SHREVEPORT FIRE DEPARTMENT MASTER PLAN 2019-2022

Faithful to our Community,
Ready to Respond, Willing to Educate,
and Dedicated to Serve

Adrian Perkins, Mayor City of Shreveport
Sherricka Jones, CAO
Edwin S. Wolverton, Fire Chief

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Message from the Fire Chief

To the Honorable Mayor Adrian Perkins and City Council Members:

I am pleased to present to you the Shreveport Fire Department 2019-2022 Strategic Master Plan. This plan was developed through the many months of hard work completed by our Strategic Planning Committee members. The committee was represented by all ranks in all divisions of labor on the Shreveport Fire Department, our Shreveport Local 514, and representation from citizen groups across our community. Additionally, committee members solicited recommendations from all members of the Shreveport Fire Department so they too would have an opportunity to engage and be a part of developing this plan.

The purpose of the Strategic Plan is to provide a document that identifies and works toward achieving improvements in our operations to ensure that we continue to provide the best services for our citizens and visitors to our great city. These recommendations provide a "strategic path" for your fire department to pursue to remain progressive and ahead of the citizens needs for service in a changing world.

The Master Plan is a "rolling" Master Plan. This document will show the start-up cost and any additional recurring cost for any project or initiative. This plan will also allow for any future financial gains during a budget year to assist achieving some of these projects or to dedicate that financial gain in a future budget year. This plan identifies projects and initiatives that include service improvements, new program development, and capital building projects.

Additionally, it reflects the mission, vision and motto of the Shreveport Fire Department. It is our prayer that we will see the objectives in this Strategic Planning document come to fruition. We respectfully ask for your support of this plan. We know that working together with you we can enhance the quality of emergency services to our citizens with an end result of improving their quality of life. On behalf of the men and women of the Shreveport Fire Department, we are honored to serve this city with you every day, and we look forward to what the future will bring.

Respectfully Submitted,
Scott Wolverton, Fire Chief

SHREVEPORT FIRE DEPARTMENT: MISSION, VISION, AND MOTTO

Mission Statement

“Faithful to our Community, Ready to Respond, Willing to Educate, and Dedicated to Serve.”

Vision Statement

“To strive for excellence, to be accountable and lead by example in order to guard citizen safety and trust, while embracing challenges and creating opportunities to serve.”

Department Motto

“Community First … Serving with honor, integrity, and respect.”

STRATEGIC PLANNING HISTORY

To ensure we build on past success and take advantage of innovation and new technology, the Shreveport Fire Department began the “strategic planning” process in 1997 to achieve comprehensive protection and coverage for its citizens. Planning efforts provided a deliberate and structured approach to addressing current and future issues; define the Department’s direction so that appropriate resources would be allocated to meet those goals; and provide an atmosphere where our employees can grow and thrive.

To accomplish these goals, SFD formally organized a strategic planning team, which consisted of selected individuals representing each rank and division of labor within the department. The strategic planning team was charged with developing a MASTER PLAN to guide our efforts toward a sustainable department.

Administrative and operational issues were identified through regularly scheduled meetings and workshops. Priorities were then outlined and action plans for each issue established. By analyzing trends both nationally and internationally, policies and programs were evaluated and customized to meet the needs of the City of Shreveport.

The Strategic Plan is much more than *just* a plan. It is the guiding document of Shreveport Fire Department and our efforts to protect and preserve life, property, and the environment.

ACCOMPLISHMENTS

The two primary areas of concern as identified by the Strategic Planning team was achieving Property Insurance Association of Louisiana (PIAL) Class 1 Rating and improving Emergency Medical Services (EMS) for the City. As a result of the Department's commitment, the Shreveport Fire Department achieved the rating of Class 1 by PIAL as well as added an 8th medic unit to the existing fleet of emergency vehicles. Maintaining PIAL Class 1 rating directly impacts citizens because it is the measurement insurance underwriters use to set fire rates for local commercial and residential property owners.

Since the inception of the Strategic Planning Team, the Department has worked in concert with current and past administrations to maintain the PIAL Class 1 rating as well as continue its efforts to enhance EMS services as a part of the overall master plan. Each Administration has contributed major administrative and financial support to these efforts.

