

**DESIGNING A CUSTOMER SATISFACTION SURVEY TO EVALUATE
SERVICE DELIVERY BY THE LONGMONT FIRE DEPARTMENT**

EXECUTIVE LEADERSHIP

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An applied research project submitted to the National Fire Academy
as part of the Executive Fire Officer Program

June 2006

ABSTRACT

The problem is the Longmont Fire Department has not measured the satisfaction of our customers with the interventions we perform while providing service. Without this information, service delivery performance improvement is difficult. This may result in less than optimal service delivery, potentially greater loss of life and property, and the underdevelopment of political capital.

The purpose of this Applied Research Paper is to measure the satisfaction of our customers with the interventions we perform while providing service. This will provide information that can be used to develop recommendations which may improve service delivery, potentially decrease loss of life and property, and attempt to increase political capital.

This was a descriptive research project that answered the following questions:

1. What issues are used successfully by other fire and Emergency Medical Services (EMS) agencies to measure customer satisfaction with service delivery?
2. What issues are used successfully by private and other organizations to measure customer satisfaction with service delivery?
3. What is the level of customer satisfaction with interventions performed by the Longmont Fire Department while providing service?

The author solicited, via email, customer satisfaction surveys used by other fire departments. Additionally, the author found in the literature review sample surveys and common issues to be used in a customer satisfaction survey. This information was used to create a customer satisfaction survey for the Longmont Fire Department. This also answered the first two research questions.

A customer satisfaction survey was conducted, by telephone, for all Longmont Fire Department responses from March 1 to May 31, 2006 for which the incident report contained a contact name and phone number. The results of this survey are that most of the customers served by the Longmont Fire Department consider the service they receive to be outstanding.

It is recommended that the Longmont Fire Department continue to survey its customers' satisfaction, particularly after process improvements or new service delivery implementation. It is also recommended that the results of this survey be shared with political leaders in Longmont to help secure necessary resources. The results of the survey should be made known to Longmont Fire Department employees to recognize and acknowledge appreciation for their successful quality service delivery.

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INTRODUCTION

The Longmont Fire Department exists to serve the needs of the citizens who reside in, work in, or pass through the community which it serves. Phoenix Fire Chief, Alan Brunacini (1996), states that the key relationship for the fire service is the relationship between the citizen who has called the fire department with a problem and the firefighters who respond to solve the problem. Many service delivery experts state that service delivery organizations, including fire departments, should continually improve service delivery performance. However, in order to improve service delivery, the Longmont Fire Department must first know what the level of satisfaction with its service delivery is, as currently perceived by the citizens who have used the services of the Longmont Fire Department.

The problem is the Longmont Fire Department has not measured the satisfaction of our customers with the interventions we perform while providing service. Without this information, service delivery performance improvement is difficult. This may result in less than optimal service delivery, potentially greater loss of life and property, and the underdevelopment of political capital.

The purpose of this Applied Research Paper is to measure the satisfaction of our customers with the interventions we perform while providing service. This will provide information that can be used to develop recommendations which may improve service delivery, potentially decrease loss of life and property, and attempt to increase political capital.

The research questions to be answered are:

1. What issues are used successfully by other fire and Emergency Medical Services (EMS) agencies to measure customer satisfaction with service delivery?
2. What issues are used successfully by private and other organizations to measure customer satisfaction with service delivery?
3. What is the level of customer satisfaction with interventions performed by the Longmont Fire Department while providing service?

The research method for this Applied Research Project will be descriptive.

BACKGROUND AND SIGNIFICANCE

The Longmont Fire Department provides fire and emergency medical services for the City of Longmont, in Boulder County, Colorado. Longmont is a city with 22 square miles and a population of approximately 82,000 people. Longmont contains medium to light industry, high tech industry, retail, commercial, office, agricultural, and residential properties. Longmont has high speed roadways, railroads, and its own general aviation airport. The Longmont Fire Department was founded in 1918 by the merger of three volunteer hose companies, and currently consists of 83 paid career personnel. The Longmont Fire Department responds from five stations, with five paramedic engine companies and one truck company. It provides fire suppression, advance life support emergency medical services (EMS), hazardous materials and specialty rescue responses, and fire loss management, including inspections, code enforcement, and prevention education. The Longmont Fire Department participates in a county-wide contract for advanced life support transport services.

Fire Chief Randy R. Bruegman (2003) of Clackamas County, Oregon states that fire departments will continue to face shrinking public budgets and increasing

competition from the private sector. He states that the fire department must identify what the customer expects, and defines quality as whatever the customer wants. In order to determine customer expectations, the organization must ask the customer what they expect from the fire department.

Janing and Sachs (2003) state, "Quality is almost always defined from the customer's point of view." A citizen who calls 911 wants emergency responders to get there quickly, know what they are doing, be courteous and compassionate while they are there, and take care of the problem efficiently. They state, "These factors will define the quality of care from the customer's point of view." If taxpayers do not feel that their tax dollars are spent for a quality service, then they will become dissatisfied. Since dissatisfied customers often tell more people about their complaint than satisfied customers tell about their good experience, this can have a negative effect on the fire department's ability to secure budget dollars and on the fire department's ability to perform its functions.

Hayes (1998) concurs with Janing and Sachs. He defines, "Quality is the extent to which products meet the requirements of people who use them." Therefore, if the people who use the services of the Longmont Fire Department will define quality, the Longmont Fire Department must know what their level of satisfaction is with the services provided.

Wing (1997) supports the point that dissatisfied customers can have a negative effect on an organization. "The cost of not talking with your customers can be staggering. Only four percent of dissatisfied customers will take the time to complain to the firm; the vast majority leaves quietly to share their dissatisfaction within their spheres of influence."

Brunacini (1996) states that fire department activities must all be directed toward delivering service to the customer. Therefore the fire department organizational behavior must become customer-centered. He defines customer-centered, “means that customer needs, perceptions, and feelings begin to design and drive how the service delivery system looks and behaves.” He contends that we must constantly keep in touch with what the customer needs.

The City of Longmont Mission Statement states, “Our mission is to enhance the quality of life for those who live in, work in, or visit our community.” The Longmont Fire Department, as the primary emergency response agency for the City of Longmont, has a key role in the fulfillment of this mission.

