

Shreveport Fire Department Communications Division



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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

February 2, 2017

It is with great pride that I submit my final 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 2016 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 2017. Staffing of the Center remains the highest concern. Last fiscal year the Center was authorized for six new Fire Communications Officer Positions to support the operational needs of the Communications Center and we have four new officers as a result of this.

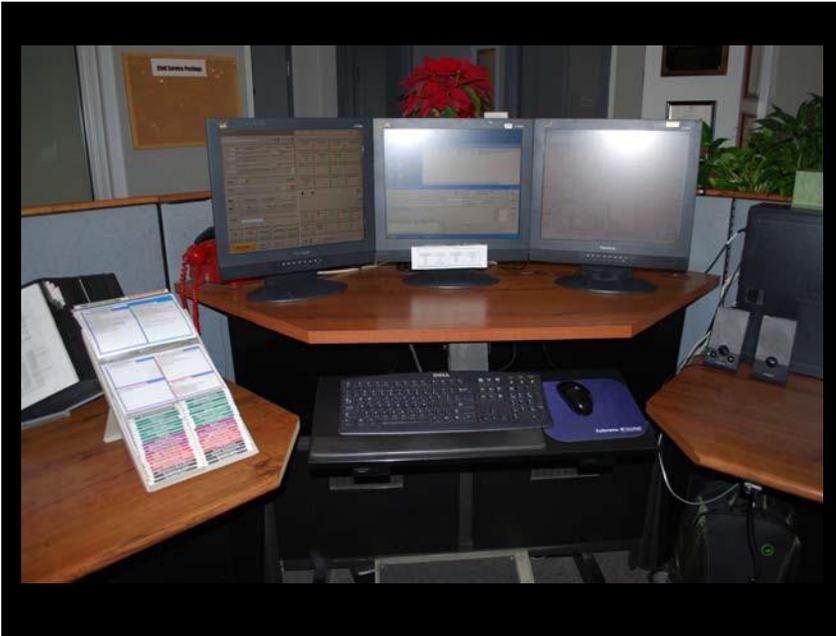
Our information technology needs increase daily. Due to technology requirements, our operating systems must change as well as the hardware and software. Many of these changes are driven by either the City of Shreveport or Caddo 9-1-1 but all of these changes require time and hard work from the Communications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

I am excited about 2017, 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 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 294,000 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