In 2006, the SFD added a 9th medic unit and bolstered the number of Paramedic Engine companies from two to five. Two years later, the Department added a 10th medic unit.

In an effort to improve the health and wellness of our personnel, each fire station is equipped with washer/dryer units, hands-free faucets, treadmills and elliptical trainers, and new common-area furniture.

The department's infrastructure was addressed with building new fire stations, purchasing new fire engines, rescue trucks, and medic units.

More recently, Shreveport citizens overwhelmingly passed a $175 million bond initiative of which $5.4 million was earmarked to relocate two fire stations and renovate existing fire stations. These accomplishments are testaments that directly impacted our response readiness.

This Four-Year Master Plan reflects the goals of this Department as defined by our mission, vision, and motto, which is "to strive for excellence, to be accountable and lead by example in order to guard citizen safety and trust while embracing challenges and creating opportunities to serve." Going forward we will continue to work collaboratively and collectively with Administration to pursue these goals as well as provide the highest level of emergency and non-emergency service to our citizens.

In the next section, Master Plan Accomplishments, you will find nearly $24 million in completed projects from the 2003-2007, 2004-2008, 2005-2009, 2006-2010 , 2010-2014 and 2016-2019 Master Plans. These items have been removed from the Current Projects section of the Master Plan, unless a completed project is only a portion of a larger overall program, such as Station Renovations. In such cases, only the portion completed will be listed in the Accomplishments area.

MASTER PLAN ACCOMPLISHMENTS

Master Plan	Project	Cost	Provided Funding	Completion Date
2016-2019	SCBA Replacement	$1.4 million	AFG grant	2018
2016-2019	Fire Station 17 rebuild	$2.5 million	2011 Bond	2018
2016-2019	Fire Maintenance delivery truck	$40,000	Annual Budget	2018
2016-2019	Fire Prevention IT	$5,000	Annual Budget	2018
2016-2019	Fire Communications Voice recorder	$69,000	Annual Budget	2019
2016-2019	Hired 17 fire fighters	$1.3 million	SAFER Grant	2016
2016-2019	Bomb Robot	$69,000	Joint Homeland security & SPD	2019
2016-2019	(6) Medic Units	$1.1 million	Annual Budget	2017-2018
2016-2019	(1) Ladder Truck	$960,000	Annual Budget	2018

MASTER PLAN ACCOMPLISHMENTS

This table represents the year the project was included in the Master Plan, the project name, estimated project cost, funding source, and anticipated completion date. If the project listed is part of a larger action plan, such as Station Relocation, those projects will be identified by an “on-going” designation in the Completion Date column.

Master Plan	Project	Cost	Provided Funding	Completion Date
2010-2014	Vehicle Replacement (Four Medic Units)	$760,000	Operating Budget	2012
2010-2014	Vehicle Replacement (Eight Battalion Chief Vehicles)	$208,000	Operating Budget	2012
2010-2014	Vehicle Replacement (10 Staff Cars)	$180,000	Operating Budget	2013
2010-2014	Vehicle Replacement (Three Fire Engines)	$750,000	Operating Budget	2013
2010-2014	Vehicle Replacement (Ladder Truck)	$750,000	Operating Budget	2013
2010-2014	Fire Station Renovations	$1 million	Bond Package	2015
2010-2014	Firefighter Staffing (15 Firefighters)	$1.1 million	SAFER Grant	2012
2006-2010	10th Medic Unit - Vehicle Purchase	$220,000	Operating Budget	2007
2006-2010	Explosive Ordinance Vehicle	$150,000	DHS Grant	2007
2006-2010	New Ladder Truck	$675,000	Operating Budget	2007
2006-2010	New Rescue Truck (Rescue 9)	$475,000	Operating Budget	2007

