible staffing model allowed the department to function with 6 less employees. A reduction in revenue from Stanford was also included at the current contract rate of 30.3%.

<b>Medic 2 Staffing Change</b>	<b>6.00</b>	<b>\$532,253</b>	<b>\$290,915</b>	<b>\$241,338</b>
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The staffing model for Medic 2 was modified to utilize regular employee time, rather than overtime. A total

cost increase of \$992,913 was included for the additional 6.0 FTEs, which was partially offset by a \$460,660 reduction in overtime costs. An increase in EMS and Stanford revenue was also included.

<b>Other Ambulance Fee Revenue Increases</b>	<b>0.00</b>	<b>\$0</b>	<b>\$136,389</b>	<b>(\$136,389)</b>
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In addition to the revenue generated by expanding EMS response with Medic 2 changes, an overall increase in EMS calls and revenue has been generated.

<b>Fire Utilization Study Recommended Position Changes</b>	<b>2.00</b>	<b>\$190,711</b>	<b>\$57,785</b>	<b>\$132,926</b>
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This included the reclassification of the EMS Coordinator to an EMS Chief, as well as the addition of 1.0 FTE Geographic Information Systems (GIS) Specialist and 1.0 FTE EMS Data Specialist. An increase in revenue from Stanford was also included at the current contract rate of 30.3%.

<b>Net Total</b>	<b>(4.50)</b>	<b>(\$1,476,855)</b>	<b>(\$181,456)</b>	<b>(\$1,295,399)</b>
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The Department’s overtime budget was reduced by 28% from Fiscal Year 2012 to 2013, due to the anticipated savings from the Medic 2 staffing changes as well as from Flexible Staffing. As outlined in the discussion section, overtime trends from the past three years show that the department is on track to achieve these savings, with a 49.5% reduction in first quarter overtime expenditures as compared to Q1 in the previous fiscal year.

In addition, trends in the first quarter of EMS revenue indicate that the department will also achieve the expected increases. A 19.5% increase was included in the Fiscal Year 2013 Adopted Budget, with a total target revenue amount of \$2.3 million. The first quarter of the current fiscal year shows a 20.4% increase over Q1 in the previous fiscal year.

Fiscal impacts associated with deferred recommendations will be assessed through the traditional Capital Improvement and Operating Budget processes in future years.

**POLICY IMPLICATIONS**

This recommendation is consistent with existing City policies, the provisions of the Health and Safety and Government Codes of the State of California, and acts and statutes of the Federal Government.

**ENVIRONMENTAL REVIEW**

The actions recommended in this report do not constitute a project under the California Environmental Quality Act (CEQA).

**Attachments:**

- Attachment A\_Fire + EMS Study Recommendation Matrix (PDF)

