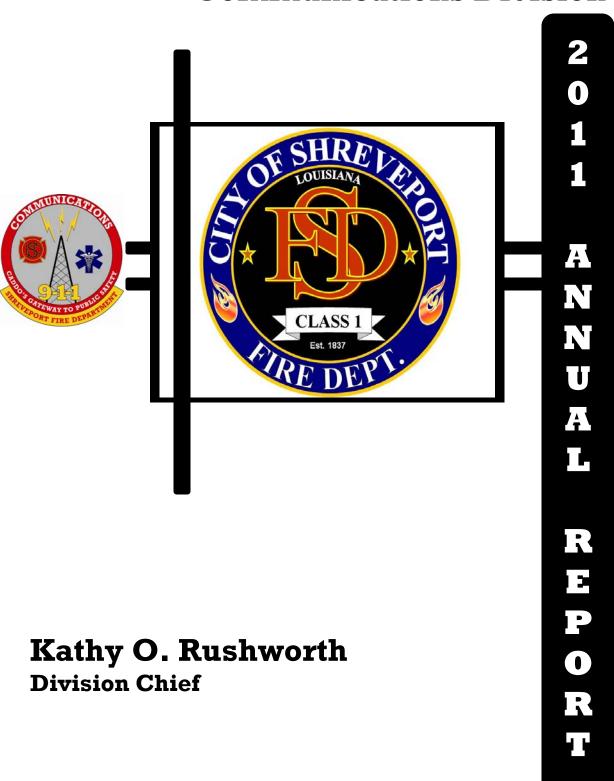
Shreveport Fire Department Communications Division





Shreveport Fire Department

Communications Division

Caddo Parish Emergency Communications Center 1144 Texas Avenue, Shreveport, LA 71101 Voice: 318-675-2200 Fax: 675-2206

February 17, 2012

The 2011 Annual Report provides an overall snapshot of the performance and accomplishments of the Communications Division throughout the year and also provides a glimpse of what to expect in 2012.

The Communications Division is structured much like an agency of its own. We have our own administration, data collection and analysis, information and technology, operations, training, public education, risk management, and public information. In addition, these sections are broken down into many different tasks that are performed on a routine basis.

With all of these tasks and responsibilities, our two biggest challenges in 2011 had to be budget constraints and long-term vacant staff positions. In a technology-driven world our aging equipment and outdated software within the Shreveport Fire Department is taking its toll especially when you have no replacement funding. Staffing below minimum staffing recommendations certainly challenges each communications officer. The Assistant Chief of Communications vacancy that has been open since 2008 causes tremendous obstacles for our division personnel.

I am proud to report that even with such challenges; our level of service was not diminished. This was only accomplished through the hard work and dedication of the men and women who serve in the Communications Division.

As I look toward 2012, I see greater challenges. We are still facing budget constraints and have one additional vacancy. We are expecting a major CAD upgrade that will require many man hours of planning and training and may cause operational changes. Caddo 9-1-1 is also planning a major renovation to our facility and that will challenge our staff to work under less than favorable conditions for many months. Our three-year CALEA accreditation assessment will take place in March and although I am confident of a successful outcome, there is a tremendous amount of work to be done.

I am proud of our accomplishments in 2011 and look forward to meeting the challenges of the upcoming year. I am extremely proud to represent such a dedicated group of people who understand their role in public safety and put the citizens first. My expectation for 2012 is that our division continues to perform with purpose.

Respectfully submitted,

Hachy Ruchwarth

Kathy Rushworth
Chief of Communications

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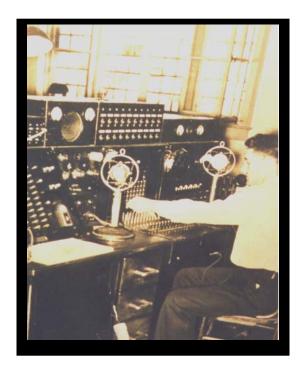


Shreveport Fire Department Mission Statement

The Shreveport Fire
Department will deliver the
highest level of emergency
and non-emergency services
to our community by
protecting and preserving
life, property, and the
environment while providing
support, encouragement, and
motivation through
professional development of
the individuals within our
organization...

