

**ESTABLISHING A CUSTOMER SERVICE FEEDBACK SYSTEM FOR  
THE KINGMAN FIRE DEPARTMENT**

**Executive Leadership**

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## ABSTRACT

As a result of assessing organizational effectiveness, the Kingman Fire Department realized the need for a customer feedback system. It was found that customer feedback was a missing link for organizational effectiveness in understanding and providing optimal customer service.

The purpose of this research project was to identify methods of receiving customer feedback and to implement these methods into a customer feedback process for the Kingman Fire Department. An action research methodology was used to answer the following research questions:

1. What value comes from customer feedback?
2. What methods can be used in obtaining customer feedback?
3. When is the best time to solicit customer feedback?
4. Which organizations have customer survey formats in place?

The value of customer feedback was espoused by six authors. The value is crucial in many aspects and ultimately allows the organization to provide for an honest and objective evaluation of organizational success and failure.

Four authors provided methods for soliciting customer feedback. Many methods were reviewed which included surveys in the form of post cards to the more detailed survey

in letter form. It was found that the best time to solicit feedback is as soon as possible after the service is delivered.

The feedback information measures should be shared within the organization, no matter how complimentary or critical, in order to celebrate your successes or analyze and correct your failures. Care should be taken not to be narrowly focused. The feedback mechanisms should include all aspects of the organization in order to fully evaluate all programs.

The material found during the research of this topic was used by the Kingman Fire Department staff to devise and implement a customer feedback system for the organization. Seven survey formats from various public service organizations across the country were used in developing the content and format for our feedback program.

It was recommended by staff consensus to apply the new customer feedback process for the Kingman Fire Department. The results will be presented throughout the Kingman Fire Department and used to provide more opportunity for organizational effectiveness and success.

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## INTRODUCTION

The fire service has evolved into many facets of service deliver over the last two decades. This evolution has greatly expanded the scope of fire department service delivery issues. Most fire departments no longer have a single focus fire extinguishment response. The last twenty years have seen the addition of other services such as emergency medical services, hazardous material mitigation, and expansion of fire prevention programs. Many other service delivery issues are sure to surface as the fire service continues to pro-actively assess its role in customer based service delivery.

The evolution of service delivery has prompted fire service managers to become better at adapting to the changing service delivery environment. The citizen customer has also evolved over the last twenty years into a more informed consumer. The need for the fire service manager to receive feedback from the customer has become an integral part of effective modern day management.

The Kingman Fire Department currently receives feedback from its customers on a sporadic basis. The customer element needs to become a more integral part of the organization as it develops. The purpose of this research project is to identify methods for receiving customer feedback and to implement these methods into a customer feedback process for the Kingman Fire Department.

The following research questions will be addressed in this research project:

1. What value comes from customer feedback?
2. What methods can be used in obtaining customer feedback?
3. When is the best time to solicit customer feedback?
4. Which organizations have customer survey formats in place?

This research project employed an action research methodology to answer the stated research questions. This was accomplished by reviewing appropriate texts, periodicals, and publications obtained from the Kingman Library, the Learning Resource Center of the National Fire Academy in Emmitsburg, Maryland and items on hand at the City of Kingman. Information was solicited from various fire service organizations on how they obtain customer feedback.

## **BACKGROUND AND SIGNIFICANCE**

Over the past quarter century, the private sector business community has learned that they must include the customer in their business planning loop for many reasons. During the last few years it has also become evident to public sector providers that the customer's insight should be included in the service planning and delivery process.

The Kingman Fire Department is a combination fire department located in the fastest growing county in the sun belt. This growth has provided an increase in service delivery demands and a greater diversity among the population. The growth needs may seem obvious, however, the needs of the population as it becomes more diverse are not.

The Kingman Fire Department does not have a customer feedback program in place. Feedback received from the customer is currently gathered only when offered by the customer. The need to research and establish a feedback system from the customer was validated while the author was in the Executive Fire Officer course Executive Leadership. Many case studies and other class materials discussed the need to ensure that the stakeholders were included in the organizational change process.

In Chapter 3 of the Executive Development course, the instructor gave “ Seven crucial, constant, and continuing tasks of an effective leader.” Number 5 on the list is, “ Listen carefully to clients, customers, and voters.” The public sector has been slow in taking heed of the examples of their business counterparts and must make every effort to stay abreast, if not ahead, of these trends to ensure that their current and future service delivery planning includes the customer.

While both private and public sectors are responding to these changes they are also facing financial restraints and cutbacks. It has become more evident in recent years that the ability to deal with these challenges will take the support of the customer. To develop a relationship where this can occur the entity and the customer must have a mutual understanding and exchange of dialogue.

The author of this research paper intends to find information that will facilitate the inception of a customer feedback system for the Kingman Fire Department. This will be

done by further understanding the value of customer feedback and exploring current methods of obtaining customer feedback. The best time to obtain customer feedback and how to apply the information obtained will also be critical. The information from these key points will be formulated into a customer feedback system.

## **LITERATURE REVIEW**

The material in this review recognizes many individuals and documents on issues in customer service. The intent of this research is to determine the value of customer feedback and how it may be used for a positive effect on fire service management in the Kingman Fire Department.