Fire Utilization Report Recommendations Update  
ATTACHMENT A

Operational and Resource Deployment Recommendations	Status	Comments
1. Implement a new organizational structure with the current police chief as public safety director. At the same time, merge the support functions of budget/ finance, HR, IT, and planning for police and fire under the public safety director.	Implemented	
2. Combine the emergency management functions of fire and police under the public safety director. Hire a person as the manager with qualifications specific to the field of emergency management.	Implemented	
3. Consider adding Mountain View Fire Department as second-due into Distinct 4's first-due area if unit-reliability falls and affects response time performance.	Implemented	Mountain View is an automatic aid and mutual aid partner
4. Establish initial efforts with Los Altos, Mountain View, and Sunnyvale to implement a boundary-less response network.	Implemented	The City has automatic aid agreements with Menlo Park, Mountain View, County Fire, CAL Fire and Woodside and Mutual Aid with Santa Clara County that essentially ignores boundaries
5. Discontinue the practice of mandating the minimum number of on duty personnel within the MOU	Implemented	
6. Add a battalion chief to plan and coordinate the training program and maintain the current training captain as the day-to-day trainer.	Implemented	The Department will propose this addition in the Fiscal Year 2014 budget process.
7. Fill the vacant fire marshal position	Implemented	
8. Consider adding the rank of lieutenant. Under this scenario a captain would be in charge of the unit on one shift with lieutenants on the other two shifts.	Implemented	The Fire Department evaluated this recommendation and found it currently unfeasible due to salary compaction issues between the rank of Captain and Battalion Chief
9. Transition the prevention division to non-firefighter personnel.	Implemented	The Fire Department analyzed this recommendation and determined to not be financially or logistically viable. In particular, the net financial gain from having lower cost employees in Fire Prevention Bureau would be limited due to likely fee reductions to ensure that the City was over collecting the cost of services. In addition, the Department is currently using rotations through the Fire Prevention Bureau as a staff development tool.
10. With the savings of cross-staffing engine and Rescue 2, staff a second medic unit 24/7 and continue ALS transport	Implemented	
11. Assign a paramedic to Station 7 such that Engine 7 can be operated as a paramedic first-response engine.	Implemented	Station 7 closed
12. If the PAFD is unable to hire enough firefighter paramedics or EMTs, consider hiring non-sworn paramedics and EMTs.	Implemented	The Department has been able to hire a sufficient number of paramedics.
13. Add a public fire educator to the code enforcement division.	Implemented	The Department will propose this addition in the Fiscal Year 2014 budget process.
14. Hold discussions with Menlo Park to evaluate the possibility of sharing the cost of operating Station 1 in Palo Alto with Station 7 in Menlo Park. Discussions should also be conducted with Los Altos and Mountain View.	In process	The City has held discussions with Menlo Park about increased cooperation between the agencies. This specific recommendation Complicated due to the two Counties
15. Within the merged planning function for police and fire, hire a data/GIS analyst specifically for the fire department.	In process	This position was added in the Fiscal Year 2013 Budget process and a recruitment is in process.
16. Move fire management and the senior staff of the PAFD to a single location, preferably along with the police department administration if police and fire are merged under a public safety director. Leasing space may be preferred to constructing a new facility.	In process	Senior Fire Department staff are in the process of moving to City Hall, although space limitations prohibit co-location with Police Department.
17. At the initial stage of a police and fire functional support merger, contract for implementation services to oversee the process and assist with the selection of a new fire chief, who then would report to the director of public safety.	In process	A new Fire Chief has been selected and begins in November 2012.
18. Revisit the analysis of turnout times and take the necessary steps to improve them where possible. Establish a performance goal for each time segment and assess them monthly. Evaluate turnout times by fire station and shift.	In process	The Department has development a response time dashboard to evaluate all components of response time (dispatch, turnout, travel) by shift, apparatus, and station.
19. Take a closer look at what is causing response time performance issues in Station 3's first-due area. Consider adjusting the first-due areas for this station to increase unit reliability.	In process	The Department is comprehensively evaluating all response times on a monthly basis.
20. Consider conducting a formal evaluation of the City 911 Center with emphasis on call processing efficiency, dispatch efficiency, and medical priority dispatch compliance.	In Process	Dispatch times are monitored and reporting monthly internally. The Department is also beginning discussion of EMS QA training and working on the implementation of a new CAD system and Emergency Medical Dispatch.
21. Eliminate the fulltime staffing of Rescue 2 and cross-staff it.	In process	The Department is in the process of implementing flexible staffing scenarios.
22. Begin discussions with surrounding agencies about sharing rescue and hazardous materials response capabilities.	In process	The Department is discussing the feasibility of regionalization for all technical rescue capabilities.
23. Partner with Stanford University to develop and install infrared (IR) technology in the west Hills area in lieu of staffing Station 8 only part of the year. Include residents of the west Hills area in the planning process.	In process	The Department is working on a demonstration unit from SPI Technologies.
24. Improve the effectiveness of prevention and incorporate a mandatory program for station personnel to conduct detailed pre-emergency planning on all significant risks.	In process	The Department is currently rotating line personnel through prevention positions and implementing a program for line personnel to complete mandatory inspections annually
25. Relocate the cross-staffed Medic 3 to Station 3 where it can provide better citywide coverage while still providing good response times to the high-demand Station 1 area.	In process	The Department is concurrently evaluating this recommendation and monitoring other operational changes, but plans implement this recommendation with arrival of new ambulances in January 2013.