The City of Longmont also states that it is a value-driven organization, and the first value listed by the City is “Customer Service – External and Internal.” The City of Longmont obviously places a high value on delivering good customer service. Without knowing the level of customer satisfaction with the service provided by the Longmont Fire Department, it is not known whether the Longmont Fire Department, as a city agency, is adhering to this stated value.

The Longmont Fire Department has not surveyed its customers to find out what they need or if they are satisfied with the service provided to them. Instead, as Brunacini (1996) said, “We decided what we thought they really needed, delivered that service, and went home.” In the past this has been sufficient. However, in the present, with increasing competition for the public budget and the public expecting increased accountability from their public services we must direct our organization to become more customer-centered. In order to remain viable in the present and in the future, the Longmont Fire Department

will need to design our service delivery around the customer. To do that effectively the Longmont Fire Department must assess what the current level of satisfaction is with our service delivery. This will provide information that can assist the Longmont Fire Department with improving its service delivery, helping to ensure our customers will be happy with the level of service we provide, which will aid the Longmont Fire Department to continue to exist, remain viable, grow, and develop now and in the future.

The author attended the Executive Leadership course at the National Fire Academy. The development and analysis of a customer satisfaction survey tool is an example of leadership in public management with the Longmont Fire Department. The Student Manual ([NFA], 2005) for the Executive Leadership course states, “Leaders have the ability to create and articulate a vision that empowers others to transform vision into action, and are social architects who build commitment and coalitions and listen to their constituents.” This research project will assist in creating a vision that can help transform the author’s organization, and serve as an exercise in listening to the organization’s constituents.

The research project relates to the United States Fire Administration ([USFA], 2003) operational objective “to promote within communities a comprehensive, multi-hazard risk-reduction plan led by the fire service organization” by identifying potential weaknesses in the services provided by the Longmont Fire Department.

LITERATURE REVIEW

A literature review was conducted to answer research questions 1 and 2. Research question one is, “What issues are used successfully by other fire and Emergency Medical Services (EMS) agencies to measure customer satisfaction with service delivery?”

Research question two is, “What issues are used successfully by private and other organizations to measure customer satisfaction with service delivery?”

To find what issues are used successfully by other fire and EMS agencies the author asked other fire departments to send samples of their customer satisfaction surveys. This will be discussed further in the Procedures section. Additionally, the author reviewed current literature on the subject.

Bruegman (2003) states that, “customers should feel satisfied with the *manner* in which they were served, even when their specific wishes or demands are not met.” He suggests an eight step “Customer Centered Continuous Improvement Process.” Step two of this process suggests that the organization should focus on the customer’s requirements and priorities using customer needs surveys and customer satisfaction surveys as tools. He provides sample customer satisfaction surveys for:

- Emergency medical calls
- Fire safety education programs
- Fire prevention bureau service
- Station tours
- Fire safety education instructors
- Fire suppression
- Cardiac
- Orthopedic
- Respiratory

These sample surveys were used to help develop the Longmont Fire Department customer satisfaction survey and will be further discussed in the Procedures section.

Janing and Sachs (2003) suggest the dimensions of quality that can and should be addressed including aesthetics, conformance with standards, durability, features, perceived quality, performance, reliability, and serviceability. They suggest using satisfaction data to determine how well the fire department is meeting the needs of customers. An example of satisfaction data is, “Are personnel efficient, effective, helpful, and courteous?” They state that satisfaction data is best collected after a response by a follow-up questionnaire or phone call.

To find out what issues are used successfully by private and other organizations to measure customer satisfaction with service delivery, current literature reviewed by the author is summarized below.

Hayes (1998) states that customer satisfaction surveys work best in non-manufacturing settings. He lists four uses for a customer satisfaction survey, and they are: 1) Summarizing data with descriptive statistics, 2) Determining the most important customer requirement, 3) Control chart techniques to track the quality of the service over time, and 4) The comparison of customer satisfaction between organizations. For the purposes of this Applied Research Paper the first two will be used. To develop a customer satisfaction survey he suggests a three step process. Step one is to determine customer requirements. Step two is to develop a questionnaire that allows the organization to assess the customer’s satisfaction in meeting their requirements. Step three is to use the questionnaire to assess the customer’s perceptions.

Hayes (1998) suggests the following dimensions: availability, responsiveness, timeliness, completeness, and pleasantness. He states that questions in the questionnaire

must be relevant, concise, and unambiguous. Questions should be written clearly and contain only one thought and avoid double negatives.

Vavra (1997) gives five considerations in choosing appropriate wording for survey questions. Focus – each question should only have one issue or topic. This prevents confusing the customer being surveyed. Brevity – questions should be brief and to the point. Clarity – the meaning of the question should be clear so that each survey respondent will interpret the question the same way. Appropriate vocabulary – the words in the question should come from the customer's vocabulary and the customer and the organization have equal meanings from the questions. Correct grammar – questions should be simple sentences.

In order to be a valid, a customer satisfaction survey must measure what it is intended to measure. Vavra (1997) states that bias can make the survey invalid. Bias can enter the survey by poor sampling, faulty wording, inaccurate data editing and recording, or inappropriate interpretation of the results.

A customer satisfaction survey must also be reliable, meaning free of random errors. Vavra (1997) states that errors occur when questions have ambiguous or uncommon terms, there is sloppy data recording by interviewers, data entry is done in a sloppy fashion, or poor sampling procedures are used.

Fontenent, Henke, and Carson (2005) state that, in a customer satisfaction survey, respondents can rate how well the organization performs on five or seven point scale called a Likert-type scale. This scale should range from very satisfied or outstanding to very unsatisfied or poor.

Vinson (2001) suggests questions in a satisfaction survey should determine if service was timely, if the personnel were friendly, if the personnel were knowledgeable and listened well, if the personnel were timely, and did the service provided meet the customer's needs.

Issues that Wing (1997) suggests an organization's survey should include are professionalism, courtesy, competence, attitude, quality of staff, problem-solving skills, and efficiency.

Kessler (1996) suggests that with high-relationship services the organization should give preference to a personal approach like a telephone survey. She differentiates between written and telephone surveys by stating that written surveys are excellent for report cards but telephone surveys can collect in-depth information. She states that a customer satisfaction survey is a good tool to measure desired quality. It is emphasized that the organization should focus their customer satisfaction survey on what is important to the customer.