### **Published Literature**

Hewitt (1995) writes of being honest and objective in evaluating organizational success:

Some departments think they are successful, but aren't. Innovative fire departments honestly and objectively evaluate their successes to determine how well their services meet the current needs of the community. As they evaluate the services they are providing, they are continually looking for ways to improve their current services. This requires that they be critical with each other in a positive and constructive manner. (p.102)



In researching the value of customer feedback to an organization McClendon (1996) writes, "Surveying what the customer wants shows what the customer expects. Are they being accommodated? That is the most important overall determinant of customer satisfaction" (p.20). In summarizing his article he continues with, "Local governments that allow their staff to opt out of the service revolution are only paying lip service to the philosophy of customer service" (p.21).

Fincher (1993) discusses setting the boundaries for organizational success. He describes three important paradigm shifts which must occur in fire service organizations: The third and most important element in the new paradigm is customer satisfaction. Even though fire protection is a local monopoly in many places, ignoring customers will sound a death knell for a fire department. Our customers are ultimately our bosses. A fire chief can neither forget this, nor allow his subordinates to. (p.18)

Oliver (1993) discusses customer relations in providing E.M.S. service and the value impact that it has. " Every interaction with the public is to be regarded as a moment of truth. We must keep our customers' needs and values as our highest priority" (p.33). He continues with " A service cannot be 'recalled'. There is no 'returning the behavior' by the customer. Complaints offer the organization the opportunity to put things right" (p.35).

Thomas (1995) writes of performance measures in law enforcement. The first

concern identified is a general public perception. “The average American citizen feels that crime is creeping closer” (p.1). To address this concern the law enforcement community enacted community policing. The key component is citizen involvement and feedback. In listening to those involved, Thomas writes, “ If local officials base their management decisions on verified, program specific evaluations, their credibility with the public will grow and support for local government will be strengthened ” (p.3). One of the key measures Thomas advocates using is citizen surveys, “ The asked measures must reflect the actual work performed by officers, or the usefulness of the evaluation will be low” (p.9). An example is given of the Houston, Texas Police Department which has developed and instituted a Community Information Form which officers ask citizens to complete at the end of a contact. The form covers topics such as communication, public relations, and problem solving (p.10). In summary, Thomas writes:

Recent changes in policing methods as well as changes in citizen expectations require government leaders to develop and implement new performance measures. It is important to communicate the results to the community in a meaningful manner, so citizens will understand what they are getting for their tax dollars. (p.17)

In Tom Peters' book *Thriving On Chaos* (1988), he discusses in detail creating total customer responsiveness. "The challenge is to view every element of every operation through the customer's lens; to constantly attempt to - literally - redefine each element of business in terms of the customer's perceptions of intangibles" (p.100). He stresses that this should not be just a list of changes to be done, but should represent a change of attitude in order to make it a way of life.

To measure what you do, Peters has ten considerations which are key to the effective measurement of customer satisfaction. They are:

1. Frequency. Formal surveys every 60 to 90 days are a must. Do informal surveys monthly. A major annual image survey should be the programs cornerstone.
2. Format. A third party must do the systematic annual image survey and probably do the 60 to 90 day surveys. The results, even if embarrassing, must be widely shared. Informal 'focus groups' of a few customers ought to be called into every operation.
3. Content. Ask some standard quantifiable questions-e.g. 'How many complaints did you get in the first 90 days after the product went on sale?' 'How many hours do you take to respond to customer queries of various sorts?'
4. Design of content. Do continual, systematic 'naive' listening from as many angles as possible. No single measure or survey instrument is best, or even good. Coordination and cross-checking among many is essential.
5. Involve everyone. Informal focus groups must include all functions, all levels of seniority. Hold in-plant key-account reviews with all hands in attendance.
6. Measure everyone's satisfaction. Measure the satisfaction of all direct and indirect customers: the ultimate user and every member of the distribution

channel. 7. Combinations of measures. Reduce measures to a composite quantitative score for (a) some individuals, (b) groups, (c) facilities, and (d) divisions. 8. Relation to compensation and other rewards. Once measures, developed in partnership with the people being measured, are fully agreed upon and checked out for reliability over time, move to include them in compensation plans. 9. Symbolic use of measures. Key customer satisfaction measures should be publicly posted in every part of the organization. 10. Other forms of measurement. Every job description should include a qualitative description of the person's 'connection to the customer,' and every performance evaluation should include an assessment of the person's degree of 'customer orientation.' (pp. 100-102)

Peters (1988) also talks about characteristics of good leader listening. "To begin with, good listeners get out from behind the desk to where the customers are" (p.149). He also contends, "Senior management must intervene directly to ensure that ideas from the field are given a thorough hearing" (p.151). Peters ends his customer responsiveness writings with, "I conclude with a reminder about a critical word from the prescription dealing with listening to the customer-naive. Customers like our competitor's products for whatever reason *they* choose" (p. 235).

Hickman (1990) provides an insightful contrast between the feelings of a manager and a leader towards the customer. "Most managers focus on the collective groups of customers that make up a *market*, thereby adopting a relatively impersonal attitude toward

the marketplace” whereas “ The leader, in contrast, prefers a much more qualitative and human view of the marketplace and likes to think of a market in terms of individual *customers*” (p.79). The theme running throughout this writing validates the necessity of not only being a good manager but also a great leader. The ability for a good leader to listen and take note of customer concerns will put him at the soul of providing good customer service.

