

# Shreveport Fire Department Communications Division



2017 ANNUAL REPORT

**Kim L. Tolliver**  
Division Chief

*A GALEA Accredited Public Safety Communications Center*



# Shreveport Fire Department

## Communications Division

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

January 22, 2018

It is with great pride that I submit the Shreveport Fire Department Communications Division annual report. The men and women of this division are to be commended for their commitment to providing the highest level of service to the citizens of Shreveport. The 2017 Annual Report provides an overall review of the performance and accomplishments of the Communications Division throughout the year.

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.

The Communications Division's service area covers the entire parish and is an integral part of every public safety agency in Caddo Parish. We are the primary answering point for all 9-1-1 calls originating in Caddo Parish and we dispatch to all fire and EMS emergencies parish-wide. Our division is also responsible for ensuring that law enforcement emergencies are sent to the appropriate agency.

To our Fire Communications Operators and Shift Supervisors, we thank you for your hard work, and best in league performance. Most importantly, we thank you for your dedication in keeping the Center staffed even with numerous vacancies. Each of you continue to meet or exceed our expectations and each of you should know that we recognize and understand the exceedingly hard work that you do.

There are many challenges facing us in 2018. Staffing of the Center remains the highest concern. Last fiscal year the Center was authorized for four new Fire Communications Officer Positions to support the operational needs of the Communications Center and we have two new officers as a result of this.

Our information technology needs increase daily. Due to technology requirements and advancements, our operating systems must change as well as the hardware and software. Many of these changes are driven by either the City of Shreveport or Caddo 9-1-1 but all of these changes require time and hard work from the Communications IT staff.

I am excited about 2018, and we remain committed to providing the best dispatch services possible to the departments and communities we serve. We strive to continue the improvement of our infrastructure, systems, and equipment while also being fiscally responsible. We continue to monitor industry standards and best practices with regard to staffing, technology, and policy-making. I know that our department will continue to do what we do best – take care of our citizens.

As our environment continues to change, our department and our service will continue to adapt to effectively meet the challenges and demands of our community. Our aim is to exceed your expectations. We will strive to build on our accomplishments and exemplify the honor, pride, and long standing history of providing quality and caring service.

Respectfully submitted,

---

Kim L. Tolliver, B.S. RPL  
Chief of Communications

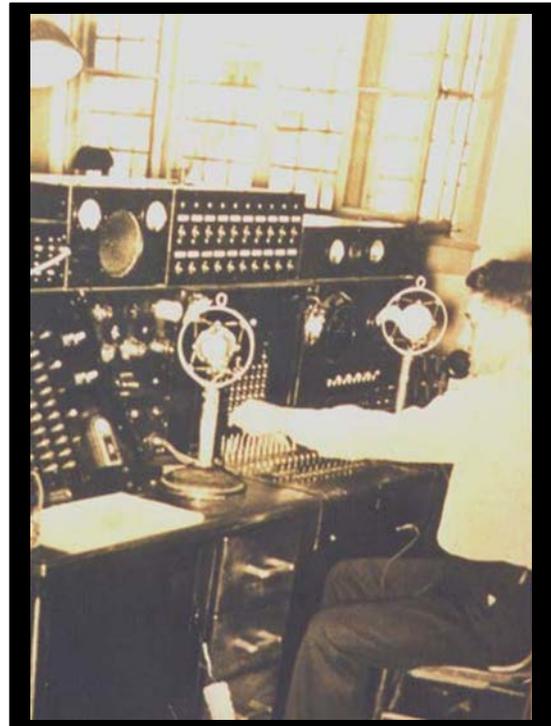


## **Shreveport Fire Department Mission Statement**

The Shreveport Fire Department will be faithful to our community ...ready to respond...willing to educate...and dedicated to serve.

## **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 252,161 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 24,000 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. Fire Communications Officers answer over 249,000 calls to 9-1-1 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-two (42) staff members, thirty-six 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 1 (PST1), APCO Fire Service Communications, and APCO Emergency Medical Dispatch. In addition, many of our members are certified as Fire Fighter 1, a large number of our members are certified Emergency Medical Technicians (EMT), and one Fire Communications Officer is certified at the level of EMT-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.

