



Shreveport Fire Department

Communications Division

Caddo Parish Emergency Communications Center

1144 Texas Avenue, Shreveport, LA 71101

Voice: 318-675-2200 Fax: 675-2206

February 28, 2015

The 2014 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.

We are proud of our accomplishments in 2014. Even with a long-time staffing shortage and years of a continuation budget, the service we provide to our citizens and other customers has not been compromised. The men and women of this division are to be commended for their commitment to providing the highest level of service regardless of vacant positions, budget constraints, aging equipment, and an increased workload. This accomplishment is the direct result of hard work, a willingness to volunteer for extra projects, and a commitment to excellence by the people of Shreveport's Fire Communications Division.

Our communications center remains the only CALEA-accredited fire communications center. We are currently seeking CALEA re-accreditation in July of 2015. We continue to meet our training and quality assurance requirements as well as participate in community service projects mostly through the effort of those communications personnel who are willing to volunteer their time and effort.

There are many challenges facing us in 2015. Our senior staff will be retiring in less than twelve months and there is no serious plan to fill our current vacancies in an effort to prepare for the future leadership of this division. Our Assistant Chief of Communications/Training position has been vacant since 2008 and had it not been for communications personnel volunteering to perform the tasks of this position, the impact of this vacancy would have been detrimental.

Our information technology needs are enormous and growing daily. We are facing upgrades to our records management system and our mobile data system in 2015. Due to technology requirements, our operating systems must change as well as the hardware and software. In 2014, we began the process of changing our mobile data computer software to MPS. This project should complete in early 2015. 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.

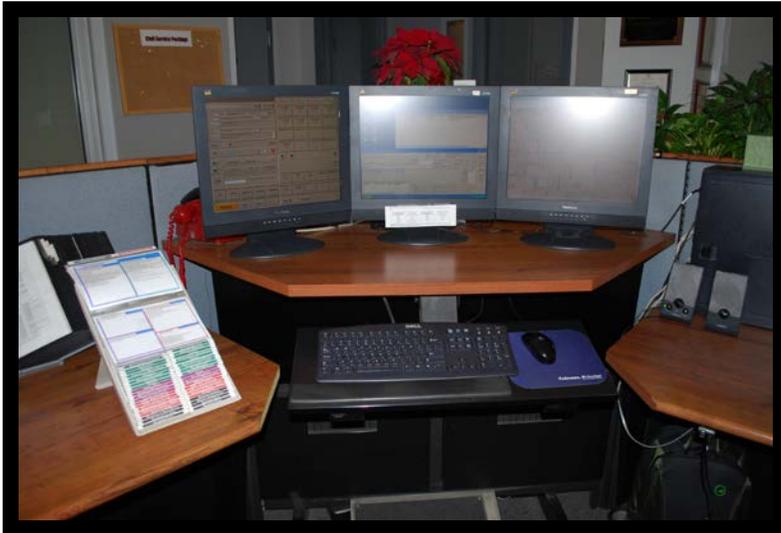
I am thankful for the dedicated men and women of the Communications Division. I could not ask for a more professional and competent staff.

I am excited about 2015 and look forward to another successful year.

Respectfully submitted,

A handwritten signature in black ink that reads "Kathy Rushworth".