Kouzes and Posner (1988) provide leaders a process in which to take charge of change: 1. Institutionalize processes for collecting innovative ideas. If internal and external communications are keys to innovation, then one of your top priorities ought to be finding more ways to gather suggestions from customers, employees, suppliers, and other stakeholders. Processes for collecting suggestions are abundant. There are focus groups, advisory boards, suggestion boxes, breakfast meetings, brainstorming sessions, customer evaluation forms, mystery shoppers, mystery guests, visits to competitors and scores more. 2. Put idea gathering on your own agenda. Whatever method you use, you must make gathering new ideas a personal priority. 3. Set up little experiments. If you are uncertain about the effect of some of these new ideas, experiment with them first.

Consumer products companies do this all the time. 4. Renew your teams. We all know that even the best teams get stale after a while. Teams seem to go through a life cycle, just as products do. 5. Honor your risk takers. Tom Peters suggests that every company create an innovator’s hall of fame. 6. Analyze every failure, as well as every success. Many, many important lessons are learned from failure. 7. Model risk

taking. Encourage others to take risks by doing it yourself. 8. Foster hardiness. Leaders and their teams benefit from working in a climate of psychological hardiness, especially during times of stressful change. Leaders must foster a sense of commitment, control, and challenge if people are to feel healthy and hardy as they participate in the introduction of innovations that have an effect on their work lives. (pp.72-77)

Cohen (1988) writes concerning the discovery of what the public wants from your organization:

The first issue you must address is, who is the public? The public is most commonly organized around communities. These communities most often have a geographical basis, as in the case of an urban neighborhood or block associations, but they can also be aligned according to ideological or policy interests. (p.176)

The point is to make sure that you understand what makes up the basis of your community. It may be somewhat diverse or very diverse. This is critical in developing a strategy to communicate and in understanding the basis of their concerns.

Johnson (1992) discusses becoming responsive by building long-term customer relations. "To be competitive in the global economy, companies must be responsive to customer wants. The best way to become responsive is to build long-term, mutually dependent relationships with customers" (p.71). Johnson evaluates the customer relationship, "The customer-focused enterprise considers a sale just one moment in the

buyer-seller interface. This involvement over time is what distinguishes the transaction orientation from the relationship orientation” (p.76). The importance of focusing on the people skills of service delivery is as critical as doing the job well itself.

Brunacini (1996) covers fire department customer service nuts and bolts as it has developed in the Phoenix Fire Department. Chapter 8 titled, “ We Must Continually Improve Our Customer Service Performance” discusses customer feedback with, “Two days later, our department automatically sends Mrs. Smith a customer service evaluation card that asks her to evaluate our performance” (p.106). In discussing communications with the customer, he writes, “Almost any survey, questionnaire, or inquiry into organizational effectiveness and problems will result in marking *communications* as the most serious problem” (p.114).

After receiving the feedback, the following is his recommendation:

It probably requires a lot of mechanisms to effectively connect everyone involved with timely, adequate information-written stuff, SOP's, newsletters, memos, bulletins, buckslip weekly info packages, meetings, critiques, personal face-to-face interaction, classes, videotapes, interactive video, cable, satellite department transmissions, carrier pigeons, smoke signals, tom-toms, etc. (p.114)

In discussing action management, Brunacini states, “ The ongoing use of a review

model becomes a powerful mechanism to get good and to stay good” (p.115).

Hutchens (1997) provides two types of surveys to evaluate customer service. The first is used to obtain feedback on how the customer feels concerning which organizational services should be provided, what personal characteristics in the employees are important, which is the preferred funding source, and how the organization is doing in the providing services. (p.24) The second survey is asking for feedback concerning recently delivered emergency medical service. (p.28)

### **Other Findings**

Survey formats were found in the research from various fire service organizations in order to obtain ideas and information on these processes. These were obtained from Prince George’s County Fire/EMS Department, Maryland; City of Eau Claire, Wisconsin; City of Oviedo, Florida; City of Decatur, Illinois; City of Phoenix, Arizona; Salem Fire and Rescue, New Hampshire.

### **Unexpected Findings**

In his article, McClendon (1996) discussed the paradox of customer service in government organizations who regulate the public. “ At first glance, many of the concerns and apprehensions of regulatory staff appear to be valid. After all, how can employees



charged with enforcing the laws be expected to satisfy those people being regulated?” (p.19). In doing a customer survey of those being regulated, McClendon found an answer to this paradox. “ The surveys that the author conducted clearly reveal that customer satisfaction depends primarily on factors that have nothing to do with whether a request is approved ” (p.20). His survey indicated what the customer does want:

These surveys show that customers want quick service; fair treatment; understandable rules and regulations with consistent interpretations; customized products and services; trusting, emphatic, and caring service; and employees who demonstrate ingenuity and creativeness in solving problems. (p.20)

The information from McClendon’s research provides organizations insight into what the public expects from government regulators. Organizations must share and institutionalize this information into their processes to provide better customer service.

### **Summary**

The literature review provided significant information regarding the value of customer feedback and the significant affect that it has on customer relations. Many authors believe that public and private entities need not only to seek this information from the customer, but put it to work in bettering the organization and maintaining a proper customer service attitude. The material found will provide the means by which the Kingman Fire Department can develop a customer feedback process.