While developing a customer satisfaction survey Kessler states that the developer should include at least one question about the customer's overall satisfaction using a scale with 5-7 points ranging from excellent to strongly dissatisfied. Kessler also includes sample customer satisfaction surveys. Pertinent issues contained in these samples are:

- Employees respond in a timely manner
- Employees are courteous
- Problem solving is customer oriented
- Customers receive personal attention
- Safety is emphasized

- Employees understand customer needs

Oakland and Ore (1995) distinguish between customer satisfaction and commitment. They state satisfaction is short term and may or may not develop into commitment. They state management should work to transform satisfaction into commitment. The factor for short term satisfaction that can be surveyed is; does the organization meet the customer's needs? Long term commitment stems from many heroic acts which create loyalty and devotion.

Brown (2000) suggests that phone surveys are superior to written customer satisfaction surveys. He believes that the only people who fill out written surveys are both bored and excited to get mail, or angry. Phone surveys are better because the organization can get a random sample of their customers and it is possible to probe for information to support quantitative ratings. He suggests that having employees conduct the survey provides additional benefits, such as making the employees more accountable to the customer and building a stronger relationship between the customer and the employee.

On February 28, 2006 the author conducted a personal interview with Dr. Elise Flesher, Ph.D. in Sociology. Dr. Flesher is the Crime Information and Research Analyst with the Longmont Police Department and has extensive experience and training with surveys, including customer satisfaction surveys. Dr. Flesher was given a draft copy of the Longmont Fire Department Customer Satisfaction Survey that the author was developing. Dr. Flesher emphasized that ambiguous terms should be avoided. She also stated that the survey should not ask two questions within one survey question, as this can confuse the party being surveyed and may lead to an inaccurate answer. She emphasized

that a friendly introduction was important and that the party being surveyed should be assured that the survey was anonymous, and there could be no repercussions. She did state that this was probably more important for law enforcement surveys than for fire department surveys.

Dr. Flesher stated that the surveyor should justify removing bad outcomes from the survey pool. She emphasized that all recipients of service should have an equal chance of being surveyed. “Everyone should have an equal chance of being selected”, she stated. However, it does not affect the validity of the survey to stratify respondents by call type.

Additionally Dr. Flesher stated that any terms, such as severity, should be defined clearly so the respondent was able to answer accurately.

Based on the literature review, the author decided to conduct a telephone customer satisfaction survey using the criteria suggested above.

PROCEDURES

The author began by soliciting, via email, a copy of individual fire department customer satisfaction surveys. The author emailed every member of his four National Fire Academy Executive Fire Officer Program classes. Additionally, the author requested that the Colorado State Fire Chief’s Association Executive Director, Kevin R. Klein, send out a request for individual fire departments to send the author a copy of their customer satisfaction surveys. Mr. Klein did this in his weekly email update to members of his mailing list. The author received 14 responses. The responding agencies are listed in Appendix A.

The author developed the Longmont Fire Department Customer Satisfaction Survey based on the surveys received from other fire agencies, the elements identified in the literature review, and sample surveys contained in *Exceeding Customer Expectations: Quality Concepts for the Fire Service* (Bruegman, 2003).

A general customer satisfaction questionnaire was developed that contained elements common to all Longmont Fire Department responses. Fifteen additional questionnaires were developed to stratify responses by call type. These questionnaires are:

- Cardiac
- Respiratory
- Orthopedic
- Pain
- Motor vehicle crash
- Pediatric
- Geriatric
- General medical
- Inside of structure fire – Home
- Inside of structure fire – Business
- Outside of structure fire – Home
- Outside of structure fire – Business
- Fire alarm
- Hazardous condition
- Service call

The full text of each survey is contained in Appendix B.

The draft copy for the above survey was shown to Dr. Elise Flesher on February 28, 2006. Dr. Flesher made several suggestions for improvements, including defining ambiguous terms, asking only one question for each response, and defining terms that the customer may not know. These improvements were incorporated into the final survey. Dr. Flesher stated that all surveyors should be trained to ensure that all customers were asked questions in as similar a fashion as possible to reduce variability. Customers should be informed of the reason for the survey and that their responses would be confidential.

Incident reports for all Longmont Fire Department responses from March 1, 2006 to May 31, 2006 were reviewed. All responses where the report contained a contact name and phone number generated a telephone customer satisfaction survey attempt. The only exception was responses where the customer had died. This was done because this customer is not in a condition conducive to be surveyed. One limitation of this survey process was that many Longmont Fire Department personnel do not routinely document a contact name and phone number for all responses. All Longmont Fire Department personnel were asked to start obtaining and documenting this information and frequent reminders were sent out. However, a key limitation remained that not all customers contacted by the Longmont Fire Department were surveyed. Not all customers contacted were willing to participate in the survey, and not all documented contact name and phone numbers resulted in a customer being contacted.

The results of each survey conducted were tabulated in a Microsoft Excel spreadsheet, with one worksheet for each questionnaire. This spreadsheet is included in Appendix C.

RESULTS

The results for research question number one, “What issues are used successfully by other fire and Emergency Medical Services (EMS) agencies to measure customer satisfaction with service delivery?” are the following. Other fire and EMS agencies use:

- Dispatcher call answering promptness
- Dispatcher efficiency
- Dispatcher courtesy
- Dispatcher instruction effectiveness
- Response timeliness
- Firefighter courtesy
- Firefighter compassion
- Firefighter concern
- Firefighters’ explanation of actions taken
- Firefighter effectiveness
- Overall quality of service delivered.

Additionally, other fire and EMS agencies often stratify surveys by specific call types. These include cardiac, respiratory distress, orthopedic, pain, motor vehicle crash, pediatric, geriatric, inside structure fire, outside of structure fire, fire alarm, hazardous condition, and service call.

Research question number two was, “What issues are used successfully by private and other organizations to measure customer satisfaction with service delivery?” The results for this question are, private and other organizations use the following issues to successfully measure customer satisfaction with service delivery:

- Timeliness
- Responsiveness
- Efficiency
- Courtesy
- Professionalism
- Employees concerned about the customer's needs
- Problem-solving skills
- Perceived quality
- Effectiveness
- Personnel friendliness
- Competence
- Safety

Research question number three, “What is the level of customer satisfaction with interventions performed by the Longmont Fire Department while providing service?” was answered by conducting a telephone customer satisfaction survey.

