

Shreveport Fire Department Communications Division



2018 ANNUAL REPORT

Kim L. Tolliver
Division Chief

A CALEA Accredited Public Safety Communications Center



Shreveport Fire Department

Communications Division

Caddo Parish Emergency Communications Center

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February 6, 2019

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 2018 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 2019. 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 one new officer 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 2019, 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

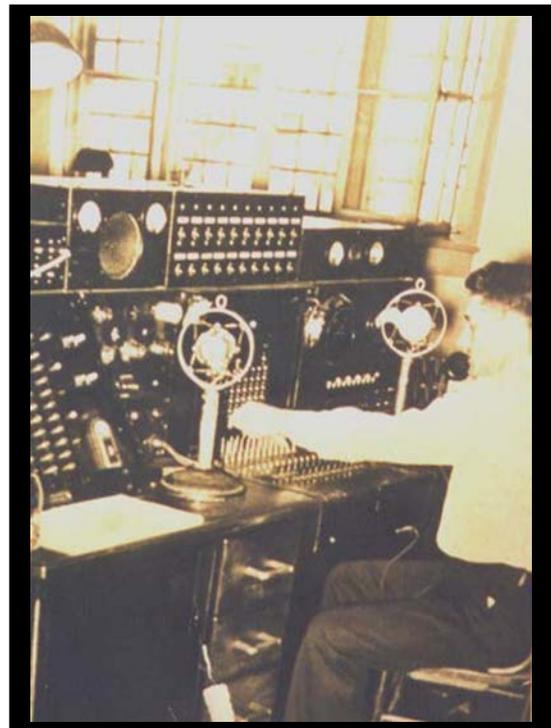


Shreveport Fire Department Mission Statement

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

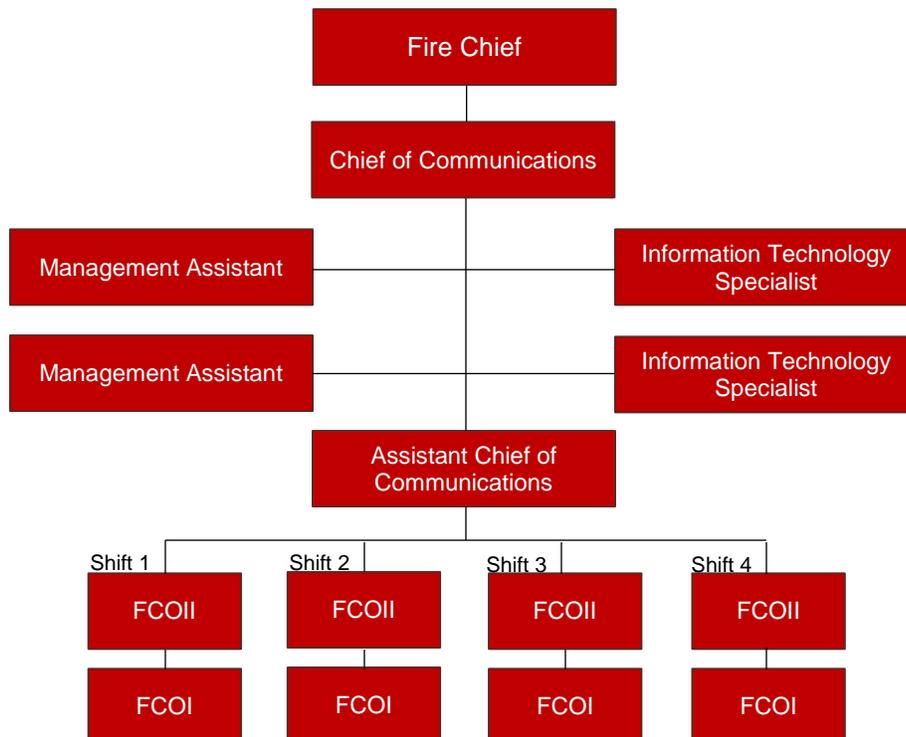


Edwin Scott Wolverton
Fire Chief



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 Alamond



Terry Carter



Sharon Clark



Monica Cooper



John Green



Dusty Moore



Veronica Rambo



Emily Ramsey

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

FCOI LeKeisha Berry

FCOI Melissa McKinzy

FCOI Vicki Carter

FCOI Raymond Mathews

FCOI Connie Coleman

FCOI Randell Owens

FCOI Alisalyn Davis

FCOI Tamyra Pierce

FCOI Heather Dye

FCOI Karen Pilcher

FCOI John Elliott

FCOI Jennifer Rowell

FCOI Marlo Francis

FCOI Derrick Schafer

FCOI April Gramm

FCOI Emily Simmons

FCOI Caleb Hathorn

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

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 2018, 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 the division. 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



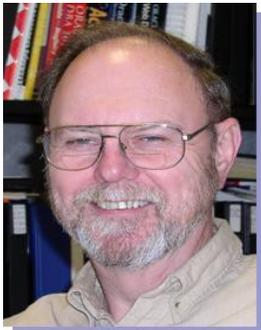
Judy



Richard



Beth



Arthur



Huck



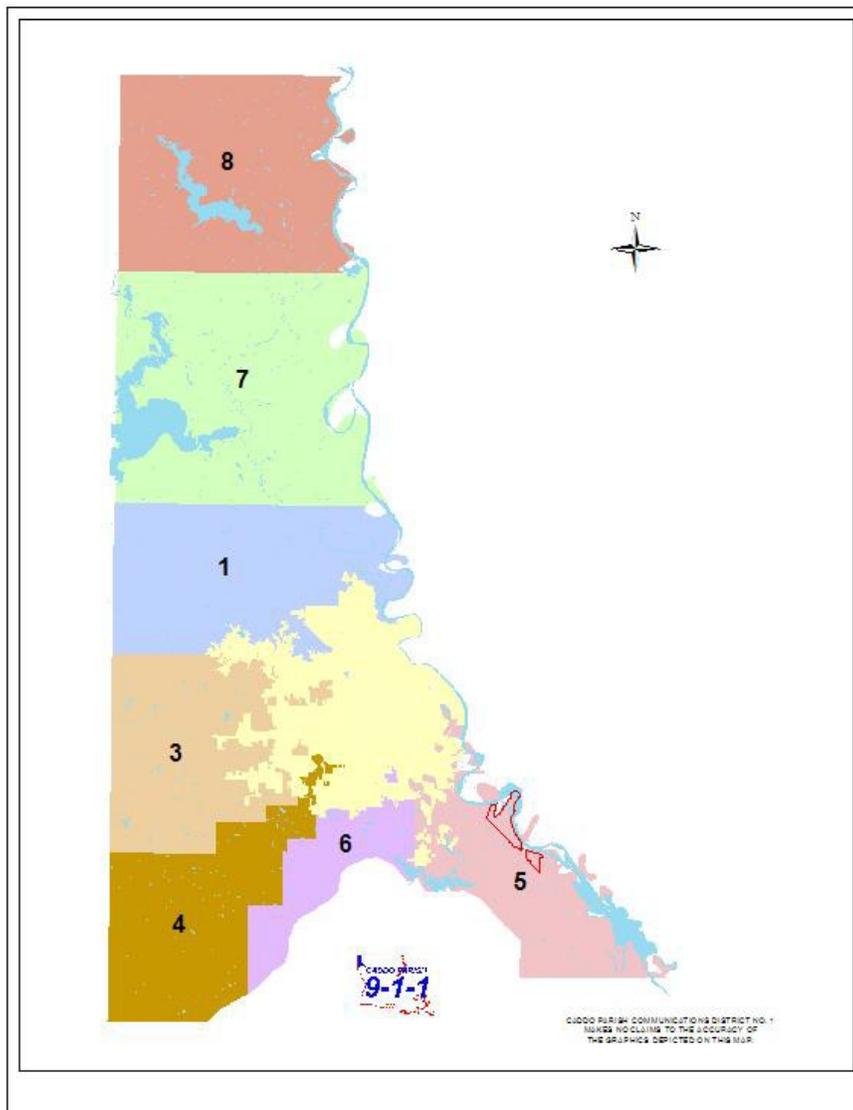
Wes



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 2018 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: Connie Alamond (Chair) and LaTonya McKinney (Co-Chair)

Members: All Shifts

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 (Manager) and Veronica Rambo (Asst Manager)

Members: Marlo Francis, April Gramm, Unique LaCoure, LaTonya McKinney and Denise Wheeler

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: April Gramm (Chair) and Aqueelah McCray (Co-Chair)

Members: All FCOII's, Heather Dye, LaTonya McKinney, Melissa McKinzy, Ray Mathews, Emily Simmons and Brian Williams

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: Dusty Moore

Members: John Green, Luciana LeSane, Dawn Ramsey and Jennifer Rowell

Employee Recognition

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

Committee Chair: Dusty Moore (Chair) and Dawn Ramsey (Co-Chair)

Members: Connie Alamond, LeKeisha Berry, Connie Coleman, Monica Graham-Cooper, John Elliott, Aqueelah McCray, Sharon O'Neal-Clark, Daniel Smith 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 Graham-Cooper (Chair) and LeKeisha Berry (Co-Chair)

Members: John Elliott, John Green, Unique LaCoure, Aqueelah McCray, Ray Mathews, Sharon O'Neal-Clark, Tamyra Pierce, Emily Simmons, and Bruce Willis

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: Heather Dye, John Elliott, Dusty Moore, Randell Owens, and Tamyra Pierce

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 four year accreditation cycle.

Committee Chair: Dusty Moore

Members: Vicki Carter, Randell Owens, and Karen Pilcher

Work Groups / Division Representation

Strategic Planning: John Green (Chair), Melissa McKinzy, Dusty Moore, Jennifer Rowell and Derrick Schafer

EMD Workgroup: Connie Alamond (Chair), Vicki Carter, Dusty Moore, Lane Owens and Jennifer Rowell

Peer Fitness Coordinator: Aqueelah McCray

Personnel Awards/Special Recognition

Perfect Attendance (Individual): Danny Alexander and Terry Carter

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

Commendation Recipients: Sharon Clark, LeKeisha Berry, Jennifer Rowell, Ray Mathews, Aqueelah McCray, Monica Cooper, Vicki Carter, John Elliott, April Gramm, Terry Carter, and Connie Coleman

Community Service Volunteers: Sharon Clark, Aqueelah McCray, LeKeisha Berry, Crystal Turner, Alisalyn Davis, and Tina Chambers.

LifeSaver Awards: LeKeisha Berry, Connie Coleman, Alisalyn Davis, Heather Dye, John Elliott, John Green, LaTonya McKinney, Veronica Rambo, Dawn Ramsey, Derrick Schafer, Kelly Sewell and Bruce Willis

Shining Star Recognition: Vicki Carter, Connie Coleman, Monica Cooper, Alisalyn Davis, John Elliott, John Green, Unique LaCoure, Melissa McKinzy, Dusty Moore, Karen Pilcher, Dawn Ramsey, Emily Simmons, Daniel Smith, Denise Wheeler, and Bruce Willis

John Green received his Master's Degree in Public Administration.

Seminar / Conference Attendees/ Classes –

APCO Conference: Chief Kim Tolliver and Vicki Carter

APCO Communications Center Supervisor: Connie Alamond, Terry Carter and Emily Ramsey

New FCOI Basic Class: Courtney Belk and Caleb Hathorn

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

Accomplishments

- Promoted two new Fire Communications Officer II's
- Filled one funded vacancy
- Completed one FCOI Basic class and set to begin another one
- Community Service with Common Ground Community Center
- Smoke Detector Campaign in the Mooretown Area
- With the funds from Caddo 9-1-1 District, we were able to send two employees to the APCO International Annual Conference in Las Vegas, NV.
- Successfully completed our CALEA On-Site Assessment; we will receive our 5th Re-Accreditation certificate in May 2019.

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



**Sharon O'Neal-Clark
Fire Communications Officer II**

Fire Communications Officer II Sharon O'Neal-Clark was awarded the Willis T. Carter Fire Communications Officer of the Year for 2018. FCOII O'Neal-Clark was selected for her participation in division activities and maintaining an above average quality assurance score. FCOII O'Neal-Clark served on the Employee Recognition Committee and the Recruiting and Hiring Committee. She is respected by her colleagues and an asset to the division. Congratulations Sharon on a job well done!

Statistical Information-Human Resources

Staffing/Vacancies

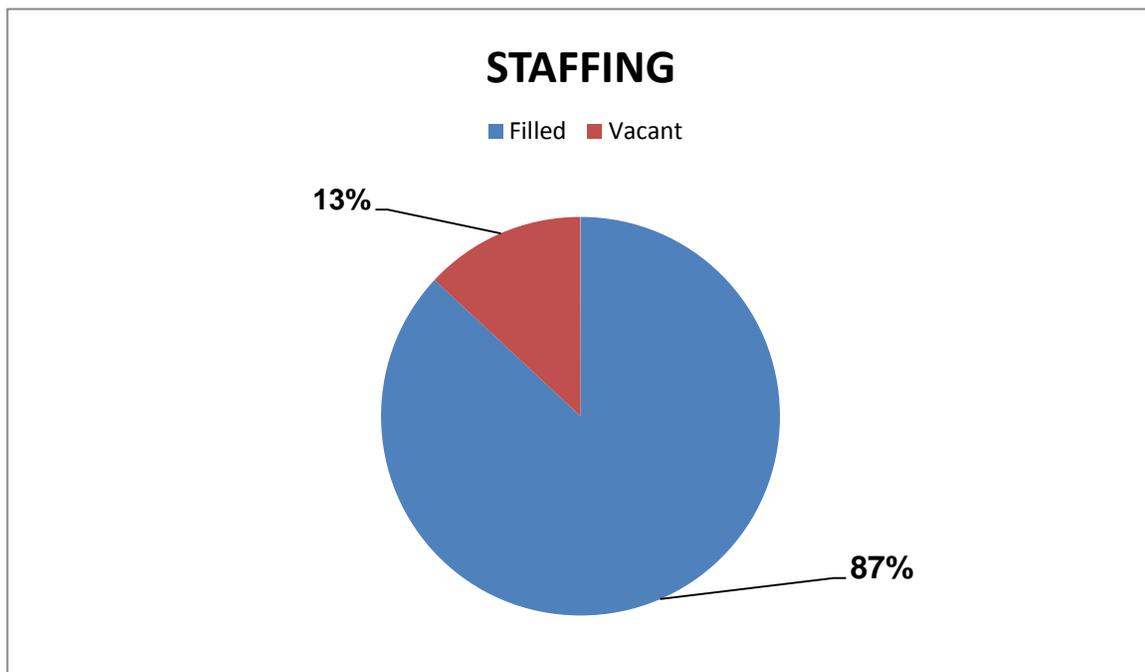
New Employees: Two new recruits were hired in May 2018; Courtney Belk and Caleb Hathorn.

Separations: One new recruit resigned their position in 2018. Two Fire Communications Officers retired in November 2018; one was a Fire Communications Officer II and the other was a Fire Communications Officer I.

Promotions/Demotions: FCOI Terry Carter and FCOI Emily Ramsey were promoted to FCOII.

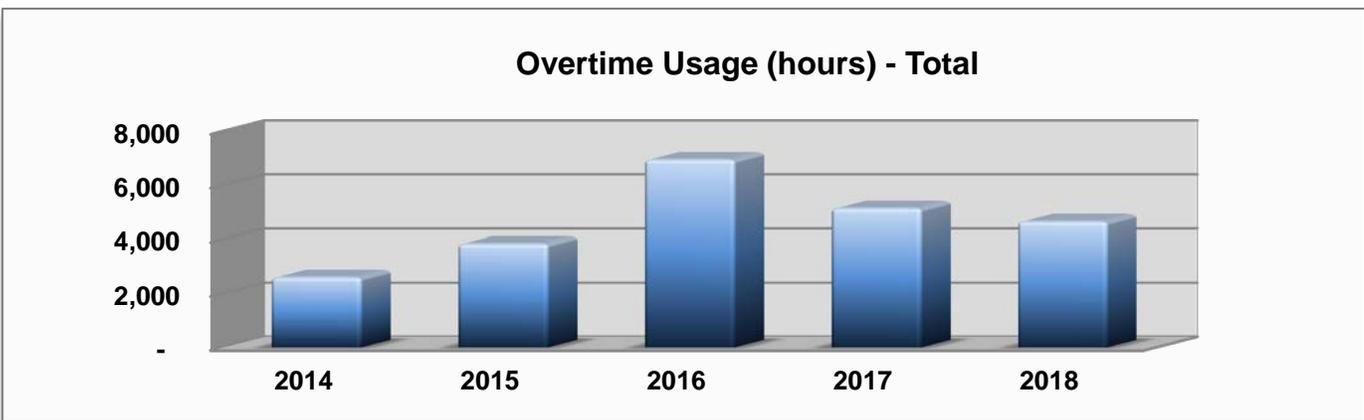
Vacancies: The division ended the year with six vacant Fire Communications Officer I positions.

Filled Positions vs. Vacant Positions



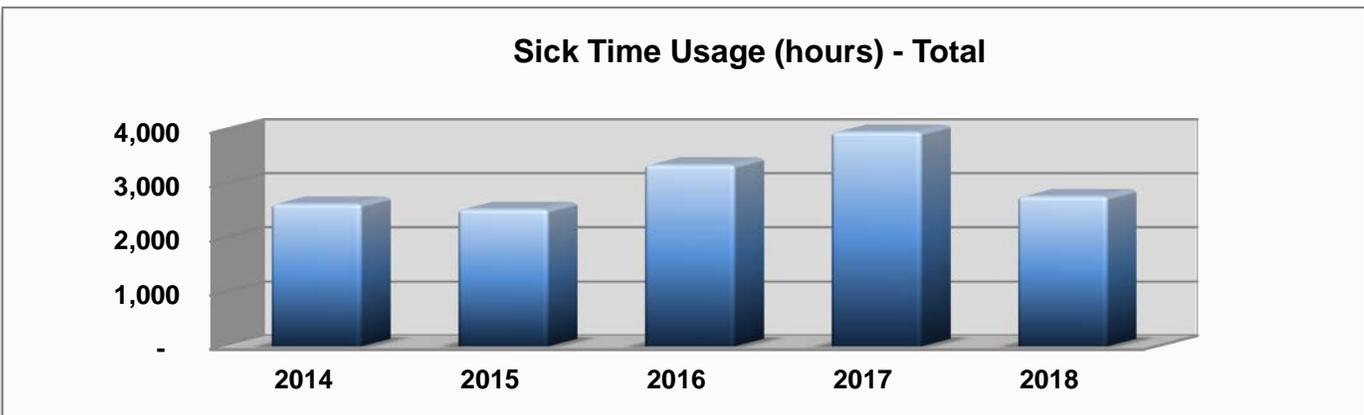
Staffing/Overtime

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 **4,679.775** hours of which **3,726.27** 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

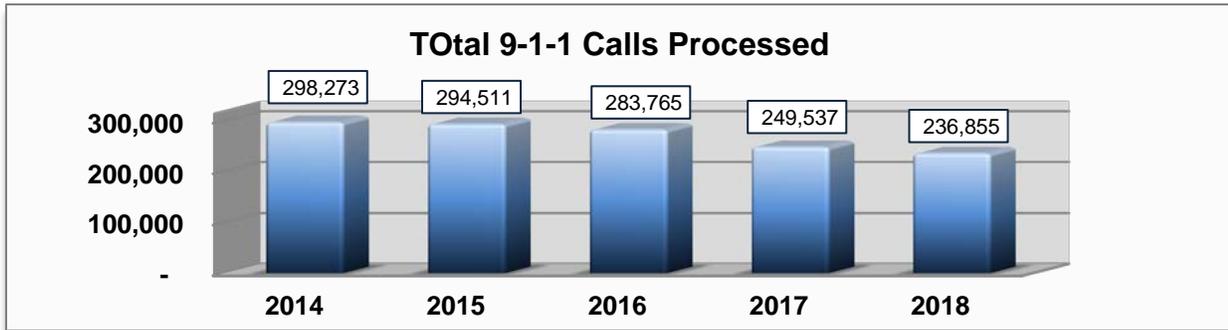
The division had a total of **2,782** hours of sick leave usage and two (2) members achieved perfect attendance during 2018. There were no requests for leave under the Family Medical Leave Act.



Statistical Information-Workload Indicators

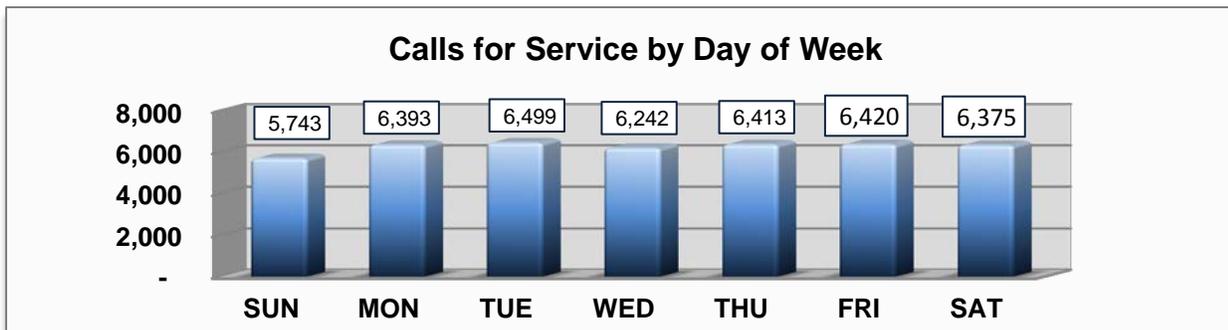
9-1-1 Call Volume

Fire Communications Officers answered **238,873** 9-1-1 calls during 2017.

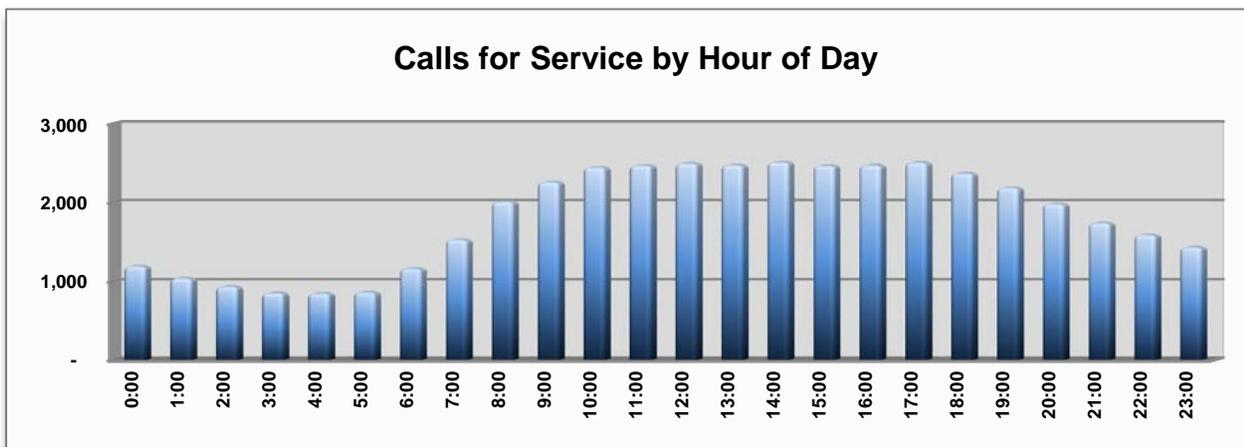


Calls for Service Volume by Day of Week and Time of Day

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

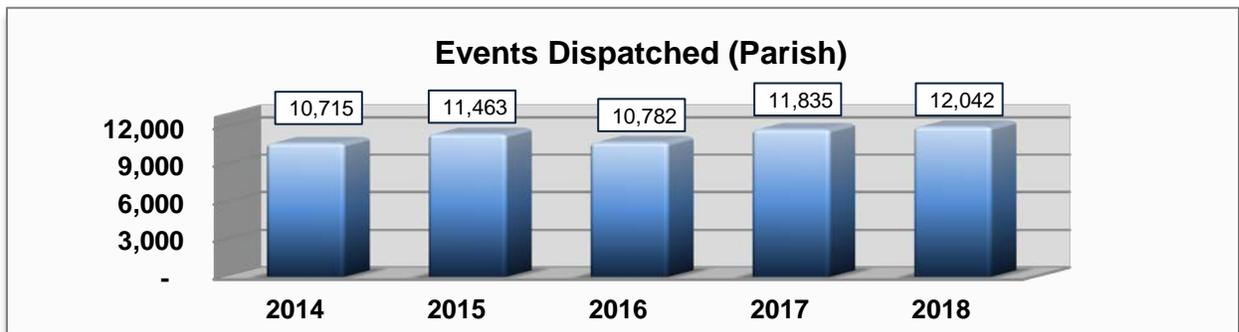
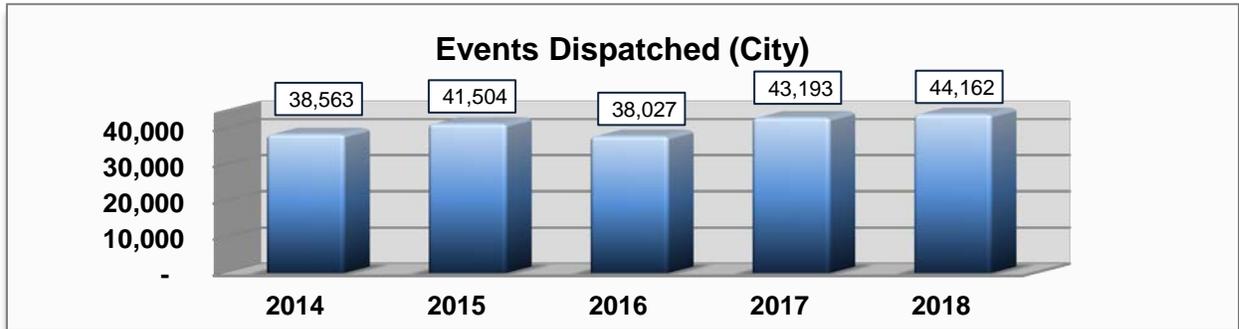


As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.

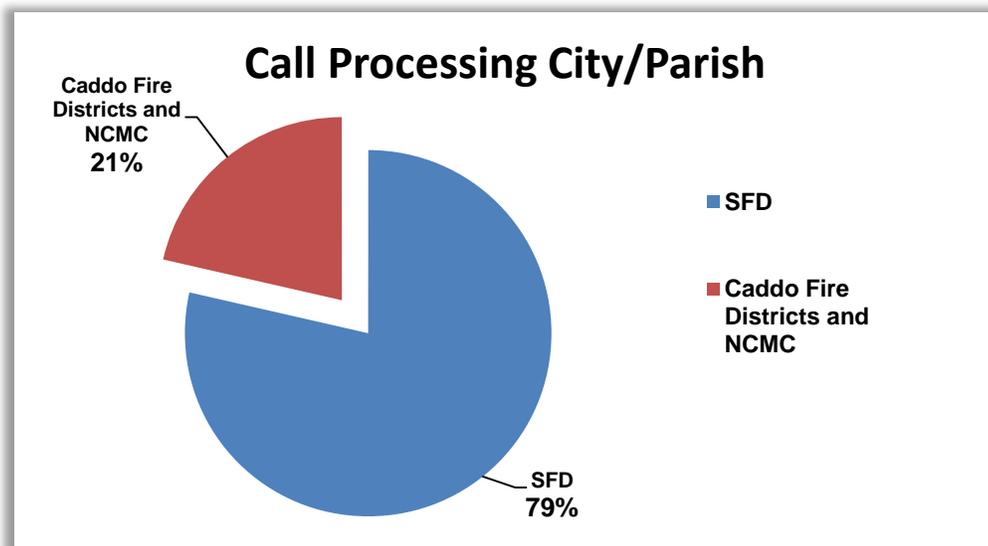


Events Dispatched

Communications officers dispatched **44,162** events for the Shreveport Fire Department, of which **80%** were EMS. **12,042** events were dispatched for the Caddo Fire Districts and North Caddo Medical Center. Communications Officers also created **8,145** events for Shreveport Police and **1,180** 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 2018 overall average call processing time from call receipt until dispatch was 17.70 seconds. 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. Ninety-five percent of alarms received on emergency lines shall be answered within 15 seconds, and 99 percent shall be answered within 40 seconds</p>	<p style="text-align: center;">99% <i>answered within 15 seconds</i></p>
<p>B. Eighty percent of emergency alarm processing for Fire type calls shall be completed within 60 seconds and 95 percent of alarm processing shall be completed within 106 seconds.</p>	<p style="text-align: center;">80% <i>processed in 64 seconds</i></p> <p style="text-align: center;">97% <i>processed in 106 seconds</i></p>
<p>C. Emergency alarm processing for the following call types shall be completed within 90 seconds 90 percent of the time and within 120 seconds 99 percent of the time:</p> <ul style="list-style-type: none"> i. Calls requiring emergency medical dispatch questioning and pre-arrival instruction ii. Calls requiring language translation iii. Calls requiring the use of TTY/TDD device or audio/video relay services iv. Calls of criminal activity that require information vital to emergency responder safety prior to dispatching units v. Hazardous material incidents vi. Technical rescue 	<p style="text-align: center;">92% <i>processed in 90 seconds</i></p> <p style="text-align: center;">98% <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 94 Communications Directives, of which 21 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 was 1 (one) grievance filed in 2018.

Training: The Fire Communications Division puts significant emphasis on training activity. New hires are required to successfully complete the Dispatch Academy receiving over 484 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 2018, communications officers received over **4,745.95** 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 2018, 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 2018, four (4) Action/Event Reviews were conducted, they are categorized below:

				Findings of Sustained Complaints			
Complaint Description	Total	Unfounded	Sustained	Training Issue	Employee Performance	Equip	Other
Dispatched Incorrect Unit/Agency	1		1		1		
Delayed Notification	2		2	1	1		
Miscommunication	1	1					1
TOTAL	4	1	3	1	2		1

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 complaint was received in 2018. The result of this complaint is listed below:

				Findings of Sustained Complaints			
Complaint Description	Total	Unfounded	Sustained	Training Issue	Employee Performance	Equip	Other
Delayed Dispatch							
Failure to Dispatch							
Rudeness / Unprofessional							
Unanswered 9-1-1 Call	1	1					
	1	1					

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:

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