Kathy Rushworth, RPL
Chief of Communications

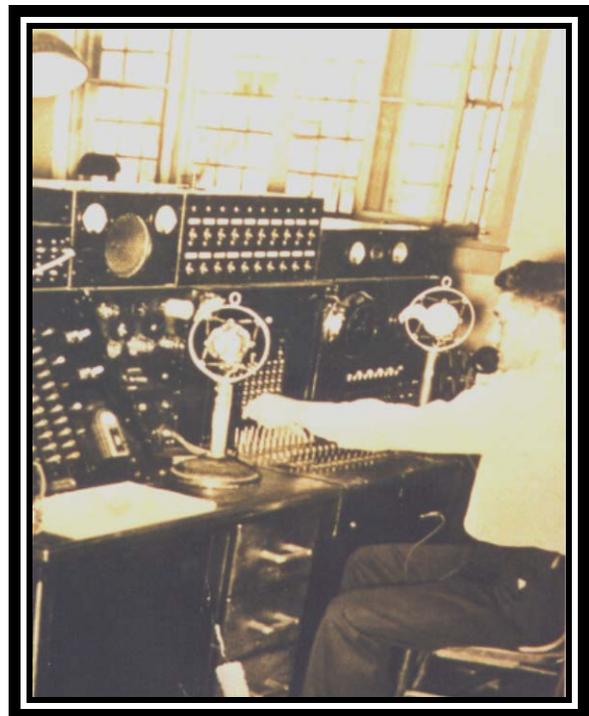


Shreveport Fire Department Mission Statement

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 254,887 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 298,000 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 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

In 2014, Craig Mulford was Fire Chief until he was relieved of duty in June.

At that time, Deputy Chief Tom Self assumed the duties of the Fire Chief.

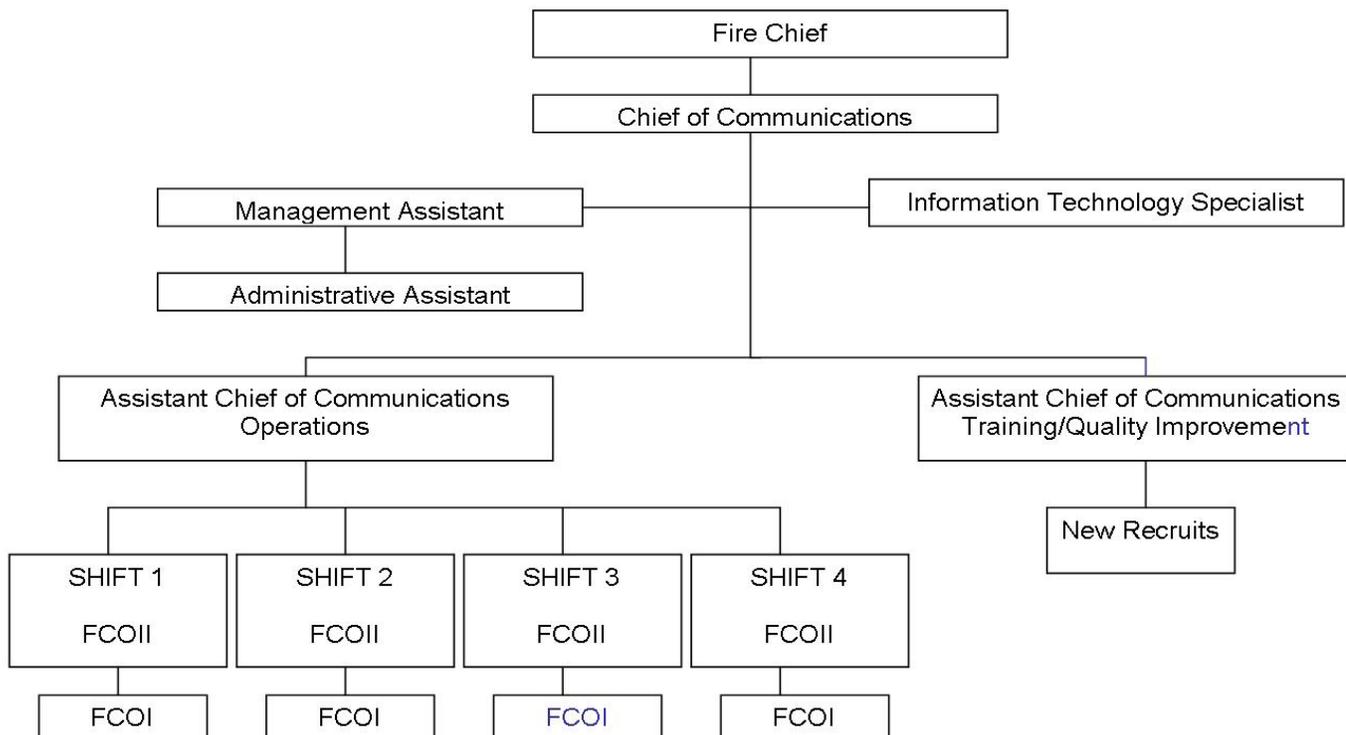
After Chief Self retired, Chief R. O. Jones was named Deputy Fire Chief and assumed the duties of Fire Chief.