A total of 234 survey attempts were made. This included all responses where Longmont Fire Department personnel obtained a contact name and phone number, excluding those where the primary customer died. Of these 234 survey attempts, 77 phone attempts resulted in no answer, 25 of those contacted did not wish to participate, and 18 phone numbers connected the surveyor to wrong or disconnected phone numbers. Ultimately, 114 customers of the Longmont Fire Department were surveyed for their customer satisfaction. According to Hayes (1998), this is statistically valid.

The answers to the general customer satisfaction survey are the following:

1. Was your 911 call answered in within 3 rings? Yes – 59 No – zero
2. Was the 911 dispatcher efficient? Fifty one customers surveyed rated the dispatcher as outstanding, four rated the dispatcher as excellent, and one rated the dispatcher as average, one as fair, and one as poor.
3. Was the 911 dispatcher courteous? Fifty two customers surveyed rated the dispatcher as outstanding, five rated the dispatcher as excellent, and one rated the dispatcher as average. There were no fair or poor ratings.
4. How would you rate the instructions given prior to the firefighter's arrival by the dispatcher? Forty three rated the dispatcher as outstanding; eight rated the dispatcher as excellent, four as average, and one as fair. There were no poor ratings.
5. Did the firefighters arrive in a timely fashion? Yes – 109 No – 2
6. Did the firefighters act in a professional manner? One hundred and nine customers surveyed rated the firefighters' professionalism as outstanding and five rated the firefighters' professionalism as excellent. There were no average, fair, or poor ratings.
7. Were the firefighters courteous? One hundred and twelve customers surveyed rated the firefighters' courtesy as outstanding and two rated the firefighters' courtesy as excellent. There were no average, fair, or poor ratings.
8. Were the firefighters compassionate? One hundred and nine customers surveyed rated the firefighters' compassion as outstanding and five rated the firefighters' compassion as excellent. There were no average, fair, or poor ratings.
9. Did the firefighters seem concerned about your needs? One hundred and ten customers surveyed rated the firefighters' concern with their needs as outstanding, and four rated the

firefighters' concern with their needs as excellent. There were no average, fair, or poor ratings.

10. Were the firefighters' actions thoroughly explained to you? One hundred and three customers surveyed rated the firefighters' explanation of their actions as outstanding and eleven rated the firefighters' explanation of their actions as excellent. There were no average, fair, or poor ratings.

11. Did the firefighters answer all of your questions completely? One hundred and four customers surveyed rated the firefighters' completeness of answering their questions as outstanding and ten rated it as excellent. There were no average, fair, or poor ratings.

12. Did the firefighters solve the problem they were called for? One hundred and seven customers surveyed rated the firefighters' solving of their problem as outstanding and seven as excellent. There were no average, fair, or poor ratings.

13. How would you rate the overall quality of service the firefighters provided? One hundred and six customers surveyed rated the overall quality of service provided by the firefighters as outstanding, seven rated it as excellent, and one as average. There were no fair or poor ratings.

The rest of the survey results can be summarized as follows. For full results, see Appendix C. Cardiac customers who answered the question, "How many minutes did you experience your symptoms before you called 911?" waited an average of 53 minutes. Most had chest pain and rated their pain a 9.2, on a scale of 1-10 upon the arrival of the paramedics. Most reported a reduction in pain to a 4.6, on a scale of 1-10 at their arrival at the emergency room. All of these customers rated the overall quality of care provided by the Longmont Fire Department as outstanding.

Customers identified as having a respiratory complaint who answered the question, “How many minutes did you experience your symptoms before you called 911?,” waited an average of 30 minutes. They rated the severity of their symptoms upon the arrival of the paramedics as an 8.8 and as 5.3 (on a scale of 1-10) upon their arrival at the emergency room. They all reported a reduction in the severity of their symptoms. All of these customers rated the overall quality of care provided by the Longmont Fire Department as outstanding.

Orthopedic customers who answered the question, “How many minutes did you experience your symptoms before you called 911?,” waited an average of 651 minutes (nearly 11 hours). They rated the severity of their symptoms upon the arrival of the paramedics as a 9.5, and as 4.3 (on a scale of 1-10) upon their arrival at the emergency room. They all reported a reduction in the severity of their symptoms and rated the overall quality of care provided by the Longmont Fire Department as outstanding.

Customers whose primary reason for calling 911 was a complaint of pain who answered the question, “How many minutes did you experience your symptoms before you called 911?,” waited an average of 633 minutes before calling 911. They rated the severity of their symptoms upon the arrival of the paramedics as an 8, and as 5.5 (on a scale of 1-10) upon their arrival at the emergency room. Seven customers surveyed reported a reduction in the severity of their symptoms, 2 stated the severity remained the same, and one reported an increase in severity. Fifteen customers rated the overall quality of care provided as outstanding and three reported it as excellent.

Five customers who were involved in a motor vehicle crash were in pain upon the arrival of the Longmont Fire Department and four were not. All felt they were safe while

under the care of the firefighter/paramedics. Four stated that it was explained what would happen to their vehicle and three stated it was not. All rated the overall quality of care provided as outstanding.

Only one customer who had a child cared for by the Longmont Fire Department was surveyed. This parent rated the overall quality of care provided as outstanding.

The survey of care that geriatric customers received had these results. Those who answered the question, “How many minutes did you, or your geriatric charge, have symptoms before 911 was called?,” waited an average of 95 minutes. They rated the average of severity of symptoms as a 4 upon the arrival of the paramedics, and as a 3.3 upon their arrival at the emergency room. Twelve stated the firefighter/paramedics explained the procedures performed in an outstanding fashion, and two stated this was done in an excellent fashion. Eleven stated the procedures and care provided by the firefighter/paramedics caused their condition to improve in an outstanding fashion, and two stated this was done in an average fashion. Thirteen rated the overall quality of care provided as outstanding and one rated it as excellent.

Customers who called 911 with a medical complaint and did not fit into the categories listed above were asked questions from the general medical survey. Those who answered the question, “How many minutes did you experience your symptoms before you called 911?,” waited an average of 520 minutes. They rated the severity of their symptoms upon the arrival of the paramedics as a 6.5, and as 4.5 (on a scale of 1-10) upon their arrival at the emergency room. Of these customers, 24 stated the firefighter/paramedics explained the procedures performed in an outstanding fashion, and one stated this was done in an excellent fashion. The procedures and care provided by the

firefighter/paramedics caused their condition to improve in an outstanding fashion for 22, and 2 stated this was done in an average fashion. The overall quality of care provided was rated as outstanding by 24 and one rated it as average.