## PROCEDURES

The first step in this applied research project was to compile and review pertinent material on customer feedback. This material was found at the Learning Resource Center of the National Fire Academy, Kingman Public Library, and material on hand at the Kingman Fire Department. During this research, the author felt that there was sufficient material on obtaining customer feedback to complete the project.

The literature was reviewed in order to formulate a frame of reference regarding the topic. The focus was then narrowed to finding the value of receiving customer feedback and the methods in which the feedback can be obtained. There are many positive views from the authors on the value of obtaining customer feedback. The review also gave many methods on obtaining the feedback from the customer base.

This information was then used to answer the research questions presented in the introduction of this research paper. The research material used in this project may not be all encompassing. Others researching this subject should consider every resource available at the time of any future research.

The values of obtaining customer feedback were evaluated to determine the need and depth at which to solicit customer feedback. The material was then reviewed by the Kingman Fire Department staff to determine the feedback methods most feasible to apply in this organization. Time frames for requesting feedback were then determined. The use

of the material in the feedback process was discussed to determine how it could best be utilized to benefit the organization. The examples of customer feedback mechanisms received from other organizations were reviewed and the applicable material was used to help in formulating the Kingman Fire Department feedback system.

The value, methods, time frame, and ways to apply the information learned were then formatted into a customer feedback system for the Kingman Fire Department. The fire department staff worked through the material during facilitated meetings to devise the given information into a feedback system. The system will be applied and reviewed to determine its accuracy and impact on providing useful feedback from the community and customers it serves.

The Kingman City Manager was given direction, after this research was started, by the Kingman City Council to solicit customer feedback on all city service delivery aspects. The author of this research asked to be included in the formulation of the process, particularly those issues concerning customer service feedback on the Kingman Fire Department. The material obtained in this research was shared with the city staff to formulate the best choice of feedback mechanism(s).

The city staff worked collectively to determine the best mechanism to receive customer feedback which resulted in a customer survey being done as shown in Appendix A. An avenue to mail the survey was already in place as the utility billing for water and

sewer service, which are managed as stand alone enterprise funds by the City of Kingman, would make mailing costs effective and cover a broad customer base. There were 6,498 utility bills with surveys included mailed out to City of Kingman customers. A return rate of 15 % was realized with 975 surveys being returned. The direct limitation of this type of feedback is the number of those who receive the survey, complete and return it.

## **RESULTS**

The final results for the applied research project originated with the examination of all the material from the literature review. The objective was to first answer the research questions and then to identify any unexpected findings relevant to the study.

The positive value of customer feedback was seen throughout the literature review. McClendon (1996) indicated the same observations as most authors who commented on the subject in that, "... customer accommodation is the most important determinant of customer satisfaction (p.20). The value of asking for feedback gives the organization the ability to stay on top of the customer service revolution. Peters (1988) perhaps had the proper insight by, "... looking at what you do in your organization through the customer's lens" (p.100).

You need to understand the customer feedback parameters at the onset of this type of undertaking. Cohen (1998) indicated the value of knowing who your public is. An organization must first ensure that they are asking the correct audience how they are doing.

Cohen also stresses knowing the make-up, or diversity, of your community. This will help to develop a strategy to communicate well and to possibly understand the basis of their concerns more thoroughly. (p.176)

The City of Kingman customer service survey results were gathered over the months of July, August, and September, 1998, during the billing cycle of the city utility service. There were 843 surveys returned which rated or commented on the fire department services. This is a 13% return rate on the fire department portion of the survey.

The first question on the survey concerning the location of the respondent was divided into two geographical areas, Downtown and Hilltop. Downtown is the older part of the community and has reached the majority of its growth potential. The two areas are geographically separated in that the Hilltop area is in an upper valley, higher in elevation, and separated by a low mountain range from the Downtown area.

The majority of the Downtown respondents, 68%, indicated that they had lived in the Downtown area for ten or more years. The Hilltop area of the community has area for growth and has experienced the majority of sustained growth over the last twenty years. The majority of commerce and industry are in the Hilltop area of Kingman. The majority of respondents, 56 %, indicated that they had lived in the Hilltop area from five to ten years. The City of Kingman survey questions were tabulated by the fire department staff for the

fire department categories. The rating tabulation can be seen in Appendix B.

Customer feedback can be obtained by a variety of methods. The Kingman Fire Department staff reviewed various methods and time frames. The material was then used to devise a customer feedback system that the staff felt was comprehensive and feasible with the amount of staff time available. This system can be found in Appendix C. The survey formats from other fire service organizations found and reviewed during this research are shown in Appendix D.

## **DISCUSSION**

The decision to do this research project came from the need to include those who are most affected by the organization, the customer. It may seem obvious that customer feedback be included in assessing organizational effectiveness, however, many growing organizations have to assess the value and time necessary to justify implementing any new projects, programs, or processes. The value of obtaining customer feedback was espoused by many authors in the literature review. Perhaps Fincher (1993) put it most succinctly, “ Even though fire protection is a local monopoly in many places, ignoring customers will sound a death knell for a fire department. Our customers are ultimately our bosses” (p.18).

Various methods and timing for soliciting customer feedback were found and

used in determining what would best suit the needs of the Kingman Fire Department.

Peters (1988) had the most comprehensive offering on both of these considerations which addressed the needs asked in the research questions. The results in this area were comprehensive enough to assist in writing the initial customer feedback system document for the organization.