In 2015, the new Mayor named a new Fire Chief, Scott Wolverton.



Kathy Rushworth
Chief of Communications

Shreveport Fire Department Communications Division Organizational Chart



**Shreveport Fire Department
Communications Division Operations Command**

Violet Anderson
Assistant Chief of
Communications/Operations



Fire Communications Officers II (Supervisors)



Pat Bradford



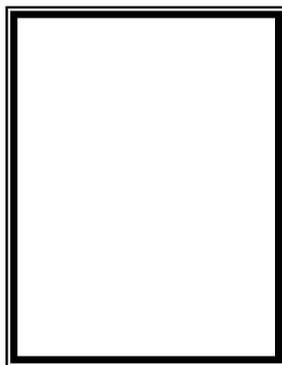
Sharon Clark



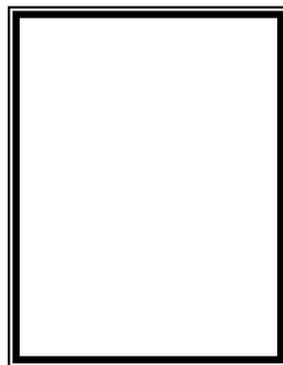
Tina Chambers



Marlo Francis



Vacant



Vacant



Veronica Rambo



Kim Tolliver

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

FCOI Connie Alamond

FCO I Recruit, Tabatha Ballard

FCOI LeKeisha Berry

FCOI Angela Boyter

FCOI Michelle Bradley

FCOI Terry Carter

FCOI Vicki Carter

FCOI Connie Coleman

FCOI Monica Cooper

FCOI Alisalyn Davis

FCOI John Elliott

FCOI John Green

FCOI Unique LaCoure

FCOI Ray Mathews

FCOI Aqueelah McCray

FCOI LaTonya McKinney

FCOI Cissy McKinzy

FCOI Dusty Moore

FCOI Lane Owens

FCOI Sabrina Parker

FCOI Tammy Pierce

FCOI Stephanie Phelan

FCOI Karen Pilcher

FCOI Dawn Ramsey

FCOI Recruit, Tanya Robinson

FCOI Derrick Schafer

FCOI Emily Simmons

FCOI Dan Smith

FCOI Denise Wheeler

FCOI Brian Williams

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 2014, this unit processed over 1,500 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