## Shreveport Fire Department Communications Division Command

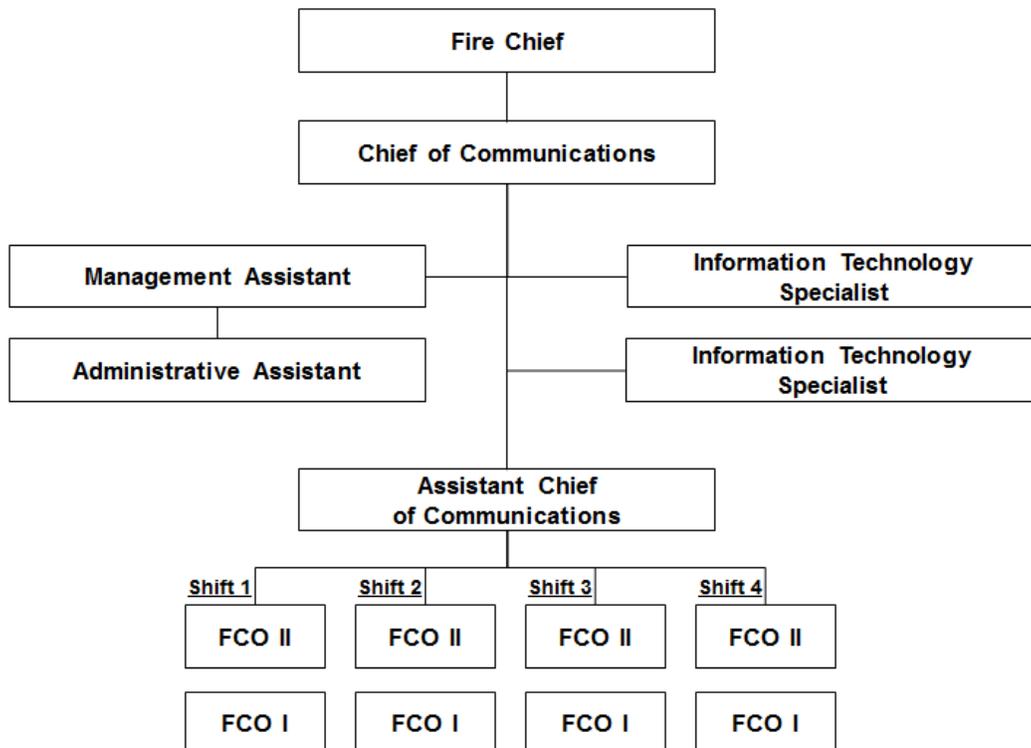


Edwin Scott Wolverton  
Fire Chief



Kim L. Tolliver  
Chief of Communications

## Shreveport Fire Department Communications Division Organizational Chart



**Shreveport Fire Department  
Communications Division Operations Command**

Tina N. Chambers, M.S.  
Assistant Chief of  
Communications/Operations



**Fire Communications Officers II (Supervisors)**



Connie Almond



Patricia Bradford



Sharon Clark



Monica Cooper



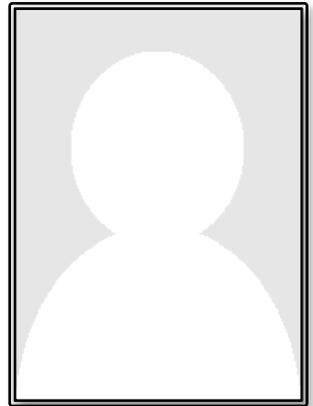
John Green



Dusty Moore



Veronica Rambo



TBN

---

**Shreveport Fire Department  
Communications Division Fire Communications Officers**

FCOI LeKeisha Berry

FCOI Raymond Mathews

FCOI Michelle Bradley

FCOI Randell Owens

FCOI Terry Carter

FCOI Tamyra Pierce

FCOI Vicki Carter

FCOI Karen Pilcher

FCOI Connie Coleman

FCOI Emily Ramsey

FCOI Alisalyn Davis

FCOI Jennifer Rowell

FCOI Heather Dye

FCOI Derrick Schafer

FCOI John Elliott

FCOI Kelly Sewell

FCOI Marlo Francis

FCOI Emily Simmons

FCOI April Gramm

FCOI Daniel Smith

FCOI Unique LaCoure

FCOI Crystal Turner

FCOI Luciana LeSane

FCOI Denise Wheeler

FCOI Aqueelah McCray

FCOI Brian Williams

FCOI LaTonya McKinney

FCOI Bruce Willis

FCOI Melissa McKinzy

---

## **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 2017, this unit processed over **1,600** requests for service. On a day-to-day basis, the members of this unit manage the data issues as well as the hardware and software installations and maintenance within the Shreveport Fire Department.