Fire Utilization Report Recommendations Update  
ATTACHMENT A

26. Eliminate or significantly restrict paramedic —reserve status.	In Process	The Department is consideringf having two paramedic options: medic van or engine medic which would restrict the need for reserve status.
27. Adjust paramedic ambulance staffing from two paramedics to one paramedic and one EMT.	In process	A side letter has been signed; will be used for the cross staffing of E3/M3
28. Allow paramedics working a paramedic ambulance to rotate onto a paramedic engine at the 12-hour mark. Management and labor should develop a rotation schedule that assures all paramedics rotate to the paramedic ambulance.	In process	The Department is in the process of increasing the number of paramedics of staff which will assist in the implementation of this recommendation
29. Discontinue staffing of Station 8 using overtime on the existing schedule of 90 days and instead staff the station only during high fire days as determined by Cal Fire.	Not Started	The Department is implementing and establishing other operational changes before addressing this staffing procedure.
30. When/if a new fire chief is hired, consider contracting the services of an organizational development consultant to improve organizational performance, internal communications, and professional development.	Not Started	A new Fire Chief has been selected and begins in November 2012.
31. Consider expanding incident benchmarks transmitted and analyzed to include activities such as primary search complete; ventilation completed; extinguishment started (complete) and begin tracking vertical response time as part of incident data collection, especially for medical calls.	Not Started	These changes will be explored as part of the updrade to the Computer Aided Distach (CAD) system.
32. Use NFPA 1710 (and other standards) to develop performance goals, but consider each planning area on the merits of its particular situation.	Not Started	
33. Improvement enforcement efforts of 'defensible space' in the west Hills area.	Not Started	
34. Have the fire marshal conduct a complete review of the entire fire prevention division, including its goals, workload, and inspection frequencies. Include a review of the inspections conducted by engine companies with a goal to increase the contribution of on-duty personnel toward prevention and code enforcement.	Not Started	The Fire Marshall position was permanently filled, but the employee retired. Fire Marshall position is in transition. When the new Fire Marshall is hired, this will be a primary task.
35. Replace or significantly upgrade Stations 3 and 4 at or near their present location. At the same time, conduct a facilities review of all stations to include meeting earthquake resistance standards and future space needs.	Deferred	Recommended by the IBRC and Council/City is looking at a Bond proposition to complete this project
36. Merge Stations 2 and 5 near the intersection of Arastradero Road and Hillview Avenue	Deferred	
37. Merge Fire Stations 2 and 5.	Deferred	
38. When Stations 2 and 5 are merged, eliminate one engine and continue to cross-staff one engine and the rescue.	Deferred	
<b>Emergency Medical Services Recommendations</b>		
39. Following a full EMS review, decide whether to replace the current fleet of ambulances, or consider giving the ambulance fleet to the vendor if services are contracted. If the city continues to provide transport, replace the ambulances beginning with the unit having the highest maintenance costs.	Implemented	2 new ambulances in services; 2 more in production - expected completion and delivery by 1/1/13
40. Conduct a thorough analysis of the EMS operation, including transport options.	Implemented	
41. For the present time, maintain the EMS transport system provided by the fire department.	Implemented	
42. The City should not enter into any agreement that could jeopardize its .201 rights.	Implemented	
43. The City of Palo Alto should not forfeit its .201 rights, and not use the current County EMS contractor.	Implemented	
44. Maintain the current fire-based EMS first response system and add a battalion chief to manage its operation.	Implemented	In accordance with the EMS Study recommendations, an EMS Chief will oversee the EMS System
45. Reallocate the position of EMS Coordinator to EMS Chief and promote the current EMS Coordinator to that position.	Implemented	
46. Reallocate the part-time EMS Data Specialist to a full1.0 FTE position	Implemented	
47. Operate Medic 2 full-time because of the additional EMS workload that occurs on the Stanford Campus and downtown.	Implemented	
48. When Medic 1 and Medic 2 are 24/7 units, each unit should have a distinct district and operate under closest unit response.	Implemented	
49. Reconfigure the EMS delivery model to include a full-time paramedic ambulance at Stations 1 and 2, and a cross-staffed ambulance at Station 3.	In process	The two ambulances out of Stations 1 and 2 are in full-time operation; cross-staffed ambulance at Station three will be implemented with arrival of 2 more ambulances
50. Discontinue providing the part-time BLS ambulance service and discontinue hiring part-time EMTs.	In process	The Department is analyzing the new role of BLS in the context of a broader priority dispatching process.
51. Develop a protocol based dispatch system methodology for EMS calls such that fire units are only dispatched to high priority medical calls, not every routine medical situation. Also, implement the medical priority dispatching system already available in the CAD software.	In process	The Department is currently in the planning stages of a priority dispatch system and intends to implement a priority dispatch system with the implementation of the new CAD system.
52. The City should seek additional legal advice as to its right to alter the level of EMS service while retaining their .201 rights.	In Process	The City Attorney's Office is evaluating .201 issues.