Customers surveyed who had a fire inside their home all had smoke detectors before the fire and still do. They all called 911 immediately and only one attempted to extinguish the fire. Of those who were able to answer the question, all stated the firefighters' actions helped to reduce the amount of damage to their property. All rated people as most important in the case of a structure fire, with pets number two, and personal property and structure of the house itself ranked, on average, of equal and third importance. Two thought a follow-up call from the Longmont Fire Department would have been of assistance after the fire, and two did not. All rated the assistance provided after the fire was extinguished and the overall quality of services provided as outstanding.

Of the customers surveyed who called for a fire outside of their home, one attempted to extinguish the fire prior to the arrival of the firefighters and one did not. All stated that the firefighters' actions helped to reduce damage to their property. They ranked in order of importance, people, pets, personal property, and the structure of the house itself. Two did not think that a follow-up call from the Longmont Fire Department would be of assistance, and one did. All surveyed rated the assistance provided after the fire was extinguished and the overall quality of service provided as outstanding.

No customers were surveyed for a fire inside or outside of a business. Of the customers surveyed for a fire alarm response, three thought the fire department response was timely, and one did not. All customers surveyed thought that both the investigation of the cause of the alarm and the silencing of the alarm were timely. One customer

thought a follow-up call from the Longmont Fire Department would be helpful, while three did not. And all customers surveyed thought that the assistance provided by the Longmont Fire Department after the alarm was silenced and the overall quality of services provided were outstanding.

Customers were surveyed regarding calls for service involving a hazardous condition such as smoke, odor, gas leak, hazardous material, etc. On average of those who answered the question, “How long did your hazardous condition exist before 911 was activated?,” the average time was 50 minutes. All who were surveyed thought that the Longmont Fire Department’s response, investigation of the cause, and mitigation of the hazardous condition was timely. Two of the customers surveyed stated a follow-up call from the Longmont Fire Department would have been of assistance, and two did not. All of the customers surveyed thought that assistance provided after the hazardous condition was mitigated and the overall quality of services provided was outstanding.

The final survey was for customers who called with a service problem. Examples of this include a water leak, lock-out, lift assist, smoke or carbon monoxide detector malfunction, etc. Of the customers able to answer the question, “How long did your service call need exist before 911 was activated?,” the average time was 856 minutes (approximately 14 hours). All customers surveyed thought the Longmont Fire Department responded and handled the service call in a timely fashion. Four customers thought a follow-up call from the fire department would have been of assistance, and two did not. All customers surveyed rated the assistance provided during and after the service call and the overall quality of services provided as outstanding.

DISCUSSION

The results of the customer satisfaction survey can be summarized as follows. The majority of customers served by the Longmont Fire Department consider the service they receive to be outstanding. The Longmont Fire Department generally reduces the pain or severity of symptoms our customers have, but we do not eliminate it.

Wallace (1998) discusses Dr. Deming's Total Quality Management process and summarizes that fire departments should focus on customers, measure process performance, and seek continuous improvement. He states that process performance accountability is accountability for performance. The results of the customer satisfaction survey demonstrate that our process performance is high. However, Wallace (1998) states fire departments must continually assess their quality of service delivery and apply this to overall strategic management.

Brunacini (1996) also emphasizes, "Our essential mission and number one priority is to deliver the best possible service to our customers." The results of the customer satisfaction survey demonstrate that the Longmont Fire Department is perceived as delivering outstanding customer service. Brunacini (1996) states, "Always be nice – treat everyone with respect, kindness, patience, and consideration." The customer satisfaction survey indicates that the Longmont Fire Department's customers perceive our firefighters to be professional, courteous, and concerned about the customer's needs. But Brunacini also states that "We must continually improve our customer service performance." The implication of this even though our customers rate our service as outstanding, is that the Longmont Fire Department must continually seek

ways to improve our service delivery. One avenue that deserves attention is resolution of our customers' pain and symptom severity.

Bruegman (2003) states that a customer-centered continuous improvement process should be used and that a fire organization should focus on meeting the customers' needs. So, while it is apparent that the Longmont Fire Department is currently delivering what is perceived by our customers to be high quality service, it must still focus on continually improving our service delivery. Bruegman (2003) suggests that a quality organization looks for improvement opportunities, uses problem solving techniques to develop solutions, and then assesses the effectiveness of solutions by surveying its customers again.

Janing and Sachs (2003) discuss the difference between quality control and quality improvement. They define quality control as rapidly taking action to restore a process to its intended quality. Quality improvement is defined as managing processes and reviewing data over time to generate an aggregate measure of performance. Since customer satisfaction was measured as high by the survey, quality control is not necessary at this time. However, the Longmont Fire Department, in order to improve quality, must continue to measure customer satisfaction.

Wing (1997) states that a customer satisfaction survey helps an organization determine if its assumptions regarding its customers' needs are correct. He suggests that an organization should manage by fact, not assumptions. He states that customer satisfaction management is the means by which an organization obtains facts. These facts can then be used to continuously improve the service delivery to the customer. It is apparent from the customer satisfaction survey that the Longmont Fire Department has

been fortunate that many of the assumptions it has made regarding its customers' service requirements were accurate. However, the Longmont Fire Department must now use facts, in the form of customer satisfaction data, to help guide its policy and planning processes.

Kessler (1996) suggests that success in delivering quality customer service should be shared with the employees who deliver the service as a motivational tool. Employees who are recognized for delivering quality customer are more likely to continue these behaviors. Certainly, the Longmont Fire Department should share the results of the customer satisfaction survey with its employees. Longmont Fire Department employees should know that their successful delivery of quality customer service is recognized and appreciated by fire department management.

The organizational implications of the customer satisfaction survey are the following. The Longmont Fire Department currently delivers service to its customers in a manner that is perceived to be outstanding. However, the Longmont Fire Department must look for improvement opportunities, institute process improvement, and continually reassess the satisfaction of our customers.