MASTER PLAN ACCOMPLISHMENTS

Master Plan	Project	Cost	Provided Funding	Completion Date
2006-2010	Staff Vehicles	$84,000	Operating Budget	2007
2006-2010	Adult/Pedi Intraosseous Infusion System	$15,200	Operating Budget	2006
2006-2010	Additional IT Officer	$60,000	Operating Budget	2006
2006-2010	Management Analyst - Communications	$50,000	Operating Budget	2006
2005-2009	Fitness & Wellness Equipment	$189,000	FIRE Act Grant	2006
2005-2009	Full-time Recruitment Officer	$50,000	Operating Budget	2006
2005-2009	Assistant Chief of EMS	$60,000	Operating Budget	2006
2005-2009	Additional Training Officer	$50,000	Operating Budget	2006
2005-2009	Three additional ALS Engine Companies	$190,000	City Administration	2006
2005-2009	Ninth Medic Unit Vehicle purchase	$286,500	City Administration	2006
2005-2009	Staffing for Ninth Medic Unit	$190,700; half year	Operating Budget	2006
2005-2009	Second Medical Director	$15,000	Operating Budget	2006

MASTER PLAN ACCOMPLISHMENTS

Master Plan	Project	Cost	Provided Funding	Completion Date
2004-2008	Fire Prevention Mobile Training Unit	$40,000	FIRE Act Grant	2006
2005-2009	Bomb Robot	$150,000	Federal Grant	2005
2004-2008	Air Pack Face Piece Radios	$97,500	City Administration	2005
		$40,000	DHS grant	
2004-2008	EMS: Auto Pulse - Automated CPR	$138,000	City Administration	July 2005
2004-2008	Vehicle Replacement: District Chief & EMS Supervisor Covered Pickups (7)	$210,000	City Administration	July 2005
2004-2008	Vehicle Replacement: Staff Cars (6)	$126,000	City Administration	March 2005: on-going
2004-2008	Vehicle Replacement: Five Engines	$1.2 million ($428,100 annual lease)	City brokered lease finance package	July 2005: on-going
2004-2008	Vehicle Replacement: Shop Call Service Truck	$30,000	City Administration	June 2005
2004-2008	Firefighting Staffing (20 Firefighters)	$300,000 - ½ year	Operating Budget	Dec. 2004: on-going
2003-2007	Automatic External Defibrillator (AED) Replacement	$222,000	2001 Bond Initiative	July 2004
2003-2007	Mobile Data Terminal (MDT) System Upgrade	$405,000	2001 Bond Initiative	2007
2003-2007	Automatic Vehicle Location (AVL) System	$50,000	2001 Bond Initiative	2006

MASTER PLAN ACCOMPLISHMENTS

Master Plan	Project	Cost	Provided Funding	Completion Date
2003-2007	New Central Fire Station (Fire Station Relocation Project)	$4.9 Million	1996 & 2001 Bond Initiatives	May 2004
2003-2007	Station 13 (Fire Station Relocation Project)	$1.4 Million	2001 Bond Initiative	July 2004
2003-2007	Candidate Physical Ability Test (C-PAT)	$40,000	2003 Fire/Police Tax	Sep. 2003
2003-2007	Information Technology (IT)	$50,000 equip.	2003 Fire/Police Tax	May 2003
		$71,800* personnel	Org. Restructure - No new cost	Jan. 2003: on-going
2003-2007	Patient Electronic Reporting System January, 2004	$225,000	City Administration	May 2003
			EMS Revenue	
2003-2007	Vehicle Replacement (4-Engines, 1-Rescue, 1-Medic Unit)	$1.7Million	1996 & 2001 Bond Initiatives	May, 2003 Engines & Medic; Rescue May 2004 on-going
2003-2007	E-Mail	$1,000	Operating Budget	Jan. 2003
2003-2007	Computer Aided Dispatch	Caddo 911	Caddo 911	2003
2003-2007	Fire Station Renovations	$475,000	2001 Bond Initiative	Jan. 2004: on-going
*cost not calculated into TOTAL		**TOTAL**	**$26,792,700**	

FIRE MASTER PLAN

PROJECT LIST

Fire Administration

The Shreveport Fire Department Administration Division seeks to expand its administrative services by adding the following support areas as identified by the Strategic Planning Committee: Human Resource Manager; Chief of Support Services; and a full-time Public Information Officer (PIO).

The **Human Resource Manager** would assume responsibility for recruiting, hiring, records management, employee assistance program administration, civil service administration, employee investigations, and advisor to administrative chiefs in matters regarding human resource law and procedures solely for the fire department.