Rita Cooks



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



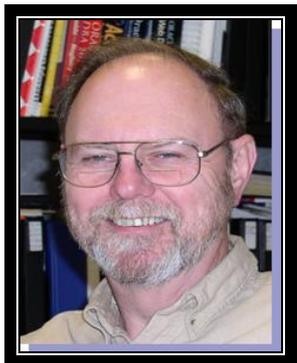
Judy



Richard



Beth Ann



Arthur



Huck



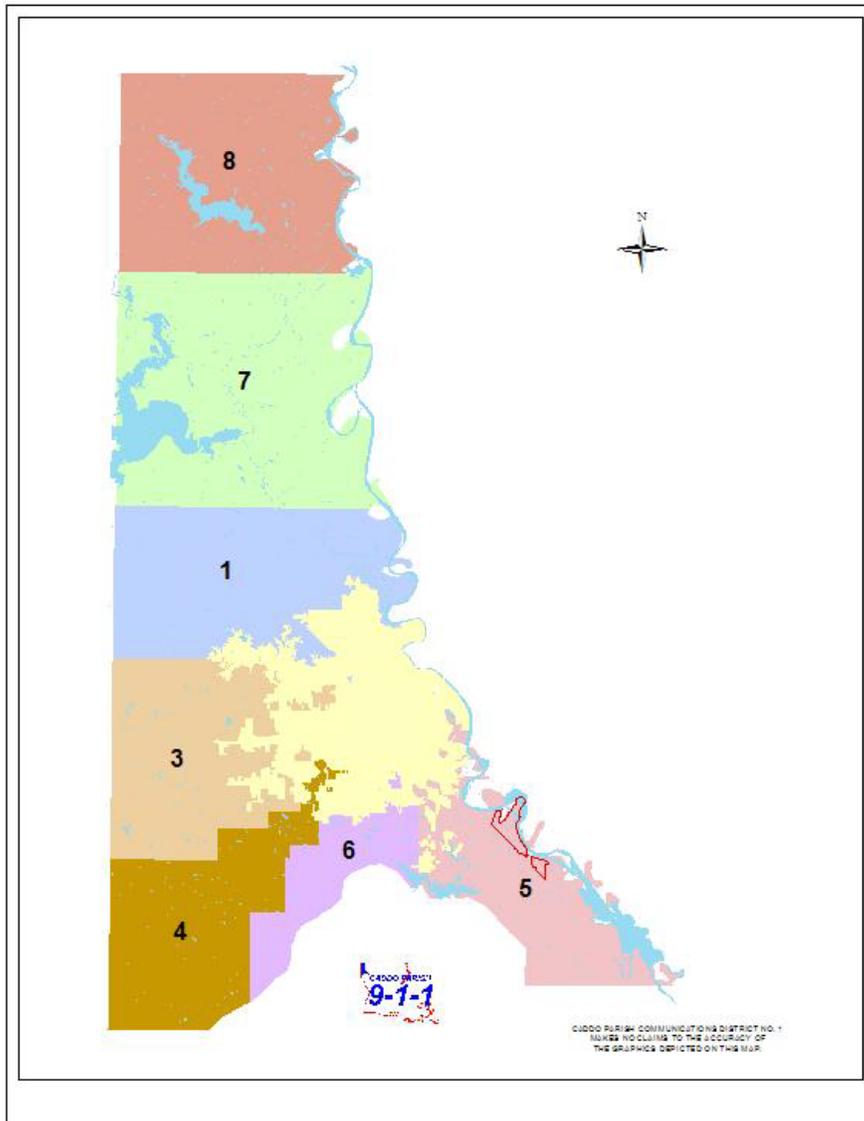
Wes



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 2014 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: Kim Tolliver

Members: Connie Alamond, Tina Chambers, Terry Carter, Toni Johns, Marlo Francis, Lane Owens, Emily Simmons, John Elliott

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 continues to prove to be very effective.

Co-QA Managers: Veronica Rambo, Terry Carter

Members: Connie Coleman, Tammy Pierce, Karen Pilcher, Ray Mathews, Stephanie Phelan

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: Tina Chambers

Members: Lane Owens, Monica Cooper, Kim Tolliver, Derrick Schafer

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: Sharon O'Neal Clark

Members: John Green, John Elliott, Dusty Moore, 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: John Green, Veronica Rambo, Dusty Moore

Employee Recognition

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

Committee Chair: Toni Johns

Members: Vicki Carter, Aqueelah McCray, Veronica Rambo, Monica Cooper, Dusty Moore, Dan Smith, 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: Derrick Schafer

Members: LeKeisha Berry, Pat Bradford, Kim Tolliver, Terry Carter, John Elliott, Cissy McKinzy

Work Groups / Division Representation

Strategic Planning Team Member: Brian Williams

Peer Fitness Coordinator: Aqueelah McCray

Personnel Awards/Special Recognition/Accomplishments

Lifesaver Awards: Connie Alamond, LeKeisha Berry, Pat Bradford, Terry Carter, Connie Coleman, Alisalyn Davis, Marlo Francis, Toni Johns, Unique LaCoure, LaTonya McKinney, Cissy McKinzy, Dusty Moore, Stephanie Phelan, Tammy Pierce, Karen Pilcher, Veronica Rambo, Derrick Schafer, Brian Williams

STEMI Recognition: Lekeisha Berry (2), Angela Boyter, Michelle Bradley, Terry Carter, Vicki Carter, Alisalyn Davis (2), John Elliott, Kathy Hudson (3), Toni Johns, Unique LaCoure, Ray Mathews, Cissy McKinzy (3), Lane Owens, Stephanie Phelan, Karen Pilcher (2), Dawn Ramsey, Derrick Schafer (3), Stephen St. John, Roxanna Taylor, Kim Tolliver, Brian Williams, Bruce Willis (2)

Perfect Attendance (Individual): Danny Alexander, Michelle Bradley, Terry Carter, Sharon O'Neal Clark, Monica Cooper, John Elliott, John Green, Unique LaCoure, Aqueelah McCray, and Bruce Willis

Perfect Attendance (Shift): Shift 1 – June and Shift 2 – November

Service: FCOI Sabrina Parker has served our country through active duty in the National Guard since 2010.