RECOMMENDATIONS

It is recommended that the Longmont Fire Department use the customer satisfaction survey to look for opportunities for improvement. One opportunity for improvement is problem solving to improve our processes for managing our patients' pain and symptom severity. It is recommended that Longmont Fire Department employees participate in this process to develop process improvements, which would be implemented to further reduce our patients' pain and symptom severity.

Several customers stated that a follow-up phone call from the fire department would be of assistance. The Longmont Fire Department should assess options to implement this process. Employees should also participate in this planning process. Options could include leaving a follow-up card with customers with contact information, adding a step to the incident report review process where customers who had a significant event are flagged for a follow-up call, adding the duty of a follow-up call to the responding fire company for incidents that meet specific parameters, or appointing a member of the Longmont Fire Department to perform the follow-up call function.

The Longmont Fire Department should periodically survey their customers' satisfaction with its service delivery. This should be done after process improvement have been implemented, when new service delivery is implemented, and on a regular basis to ensure that service delivery is still perceived to be outstanding.

The purpose of this Applied Research Paper was to measure the satisfaction of our community members with the interventions we perform while providing service. The information produced by the customer satisfaction survey should be used to develop recommendations which may improve service delivery, potentially decrease loss of life and property, and attempt to increase political capital. Since the survey gathered data which states that our community members perceive our service delivery to be outstanding, the Longmont Fire Department should make this information known to Longmont political leaders, which may help to develop political capital. This could then aid the Longmont Fire Department to secure the public budget resources it requires to maintain its level of service. Additionally, this information may be used to help the Longmont Fire Department as it competes with the private sector for resources.

The Longmont Fire Department must share the information that our customers perceive our quality of service delivery as outstanding with its employees. Employees must be recognized and shown appreciation for their successful quality service delivery. A mechanism to recognize specific instances of outstanding service delivery should be developed, and an employee appreciation process should be developed. When a specific employee delivers outstanding service and is recognized, and appreciation is demonstrated, this would be a powerful motivational tool.

Future readers are recommended to survey their organization's customers for their satisfaction with the quality of service provided. Future readers may either use the survey tool developed by the author, or use the information gathered in this Applied Research Paper to develop their own survey tool. The results of this survey should be used to identify opportunities for improvement. If future readers' organizations have high customer satisfaction this data should be used to develop political capital and to recognize and appreciate their employees. Surveys should be conducted on a regular basis, and particularly after process improvements and when a new service delivery is implemented.

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APPENDIX A

Albany Fire Department, Albany, NY

Aurora Fire Department, Aurora, CO

Boulder Rural Fire Protection District, Boulder, CO.

Burlington Fire Department, Burlington, IA

Clay Fire Territory, South Bend, IN

Glenwood Springs Fire Department, Glenwood Springs, CO.

Lake Dillon Fire Rescue, Dillon, CO

Monterey Park Fire Department, Monterey Park, CA.

Montgomery County Fire and Rescue, Rockville, MD

North Metro Fire Rescue District, Northglenn, CO

Oak Creek Fire Protection District, Oak Creek, CO

Peoria Fire Department, Peoria, IL

Steamboat Springs Fire Rescue, Steamboat Springs, CO

Westminster Fire Department, Westminster, CO

APPENDIX B

Longmont Fire Department Customer Satisfaction Questionnaire

	Outstanding	Excellent	Average	Fair	Poor
1. Was your 911 call answered within 3 rings? Yes No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Was the 911 dispatcher efficient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Was the 911 dispatcher courteous?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. How would you rate the instructions given prior to the firefighter's arrival by the dispatcher?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Did the firefighters arrive in a timely manner? Yes No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Did the firefighters act in a professional manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Were the firefighters courteous?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Were the firefighters compassionate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Did the firefighters seem concerned about your needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Were the firefighters actions thoroughly explained to you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Did the firefighters answer all of your questions completely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Did the firefighters solve the problem they were called for?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. How would you rate the overall quality of service the firefighters provided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Longmont Fire Department
Cardiac Customer Satisfaction Questionnaire

1. How many minutes did you experience your symptoms before you called 911?
2. Did you experience chest pain prior to the arrival of the firefighter/paramedics?
Yes No
3. From 1 – 10, what was the severity of your chest pain when the paramedics first arrived? _____
4. From 1 – 10, what was the severity of your chest pain when the paramedics delivered you to the emergency room? _____
Outstanding Excellent Average Fair Poor
5. How would you rate the overall quality of care provided? ☐ ☐ ☐ ☐ ☐

**The Longmont Fire Department's goal is to reduce or eliminate your discomfort.
In an effort to assess how well we did, please select one of the following:**

- ☐ **My pain was eliminated**
- ☐ **My pain was reduced**
- ☐ **My pain remained the same**
- ☐ **My pain increased**

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Orthopedic Customer Satisfaction Questionnaire

1. How many minutes did you experience your symptoms before you called 911?
 2. From 1 – 10, what was the severity of your pain when the paramedics first arrived? _____
 3. From 1 -10, what was the severity of your pain when the paramedics delivered you to the emergency room? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. How would you rate the methods used by the firefighters/paramedics to move you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. How would you rate the methods used by the firefighters/paramedics to splint or stabilize your injury? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the comfort of the ride to the hospital? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. How would you rate the overall quality of care provided? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Orthopedic injuries can be very painful. Our goal is to reduce or eliminate your discomfort. In an effort to assess how well we did, please select one of the following:

- ☐ **My pain was eliminated**
- ☐ **My pain was reduced**
- ☐ **My pain remained the same**
- ☐ **My pain increased**

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Respiratory Customer Satisfaction Questionnaire

1. How many minutes did you experience your symptoms before you called 911?
2. From 1 – 10, what was the severity of respiratory distress when the paramedics first arrived? _____
3. From 1 – 10, what was the severity of your respiratory distress when the paramedics delivered you to the emergency room? _____
4. How would you rate the overall quality of care provided? Outstanding Excellent Average Fair Poor
☐ ☐ ☐ ☐ ☐

Our goal is to reduce or eliminate your distress.