Kouzes and Posner (1988) provide a more broad based perspective on dealing with feedback in a change process. This will be helpful as the feedback process is implemented into the Kingman Fire Department. 1. Institutionalize the process. 2. Put idea gathering on your agenda. 3. Set up little experiments. 4. Renew your teams. 5. Honor your risk takers. 6. Analyze every failure, as well as every success. 7. Model risk taking. 8. Foster hardiness. (pp 72-77)

The results of the City of Kingman Customer Survey for the fire department, Appendix B, shows customer perception of service delivery. Five specific categories were divided into two geographical areas of the community. The results were reviewed to provide a base for current public perception of services provided and to allow feedback on service delivery if it was received by the respondent within the last six months.

The Downtown showed excellent as the predominant rating except in the area of public education. The spread from excellent to good in public education was not drastic, but is an indicator that the customer feels that the public education effort by the Kingman

Fire Department could improve.

The Hilltop ratings show that the majority of respondents rated fire and emergency medical response in the excellent category. The majority for fire inspections, public education, and community involvement showed a favorable rating but indicated that there was room for improvement. The author of this research project is sharing this information with the fire department staff and has given a time frame to

initiate an action plan for establishing efforts to enhance the areas needing improvement.

The results from page two of the survey asked for ratings on service delivery in general if it was received in the last six months. There were four categories, again, broken down into two geographical areas.

All ratings in both geographical areas showed that the majority of respondents replied in the excellent category. There were a significant number of responses, however, that indicated service delivery could be improved. This information will be shared and incorporated into improving customer service relations.

The survey information provided a good information base on general public perception of program service delivery. The recent service delivery ratings also gave feedback on how fire department members were treating the customers on calls for



service. This information will be used as the foundation for the new customer feedback process in the Kingman Fire Department.

## **RECOMMENDATIONS**

A strong recommendation is given to implement the customer feedback process to the Kingman Fire Department as shown in Appendix C. It is also recommended that the staff members who formulated the customer feedback process remain as a steering committee to help apply, review, and revise the new customer feedback process. The feedback system will be reviewed and revised on a regular basis to ensure that the information obtained is useful in assisting the Kingman Fire Department to improve customer service throughout the organization.

It is suggested that the information from the new customer feedback system be shared with the members of the organization so that they will stay informed on how well the organization is providing customer service. The information from the City of Kingman Survey will also be shared to inform the fire department members on current public perception of programs and customer service.

It is recommended that the department members be encouraged to participate in the process of implementing service delivery changes as they are warranted. The changes will occur after facilitated discussion on customer feedback results and formulation of an

action plan for the change. The chief should review these findings with the participants to ensure understanding of the results.

The results of customer contact in the last six months will also be reviewed with the department members. This will be done to ensure that they not only understand the results, but make significant efforts to institutionalize good customer service as an integral part of customer contact.

It is recommended that an organization establish a customer service program for their organization if one is not already in place. The value of customer feedback not only provides a gradation on service delivery perception but also strengthens the relationship between the provider and the public it serves. This relationship will be valuable when customer support is needed on future issues such as additional funding for programs and projects.

It is essential that the Kingman Fire Department use the information gathered in this research to stay vigilant in providing good customer service in the future. Perhaps Oliver (1993) summed it up best, “ Every interaction with the public is to be regarded as a moment of truth. We must keep our customers’ needs and values as our highest priority” (p.33).

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## **Appendix A**



# City of Kingman News

The Mayor and Common Council of the City of Kingman recognize that providing top quality service to our residents is absolutely essential to having an outstanding community. To help us understand whether we are accomplishing this goal, we need your help in obtaining feedback on the services being provided. Would you please take a moment or two to respond to this questionnaire and return it to the City. It can be mailed in the return envelope provided. Please be sure and complete both sides. If you have no opinion, just leave the question unanswered. Thank you for your help. **FIRST SOME DEMOGRAPHICS—**

1. Where do you live?

2. How long have you lived in Kingman? \_\_\_\_\_ Years.

GENERAL SERVICES	Excellent	Good	Needs Improvement	Comments
<input type="checkbox"/> Taking all things into consideration, how do you rate the quality of life in Kingman?	54	3	2	1
In general, how would you rate the following services?				
<b>RECREATION ACTIVITIES:</b>				
<input type="checkbox"/> Young Adult	54	3	2	1
<input type="checkbox"/> Youth	54	3	2	1
<input type="checkbox"/> Adult	54	3	2	1
<input type="checkbox"/> PARK FACILITIES	54	3	2	1
<b>FIRE SERVICE:</b>				
<input type="checkbox"/> Fire Response	54	3	2	1
<input type="checkbox"/> Emergency Medical Response	54	3	2	1
<input type="checkbox"/> Fire Inspection	54	3	2	1
<input type="checkbox"/> Public Education	54	3	2	1
<input type="checkbox"/> Community Involvement	54	3	2	1
<b>POLICE SERVICES:</b>				
<input type="checkbox"/> Response to Calls for Service	54	3	2	1
<input type="checkbox"/> Keeping Our Community Safe	54	3	2	1
<input type="checkbox"/> Traffic Enforcement	54	3	2	1
<b>COMMUNITY DEVELOPMENT</b>				
<input type="checkbox"/> Planning and Zoning	54	3	2	1
<input type="checkbox"/> Building Inspection	54	3	2	1
<input type="checkbox"/> Nuisance Abatement	54	3	2	1
<input type="checkbox"/> Engineering	54	3	2	1

**PUBLIC WORKS:**

<input type="checkbox"/> Water Utility Service	54	3	2	1
<input type="checkbox"/> Sewer Utility Service	54	3	2	1
<input type="checkbox"/> Sanitation (Garbage Services)	54	3	2	1
<input type="checkbox"/> Roadway Conditions	54	3	2	1

*-Continued on next page*

In the past six months, have you had personal contact with any City Employees in their line of duty?