Outside Committees/Work Groups: Kathy Rushworth- Chair of APCO International's Member Chapter Services Committee; Member of NENA; Member of IAFC Violet Anderson - President Louisiana APCO; Member USAR Louisiana Task Force 3; Member SFD/IAFF Human Relations Committee; Member Shreveport Fire Department Policy Committee; Member of NENA; Danny Alexander – Member USAR Louisiana Task Force 3

Seminar / Conference Attendees/ Classes: APCO International Annual Conference – Violet Anderson, Tina Chambers, Kim Tolliver, Louisiana APCO meetings and symposium – Violet Anderson; CALEA Conference – Kathy Rushworth and Rita Cooks, Communications Training Officer –LaTonya McKinney, Stephanie Phelan, Derrick Schafer, and John Green, Ethics – All personnel

Major Accomplishments

- Hired two new fire communications officers.
- Promoted one Fire Communications Officer.
- Hired new Accreditation Manager.
- Training –Violet, Kim, Tina, Bruce, and Lane attended APCO.
- Violet attended Louisiana APCO Symposium
- LaTonya, Stephanie, Derrick, and John Green attended the Communications Training Officer class.
- Rita received Accreditation Manager training at the CALEA Conference
- Harrietta Parker began the Mobile Data Computer project in 2014 and anticipates to complete all departmental training on the Mobile Data Computer early 2015.
- Information/Technology and Communications Equipment – Eighteen new desktop computers and two laptops were purchased for the department. The FireMail internal email system, FireRMS reporting system and mobile data computer software were all upgraded department-wide.
- Began installation of Wireless Network Accessibility at the Fire Maintenance Shop and
- Relocation of back-up facility completed.
- Began upgrading mobile data computes with the new Mobile Public Safety software
- Assisted Fire Maintenance in implement a new vehicle maintenance software called, Collective Data

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

Fire Communications Officer Terry Carter was awarded the Willis T. Carter Fire Communications Officer of the Year for 2014. FCOI Carter was selected for his participation in division activities, numerous commendations, maintaining an above average quality assurance score and perfect attendance in 2014. FCOI Carter has served on a number of division committees and this past year was Co-Chair of the Quality Assurance Committee. FCOI Carter was also recognized because he is the type of person that you want to work with every day. He is dependable, and does his job well. Congratulations Terry on a job well done!

Statistical Information-Human Resources

Staffing/Vacancies

Retirees: Valerie deVries, Management Assistant (a.k.a. Accreditation Manager) retired in February 2014

Separations: One FCOI and one FCOII separated from service as a result of disciplinary action. Two recruits began a working test period but were unable to meet the standards and were separated from service this year.

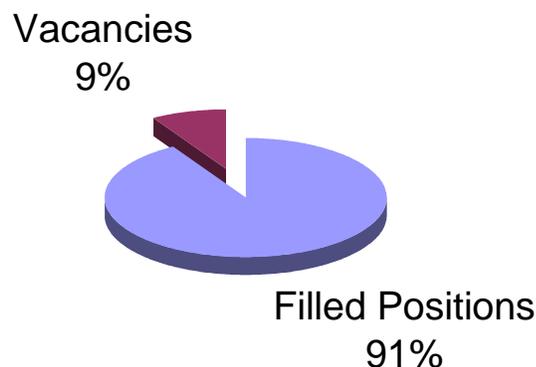
New Employees: Rita Cooks, our new Management Assistant was hired in July of 2014. Two new FCOI Recruits were hired in October 2014: Tanya Robinson and Tabatha Ballard.

Promotions/Demotions: One fire communications officer was demoted. One communications officer was promoted to FCOII: FCOII Tina Chambers.

Military Duty: One Fire Communications Officer served active duty military through June 2014.