In an effort to assess how well we did, please select one of the following:

- ☐ **My distress was eliminated**
- ☐ **My distress was reduced**
- ☐ **My distress remained the same**
- ☐ **My distress increased**

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Pain Customer Satisfaction Questionnaire

1. How many minutes did you experience your pain before you called 911?
 2. From 1 – 10, what was the severity of your pain when the paramedics first arrived? _____
 3. From 1 – 10, what was the severity of your pain when the paramedics delivered you to the emergency room? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. How would you rate the methods used by the firefighters/paramedics to move you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. How would you rate the comfort of the ride to the hospital? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the overall quality of care provided? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Our goal is to reduce or eliminate your pain and discomfort.
In an effort to assess how well we did, please select one of the following:**

- ☐ **My pain/discomfort was eliminated**
- ☐ **My pain/discomfort was reduced**
- ☐ **My pain/discomfort remained the same**
- ☐ **My pain/discomfort increased**

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Motor Vehicle Crash Customer Satisfaction Questionnaire

1. How many minutes did you wait to call 911 after your motor vehicle crash?
 2. Did you experience pain before the arrival of the firefighters/paramedics?
Yes No
 3. From 1 – 10, what was the severity of your pain when the firefighters/paramedics first arrived? _____
 4. From 1 – 10, what was the severity of your pain when the firefighters/paramedics delivered you to the emergency room? _____
 5. Did you feel safe while under the care of the firefighters/paramedics? _____
 6. Did the firefighters/paramedics need to use tools or equipment to get you out of your vehicle? _____
 7. Was it explained to you what would happen to your vehicle? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8. How would you rate the methods the firefighters/paramedics used to move you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. How would you rate the comfort of the ride to the hospital? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. How would you rate the overall quality of care provided? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Our goal is to reduce or eliminate your pain and discomfort.
In an effort to assess how well we did, please select one of the following:**

- ☐ **My pain/discomfort was eliminated**
- ☐ **My pain/discomfort was reduced**
- ☐ **My pain/discomfort remained the same**
- ☐ **My pain/discomfort increased**

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Pediatric Customer Satisfaction Questionnaire

1. How many minutes did your child have symptoms before you called 911?
 2. From 1 – 10, what was the severity of your child's symptoms when the paramedics first arrived? _____
 3. From 1 – 10, what was the severity of your child's symptoms delivered him/her to the emergency room? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. How would you rate how well the firefighters/paramedics explained the procedures they were performing on your child? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To what extent did the procedures and care provided by the firefighters/paramedics cause your child's condition to improve? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the overall quality of care provided to your child? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please choose a category that best describes the reason for your child's 911 response:

- ☐ **Allergic Reaction**
- ☐ **Diabetic Emergency**
- ☐ **Trauma**
- ☐ **Motor Vehicle Crash**
- ☐ **Seizure**
- ☐ **Other** _____

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Geriatric Customer Satisfaction Questionnaire

1. How many minutes did you, or your geriatric charge (family member) (you), have symptoms before 911 was called? _____
 2. From 1 – 10, what was the severity of your geriatric charge (family member) (your) symptoms when the firefighters/paramedics first arrived? _____
 3. From 1 -10, what was the severity of your geriatric charge (family member) (your) symptoms when the firefighters/paramedics delivered him/her to the emergency room? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. How would you rate how well the firefighters/paramedics explained the procedures they were performing on your geriatric charge (family member) (you)? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To what extent did the procedures and care provided by the firefighters/paramedics cause your geriatric charge (family member) (your) condition to improve? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the overall quality of care provided to your geriatric charge (family member) (yourself)? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Inside of Structure Fire – Home

1. Did you have smoke detectors in your home before you called 911?
Yes No
 2. Do you have smoke detectors in your home, at this time?
Yes No
 3. Was 911 called immediately upon discovering the possibility of a fire?
Yes No
 4. Was an attempt made to extinguish the fire before the arrival of firefighters?
Yes No
 5. Did the firefighter's actions help reduce the damage to your property?
Yes No
 6. Please rate the following in order of importance to you:
 - A. People
 - B. Pets
 - C. Personal Property
 - D. Structure of house itself
 7. Were you able to occupy your home immediately after the fire?
Yes No
 8. If you were not able to occupy your home immediately after the fire, how long was it (will it be) until you were able to occupy your home? _____
 9. Would a follow-up call from the Fire Department have been of assistance to you after the fire? Yes No
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. How would you rate the assistance provided to you after the fire was extinguished? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. How would you rate the overall quality of services provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Inside of Structure Fire – Business

1. Did you have smoke detectors, fire alarms, and/or sprinklers in your business before you called 911? Yes No
 2. Do you have smoke detectors, fire alarms, and/or sprinklers in your business at this time? Yes No
 3. Was 911 called immediately upon discovering the possibility of a fire? Yes No
 4. Was an attempt made to extinguish the fire before the arrival of firefighters? Yes No
 5. Did the firefighter's actions help reduce the damage to your property? Yes No
 6. Please rate the following in order of importance to you:
 - A. People
 - B. Pets
 - C. Inventory
 - D. Structure of building itself
 7. Were you able to open your business immediately after the fire? Yes No
 8. If you were not able to open your business immediately after the fire, how long was it (will it be) until you were able to open your business? _____
 9. Would a follow-up call from the Fire Department have been of assistance to you after the fire? Yes No
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. How would you rate the assistance provided to you after the fire was extinguished? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. How would you rate the overall quality of services provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Outside of Structure Fire – Home

1. Did you have smoke detectors in your home before you called 911?
Yes No
2. Do you have smoke detectors in your home, at this time?
Yes No
3. Was 911 called immediately upon discovering the possibility of a fire?
Yes No
4. Was an attempt made to extinguish the fire before the arrival of firefighters?
Yes No
5. Did the firefighter's actions help reduce the damage to your property?
Yes No
6. Please rate the following in order of importance to you:
E. People
F. Pets/Livestock
G. Personal Property
H. Structure of house itself
7. Were you required to evacuate your home?
Yes No
8. Were you able to occupy your home immediately after the fire?
Yes No
9. If you were not able to occupy your home immediately after the fire, how long was it (will it be) until you were able to occupy your home? _____
10. Would a follow-up call from the Fire Department have been of assistance to you after the fire? Yes No
11. How would you rate the assistance provided to you after the fire was extinguished?