The **Chief of Support Services** would be responsible for leading and managing the Support Divisions of Communications, Fire Prevention, Training, Emergency Medical Services, and Fire Maintenance.

The **Public Information Officer** (PIO) would handle all department public relations, media requests, press releases and multimedia communications currently being delegated to three members, who have other full-time responsibilities. Additionally, this person would oversee to the growing needs monitoring all social media outlets.

	FY2019	FY2020	FY2021	2022
One Time Cost	Human Resource Manager	Chief of Support Services	Public Information Officer	All positions
Recurring Cost	$80,000	$90,000	$60,000	$230,000

BECOMING AN ACCREDITED FIRE AGENCY

Background

The Shreveport Fire Communications Division has been accredited since 2003 by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®). This has proven to be a wise investment. Accreditation ensures that an agency has clear standards of performance and that they perform to those standards. These standards are established by a national body of subject matter experts who identify the best practices.

With the positive results achieved through the CALEA accreditation for our Communications Division, we want to achieve the same positive results with our entire department.

Local governments are expected to “do more with less” and justify expenditures. We cannot make operational decisions without first knowing what our community needs. If we don’t use valid and reliable data to assess the risk and safety needs of our community and to identify the best practices in order to meet those needs, then all we are doing is making decisions based on “opinion” and not proven best practices.

Program Description

The Commission on Fire Accreditation International (CFAI) is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare those to industry best practices. This process leads to improved service delivery. The goal is to: a. determines community risk, safety needs of our community, and develops community-specific “standards of cover” b. evaluates the performance of the department c. establishes a method for achieving continuous organizational improvement.

Accredited agencies perform better, are trained better and adhere to policies better. Therefore an accredited agency significantly reduces the agency’s liability risk.

BECOMING AN ACCREDITED FIRE AGENCY

Implementation:

Implementation first requires a long-term commitment from the City Administration and the Fire Chief to ensure that the support, resources, and funding is made available.

Initial assessments will require a dedicated staff and serious policy modifications in order to put into policy the 86 core competencies with the 252 performance indicators. These are the standards by which SFD will operate and they must be written (policy), learned (training), and practiced (operations).

Next is self-assessment phase. This is where we identify how we operate today compared to the valid and reliable standards developed by CFAI? Then we implement a quality improvement phase where we begin to make the necessary changes to policy, training, and operations.

There are also mandatory training requirements for those on our department who will be directly responsible for accreditation including a dedicated accreditation manager.

CFAI partners with us at every step. They provide the manuals, training opportunities and collaboration tools necessary for our accreditation team including templates and interpretation guides.

It will take about two to three years of preparation in order to get to a phase where we can actually apply for accreditation. This phase may take up to eighteen months in order to get all of our policies, training manuals, and operational performance measures in place. We must also develop a comprehensive strategic plan and we must identify our community risk and safety needs during this time.

Once this is done, a peer team will actually verify and validate our documents to the standards. They will ensure that we meet those standards. If we are compliant, then we will appear in a hearing, before the Commission, to address their questions.

From there, we must continue to pay our annual fee and provide annual compliance reports. Every five years, peer evaluators will come to our agency to ensure that we are compliant with the standards.

BECOMING AN ACCREDITED FIRE AGENCY

	FY2019	FY2020	FY2021	2022
One Time Cost	$9,450.00	-	-	-
	-	$1,890.00	$1,890.00	$1,890.00

SUCCESSION PLANNING

Background

The purpose of succession planning is to form a systematic effort made by our organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourage individual employee growth and development.

This program will identify the advantages/ disadvantages of succession planning as well as long term/short term benefits, and the benefits to the public or Department.

Program Description

- The SFD will develop a solid understanding of the most significant challenges the fire service is likely to face over the coming years, and the skills and experiences they will need to lead the fire department past those hurdles.
- Competency, skill and experience requirements for critical positions
- Accountability
- Detection of current and future talent gaps
- Targeted career pathing and development
- Sourcing and recruitment plans to secure new external talent
- The disadvantage of succession planning is business as usual and stagnation

Implementation

Implementation – what will it take to bring this program/project to fruition; what is the cost/benefit of the project/program; how long would it take to implement the programs/project; what is the one time cost verses recurring cost of project/program.