Fire Utilization Report Recommendations Update  
ATTACHMENT A

53.	The City should seek to enter a voluntary agreement with the County LEMSA that would protect their .201 rights while accomplishing County goals. The City and County should consider engaging a professional mediator to help reach agreement.	In Process	The City Attorney's Office is evaluating .201 issues.
54.	The PAFD should increase its participation in community health improvement, especially in areas that are traditionally underserved.	In Process	The Department is currently working with Rural Metro on Community Health Improvement Training
55.	The EMS continuing education program, and case review procedures should target the review of airway management, and ET intubation skills. By the end of 2013 the skill should be formally evaluated, as to its place in the Palo Alto EMS program.	In Process	This area is mandated by County EMS for 100% audit and reporting complete quarterly. The county Medical Director makes decisions on medical protocol.
56.	Work with other fire departments (and the county) to regionalize the city's fire and EMS training program. Establish a planning group consisting of city and regional officials to plan for the replacement of the city's outdated fire training facility.	In process	The Department is working with Rural Metro and County EMS Chiefs to come up with two-year training schedule.
57.	Investigate the feasibility of adopting an electronic learning management system to add additional venues for EMS training.	In Process	The Department is in the process of implementing several electronic learning management systems.
58.	The EMS Coordinator should begin to identify potential future EMS leaders and begin involving them in EMS leadership.	In process	
59.	Assist the EMS Coordinator in transitioning to a chief EMS officer by supporting attendance at select National Fire Not Started Academy Programs.		The EMS Coordinator was promoted in September 2012, but will begin attending NFA programs in the near future.
60.	The Santa Clara County LEMSA medical director should appoint the PAFD medical director as a LEMSA assistant medical director for Palo Alto. Specific duties and responsibilities would be determined by the LEMSA medical director.	Deferred	The County EMS agency is not interested in sharing the county medical director's position at this time.
61.	When the department is ready to upgrade their E-PCR hardware, it should consider switching to I-Pad technology.	In process	The Department is evaluating ePCR technology. iPad software for ePCR is in its infancy and the backend doesn't allow report writing which meet the LEMSA's requirements
<b>Training Recommendations</b>		<b>Status</b>	<b>Comments</b>
62.	Improve productivity of the training program by conducting more training during evenings and weekends. As part of this effort, establish specific training goals for each shift battalion chief and captain.	Implemented	This has been implemented as a part of the Department's new annual training plan.
63.	Have the battalion chief and training captain conduct a complete audit of all training needs and prepare a multi-year plan for training.	In process	An annual training plan has been released and a complete audit of training needs is nearing completion.
64.	Implement a formal program for career and professional development, including specific requirements for promotion to all officer ranks.	Implemented	
65.	Discontinue the practice of developing entrance and promotional exams within the fire department and contract these services to a qualified vendor or to the city's HR division. At the same time, standardize the examination process and timing of promotional exams with other fire departments in the county to improve efficiency.	In process	The Department is evaluating the National Testing Network for testing and application processing. Combining promotional exams with other departments is not currently feasible due to the significant variances in agency operations.
66.	Implement a formal process of project management to include an evaluation of progress on all projects assigned. Assign battalion chiefs responsible for oversight of officers under their command. Include special projects to all officers with performance on special projects in the evaluation process for promotion.	In process	The Department has begun the rollout of a project management software and will include project performance in future staff evaluations.
<b>Technical and Information Technology Recommendations</b>		<b>Status</b>	<b>Comments</b>
67.	Upgrade NFIRS data collection to version 5.0 and establish a process by which the fire department can readily access NFIRS data for conducting analysis.	Implemented	
68.	Consider retaining TriData or similar consultant to assist the city in setting up its data collection and analysis process.	Implemented	
69.	Continue to work with Zoll Data Systems to fix 2004-2007 incident records. Historical data plays an important role in fire department strategic planning and it is important that PAFD has accurate and complete NFIRS data.	Implemented	
70.	Upgrade the CAD system so that GPS coordinates are collected for all incidents.	In process	The City is in the process of significantly upgrading its CAD system which will greatly assist in completing this recommendation.
71.	Work with dispatch staff, the CAD software vendor, the NFIRS software vendor, and line-staff to put in place a process by which the final incident data entered into the database contains no gross inaccuracies.	In process	The City is in the process of significantly upgrading its CAD system which will greatly assist in completing this recommendation. In the interim, staff has taken steps to ensure improved QA of incident data.