	Outstanding	Excellent	Average	Fair	Poor
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. How would you rate the overall quality of services provided to you?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Outside of Structure Fire – Business

1. Did you have smoke detectors, fire alarms, and/or sprinklers in your business before you called 911? Yes No
 2. Do you have smoke detectors, fire alarms, and/or sprinklers in your business at this time? Yes No
 3. Was 911 called immediately upon discovering the possibility of a fire? Yes No
 4. Was an attempt made to extinguish the fire before the arrival of firefighters? Yes No
 5. Did the firefighter's actions help reduce the damage to your property? Yes No
 6. Please rate the following in order of importance to you:
 - A. People
 - B. Pets/Livestock
 - C. Inventory
 - D. Structure of building itself
 7. Were you required to evacuate your business? Yes No
 8. Were you able to open your business immediately after the fire? Yes No
 9. If you were not able to open your business immediately after the fire, how long was it (will it be) until you were able to open your business? _____
 10. Would a follow-up call from the Fire Department have been of assistance to you after the fire? Yes No
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 11. How would you rate the assistance provided to you after the fire was extinguished? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. How would you rate the overall quality of services provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Fire Alarm

1. How long was your fire alarm/smoke detector sounding before 911 was activated?
2. Was the response from the fire department timely?
Yes No
3. Was the cause of the alarm investigated in a timely fashion?
Yes No
4. Was the alarm silenced in a timely fashion?
Yes No
5. Were you required to evacuate your business/home?
Yes No
6. Were you able to open/occupy your business/home immediately after the alarm?
Yes No
7. If you were not able to open/occupy your business/home immediately after the alarm, how long was it (will it be) until you were able to open your business?
8. Would a follow-up call from the Fire Department have been of assistance to you after the alarm? Yes No
9. How would you rate the assistance provided to you after the alarm was silenced?

Outstanding	Excellent	Average	Fair	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. How would you rate the overall quality of services provided to you?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Hazardous Condition
(Smoke, Odor, Gas, Hazardous Material, etc)

Please describe the hazardous condition:

1. How long did your hazardous condition exist before 911 was activated?

 2. Was the response from the fire department timely?
Yes No
 3. Was the cause of the hazardous condition investigated in a timely fashion?
Yes No
 4. Was the hazardous condition mitigated in a timely fashion?
Yes No
 5. Were you required to evacuate your business/home?
Yes No
 6. Were you able to open/occupy your business/home immediately after the alarm?
Yes No
 7. If you were not able to open/occupy your business/home immediately after the alarm, how long was it (will it be) until you were able to open your business?

 8. Would a follow-up call from the Fire Department have been of assistance to you after the hazardous condition?
Yes No
- | | Outstanding | Excellent | Average | Fair | Poor |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 9. How would you rate the assistance provided to you after the hazardous condition was mitigated? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. How would you rate the overall quality of services provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
Customer Satisfaction Questionnaire
Service Call – water leak, lock-out, lift assist, smoke detector problem, etc

Please describe the service call:

1. How long did your service call need exist before 911 was activated?
 2. Was the response from the fire department timely?
Yes No
 3. Was the service call handled in a timely fashion?
Yes No
 4. Would a follow-up call from the Fire Department have been of assistance to you after the service call?
Yes No
- | | Outstanding | Excellent | Average | Fair | Poor |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 5. How would you rate the assistance provided to you during and after the service call? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the overall quality of services provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you were unable to rate us as outstanding, please describe how we can improve:

Longmont Fire Department
General Medical Customer Satisfaction Questionnaire

1. How many minutes did you have symptoms before you called 911? _____
 2. From 1 – 10, what was the severity of your symptoms when the paramedics first arrived? _____
 3. From 1 – 10, what was the severity of your symptoms upon delivery to the emergency room? _____
- | | Outstanding | Excellent | Average | Fair | Poor |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. How would you rate how well the firefighters/paramedics explained the procedures they were performing on you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To what extent did the procedures and care provided by the firefighters/paramedics cause your condition to improve? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. How would you rate the overall quality of care provided to you? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please choose a category that best describes the reason for your 911 response:

- ☐ **Allergic Reaction**
- ☐ **Diabetic Emergency**
- ☐ **Seizure**
- ☐ **Other** _____

If you were unable to rate us as outstanding, please describe how we can improve:

APPENDIX C

General Survey

	yes	no	outstanding	excellent	average	fair	poor
1) 911 call 3 rings	59						
2) dispatcher efficient			51	4	1	1	1
3) dispatcher courteous			52	5	1		
4) dispatcher instructions			43	8	4	1	
5) timely FF arrival	109	2					
6) FF professional			109	5			
7) FF courteous			112	2			
8) FF compassionate			109	5			
9) FF concerned			110	4			
10) FF actions explained			103	11			
11) FF answer questions			104	10			
12) FF solve problem			107	7			
13) Overall quality of service			106	7	1		
Total - 114							

Pediatric Patient

		outstanding	excellent	average	fair	poor	eliminated	reduced	same	increased
1) symptoms a 911										
2) severity FF arrival										
3) severity ED										
4) FF explain procedures		1								
5) child improve		1								
6) quality of care		1								

Geriatric Patient

	time	severity	outstanding	excellent	average	fair	poor
1) Minutes symptoms before call	565(95)						
2) severity on FF arrival	28(4)						
3) severity at ED	23(3.3)						
4) FF explain procedures			12	2			
5) condition improve			11		2		
6) quality of service			13	1			

General Medical

		outstanding	excellent	average	fair	poor
1) symptoms a 911	5170(520)					
2) severity FF arrival	52(6.5)					
3) severity ED	36(4.5)					
4) FF explain procedures		24	1			
5) condition improve		22	2			
6) quality of care		24		1		

Fire Alarm

		yes	no	outstanding	excellent	average	fair	poor
1) How long a 911								
2) timely response		3	1					
3) investigation timely		4						
4) alarm silence timely		3						
5) required evacuate		1	3					
6) occupy immediately		3						
7) How long occupy			1					
8) FD follow up call		1	3					
9) rate assistance				4				
10) quality of services				4				

Hazardous Condition

		yes	no	outstanding	excellent	average	fair	poor
1) How long a 911	160(50)							
2) timely response		4						
3) investigation timely		4						
4) mitigation timely		3						
5) required evacuate			4					
6) occupy immediately		4						
7) How long occupy								
8) FD follow up call		2	2					
9) rate assistance				4				
10) quality of services				4				

Service Call

		yes	no	outstanding	excellent	average	fair	poor
1) Need a 911	3425(856)							
2) FD response timely		6						
3) handled timely		6						
4) FD follow up call		4	2					
5) rate assistance				6				
6) quality of services				6				