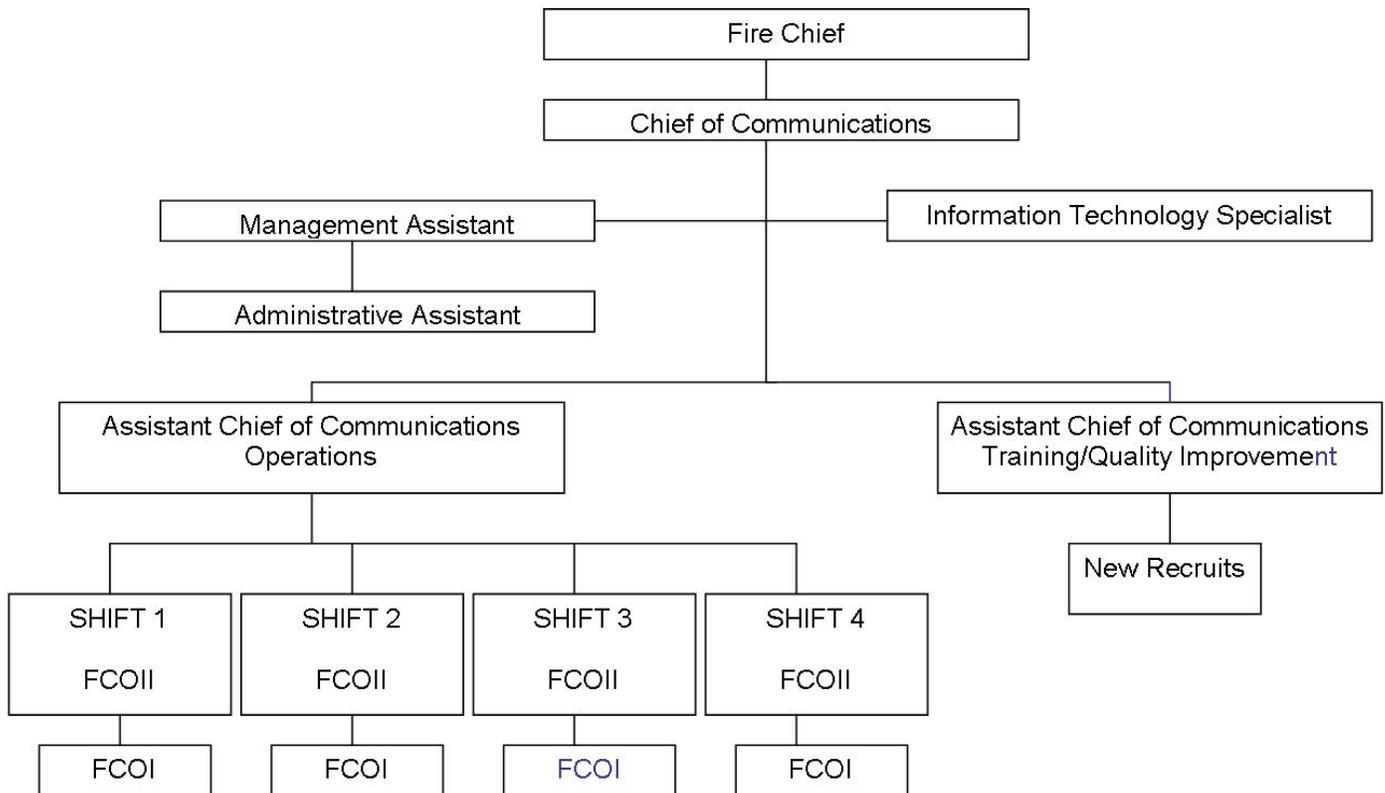


Edwin Scott Wolverton
Fire Chief



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)



Pat Bradford



Sharon Clark



Marlo Francis



Dusty Moore



John Green



Veronica Rambo



Derrick Schafer



Monica Cooper

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

FCOI Connie Alamond

FCOI Aqueelah McCray

FCOI LeKeisha Berry

FCOI LaTonya McKinney

FCOI Michelle Bradley

FCOI Melissa McKinzy

FCOI Terry Carter

FCOI Lane Owens

FCOI Vicki Carter

FCOI Tammy Pierce

FCOI Connie Coleman

FCOI Stephanie Phelan

FCOI Alisalyn Davis

FCOI Karen Pilcher

FCOI John Elliott

FCOI Emily Ramsey

FCOI April Gramm

FCOI Emily Simmons

FCOI Unique LaCoure

FCOI Dan Smith

FCOI Ray Mathews

FCOI Denise Wheeler

FCOI Christian Hilt

FCOI Brian Williams

FCOI Luciana LeSane

FCOI Bruce Willis

FCOI Heather Dye

FCOI Jennifer Rowell

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 2016, this unit processed over 1,600 requests for service. On a day-to-day basis, the members of this unit manage the data issues, hardware and software, within the Shreveport Fire Department.



Danny Alexander



Harrietta Parker

Shreveport Fire Department Communications Division Administration

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



Sherita Cooks



Ashlyn Hamilton

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



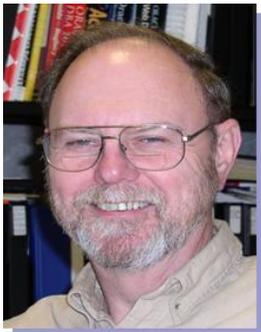
Judy



Richard



Beth



Arthur



Huck



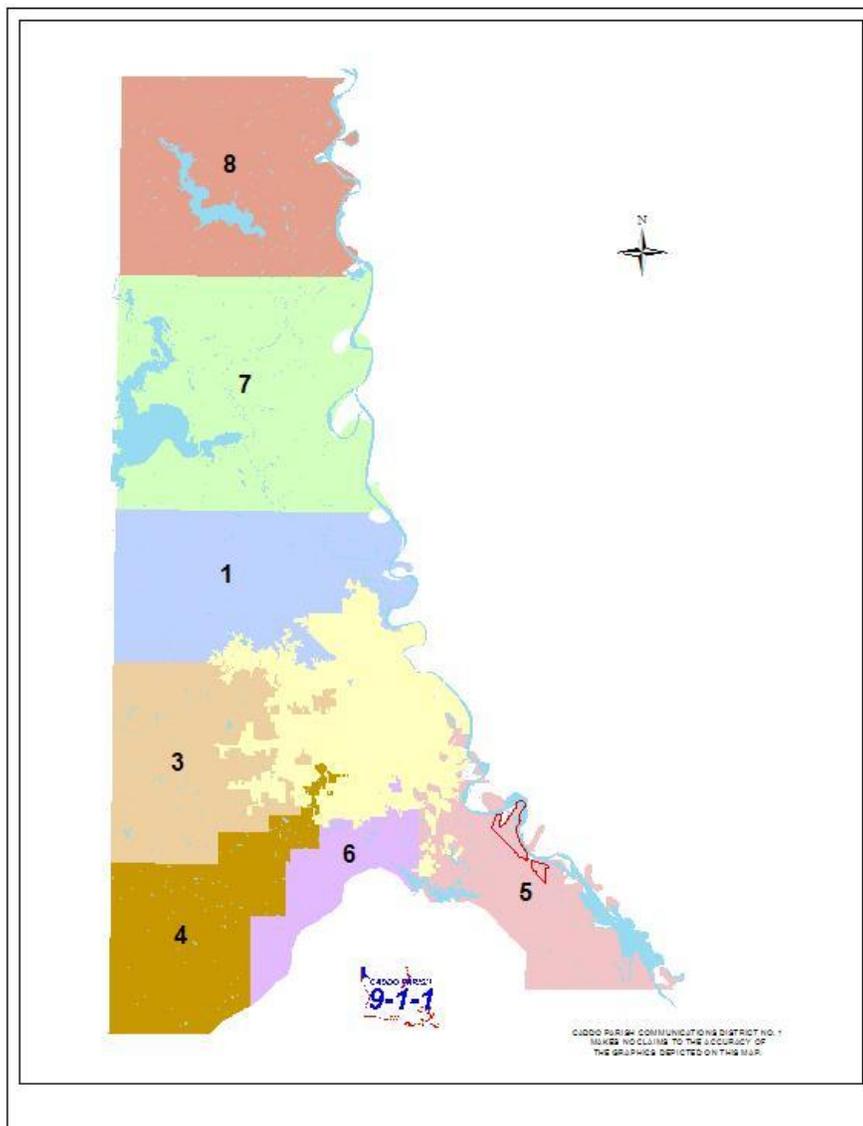
Wes



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 2016 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 Leaders: Connie Alamond/Derrick Shafer

Members: Connie Alamond, Randell Owens, Terry Carter, John Elliott, John Green, LaTonya McKinney, Patricia Bradford, Unique LaCoure, Emily Simmons, Monica Cooper, Vicki Carter, Tamyra Pierce, Karen Pilcher, Dawn Ramsey

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: Veronica Rambo, Terry Carter

Members: LeKeisha Berry, Karen Pilcher, LaTonya McKinney, Daniel Smith

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: Patricia Bradford

Members: Randell Owens, Terry Carter, Derrick Shafer, Monica Cooper, Ray Mathews, Dusty Moore, Melissa McKinzy, 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: Sharon O'Neal Clark

Members: Michelle Bradley, Ray Mathews, Aqueelah McCray, LeKeisha Berry, Monica Cooper, Vicki Carter, Tamyra Pierce, John Green, John Elliott, Marlo Francis, 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: Stephanie Phelan

Members: Marlo Francis, John Green, Monica Cooper, Dusty Moore

Employee Recognition

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

Committee Chair: Monica Cooper

Members: Patricia Bradford, Aqueelah McCray, Karen Pilcher, John Elliott, Bruce Willis, Dusty Moore, 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: Randell Owens

Members: Derrick Shafer, Tamyra Pierce, John Green, John Elliott

Work Groups / Division Representation

Strategic Planning Team Member: Derrick Schafer

EMD Workgroup: Connie Alamond

Peer Fitness Coordinator: Aqueelah McCray

Personnel Awards/Special Recognition/Accomplishments

Lifesaver Awards: Connie Alamond, Pat Bradford, Connie Coleman, Monica Graham-Cooper, John Elliott, Ray Mathews, Dusty Moore, Lane Owens (2), Tammy Pierce, Derrick Schafer, Emily Simmons, and Dan Smith

STEMI Recognition: Tina N. Chambers

Commendation from Fire Chief: 21 Certified Training Officers

Perfect Attendance (Individual): Danny Alexander, Karen Pilcher, Kim Tolliver

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

2016 Women's Motivating Women Award: Kim L. Tolliver

City of Shreveport Leadership Academy: Kim L. Tolliver

Registered Public Safety Leader Designation: Tina Chambers, John Green, Dusty Moore

Seminar / Conference Attendees/ Classes

APCO Conference –Kim L. Tolliver and Dusty Moore

Communications Training Officer –Patricia Bradford, Brian Williams, Karen Pilcher, Tamyra Pierce, Emily Ramsey, Monica Cooper, LeKeisha Berry, Aqueelah McCray, Vicki Carter, Derrick Shafer

APCO Communications Center Supervisor – Monica Cooper and Derrick Shafer

New FCOI Basic Class—Heather Dye, Kelly Harvey, Monsheena Williams, Christian Hilt, Jennifer Rowell

Major Accomplishments

- Promoted a new Chief of Communications
- Promoted a new Fire Communications Officer II
- Filled four funded vacancies
- Hired a new Administrative Assistant
- Completed one FCOI Basic class and set to begin another one
- Created two (2) new training shifts to assist in training new Fire Communications Officers
- Certified ten (10) Fire Communications Officers as Certified Training Officers
- With the funds from Caddo 9-1-1 District, we were able to send two employees to the APCO International Annual Conference in Orlando, Florida
- Revised APCO Guide Cards to reflect the new 2015 CPR Standards
- Installed 7 new Getac (Semi Rugged Laptop affordable MDC replacement) on the following Front Line SFD Vehicles: Battalion 4, Sprint 9, Engine 17, and Truck 12.
- Setup and installed 21 Windows 7 Pro computers purchased by Caddo 911 that replaced all Caddo 911 XP Computers (Station 22 Caddo 911 XP PC was replaced in 2015).
- Purchased (end of 2015) setup and installed new laptop/desktop for Fire Chief Scott Wolverton
- Purchased and setup 2 new Laptops for EVT Spanier and Davidson for use with Fire Maintenance Collective Data Program. Upgraded laptops to Windows 10 Pro to ensure Collective Data Program runs on Windows 10 Pro and it did.
- Replaced 5 B/W Laser Jet Printers (Chief Jones, EVTII Watson, and Car 82, Central LAN Printer and Station 17 station shared printer).
- Setup and installed 3 new Dell Latitude 3340
- Community Service with Heart of Hope
- Smoke Detector Campaign in the Mooretown Area
- Spoke to over 150 students at Bill Cockrell Park on the importance of 911
- Three members of the Communications Division achieved their Leadership Designation through APCO (Registered Public Safety Leader) a year long course
- Two members achieved their APCO Communications Center Supervisor certification
- Participated in the Shreveport Open House Job Fair at the Police/Fire Academy

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



**Monica Graham-Cooper
Fire Communications Officer II**

Fire Communications Officer II Monica Graham-Cooper was awarded the Willis T. Carter Fire Communications Officer of the Year for 2016. FCOII Cooper was selected for her participation in division activities and maintaining an above average quality assurance score. FCOII Cooper has served on a number of division committees and was Chair of the Public Education Committee. FCOII Cooper received an APCO Scholarship with which she will complete her RPL (Registered Public Safety Leader) designation. She is dependable and respected by her colleagues. Congratulations Monica on a job well done!

Statistical Information-Human Resources

Staffing/Vacancies

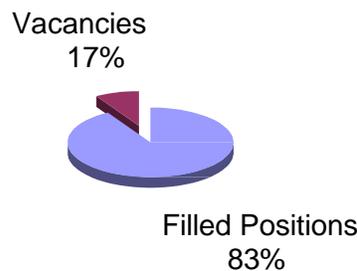
New Employees: Six new Recruits were hired in April 2016: Christian Paige Hilt, Jennifer Rowell, Heather Dye, Monsheena Williams, and Kelly Harvey.

Separations: Three Fire Communications Officers resigned their position, two of which were new recruits.

Promotions/Demotions: FCOII Kim L. Tolliver was promoted to Chief of Communications. Four new recruits (Christian Paige Hilt, Jennifer Rowell, Heather Dye and Luciana LeSane) completed their basic class and were promoted to FCOI. FCOI Monica Graham-Cooper was promoted to FCOII.

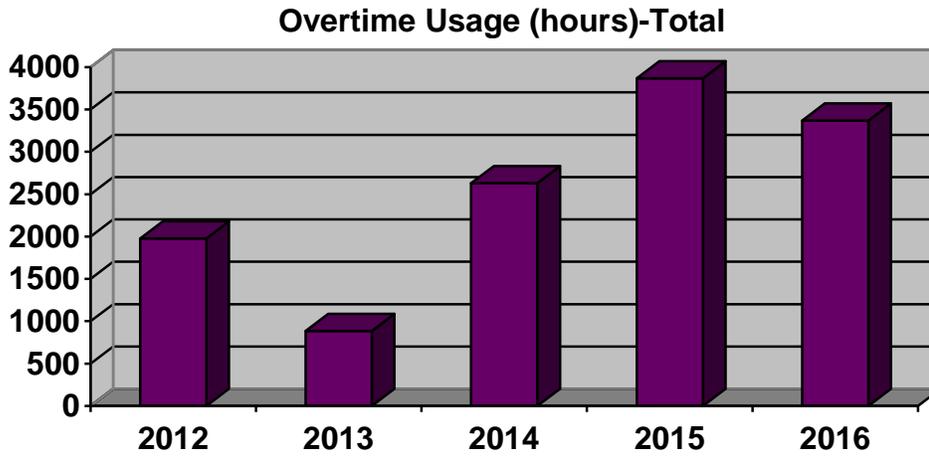
Vacancies: The division ended the year with five vacant positions: four Fire Communications Officer I and one Assistant Chief of Communications/Training.

Filled Positions vs. Vacant Positions



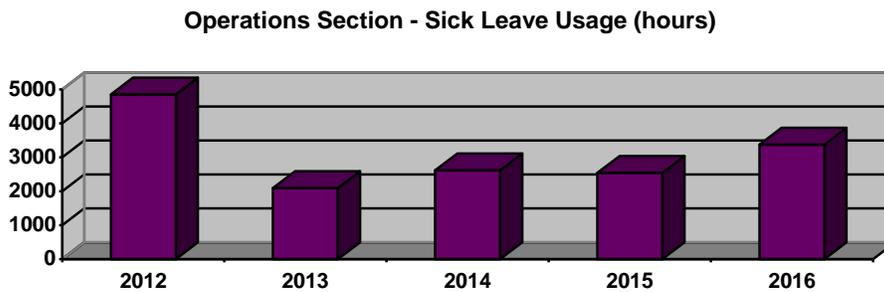
Staffing/Overtime

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 **6977.615** hours of which **6709.56** 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

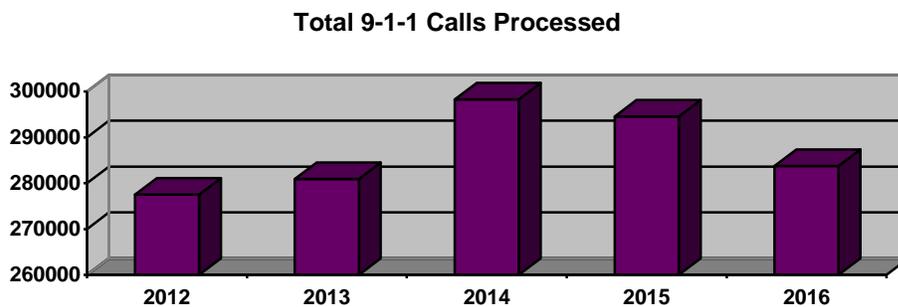
The division had a total of **3370.01** hours of sick leave usage and three (3) achieved perfect attendance during 2016. There were no requests for leave under the Family Medical Leave Act.



Statistical Information-Workload Indicators

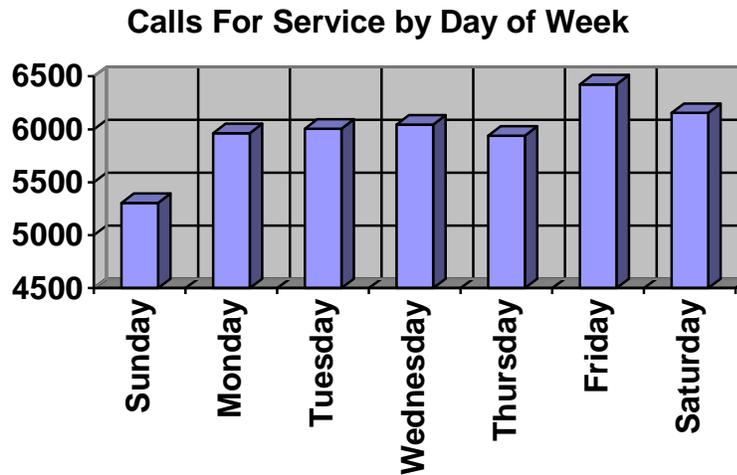
9-1-1 Call Volume

Fire Communications Officers answered **283,765** 9-1-1 calls during 2016.

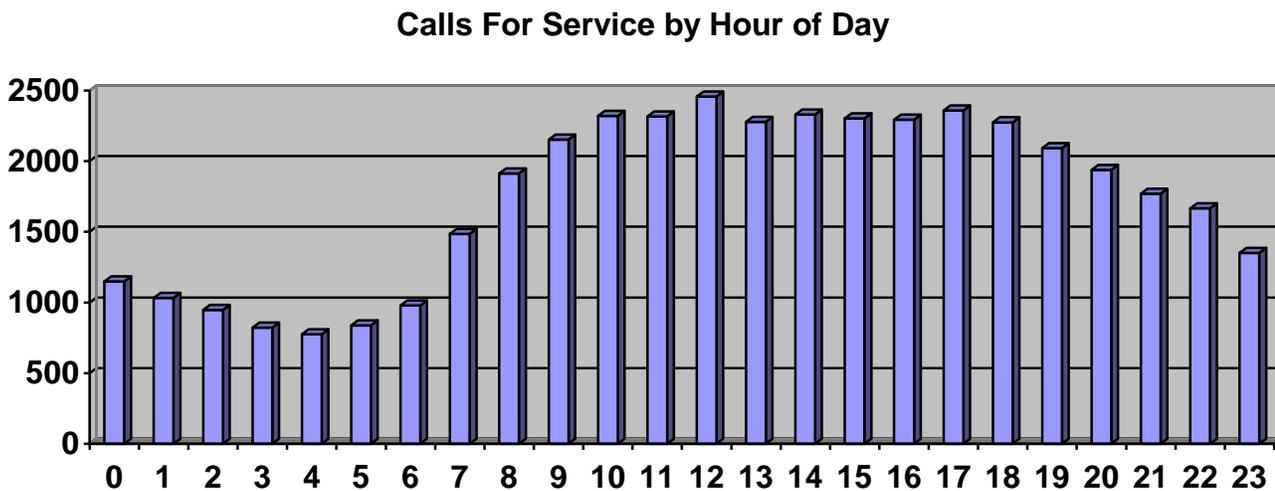


Calls for Service Volume by Day of Week and Time of Day

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



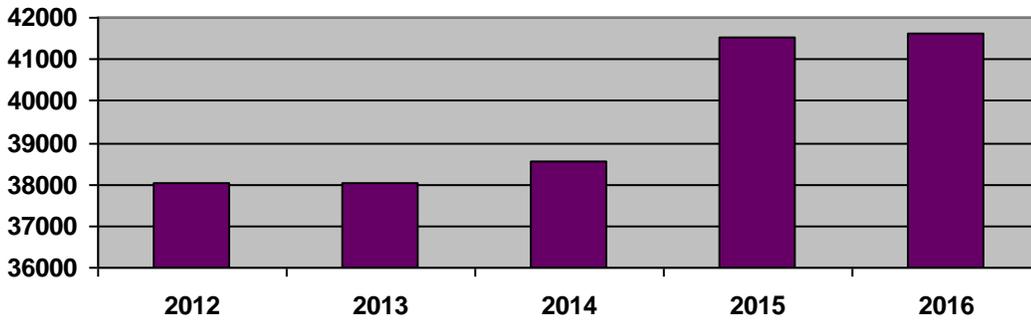
As you can see from the graph below, our call volume decreases in the early morning hours but begins to increase by mid-morning through the early evening hours.



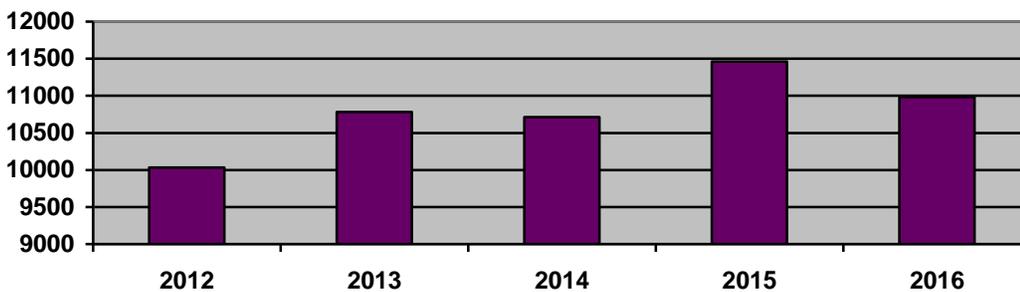
Events Dispatched

Communications officers also dispatched **41,623** events for the Shreveport Fire Department, of which **80%** were EMS. For the Caddo Fire Districts and North Caddo Medical Center, **10,986** events were dispatched. Communications Officers also created **9,478** events for Shreveport Police and **1,695** for Caddo Sheriff's Office.

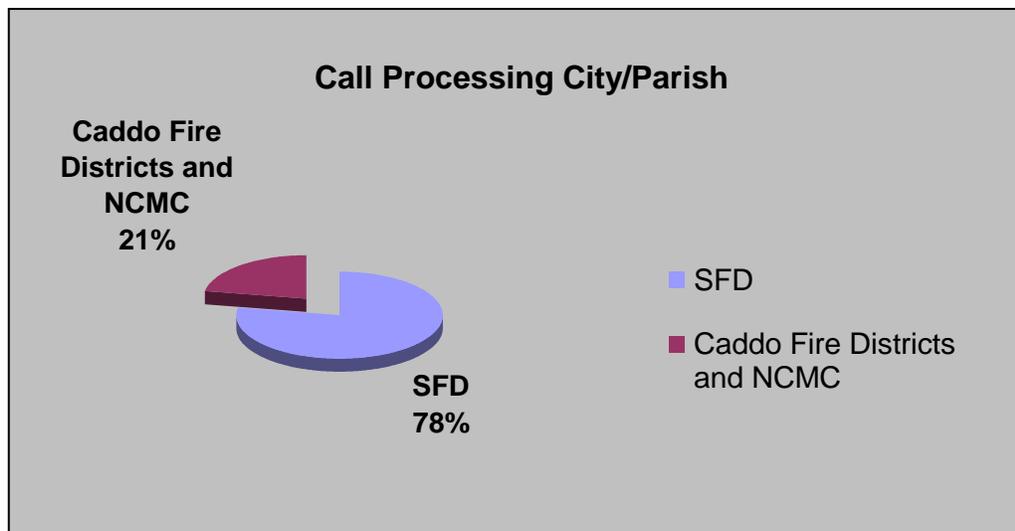
Events Dispatched (City)



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 2016 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
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	99% <i>answered within 15 seconds</i>
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 .	76% <i>processed in 64 seconds</i> 97% <i>processed in 106 seconds</i>
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 	97% <i>processed in 90 seconds</i> 98% <i>processed in 120 seconds</i>

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 12 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 three (3) grievances filed and resolved in 2016.

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 2016, communications officers received over 5066.50 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 2016, 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 2016, eleven (11) 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	2		2		2		
Delayed Dispatch	5		5		5		
Improper Notification							
Unprofessional Behavior	1		1		1		
Unsatisfactory Work Performance	2		2		2		
TOTALS	10		10		10		

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 2016. 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		
TOTALS	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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