Vacancies: The division ended the year with four vacant positions, three Fire Communications Officer I, and one Assistant Chief of Communications/Training.

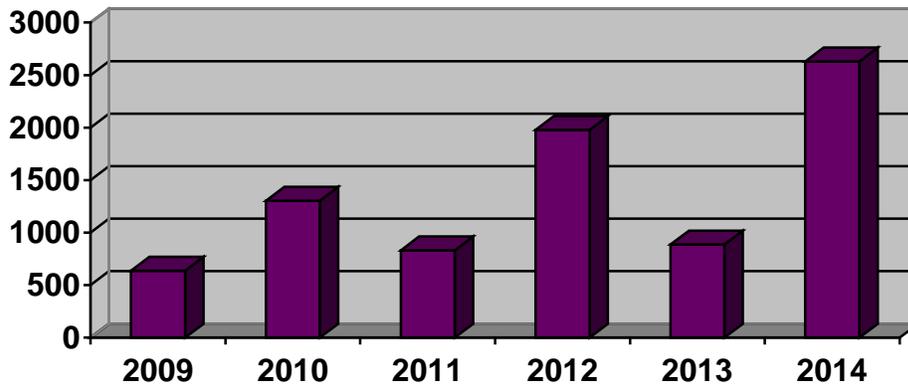
Filled Positions vs. Vacant Positions



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 **2,629** hours of which **2,318** 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.

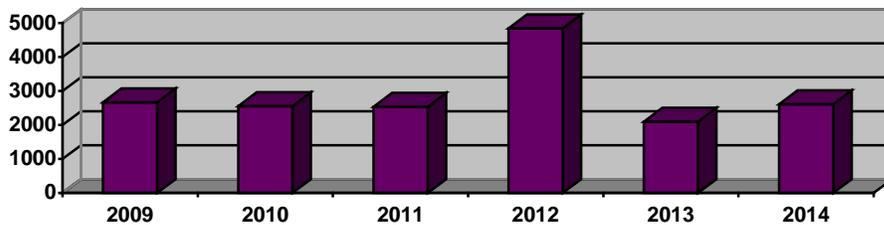
Overtime Usage (hours)-Total



Staffing/Sick Leave

The division had a total of **2,645** hours of sick leave usage and ten (10) employees achieved perfect attendance during 2014. There were no requests for leave under the Family Medical Leave Act.

Operations Section - Sick Leave Usage (hours)

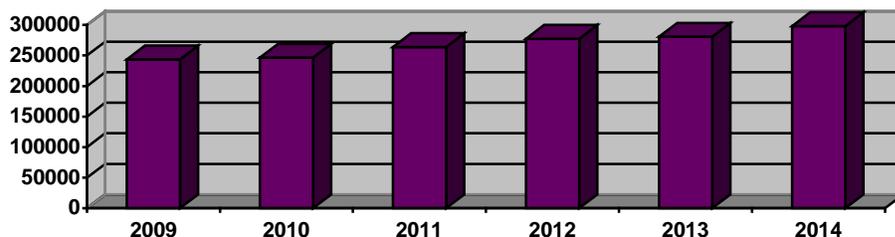


Statistical Information-Workload Indicators

9-1-1 Call Volume

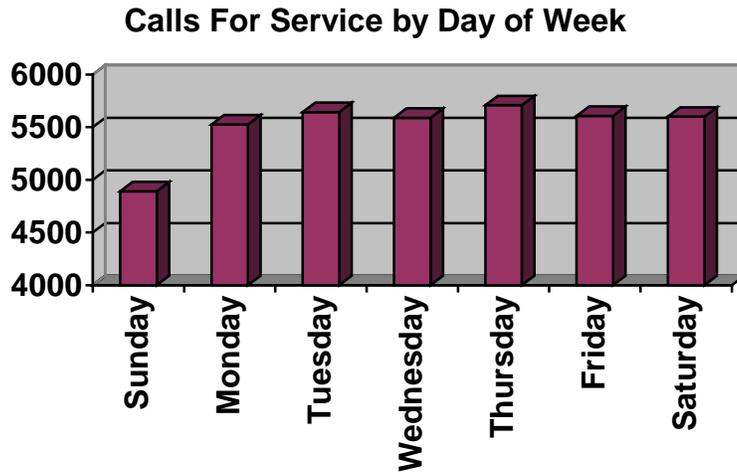
Fire Communications Officers answered **298,273** 9-1-1 calls during 2014.