Communications Division Mission Statement

The Shreveport Fire
Communications Division is
committed to providing efficient,
effective, and dependable
professional emergency services to
the citizens and visitors of
Caddo Parish, by quickly and
professionally processing all calls
for fire and medical emergencies,
reducing the threat of danger to these
individuals by ensuring fast,
effective, and efficient
call receipt, caller interviews,
rapid resource deployment, and
effective field support....



Shreveport Fire Communications Division

.....Caddo's Gateway to Public Safety

The Shreveport Fire Department Emergency Communications Center serves the citizens and visitors of Caddo Parish. Caddo Parish has a population of over 252,000 and covers a 937 square mile area located in the northwest corner of Louisiana. The Shreveport Fire Department Emergency Communications Center is part of a joint venture between the City of Shreveport and Caddo Parish Emergency Communications District Number One (Caddo 9-1-1).

Through this agreement, Caddo 9-1-1 provides a state-of-the-art 20,000 square foot facility which houses the Communications Divisions of the Shreveport Fire Department, Shreveport Police Department and the Caddo Parish Sheriff's Office. Caddo 9-1-1 provides all of the various technical equipment and systems that are used to receive emergency reports from citizens, and deploy emergency response personnel.

In return, the City of Shreveport's Fire Communications Center is the primary public safety answering point (PSAP) for 9-1-1 in Caddo Parish. Communications Officers answer over 250,000 9-1-1 calls each year and dispatch to nearly 50,000 fire and medical emergencies in Caddo Parish. In addition to providing direct support to the Shreveport Fire Department, this division also provides direct support to all seven Caddo Fire Districts. As the primary PSAP for Caddo Parish, this division also processes many law enforcement calls for service throughout the parish.



The Shreveport Fire Communications Division is comprised of forty-seven (47) staff members, forty of which are Fire Communications Officers who operate four shifts, supporting eight (8) emergency call-taking and dispatch console positions. Fire Communications Officers are certified in APCO Public Safety Telecommunicator I (PSTI), APCO Fire Service Communications, and APCO Emergency Medical Dispatch. In addition, almost 50% of the members are certified as Firefighter I, a large number of our members are also certified Emergency Medical Technicians, and one Fire Communications Officer is certified at the level of paramedic. Currently, four of our communications officers have completed the prestigious Registered Public Safety Leader certificate program through APCO and appear on the national registry of RPL.

In addition to providing emergency communications services to all public safety agencies in Caddo Parish, this division is also responsible for all voice and data services for the Shreveport Fire Department. From inventory control and purchasing to software and hardware maintenance and installation, this division ensures that communications takes place.

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Shreveport Fire Department Communications Division Command

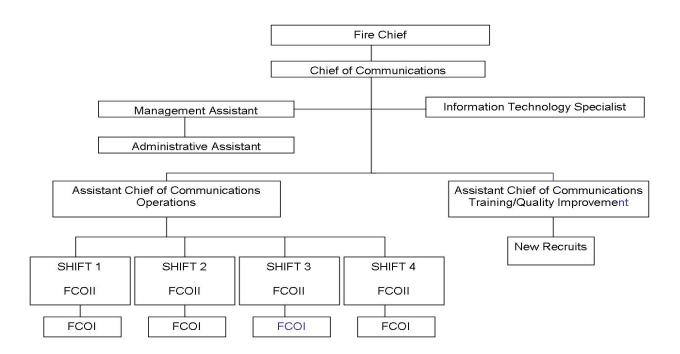


Ronald C. Mulford Fire Chief



Kathy Rushworth
Chief of Communications

Shreveport Fire Department Communications Division Organizational Chart



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Shreveport Fire Department Communications Division Operations Command