If so, would you please continue with this survey, and rate the service you received on a scale of 5 - 1 from excellent service to service needs improvement.

Please check Department	Was City Staff courteous?					Did City Staff spend sufficient time to answer all your questions or refer you to someone who could?					Was your request handled in a timely manner?					Overall, how well did we do?				
	Excellent	Good	Needs Imp.			Excellent	Good	Needs Imp.			Excellent	Good	Needs Imp.			Excellent	Good	Needs Imp.		
<input type="checkbox"/> Mayor & Council	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> City Manager	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> City Attorney's Office	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Magistrate's Court	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Personnel/Risk Mgt.	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> City Clerk/Business Lic.	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Finance (Water Service)	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Finance (Acct. Payable)	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Police Department	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Fire Department	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Engineering	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Building Inspection	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Planning & Zoning	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Parks & Recreation	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Golf Course	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Water or Sewer Utilities	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Sanitation	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Streets	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<input type="checkbox"/> Other	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1

Comments:



## Appendix B

## City of Kingman Customer Survey Results

### Page 1

#### DOWNTOWN

Rating	Excellent Five	Four	Good Three	Needs Improvement Two	One
Fire Response	<b>83</b>	64	34	6	0
Emergency Medical Response	<b>81</b>	69	35	2	0
Fire Inspection	<b>54</b>	29	27	1	3
Public Education	34	34	<b>38</b>	7	2
Community Involvement	<b>32</b>	<b>32</b>	26	12	1

#### HILLTOP

Rating	Excellent Five	Four	Good Three	Needs Improvement Two	One
Fire Response	<b>328</b>	242	75	3	1
Emergency Medical Response	<b>329</b>	239	68	0	0
Fire Inspection	158	<b>172</b>	83	12	2
Public Education	153	<b>213</b>	96	24	7
Community Involvement	146	<b>209</b>	118	24	3

**City of Kingman Customer Survey Results  
 Fire Department Six Month Contact Totals  
 The rating scale is the same as the previous page.**

**Page 2**

**DOWNTOWN**

Was City Staff  
 Courteous ?

Five	Four	Three	Two	One
<b>23</b>	12	6	2	1

Did city staff spend sufficient time to answer  
 all your questions or refer you to someone ?

Five	Four	Three	Two	One
<b>23</b>	12	6	2	1

Was your request handled in a timely manner ?

Five	Four	Three	Two	One
<b>32</b>	7	5	0	0

Overall, how well did we do?

Five	Four	Three	Two	One
<b>30</b>	9	3	2	0

**HILLTOP**

Was City Staff  
 Courteous ?

Five	Four	Three	Two	One
<b>65</b>	34	12	2	2

Did city staff spend sufficient time to answer  
 all your questions or refer you to someone ?

Five	Four	Three	Two	One
<b>64</b>	33	14	2	2

Was your request handled in a timely manner ?

Five	Four	Three	Two	One
<b>74</b>	36	4	1	0

Overall, how well did we do ?

Five	Four	Three	Two	One
<b>72</b>	38	3	1	1

## **COMMENTS SUMMARY**

### **DOWNTOWN**

The feedback from the downtown residents was vastly positive. A few operational specific questions were asked and those who provided the optional contact information were contacted and their questions were answered. Many comments were received on the need for more public education offerings, especially C. P. R. classes.

### **HILLTOP**

Numerous positive comments were received on the handling of 9-1-1 calls by the dispatchers. Nuisance abatement, particularly in the form of weeds, was a concern to many. Many positive comments were received on the service delivery performed by employees. Some respondents had questions concerning fire inspections. If their contact information was provided they were contacted.

### **SIX MONTH CONTACT**

Public education received many favorable comments on program delivery. Courtesy among the staff was appreciated by many respondents. The lower scores of (2) or (1) did not have any comment

## **Appendix C**

## KINGMAN FIRE DEPARTMENT

### CUSTOMER FEEDBACK SYSTEM

It is the policy of the Kingman Fire Department to solicit customer feedback from those we serve in order to obtain their input regarding departmental policy, procedures, and service delivery. This information is a valuable resource which will be used to measure organizational and personal performance in furthering the department's mission and goals.

The customer feedback system will be coordinated by the fire department administrative secretary in conjunction with the fire chief.

**Fire Response:** Every fire response victim will be given a fire response report card. The individual will be asked to complete and return the card at their earliest convenience. Care should be taken to insure that this done after service delivery has been completed including preliminary investigation and customer service after the incident.