Total 9-1-1 Calls Processed

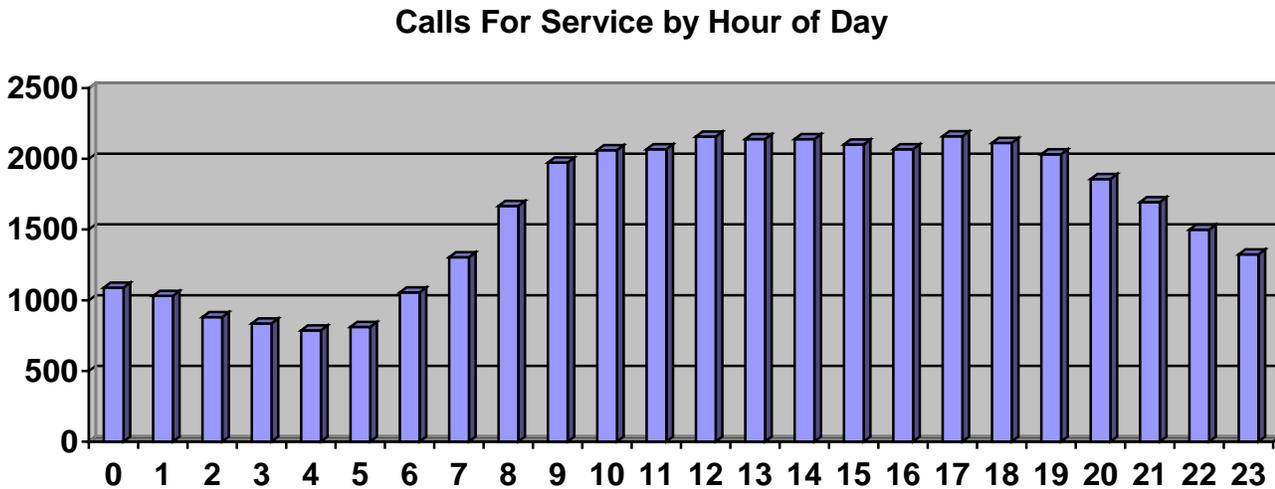


Calls for Service Volume by Day of Week and Time of Day

Our largest call volumes occurred on Tuesday and Thursdays with Sundays being the smallest call volume.



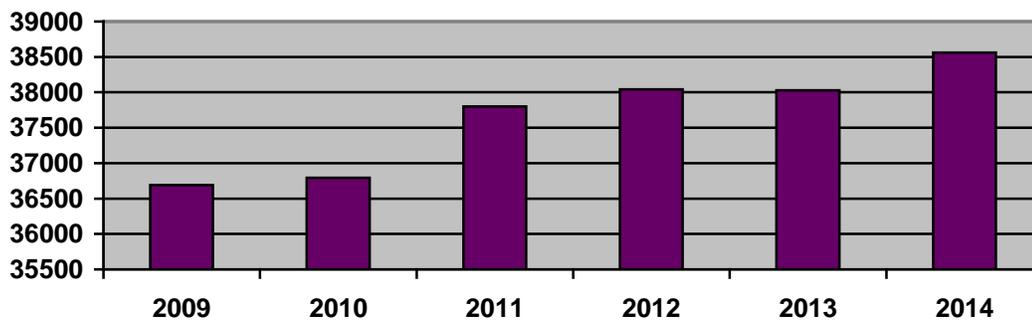
As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.