Violet Anderson Assistant Chief of Communications/Operations



Fire Communications Officers II (Supervisors)



Pat Bradford



Marlo Francis



Toni Johns



Ray Mathews



Sharon O'Neal Clark



Veronica Rambo



Roxanna Taylor



Kim Tolliver

Shreveport Fire Department Communications Division Fire Communications Officers

FCOI Connie Alamond FCOI Cissy McKinzy

FCOI LeKeisha Berry FCOI Dusty Moore

FCOI Angela Boyter FCOI Lane Owens

FCOI Michelle Bradley FCOI Sabrina Parker

FCOI Terry Carter FCOI Tammy Pierce

FCOI Vicki Carter FCOI Stephanie Phelan

FCOI Tina Chambers FCOI Karen Pilcher

FCOI Connie Coleman FCOI Dawn Ramsey

FCOI Alisalyn Davis FCOI Derrick Schafer

FCOI John Elliott FCOI Emily Simmons

FCOI Monica Graham FCOI Dan Smith

FCOI Kathy Hudson FCOI Stephen St. John

FCOI Unique LaCoure FCOI Denise Wheeler

FCOI Aqueelah McCray FCOI Brian Williams

FCOI LaTonya McKinney FCOI Bruce Willis

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Shreveport Fire Department Communications Division Information and Technology

Although this division is most often recognized as the Emergency Communications Center, a large part of what we do is associated with our Information and Technology Unit. In 2011, this unit processed over 600 requests for service. On a day-to-day basis, the members of this unit manage the data issues, hardware and software, within the Shreveport Fire Department.



Danny Alexander



Harrietta Parker

Shreveport Fire Department Communications Division Administration

In addition to routine administrative support for forty-seven employees, the Administration section of this division is also responsible for radio and telephone support for the Shreveport Fire Department and accreditation.



Valerie deVries



Ashley Wiggins

Caddo Parish Communications District Number One Staff

On April 5, 1986, the voters of Caddo Parish approved the assessment of a telephone surcharge to fund the development, implementation and operation of an enhanced emergency telephone reporting system, 9-1-1. The Caddo Parish Communications District was created by Parish Ordinance and allowed for the creation of an appointed seven member citizen board to establish policies and to provide oversight to the 9-1-1 staff. The proceeds from the telephone surcharge fees are used to fund: the emergency telephone system/network; emergency communications equipment and equipment maintenance; employee training; eight 9-1-1 administrative staff positions; a communications facility to house all of the agencies' communications officers, who answer 9-1-1 calls and dispatch emergency services personnel; and building/grounds maintenance. The District has held firm to its commitment to providing state-of-the-art equipment, systems, and facility in support of emergency response services.