**Medical Response:** Medical response report cards will be sent or dropped off to the care recipient in accordance with the following criteria:

1. Report cards will not be sent to the surviving members of a deceased patient. A follow up may occur with a personal contact at which time questions or concerns will be addressed and noted. This information will be forwarded to the feedback system coordinator.
2. One third of the medical responses will be tracked for customer feedback in the following manner. The requests will be divided evenly between the responses of each shift and again evenly between the responding companies by percentage of responses. This will give a broad scope of response feedback for each shift and each company delivering service.

**Public Assistance:** Public assistance contacts will be sent to the service recipient at a one third rate by shift and company providing the service.

**Fire Prevention:** Fire inspection report cards will be sent to the service recipient at a one third rate. The requests will be divided evenly between the company inspections and those provided by the fire prevention staff.

**Public Education:** Public education contacts will be sent to the service recipients randomly at a one third rate, but not to inundate a particular school or other

institution.

**Random Field Inquiries:** The chief of the department or chief of a division shall do random field visits with recipients of service to receive spontaneous feedback on recent service delivery. This information will be noted and submitted to the system coordinator.

**Feedback Information Use:** The material obtained from the customer feedback questionnaires will be tabulated on a quarterly basis. The tabulated material will then be reviewed by the administrative staff, the operations staff, and the fire prevention staff. Trends in each category will be tracked for future reference. The first all officer staff meeting after the quarterly report will have a review on the agenda. This review will be used to identify all service aspect trends and to formulate a corrective action plan, if necessary. The chief will be the action plan coordinator. The quarterly report information will be shared by all officers with their personnel so they will know where the organization stands from the perspective of the customer.

**Formal Complaints:** Complaints received directly from the public are to follow the department complaint procedure outlined in the administrative section of the department *Standard Operating Procedures Manual*.

### **Grading Criteria**

5. Very Good

4. Good

3. Fair

2. Poor

1. Very Poor

## Fire & Medical Response Report Card

In an effort to better serve you, we ask that you complete and return this form and include any comments or suggestions on how you believe that the Kingman Fire Department can improve future service delivery to you. Thank You.

5=very good 4=good 3=fair 2=poor 1=very poor

### 9-1-1

How were you treated by our communications personnel receiving your call?

1 2 3 4 5

### Response

Did our personnel arrive and react quickly and appropriately?

1 2 3 4 5

### Compassion

Did our personnel explain to you what was happening - Did we listen to your concerns?

1 2 3 4 5

### Appearance

How would you rate the professional appearance of our personnel?

1 2 3 4 5

### Resolution

Did we treat your possessions with care?

1 2 3 4 5

### Follow-Up

How well did the fire department resolve your questions or concerns after the incident?

1 2 3 4 5

Overall, how well did we do to assist you?                      1 2 3 4 5

(Optional) Name \_\_\_\_\_ Telephone #

Comments:



## Fire Prevention Report Card

In an effort to better serve you, we ask that you complete and return this form and include any comments or suggestions on how you believe that the Kingman Fire Department can improve future service delivery to you. Thank You.

5=very good 4=good 3=fair 2=poor 1=very poor

### **Demeanor**

Were our personnel professional and courteous?

1 2 3 4 5

### **Appearance**

How would you rate the appearance of our employees?

1 2 3 4 5

### **Promptness**

Were we on time or get back to you in a timely manner?

1 2 3 4 5

### **Information**

Did we help you understand the fire code and how it effects your occupancy?

1 2 3 4 5

Overall, how well did we conduct the fire inspection?

1 2 3 4 5

(Optional) Name: \_\_\_\_\_ Telephone #

Comments:

## Public Education Report Card

In an effort to better serve you, we ask that you complete and return this form and include any comments or suggestions on how you believe that the Kingman Fire Department can improve our future service delivery to you. Thank You.

5=very good 4=good 3=fair 2=poor 1=very poor

### **Promptness**

Were we on time for our appointment?

1 2 3 4 5

### **Appearance**

How would you rate the professional appearance of our personnel?

1 2 3 4 5

### **Information**

Did the information or program presented fit your needs?

1 2 3 4 5

### **Demeanor**

Were our personnel professional and courteous?

1 2 3 4 5

Overall, how well did we present the public education material?

1 2 3 4 5

(Optional) Name \_\_\_\_\_ Telephone #

Comments:

## Appendix D

**PRINCE GEORGE'S COUNTY FIRE/EMS DEPARTMENT SERVICE REPORT CARD  
GRADED BY OUR CITIZENS**

In an effort to serve you better, we ask that you complete and return this form and include any comments or suggestions for how you believe the Prince George's County Fire/EMS Department might improve our future service to you.

Please grade us on how you would rate our level of quality in the following service categories:

Extremely Poor      Below Average      Above Average      Extremely Well

**9-1-1**

How were you treated by our Communications personnel on the telephone?

--	--	--	--	--	--	--	--

**RESPONSIVENESS**

Did our personnel arrive and begin working quickly?

--	--	--	--	--	--	--	--

**COURTESY**

Did we treat you in a professional and respectful manner?

--	--	--	--	--	--	--	--

**LEVEL OF CARE**

Do you believe you received a proper level of care?

--	--	--	--	--	--	--	--

**COMPASSION**

Did our personnel explain to you what was happening - Did we listen to your concerns?

--	--	--	--	--	--	--	--

**APPEARANCE**

How would you rate the professional appearance of our personnel?

--	--	--	--	--	--	--	--

**RESOLUTION**

When we left your home or business, was it secured and safe? Did we treat your possessions well?