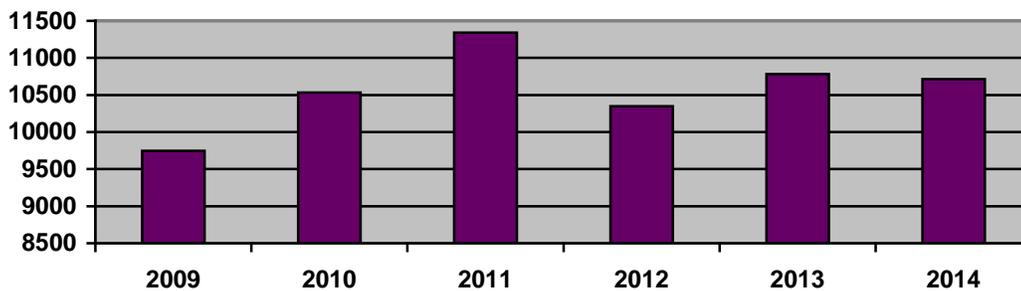
Events Dispatched

Communications officers also dispatched **38,563** events for the Shreveport Fire Department, of which **82%** were EMS. For the Caddo Fire Districts and North Caddo Medical Center, **10,715** events were dispatched. Communications Officers also created **7,786** events for Shreveport Police and **1,297** for Caddo Sheriff's Office.

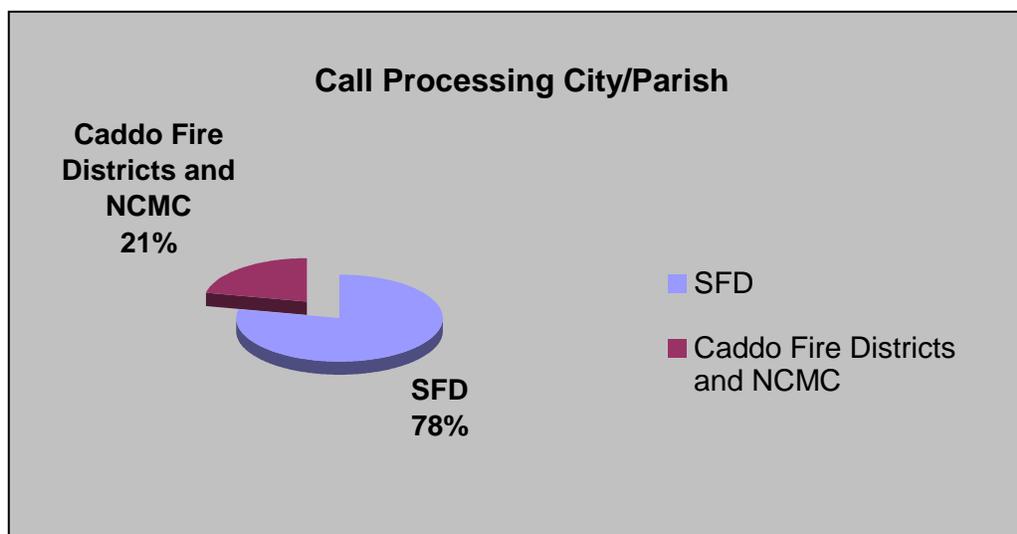
Events Dispatched (City)



Events Dispatched (Parish)



The chart below shows the percentage of calls processed for the Shreveport Fire Department compared to the 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 2014 overall average call processing time from call receipt until dispatch was 55 seconds, an increase of 2 seconds compared to 2013. 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
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 style="text-align: center;">99% <i>answered within 15 seconds</i></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 style="text-align: center;">77% <i>processed in 60 seconds</i></p> <p style="text-align: center;">96% <i>processed in 106 seconds</i></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: <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;">94% <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 90 Communications Directives, of which 7 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 no grievances filed in 2014.

Training: The Fire Communications Division puts significant emphasis on training activity. New hires are required to successfully complete the Dispatch Academy receiving over 880 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 2014, communications officers received over 1,514 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 2014 the average QA score for ALL call takers fell into the above average and 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 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 2014, fourteen (14) Action/Event Reviews were conducted and are categorized below:

Complaint Description	Total	Unfounded	Sustained	Findings of Sustained Complaints			
				Training Issue	Employee Performance	Equip	Other
Dispatched Incorrect Unit/Agency							
Dispatched to Incorrect Address	7		7		7		
Delayed Dispatch	1		1		1		
Improper Notification							
Unprofessional Behavior	6		6		6		
TOTALS	14		14		14		

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 2014. 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					
TOTALS	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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