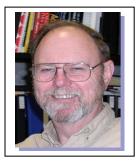


Martha Carter 9-1-1 Administrator

Judy

Richard

Beth Ann









Arthur

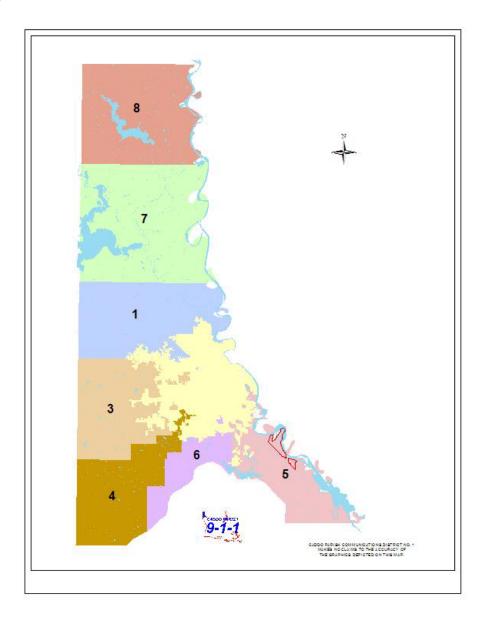
Huck

Wes

Nathan

Caddo Parish Fire Districts

Since the mid-1990's, the Shreveport Fire Department Communications Division has provided dispatch services for all of the Caddo Parish fire districts. Although each fire district has its own specific challenges, the chief officers have worked with the Communications Division on developing common standards and dispatch protocols to aid in providing the best possible service to our citizens and providing needed services to the fire districts. With the addition of automatic aid agreements and mobile data implementation, there have been many changes to the services Communications provides. Although not necessarily seen by the users, Fire Communications now provides all of the CAD database management for these districts.



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Communications Division Committees

The Communications Division is dedicated to providing the best possible service to our customers and providing the best possible environment for our employees. Our members are asked, on a regular basis, to actively participate on committees, work groups, and tasks forces designed to meet long term and short term goals as well as the day-to-day tasks that need to done. The primary functions: call taking, dispatching, and training, will never be compromised but during slow periods or times when staffing allows, our members are encouraged and expected to perform tasks other than the primary functions mentioned above.

Each year, members are asked to serve on one or more of these teams and each are given specific goals and objectives for the year. The types and make-up of these teams are evaluated on a regular basis as well as the established goals.

The 2011 Committees were as follows:

Training Task Force

This task force is necessary as a result of the vacancy in our assistant division chief position. Communications officers have local, federal, and APCO requirements for training and in addition, there are so many low frequency/high risk situations that communications officers may face, it is vital to our citizens that our communications officers are trained and routinely demonstrate their skills.

Task Force Leader: Tina Chambers

Members: Connie Alamond, Dusty Moore, Veronica Rambo, Monica Cooper,

Terry Carter, Toni Johns

Quality Assurance

This team was established as a peer-driven program to evaluate the performance of our calltakers and dispatchers. Their goal was to ensure that all members performed to nationally recognized call center standards. This program proved quite effective.

Co-QA Managers: Tina Chambers, Veronica Rambo

Members: Sharon Clark, Vicki Carter, Patricia Bradford, Monica Cooper, Terry

Carter, LeKeisha Berry, Bruce Willis

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Policy Committee

This committee is responsible for ensuring all division policies are reviewed annually. Recommendations for changes are discussed by the committee and if the majority approves, they are forwarded to the Chief of Communications for approval and implementation. This committee is also charged with developing new policies.

Committee Chair: Ray Mathews

Members: Veronica Rambo, Brian Williams, Derrick Schafer, Bruce Willis

Recruiting/Hiring

This committee is responsible for attending job fairs, distributing flyers, and creating media to recruit professional employees. When a selection process begins, this committee is responsible for processing applicants.

Committee Chair: Patricia Bradford

Members: Vicki Carter, Unique LaCoure, Ray Mathews, Alisalyn Davis

Public Education

This committee is responsible for developing a public education program that includes facility tours, <u>The Communicator</u> newsletter, a citizen survey and any other program that will enhance the knowledge of the public and other divisions.

Committee Chair: Toni Johns

Members: Connie Alamond, Sharon Clark, John Green, Aqueelah McCray,

John Elliott, Bruce Willis

Employee Recognition

This committee is responsible for developing criteria and rewards for employee performance.

Committee Chair: Sharon Clark

Members: LeKeisha Berry, Toni Johns, Dan Smith

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Accreditation

Members receive training on the CALEA accreditation process and help to ensure compliance and provide proofs of various CALEA standards.

Committee Chair: Valerie deVries

Members: Connie Alamond, Sharon Clark, Lane Owens, Veronica Rambo, Tina Chambers, Kim Tolliver, Toni Johns, Kathy Hudson, Roxanna Taylor,

Patricia Bradford, Violet Anderson, Ashley Wiggins

CAD/Technology

Members receive training in CAD database management and are involved in updates. This committee also researches new equipment or upgrades.

Committee Chair: Kathy Rushworth

Members: Roxanna Taylor, Lane Owens, Kim Tolliver, LaTonya Falcon,

Derrick Schafer, Angela Boyter, Danny Alexander, Ashley Wiggins

Work Groups / Division Representation

Strategic Planning Team Member: Lane Owens

Peer Fitness Coordinator: Aqueelah McCray

EMD Work Group: Connie Alamond, Roxanna Taylor, Aqueelah McCray

Personnel Awards/Special Recognition/Accomplishments

Special Recognition: Karen Pilcher, Alisalyn Davis, Stephen St. John and Kathy Hudson – Cardiac Life Saver Award; Stephanie Phelan – Citizen Appreciation; Kathy Hudson – Citizen Appreciation; Connie Alamond & LeKeisha Berry – Heroes Award

Perfect Attendance (Individual): Danny Alexander, Angela Boyter, Sharon Clark, Valerie deVries, John Elliott, Monica Graham, Toni Johns, Unique LaCoure, Aqueelah McCray, LaTonya McKinney, Lane Owens, Veronica Rambo, Derrick Schafer, Stephen St. John

Perfect Attendance (Shift): Shift 2 – June

Commendations: John Elliott – Commended for achieving 100% on his quality assurance scores for every month of the year during 2010. John has continued this achievement during 2011 by continuing to receive 100% each month. LaTonya Falcon – Commended for the compassionate and professional way she handled a call involving a child and the impact she made on the citizen's life.

QA 100%: John Elliott (12), Aqueelah McCray (8), Derrick Schafer (8), Monica Cooper (7), Karen Pilcher (7), LeKeisha Berry (6), Terry Carter (6), Unique LaCoure (6), Denise Wheeler (6), Brian Williams (6), Connie Alamond (5), Connie Coleman (5), Kathy Hudson (5), Dawn Ramsey (5), Patricia Bradford (4), Vicki Carter (4), Sharon Clark (4), Alisalyn Davis (4), LaTonya McKinney (4), Dusty Moore (4), Angela Boyter (3), Michelle Bradley (3), Tina Chambers (3), Toni Johns (3), Lane Owens (3), Stephanie Phelan (3), Kim Tolliver (3), Ray Mathews (2), Emily Simmons (2), Stephen St. John (2), Marlo Francis (1), Cissy McKinzy (1), Veronica Rambo (1), Daniel Smith (1)

Service: FCOI Sabrina Parker has served our country through active duty in the National Guard for the majority of 2010 and continuing through 2011.

Registered Public Safety Leader Certification: FCOII Veronica Rambo completed the APCO Institute Leadership Certificate Program and attained the professional designation of Registered Public Safety Leader.

National Fire Academy Attendees: Marlo Francis, Sharon Clark, Violet Anderson

Outside Committees/Work Groups: Kathy Rushworth- Member of APCO International's Member Chapter Services Committee; Member of APCO Institute Advisory Committee; Member of FEMA Region VI Regional Emergency Communications Coordination Working Group); Member of APCO International's Social Media Research Workgroup; Violet Anderson - 2nd Vice President Louisiana APCO; Member of APCO International's Standards Review Subcommittee; LA State TERT Coordinator; Member USAR Louisiana Task Force 3; Member SFD/IAFF Human Relations Committee; Member Shreveport Fire Department Policy Committee;

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Danny Alexander – Member USAR Louisiana Task Force 3

Seminar / Conference Attendees: APCO International Annual Conference – Kathy Rushworth, Veronica Rambo; Louisiana APCO Symposium – Violet Anderson, Kathy Rushworth, Tina Chambers; APCO Communications Center Supervisor On-Line Course – Tina Chambers, Connie Alamond, John Elliott; APCO Communications Training Officer On-Line Course – Lane Owens; ESO Solutions Conference – Danny Alexander; Microsoft Access Class – Harrietta Parker; TERT Train the Trainer – Violet Anderson; Officer Training – All supervisors; Disaster Operations and the Communications Center - Veronica Rambo, Sharon Clark, Toni Johns, Derrick Schafer, John Elliott, Kathy Hudson.

Major Accomplishments

<u>ID Cards</u> - The division produced and issued new Shreveport Fire Department ID cards for all personnel.

Radio Rebanding – The second round of rebanding all radio equipment was completed in 2011.

<u>Mock Assessment</u> – A mock assessment was conducted by two assessors in order to prepare us for our on-site visit in April, 2012 to maintain our status as a CALEA accredited agency.

<u>Career Progression Work Group</u> – A Career Progression Work Group was created to implement ways to incite interest and prepare members for leadership roles in the Communications Division.

<u>Training</u> – Two members of the division presented training at the 2011 Louisiana APCO Symposium. Three members taught one day of the EMT Refresher classes for the department. One Fire Communications Officer Recruit graduated from classroom training. Several personnel participated in online training classes for Communications Center Supervisor and Communications Training Officer. Six communications officers attended the APCO Disaster Operations and the Communications Center class.

Information/Technology and Communications Equipment – The division was a beta test site for the new statewide ESF-8 software that manages hospital availability. The wi-fi connection for all medic units was upgraded, along with the software used for patient reports. The communications and I/T equipment needed for 3 new SPRINT vehicles were ordered and installed. New I/T equipment was ordered for Central Fire Station and Fire Prevention Investigations to improve network connectivity. New laptops were installed to replace old ones for both Rescue Trucks and K9 Search and Rescue. A new phone system was ordered for Station 19.

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Willis T. Carter Fire Communications Officer of the Year

Fire Communications Officer I LeKeisha Berry

Fire Communications Officer LeKeisha Berry was awarded the Willis T. Carter Fire Communications Officer of the Year for 2011. FCOI Berry was selected for her exemplary attitude, great customer service skills, and active participation in division activities. During 2011, she served on both the Quality Assurance and Employee Recognition committees. FCOI Berry is leader in our division and a role model for others to follow. Congratulations LeKeisha on a job well done!

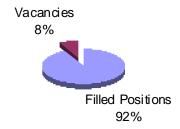
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Statistical Information-Human Resources

Staffing/Vacancies

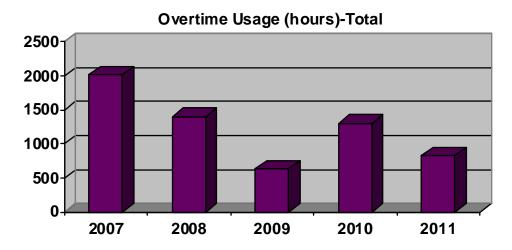
During 2011, there was one employee separation and no new hires. The division ended the year with three vacant positions, two Fire Communications Officer I, and one Assistant Chief of Communications / Training. One Fire Communications Officer served active duty military throughout 2011.

Filled Positions vs. Vacant Positions



Staffing/Overtime

Communications Division supervisors are supported by clearly defined minimum staffing guides. The staffing plan is not intended to cover every circumstance that may arise, and supervisors are still required to use a certain amount of objective reasoning to ensure that adequate staff will be available to handle call volume activity. The staffing plan also serves to identify specific job functions and prescribes specific console assignments in order to ensure that adequate staff is available at all times. Total overtime worked was 830 hours of which 694 overtime hours were used to cover minimum staffing. Minimum staffing plans were altered in 2008 and due to budgetary constraints have remained one below optimal staffing.



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Staffing/Sick Leave

The division had a total of 2541 hours of sick leave usage and fourteen (14) employees achieved perfect attendance during 2011. There were no requests for leave under the Family Medical Leave Act.

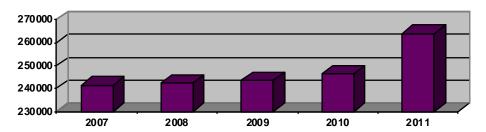
4000 3000 2000 1000 2007 2008 2009 2010 2011

Operations Section - Sick Leave Usage (hours)

Statistical Information-Workload Indicators

9-1-1 Call Volume

Fire Communications Officers answered 263,876 9-1-1 calls during 2011.

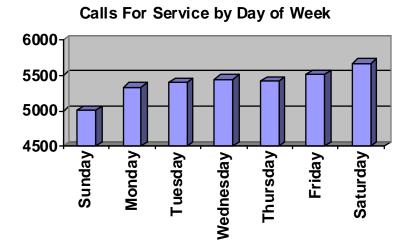


Total 9-1-1 Calls Processed

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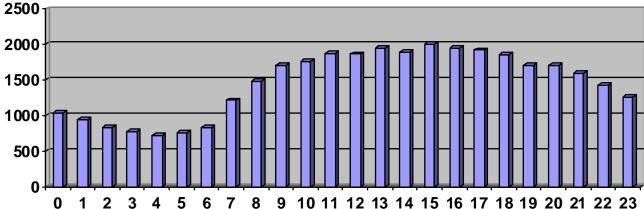
Calls for Service Volume by Day of Week and Time of Day

Our largest call volume occurred on Saturday with Sundays being the smallest call volume.



As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.

Calls For Service by Hour of Day

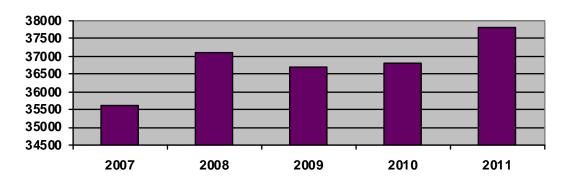


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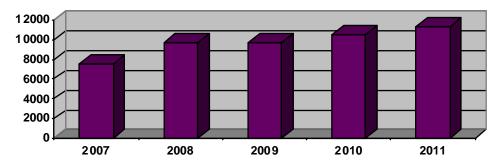
Events Dispatched

Communications officers also dispatched **37,799** events for the Shreveport Fire Department, of which **80**% were EMS. For the Caddo Fire Districts and North Caddo Medical Center, **11,339** events were dispatched. Communications Officers also created **10,811** events for Shreveport Police and **1,855** for Caddo Sheriff's Office.

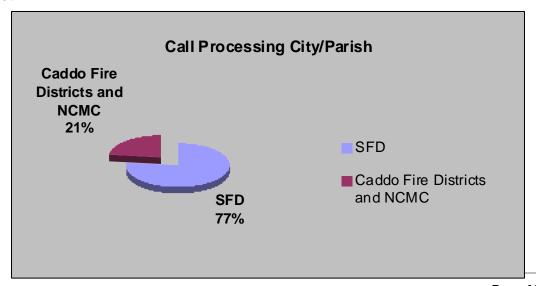
Events Dispatched (City)



Events Dispatched (Parish)



The chart below shows the percentage of calls processed for the Shreveport Fire Department compared to the eight Caddo Fire Districts and one Caddo Ambulance District.



Statistical Information-Performance Standards

The division has adopted NFPA Standard 1221 as performance standards. This standard requires 95% of fire calls be answered within 15 seconds and 95% of emergency dispatching be completed within 60 seconds. These performance standards are reviewed and analyzed monthly to ensure compliance. For 2011, the average call processing time from call receipt until dispatch was 1 minute and 09 seconds.

	FIRE	EMS		
CAT (Call Answer Time)	98%	98%		
Elapsed time before call answered	15 seconds or less	15 seconds or less		
CRT (Call-Taker Processing)	76%	66% 60 seconds or less		
Elapsed time from transfer of E - 9-1-1 data to the computer aided dispatch system to the creation of the CAD event by the Call-Taker.	60 seconds or less			
CPT (Dispatcher Processing)	98%	99%		
Elapsed time from CAD event creation by Call-Taker, to field unit dispatch by Dispatcher.	60 seconds or less	60 seconds or less		
TPT (Total Processing Time by Dispatch)	94%	91%		
Elapsed time from transfer of E9- 1-1 data to field unit dispatch.	120 seconds or less	120 seconds or less		
TRT (Total Response Time)	85%	86%		
Elapsed time from call answer by Dispatch, to arrival of the first unit.	7 minutes or less	7 minutes or less		

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Statistical Information-Risk Management Initiatives

Risk Management is a broad and multi-faceted process, which involves among other things, training, quality assurance, employee grievances, complaint reviews, policy reviews and maintaining accreditation.

<u>Policy Reviews</u>: Shreveport Fire Department Administrative Procedures and Standard Operating Procedures, along with Communications Division Directives are reviewed annually. Members of the division reviewed 95 Communications Directives, of which 19 were revised.

<u>Employee Grievances</u>: Fire Communications Officers are encouraged through policy to make management aware of any instance when they feel they have been aggrieved. The Shreveport Fire Department grievance procedure assures that the employee receives resolution to any condition for which they feel they have been treated unfairly. There were no grievances filed in 2011.

<u>Training</u>: The Fire Communications Division puts significant emphasis on training activity. New hires are required to successfully complete the Dispatch Academy receiving over 840 hours of training. All communications officers are mandated to have TDD training every 6 months, and CPR and Emergency Medical Dispatch certifications are renewed every 2 years. Training is conducted every single day in the form of 6 minute training topics and monthly with professional development training. Communications Officers also receive annual training on disaster operations. In 2011, communications officers received over 2,000 hours of training.

Quality Assurance: A good quality assurance program is necessary to improve efficiency and performance skills. A minimum of 5 calls from each call taker are reviewed each quarter and evaluated by members of the Quality Assurance Team. Calls that do not achieve 100% compliance are sent to the call taker for further review. For the year 2011, the average QA score for 99% of all calltakers fell into the above average category, an increase of 2% over 2010. The overall average for the division was above average.

Action Event Reviews (AER) / Other Agency Complaints

The Shreveport Fire Department's Action / Event Review System is utilized as a means for the Fire Communications Division to solicit questions and comments on its activity. Any officer may initiate this review which will trigger a full investigation by the Fire Communications management staff. Following a full review, a written report is provided to the individual requesting the review with copies provided to each level of the chain of command.

All requests for reviews are analyzed for potential trends, policy revisions or any correction actions that may be necessary. Sustained complaints that are determined to be caused by employee performance are handled with the appropriate level of disciplinary action. Any performance that requires further investigation is referred to

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the Fire Chief who makes the determination if an internal affairs review is necessary. In 2011, one internal affairs investigation was conducted. Action/Event Reviews for 2011 are listed below:

				Findings of Sustained Complaints			ints
Complaint Description	Total	Unfounded	Sustained	Training Issue	Employee Performance	Equip	Other
Dispatched Incorrect Unit	3	2	1		1		
Dispatched Incorrect Agency	2		2		2		
Delayed Dispatch	8	6	2		2		
Incorrect / Not Enough Info	2	1	1				
Improper Notification	1	1					
Rudeness / Unprofessional	3	2	1		1		
TOTALS	19	12	7		7		

Citizen Complaints

Complaints or concerns from the citizens or visitors to Caddo Parish are taken very seriously by Communications Center Management Staff. Each complaint received is documented. The citizen is provided with updates throughout the process and a written response to the citizen defines the findings of the investigation. Six (6) citizen complaints were received in 2011. The results of these complaints are listed below:

				Findings of Sustained Complaints			ints
Complaint Description	Total	Unfounded	Sustained	Training Issue	Employee Performance	Equip	Other
Delayed Dispatch	2	2					
Failure to Dispatch	2	1	1		1		
Rudeness / Unprofessional	2	2					
TOTALS	6	5	1		1		

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