Danny Alexander



Harrietta Parker

## **Shreveport Fire Department Communications Division Administration**

The Administration section of our division provides support to the forty-two members of . In addition to maintaining the radio and telephone support for the Shreveport Fire Department.



Angela Magee



Jashawna Barfield

## 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



Arthur



Huck



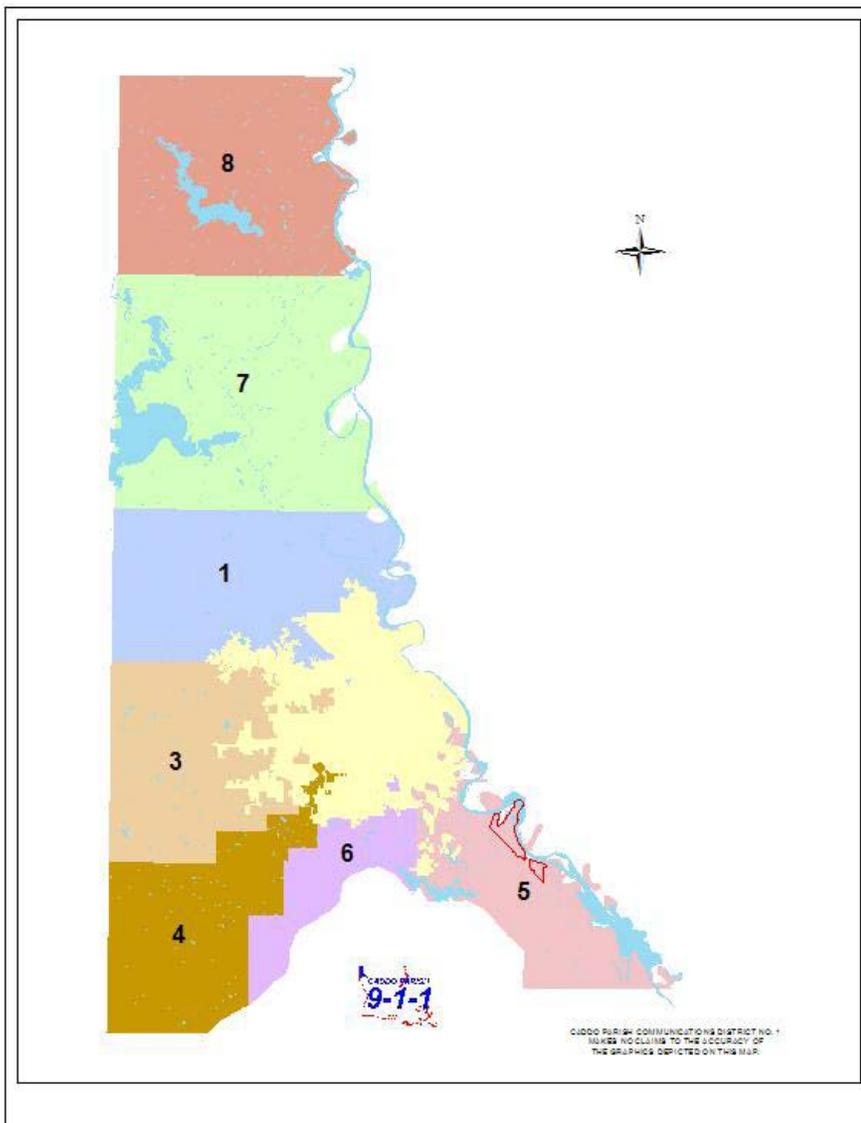
Wes



Mike

## 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.



## 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 be 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 2017 Committees were:

#### 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.

**Co-Task Force Leaders:** Monica Cooper, John Green and Connie Alamond

**Members:** LeKeisha Berry, Aqueelah McCray, Ray Mathews, Patricia Bradford, Brian Williams, Emily Simmons, Vicki Carter, Tamyra Pierce, Karen Pilcher, Unique LaCoure, Derrick Schafer, Emily Ramsey, John Elliott, Randell Owens, Terry Carter and LaTonya McKinney

#### Quality Assurance

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

**Co-QA Managers:** Terry Carter and Veronica Rambo

**Members:** April Gramm, Karen Pilcher, Emily Ramsey and Alisalyn Davis

## Policy Review

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:** Brian Williams

**Members:** April Gramm, Ray Mathews, Randell Owens, Derrick Schafer, Dusty Moore, Melissa McKinzy and Denise Wheeler

## 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:** Monica Cooper

**Members:** Michelle Bradley, Ray Mathews, Aqueelah McCray, LeKeisha Berry, Sharon Clark, John Green, Emily Simmons, Tamyra Pierce, John Elliott and Marlo Francis

## Public Education

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

**Committee Chair:** Vicki Carter

**Members:** Monica Cooper, John Green, John Elliott, Emily Ramsey and Bruce Willis

## Employee Recognition

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

**Committee Chair:** Veronica Rambo

**Members:** Patricia Bradford, Aqueelah McCray, Monica Cooper, John Elliott, April Gramm, Daniel Smith and Connie Coleman

**CAD/Technology**

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

**Committee Chair:** John Green

**Members:** Randell Owens, John Elliott and Dusty Moore

**Accreditation**

Members receive training on the CALEA process and how to obtain proofs. They are responsible for ensuring compliance of various CALEA standards. The members of this committee serve through the three year accreditation cycle.

**Committee Chair:** Dusty Moore

**Members:** Vicki Carter and Randell Owens

**Work Groups / Division Representation**

**Strategic Planning:** Randell Owens, Dusty Moore and Melissa McKinzy

**EMD Workgroup:** Connie Alamond, Dusty Moore and Randell Owens

**Peer Fitness Coordinator:** Aqueelah McCray

**Personnel Awards/Special Recognition**

**Perfect Attendance (Individual):** Danny Alexander, Heather Dye, John Elliott, LaTonya McKinney and Karen Pilcher

**Spirit of the City Award:** FCOI April Gramm won the Spirit of the City award in the Customer Service category.

**Outside Committees/Work Groups:** Danny Alexander – Member USAR Louisiana Task Force 3

**African American “Make a Difference” Achievement Award:** Chief Kim L. Tolliver

**2017 Martin Luther King Jr. Scholarship Award Jazz Brunch:** Chief Kim L. Tolliver

## **Seminar / Conference Attendees/ Classes**

**APCO Conference:** Assistant Chief Tina Chambers and Monica Cooper

**APCO Communications Center Supervisor:** Connie Alamond

**New FCOI Basic Class:** Kelly Sewell, Crystal Turner, Eddie Thompson and Kimberly Brooks

**Registered Public Safety Leader Designation:** Chief Kim L. Tolliver, Assistant Chief Tina Chambers, John Green, Dusty Moore and Veronica Rambo

**APCO Public Safety Communications Accreditation Manager Training:** Chief Kim L. Tolliver and Angela Magee

## **Accomplishments**

- Promoted a new Fire Communications Officer II
- Filled two funded vacancies
- Hired a new Accreditation Manager
- Hired a new Administrative Assistant
- Completed one FCOI Basic class and set to begin another one
- With the funds from Caddo 9-1-1 District, we were able to send two employees to the APCO International Annual Conference in Denver, Colorado
- Community Service with Common Ground Community Center
- Smoke Detector Campaign in the Mooretown Area
- Spoke to over 150 students at Bill Cockrell Park on the importance of 911
- One member achieved their APCO Communications Center Supervisor certification
- Participated in “Fire Ops 101” at the Fire Academy

**Willis T. Carter Fire Communications  
Officer of the Year**



**Vicki Carter  
Fire Communications Officer I**

Fire Communications Officer I Vicki Carter was awarded the Willis T. Carter Fire Communications Officer of the Year for 2017. FCOI Carter was selected for her participation in division activities and maintaining an above average quality assurance score. FCOI Carter served on the Accreditation Committee and was Chair of the Public Education Committee. She is respected by her colleagues and an asset to the division. Congratulations Vicki on a job well done!

## **Statistical Information-Human Resources**

### **Staffing/Vacancies**

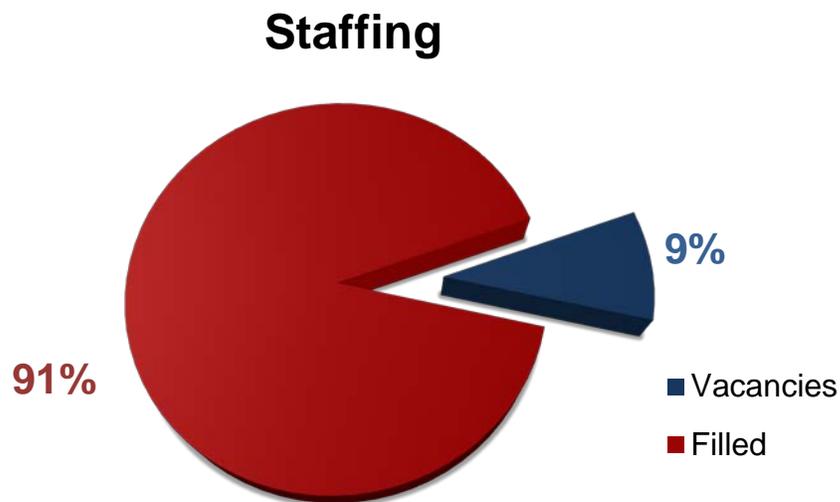
New Employees: Four new Recruits were hired in June 2017: Kimberly Brooks, Kelly Sewell, Eddie Thompson and Crystal Turner. In February 2017, we hired a new Accreditation Manager, Angela Magee. In August 2017, we hired a new Administrative Assistant, Jashawna Barfield.

Separations: Four Fire Communications Officers resigned their positions in 2017. Three (3) Fire Communications Officers voluntarily left their positions and one (1) Fire Communications Officer failed to successfully complete the FCOI Basic Class, they were all new recruits. Additionally, our Administrative Assistant resigned in May 2017.

Promotions/Demotions: FCOI Connie Alamond was promoted to FCOII.

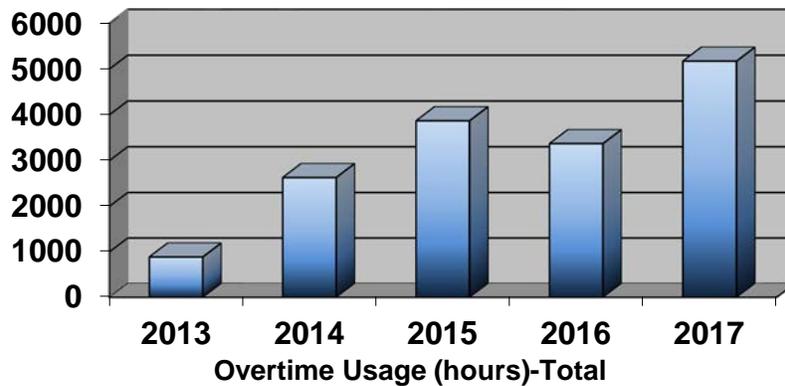
Vacancies: The division ended the year with five vacant positions: four Fire Communications Officer I and one Fire Communications Officer II.

**Filled Positions vs. Vacant Positions**



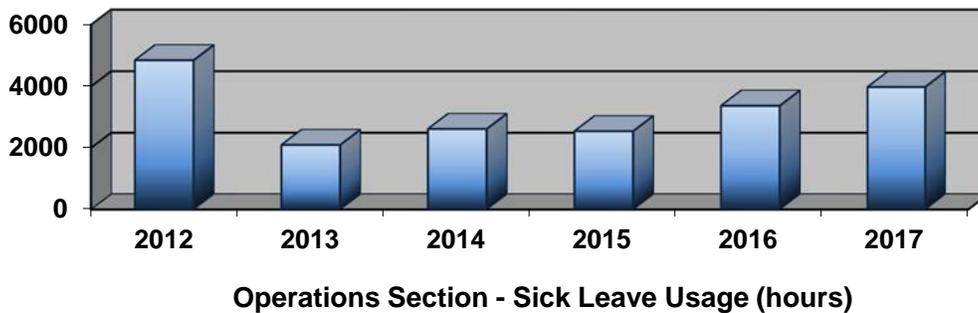
### Staffing/Overtime

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 **5,171.26** hours of which **3,179.25** 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.



### Staffing/Sick Leave

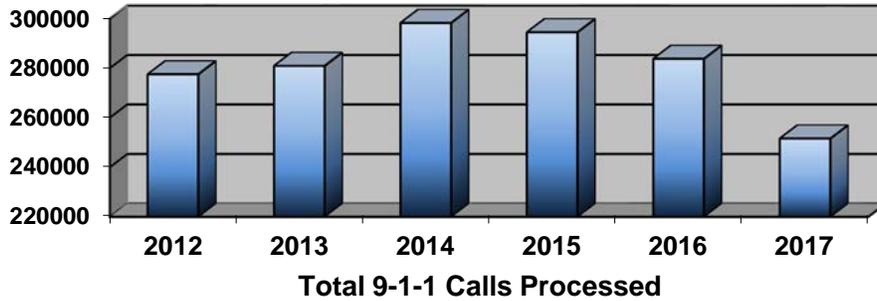
The division had a total of **3,978.89** hours of sick leave usage and five (5) members achieved perfect attendance during 2017. There were no requests for leave under the Family Medical Leave Act.



## Statistical Information-Workload Indicators

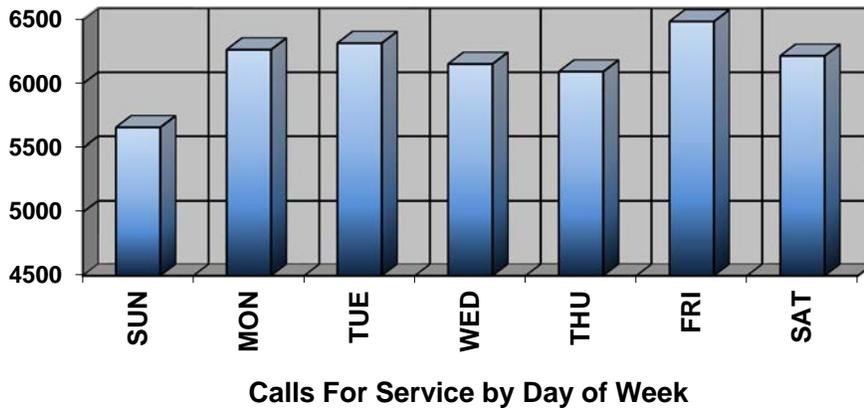
### 9-1-1 Call Volume

Fire Communications Officers answered **249,537** 9-1-1 calls during 2017.

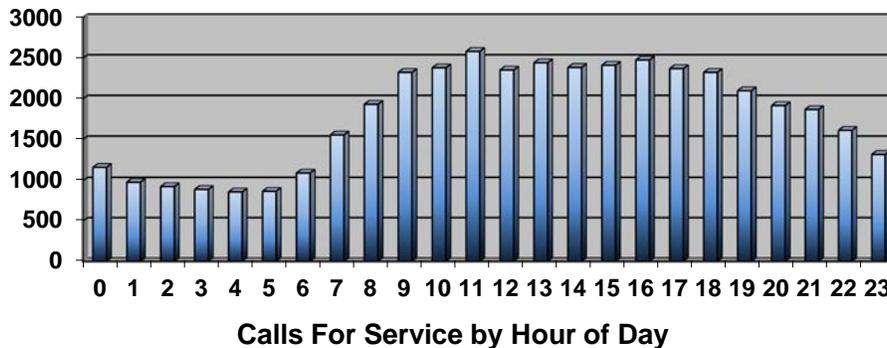


### Calls for Service Volume by Day of Week and Time of Day

Our largest call volume occurred on Tuesday and Friday with Sundays having the lowest call volume.

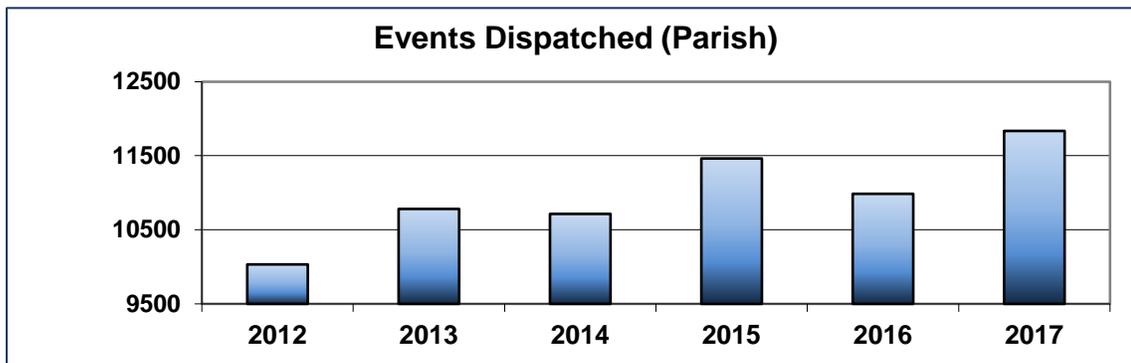
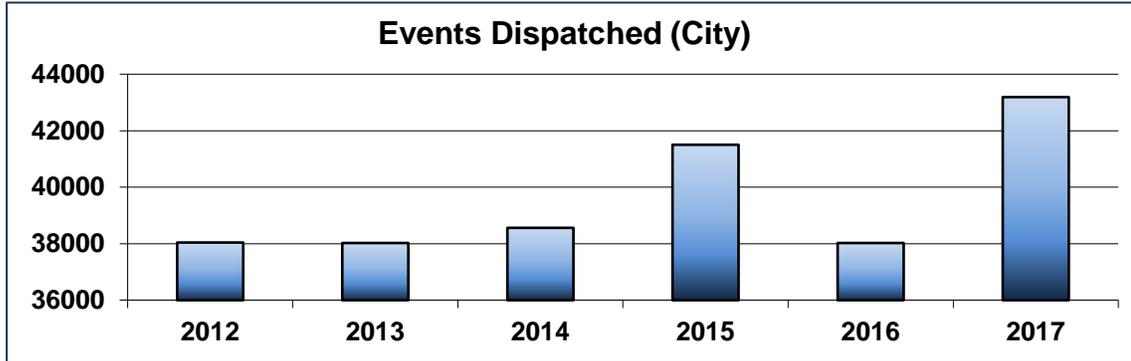


As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.

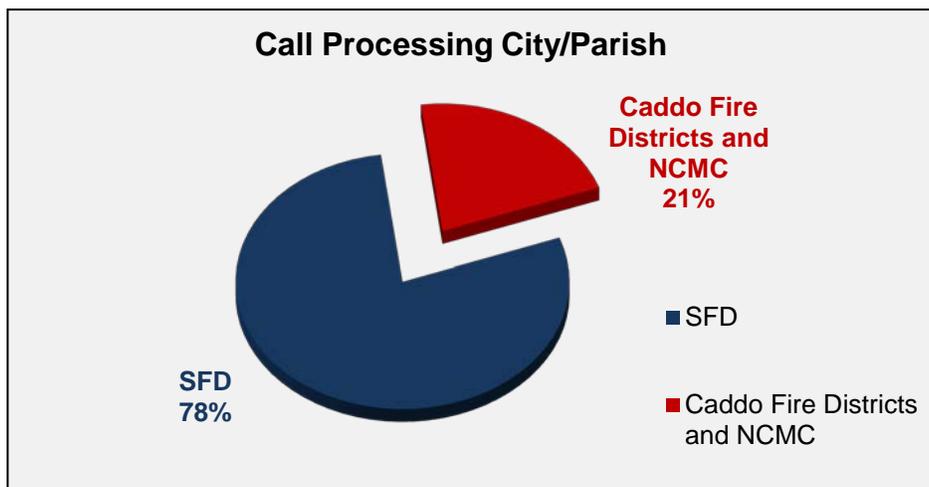


### Events Dispatched

Communications officers dispatched **43,193** events for the Shreveport Fire Department, of which **80%** were EMS. **11,835** events were dispatched for the Caddo Fire Districts and North Caddo Medical Center. Communications Officers also created **7,744** events for Shreveport Police and **1,193** for Caddo Sheriff's Office.



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



### Statistical Information-Performance Standards

For years, the Communications Division has used the standards set in NFPA 1221 to measure our performance. These standards underwent a major revision in 2014 and we are still working on meeting each of these revised standards. The 2017 overall average call processing time from call receipt until dispatch was 57 seconds, an increase of 2 seconds compared to 2014. Our performance is reviewed and analyzed monthly to ensure compliance. The following is a list of the standards and our overall average for the year.

NFPA Standard	Actual Percentages
<p>A. <b>Ninety-five percent</b> of alarms received on emergency lines shall be answered within <b>15 seconds</b>, and <b>99 percent</b> shall be answered within <b>40 seconds</b></p>	<p style="text-align: center;">99% <i>answered within 15 seconds</i></p>
<p>B. <b>Eighty percent</b> of emergency alarm processing for Fire type calls shall be completed within <b>60 seconds</b> and <b>95 percent</b> of alarm processing shall be completed within <b>106 seconds</b>.</p>	<p style="text-align: center;">77% <i>processed in 64 seconds</i></p> <p style="text-align: center;">95% <i>processed in 106 seconds</i></p>
<p>C. Emergency alarm processing for the following call types shall be completed within <b>90 seconds 90 percent</b> of the time and within <b>120 seconds 99 percent</b> of the time:</p> <ul style="list-style-type: none"> <li>i. Calls requiring emergency medical dispatch questioning and pre-arrival instruction</li> <li>ii. Calls requiring language translation</li> <li>iii. Calls requiring the use of TTY/TDD device or audio/video relay services</li> <li>iv. Calls of criminal activity that require information vital to emergency responder safety prior to dispatching units</li> <li>v. Hazardous material incidents</li> <li>vi. Technical rescue</li> </ul>	<p style="text-align: center;">88% <i>processed in 90 seconds</i></p> <p style="text-align: center;">97% <i>processed in 120 seconds</i></p>

## **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.

**Policy Reviews:** Shreveport Fire Department Administrative Procedures and Standard Operating Procedures, along with Communications Division Directives are reviewed annually. Members of the division reviewed 92 Communications Directives, of which 22 were revised.

**Employee Grievances:** 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 two (2) grievances filed in 2017.

**Training:** The Fire Communications Division puts significant emphasis on training activity. New hires are required to successfully complete the Dispatch Academy receiving over 552 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 in addition to monthly professional development training. Communications Officers also receive annual training on disaster operations. In 2017, communications officers received over **3,428.45** 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 were reviewed each quarter and evaluated by members of the Quality Assurance Team. Calls that did not achieve 100% compliance were sent to the call taker for further review. For the year 2017, the Average QA Score and the Overall Average QA Score for the division were above average.

## **Action Event Reviews (AER) / Other Agency Complaints**

The Shreveport Fire Department's Action / Event Review System are 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 corrective 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 the Fire Chief who makes the determination if an internal affairs review is necessary. In 2017, two (2) Action/Event Reviews were conducted, they are categorized below:

Complaint Description	Total	Unfounded	Sustained	Findings of Sustained Complaints			
				Training Issue	Employee Performance	Equip	Other
Dispatched Incorrect Unit/Agency	2		2		2		
Dispatched to Incorrect Address							
Delayed Dispatch	1	1			1		
Delayed Notification	2		2		2		
Unprofessional Behavior							
Unsatisfactory Work Performance							
	<b>5</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>

**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. One (1) citizen complaints were received in 2017. The results of these complaints are listed below:

Complaint Description	Total	Unfounded	Sustained	Findings of Sustained Complaints			
				Training Issue	Employee Performance	Equip	Other
Delayed Dispatch							
Failure to Dispatch							
Rudeness / Unprofessional	1		1		1		
	<b>1</b>		<b>1</b>		<b>1</b>		

The information found in this report is factual and based on a variety of statistical analyses. If you need additional information or detailed reports, please contact:

Kim L. Tolliver, B.S., RPL  
Chief of Communications  
Shreveport Fire Department  
1144 Texas Avenue  
Shreveport, LA 71101

318-675-2200  
318-675-2206 (fax)

[Kim.Tolliver@shreveportla.gov](mailto:Kim.Tolliver@shreveportla.gov)