--	--	--	--	--	--	--	--

**FOLLOW-UP**

How would you rate contact you had with the Fire/EMS Department afterwards?

--	--	--	--	--	--	--	--

**PREVENTION**

Please rate the quality of any of our educational efforts that you know of in your community.

--	--	--	--	--	--	--	--

**OVERALL GRADE:**    A       B       C       D       E

(PLEASE CHECK ONE)

**Comments & Suggestions**

(Please feel free to continue on the back of this form or attach additional sheets)

--

**NAME/ADDRESS**                      (OPTIONAL)

## Eau Claire Fire Department

### Citizen Evaluation

1. Please rate how courteously and professionally you were treated.  
(Circle one)

 **Very Pleased**                      **Very Displeased**   
5                      4                      3                      2                      1

2. Please rate how satisfied you were with the response you received.  
(Circle one)

 **Very Satisfied**                      **Very Dissatisfied**   
5                      4                      3                      2                      1

Comments

I would like to talk more about this. Please call me at

**City of Oviedo Fire Rescue  
Emergency Management Department  
Quality Assurance  
400 Alexandria Blvd.  
Oviedo, Florida 32765**

The **CITY OF OVIEDO FIRE RESCUE & EMERGENCY MANAGEMENT DEPARTMENT** wants to provide the public with the best service possible. In an effort to help us improve, please take a moment to rate our recent response or assistance to your call for service. Please circle the appropriate response.

- |  |   |
|--|---|
| 1. How would you rank the courteousness of our employees?<br><br>Excellent      Good      Needs Improvement      | 4. Did the Fire Rescue Unit arrive in a reasonable time?<br><br>Excellent      Good      Needs Improvement  |
| 2. How would you rank the courteousness of the 9-1-1 operator?<br><br>Excellent      Good      Needs Improvement | 5. How would you rate the cleanliness of our ambulance?<br><br>Excellent      Good      Needs Improvement   |
| 3. How would you rank the technical competence of our crew?<br><br>Excellent      Good      Needs Improvement    | 6. Please rate your overall satisfaction with The City of<br>Oviedo Fire Rescue & Emergency Management<br>Department.<br><br>Excellent      Good      Needs Improvement |

COMMENTS:

Name & Phone # Optional:

# CITY OF DECATUR ILLINOIS

#1 GARY K. ANDERSON PLAZA    DECATUR, ILLINOIS 62523-1196

## **FIRE SERVICE DIVISION EMERGENCY MEDICAL SERVICES SURVEY**

Please complete this questionnaire and return it to the Decatur Fire Division, in the enclosed, stamped and addressed envelope. The questionnaire is regarding the Emergency Medical Services (EMS) provided by the Decatur Fire Division. Your household is being surveyed because of a response by the Fire Division to your address recently. Thank you for your time and response.

**Please circle your response.**

1. Did the Fire Division respond in a timely manner?

Very Good      Good      Average      Poor      Very Poor

2. Did you know the Fire Division does not operate the ambulance?

Yes      No      I Was Not Sure

3. Did the firefighters look clean and well groomed?

Very Good      Good      Average      Poor      Very Poor

4. Was the patient treated with respect and care?

Very Good      Good      Average      Poor      Very Poor

5. Did the firefighters interact well with the other agencies? ie. - ambulance personnel & police

Very Good      Good      Average      Poor      Very Poor

6. Did you think the patient was given the proper treatment for their injuries or illness?

Very Good      Good      Average      Poor      Very Poor

Comments:

**SALEM FIRE and RESCUE DEPARTMENT  
CUSTOMER SURVEY**

Below you will find a questionnaire that is designed to assess your satisfaction with the emergency service you received. Please circle the number that corresponds to your response using the following key:

- 5.....Strongly Agree**  
**4.....Agree**  
**3.....No Opinion**  
**2.....Disagree**  
**1.....Strongly Disagree**

- |     |   |           |
|-----|---|-----------|
| 1.  | The dispatcher was very professional and efficient.   | 5 4 3 2 1 |
| 2.  | The information and instruction given to me by the dispatcher was helpful.  | 5 4 3 2 1 |
| 3.  | The response time of Fire and Rescue personnel was prompt.  | 5 4 3 2 1 |
| 4.  | Fire and Rescue personnel at the incident were very professional and efficient.   | 5 4 3 2 1 |
| 5.  | Fire and Rescue personnel were greatly concerned with our health, safety, and welfare at the incident.  | 5 4 3 2 1 |
| 6.  | We were adequately informed as to the condition of our property (i.e. house, car) during/after the incident.  | 5 4 3 2 1 |
| 7.  | We were given complete instructions and information by Fire and Rescue personnel after the incident (i.e. help in re-entering our home, which hospital taken to). | 5 4 3 2 1 |
| 8.  | Overall we are completely satisfied with the emergency service that we received.  | 5 4 3 2 1 |
| 9.  | Salem Fire and Rescue protects and preserves life, property and the environment at a reasonable cost.   | 5 4 3 2 1 |
| 10. | Please indicate the type of service provided to you by Salem Fire and Rescue Department.  |           |
|     | Fire_____ Medical_____ Other  |           |
| 11. | How could the Salem Fire and Rescue Department better meet your needs?  |           |

The following information is optional:      Name:

Address and Telephone Number: