

Shreveport Fire Department Communications Division



2020 ANNUAL REPORT

Kim L. Tolliver
Division Chief

A CALEA 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 31, 2021

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 2020 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 Officers 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 2021. 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, Caddo 9-1-1 or the manufacturer but all of these changes require time and hard work from the Communications IT staff.

I am excited about 2021, 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,

A handwritten signature in blue ink that reads "Kim L. Tolliver, B.S., RPL".

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

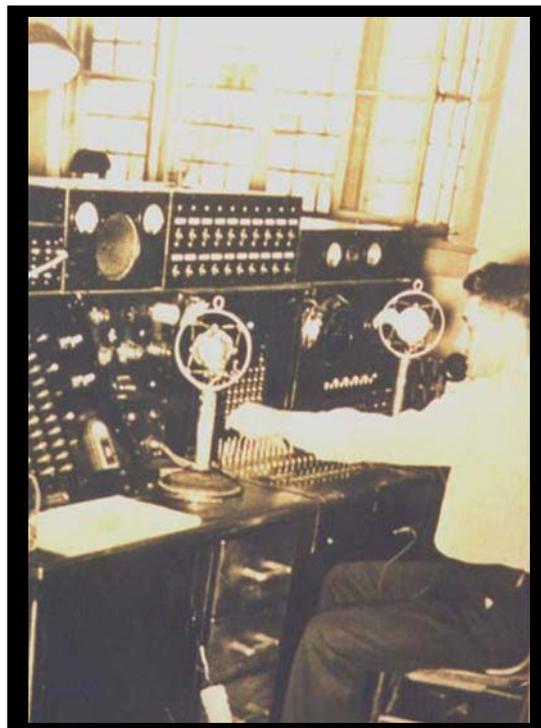


Shreveport Fire Department Mission Statement

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-one (41) staff members, thirty-five 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 communications takes place.

Shreveport Fire Department Communications Division Command

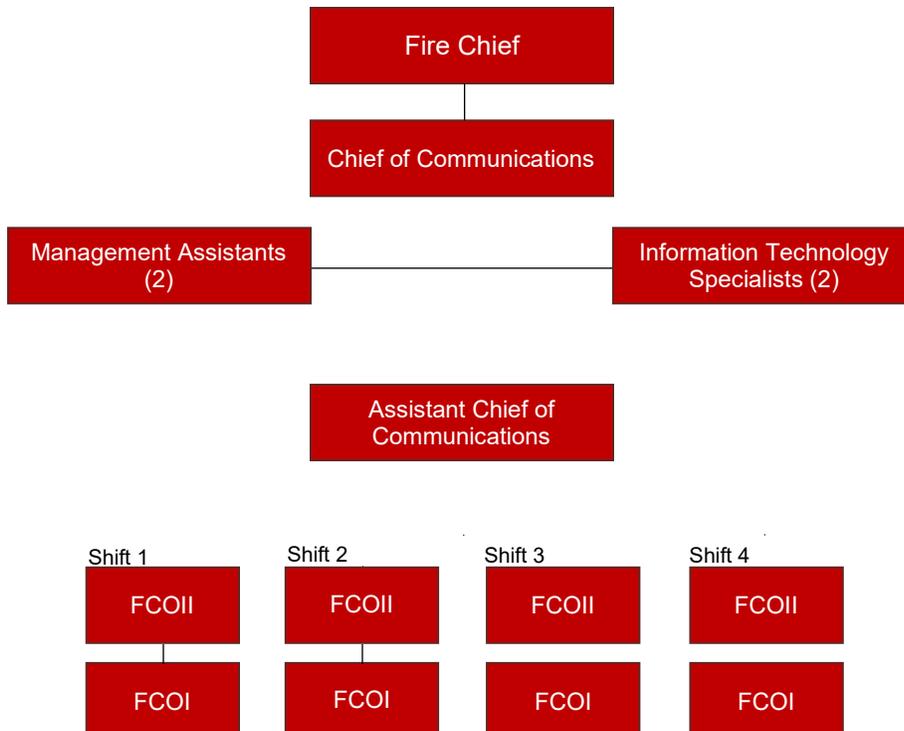


Edwin Scott Wolverton
Fire Chief



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



Terry Carter



Sharon Clark



Monica Cooper



Vicki Carter



Dusty Moore



Veronica Rambo



Emily Ramsey

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

FCOI Lakesha Bennett

FCOI LaTonya McKinney

FCOI LeKeisha Berry

FCOI Melissa McKinzy

FCOI Connie Coleman

FCOI Raymond Mathews

FCOI Alisalyn Davis

FCOI Jalina Meziere

FCOI Heather Dye

FCOI Randell Owens

FCOI Lavasia Edwards

FCOI Tamyra Pierce

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 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 2019, 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-seven members of the division and maintains the radio and telephone support for the Shreveport Fire Department. In addition to, managing the CALEA accreditation



Faison D. Autrey



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



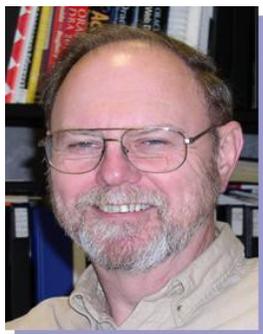
Judy



Richard



Beth



Arthur



Huck



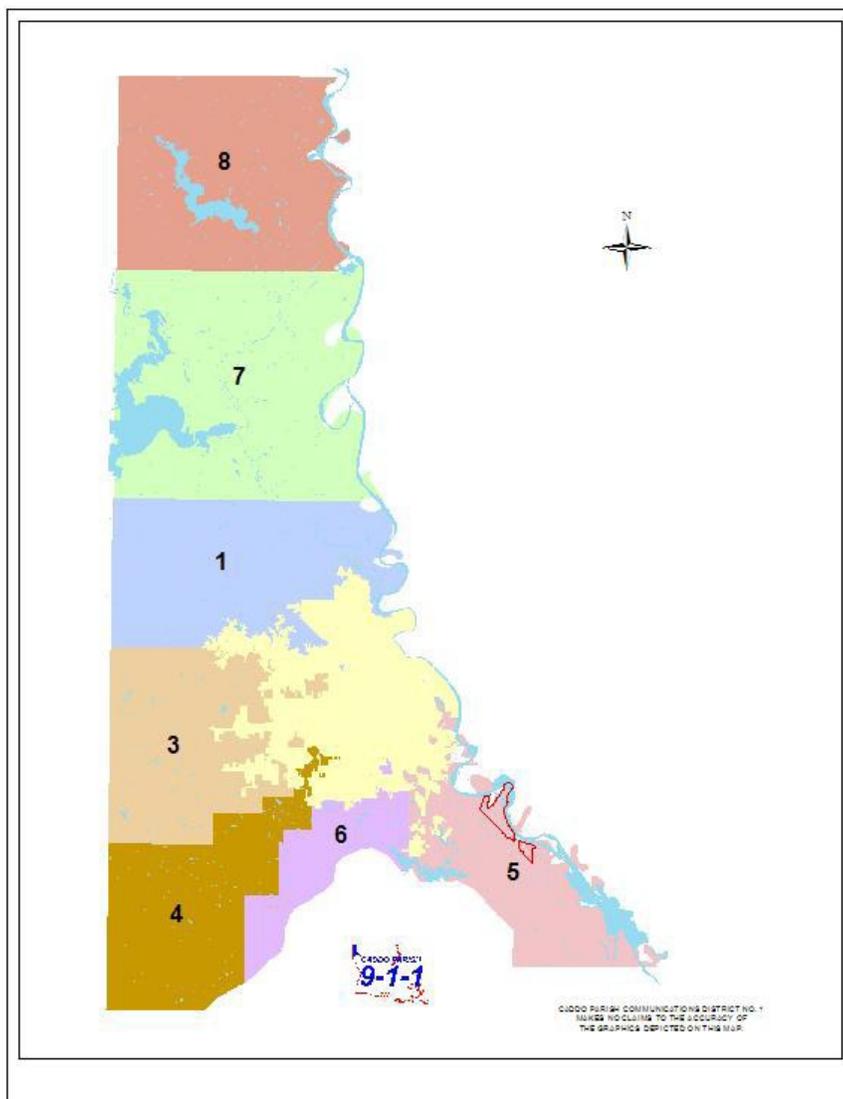
Wes



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 2020 Committees were:

Training Task Force

This task force is necessary because 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 Leaders: Connie Alamond (Chair) and Dusty Moore (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.

QA Managers: Terry Carter (Manager) and Veronica Rambo (Asst. Manager).

Members: Luciana LeSane, Jennifer Rowell, Derrick Schafer, and Bruce Willis.

Policy Review

This committee is responsible for ensuring all division policies are reviewed annually. The committee discusses recommendations for changes 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: Monica Cooper.

Members: Connie Alamond, Terry Carter, Sharon Clark, Marlo Francis, John Green, Ray Mathews, Melissa McKinzy, Dusty Moore, Lane Owens, Veronica Rambo, Dawn Ramsey, Derrick Shafer and Bruce Willis.

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: John Elliott.

Members: Crystal Turner, Luciana LeSane, LaTonya McKinney, and Dusty Moore.

Employee Recognition

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

Committee Chair: Dawn Ramsey (Chair) and Connie Coleman (Co-Chair).

Members: Vicki Carter, Monica Cooper, Alisalyn Davis, John Elliott, Marlo Francis, April Gramm, Caleb Hathorn, Aqueelah McCray, Sharon O'Neal Clark, Tamyra Pierce, Daniel Smith, Crystal Turner, Denise Wheeler, 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: LeKeisha Berry (Chair) and Monica Cooper (Co-Chair).

Members: Connie Alamond, Alisalyn Davis, John Elliott, April Gramm, John Green, Luciana LeSane, Ray Mathews, Aqueelah McCray, Tamyra Pierce, Dawn Ramsey, Jennifer Rowell, and Emily Simmons.

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: LeKeisha Berry, Heather Dye, John Elliott, Aqueelah McCray, Lane Owens, Derrick Schafer, Emily Simmons and Bruce Willis.

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: April Gramm.

Members: LeKeisha Berry, Vicki Carter, Monica Cooper and Lane Owens.

Work Groups / Division Representation

Strategic Planning: John Green (Chair), Lane Owens, and LaTonya McKinney.

EMD Workgroup: Connie Alamond (Chair), Lane Owens and Jennifer Rowell.

Peer Fitness Coordinator: Aqueelah McCray.

Personnel Awards/Special Recognition

Perfect Attendance (Individual): Danny Alexander, LaTonya McKinney and Veronica Rambo.

Spirit of the City Award: FCOII Dusty Moore (Leadership) and Harrietta Parker (Customer Service).

Social Media Recognition: FCOI Aqueelah McCray and Jashawna Barfield (Management Assistant).

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

Community Service Volunteers: FCOII Monica Cooper, FCOII Sharon Clark, FCOI Unique LaCoure, FCOI Caleb Hathorn.

LifeSaver Awards: Derrick Schafer, Latonya McKinney and April Gramm.

Willis T. Carter Award: FCOI Alisalyn Davis.

Seminar / Conference Attendees/ Classes

Moratorium on travel due to COVID-19 outbreak.

Accomplishments

- Completed our second annual web-based standards review by CALEA®, which is required under the new four-year assessment model used by the Commission.

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



**Alisalyn Davis
Fire Communications Officer I**

Fire Communications Officer I Alisalyn Davis was awarded the Willis T. Carter Fire Communications Officer of the Year for 2020. FCOI Davis was selected for her strong work ethic, positive attitude and commitment to her job. FCOI Davis serves on the Recruiting and Hiring and the EMD Workgroup Committee. She is respected by her fellow colleagues, the Fire Communications leadership and is a great asset to the division. Congratulations Alisalyn on a job well done!

Statistical Information-Human Resources

Staffing/Vacancies

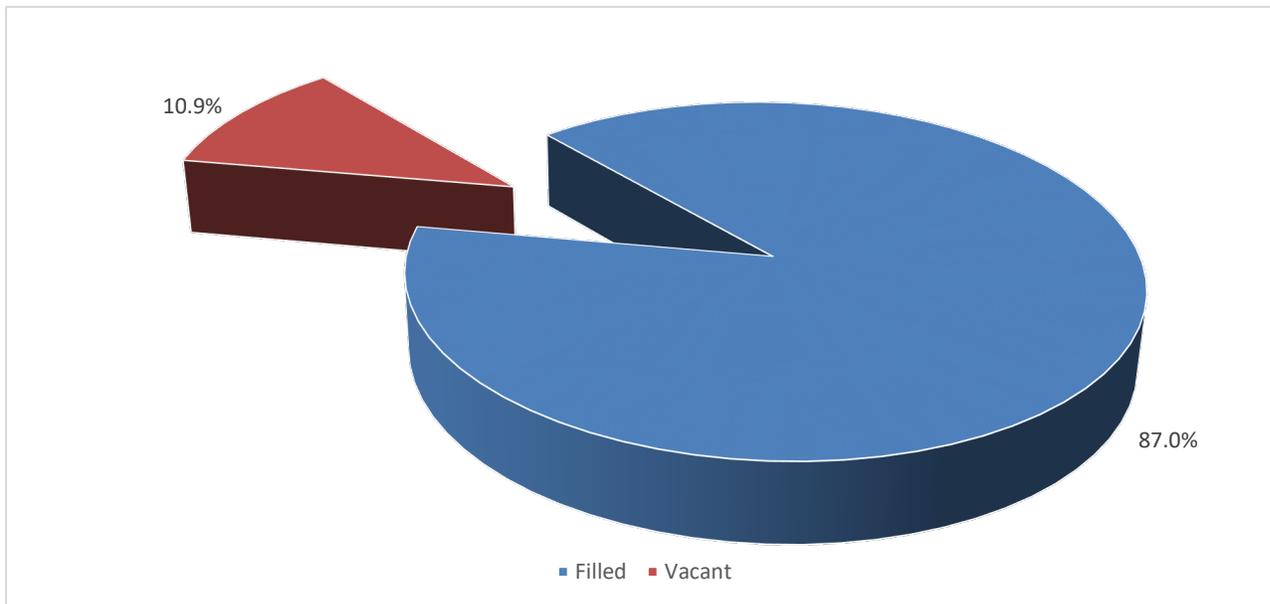
New Employees: No hiring process in 2020 due to COVID-19.

Separations: Two employees resigned their position in 2020.

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

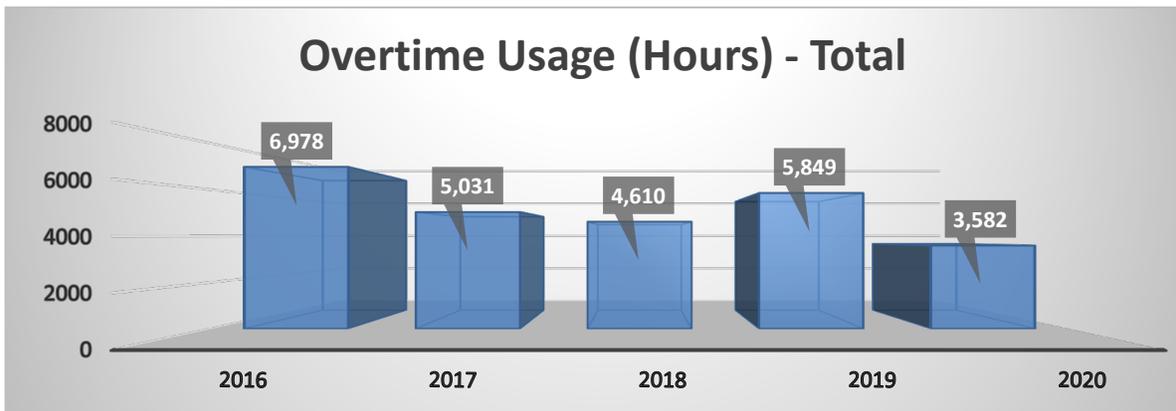
Filled Positions vs. Vacant Positions

STAFFING



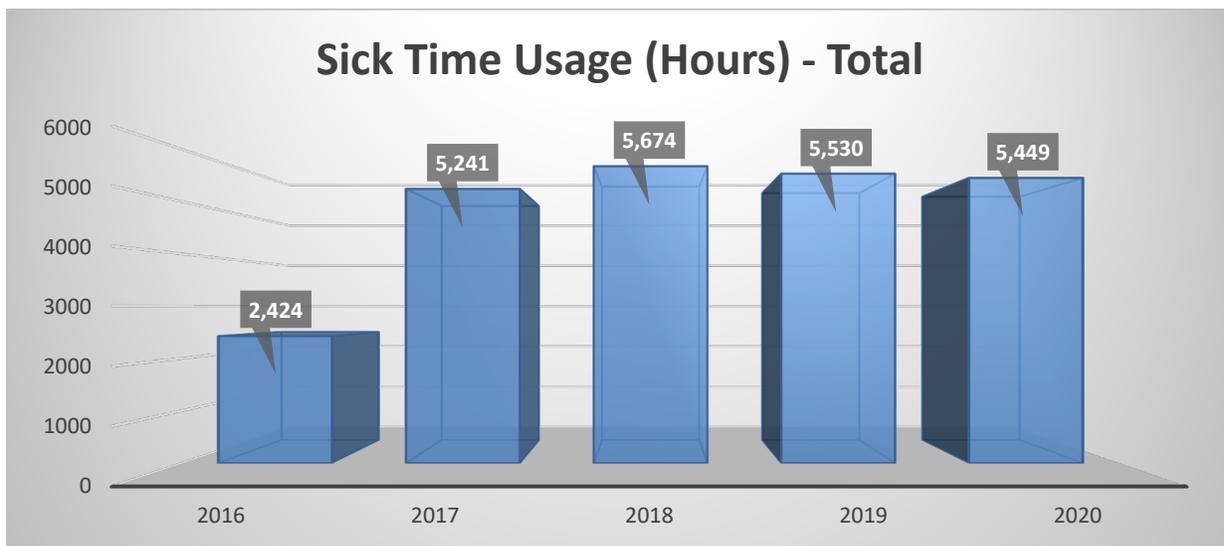
Staffing/Overtime

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 **5,449.09** hours of which **5,103.59** 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

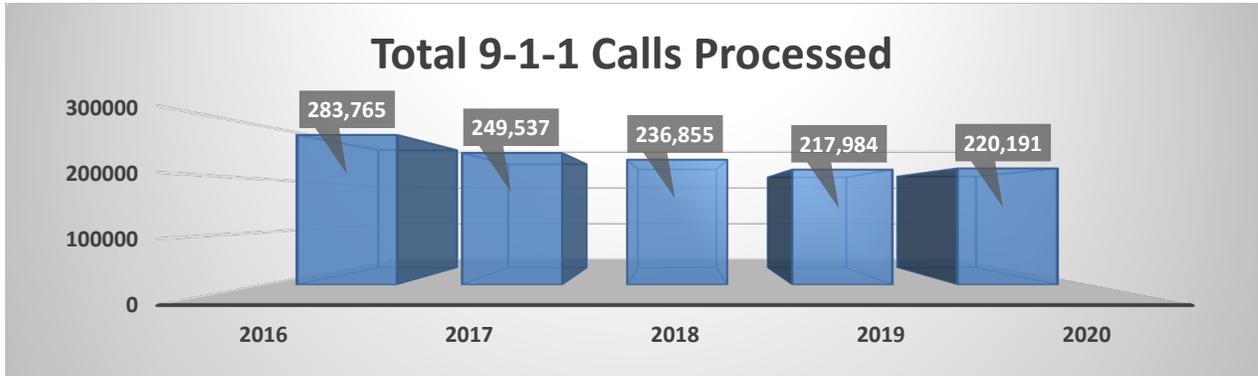
The division had a total of **5,449.41** hours of sick leave usage and three (3) members achieved perfect attendance during 2020. There were no requests for leave under the Family Medical Leave Act.



Statistical Information-Workload Indicators

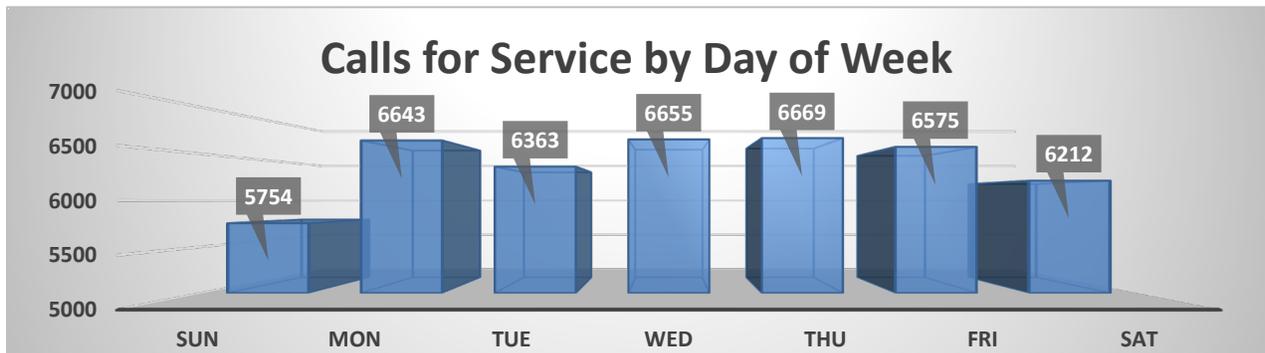
9-1-1 Call Volume

Fire Communications Officers answered **220,191** 9-1-1 calls during 2020.

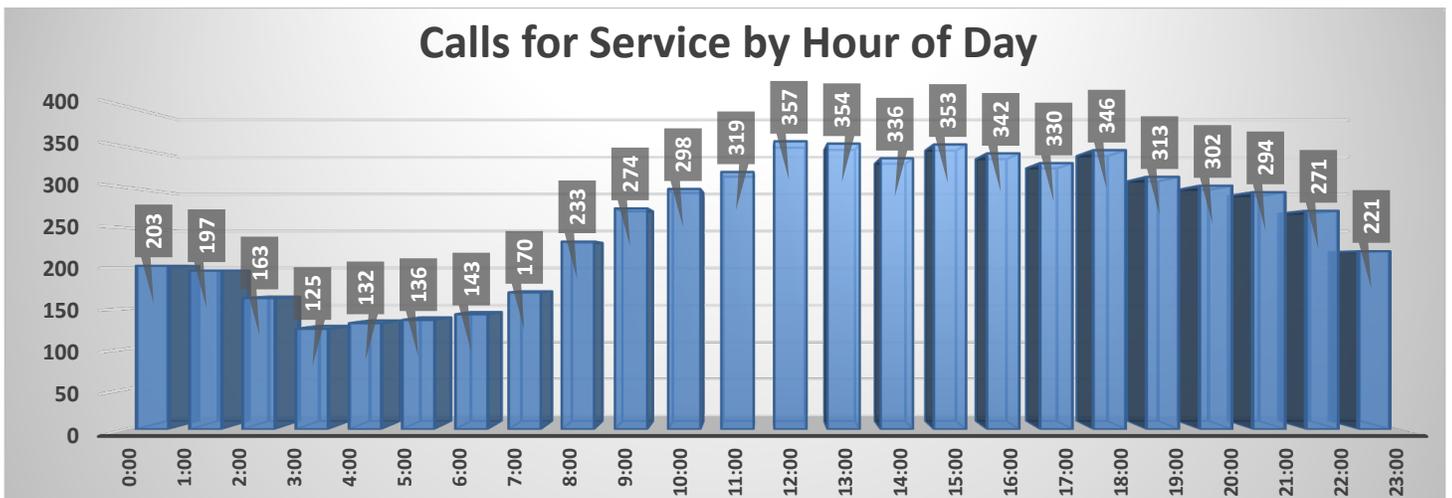


Calls for Service Volume by Day of Week and Time of Day

Our largest call volume occurred on Wednesday and Thursday with Sundays having the lowest call volume.

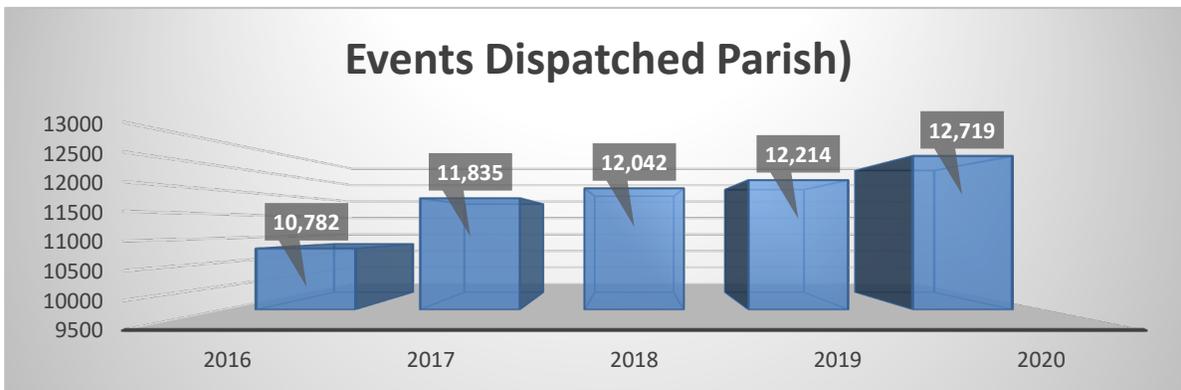
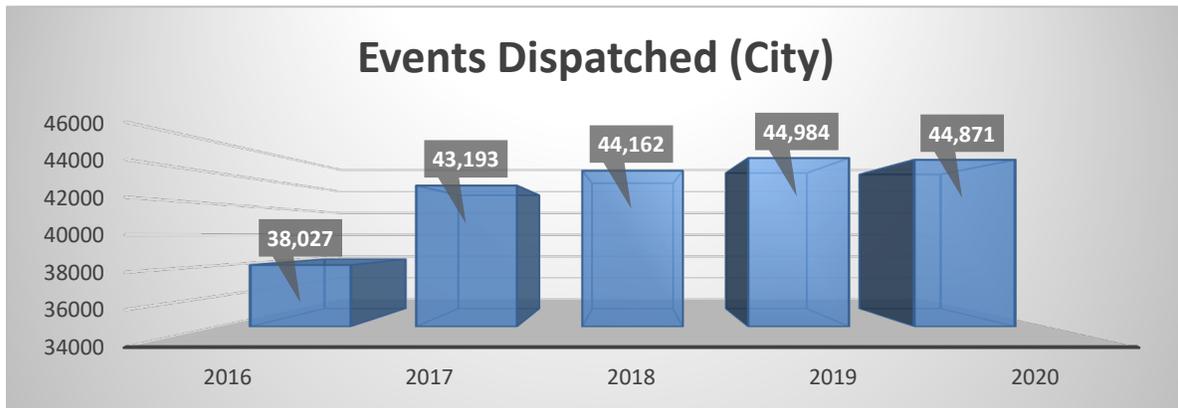


As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.



Events Dispatched

Communications officers dispatched **44,871** events for the Shreveport Fire Department, of which **22%** were EMS. **12,719** events were dispatched for the Caddo Fire Districts and North Caddo Medical Center. Communications Officers also created **8,742** events for Shreveport Police and **1,212** 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 another major revision in 2020 and we are working on meeting each of these revised standards. The 2020 overall average call processing time from call receipt until dispatch was **32.18** 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 percent of events received on emergency lines shall be answered within 15 seconds.</p>	<p>99.91% answered in 15 seconds</p>
<p>B. Ninety-five percent of alarms shall be answered within 20 seconds.</p>	<p>100% processed in 20 seconds</p>
<p>C. Emergency alarm processing for the highest prioritization level emergency events listed below shall be completed within 60 seconds, ninety percent of the time.</p> <ol style="list-style-type: none"> 1. Trauma (penetrating chest injury, GSW, etc.) 2. Neurologic emergencies (stroke, seizure) 3. Cardiac-related events 4. Unconscious/unresponsive patients 5. Allergic Reactions 6. Patient not breathing 7. Choking 8. Fire involving or potentially extending to a structure(s) 9. Explosion 10. Other calls as determined by AHJ 	<p>84% <i>Processed</i> in 60 seconds</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.

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 not any grievances filed in 2020.

Training: The Fire Communications Division puts significant emphasis on training activity. Due to COVID-19 restrictions, there were no Dispatch Academy training conducted. 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 2020, communications officers received over **3,901.35** 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 2020, 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 2020, eleven (11) 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	0	0	0				
Response Mode Criteria	0	0	0				
Other	11	5	6	5	6	0	0
TOTAL	11	5	6	5	6	0	0

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. There were no citizen complaints were received in 2020. The results of these complaints are listed below:

				Findings of Sustained Complaints			
Complaint Description	Total	Unfounded	Sustained	Training Issue	Employee Performance	Equip	Other
Delayed Dispatch	0						
Failure to Dispatch	0						
Total	0						

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)

ktolliver@caddo911.com