Each division need to identify baseline requirements for each level that must be met for advancement. Historically, firefighters feel that if a person wants to seek an advancement or promotion it is up to the individual to seek professional development on his own. That is where leadership fails the membership. When you invest in your membership, it will pay you back tenfold.

SUCCESSION PLANNING

How about developing a line supervisor or chief fire officer mentoring program before people are actually promoted? What about hosting college classes inside the fire station (like a satellite program) from a nearby community college or simply just endorsing online distance learning college degree programs? Without professional development, often we all end up thinking in the same way and no one is planning for the future. As a steward of the taxpayer's fire department, it is the fire chief's responsibility to put systems in place (e.g., education, training, policies, procedures, or standard operating guidelines) so the membership can succeed.

There will be a cost for training. However; the cost can be minimized by seeking out free or low cost programs such as COS training (word, excel, etc.) NFA (Online and campus), LSU-FETI (IFSAC), SPD, Homeland Security, Train the Trainer, etc. Once current leaders have provided the opportunities for the next generation of fire service leaders, they will have ultimately gained the respect of their department and reached the final step of the model.

CONTINUING EDUCATION PLAN

Background:

Continuing Education has been a topic for the Shreveport Fire Department for some time now. For the past 5 years there has been an average of 40,000 calls per year, and with EMS being the front load of calls and fire calls being secondary, the training times needed to retain certifications are squeezed into the available time slots. These time slots are valuable time needed for continuity of care for the citizens we serve.

The recertification for these specific skills such as basic life support, pediatric life support, and advanced cardiac life support are all needed for 'Continuing Education' purposes for providing care to the citizens. Bringing units to the training academy for training creates a disturbance in the balance of units which are available to render aid. With this concern, there are non-traditional ways of achieving these 'Continuing Education' hours that are needed for these skilled professionals.

Program Description:

The National Registry has lined out the recertification by each skill level (EMR, EMT, AEMT, & PARAMEDIC) into 2 categories. The first category is to recertify by 'Continuing Education' and the other is to recertify by 'Examination'. Each category has it steps for obtaining recertification and information that describes those steps. This program is dedicated for the 'Continuing Education' option for all levels of EMS providers for the Shreveport Fire Department. This program will give the responsibility of the individual to have their skill level certification achieved. It is a step by step program that will allow for the individual to follow, with supervision, and a chance to achieve their skill level certification. The hours needed for recertification every year is labeled in the next chart that comes from the National Registry Agency Guide for Recertification.

CONTINUING EDUCATION PLAN

Advantages vs Disadvantages:

The advantages for this program would allow for the continuity of care to continue for the citizens of Shreveport. The traditional way of recertification (as stated earlier) allowed for fire/EMS companies to come out and participate in the refresher/recertification efforts that were needed in order to achieve in keeping the certification. This program will allow for those same results to be achieved at the fire stations under the direction of supervision to allow for completion. There will not be a need for multiple companies to be located at the training academy for class. This program will keep the fire/EMS companies in their first-in responding districts/areas. Adding to the advantage, the fuel usage along with wear and tear for these vehicles would be at a decrease, thereby having no need for the training facility.

The disadvantage that this program would initially show would come from the acceptance of change. Further, this program will place the responsibility on the individual (firefighter/EMT/AEMT/Paramedic) to obtain hours needed through 'Continuing Education' online, in order to gain a successful recertification while still be monitored through the Training Academy.

Implementation:

The department will commit to actively recruiting and hiring Licensed Paramedics to fill the immediate needs. A continued focus will be placed on recruiting Paramedics in such a way that Community job seekers will also move to receive the training at Local Community Colleges, knowing that it will be a desired KSA's for our hiring process.

CONTINUING EDUCATION PLAN

Cost/Benefit:
There is a cost from the accredited educational providers that CAPCE recognizes as agencies that provide the courses needed in order to receive credit through CAPCE. These agencies are recognized through the United States. These courses are clearly defined and are very easy to navigate through. Shown below in the next picture is a screen shot of one of the many educational providers and their requirements.

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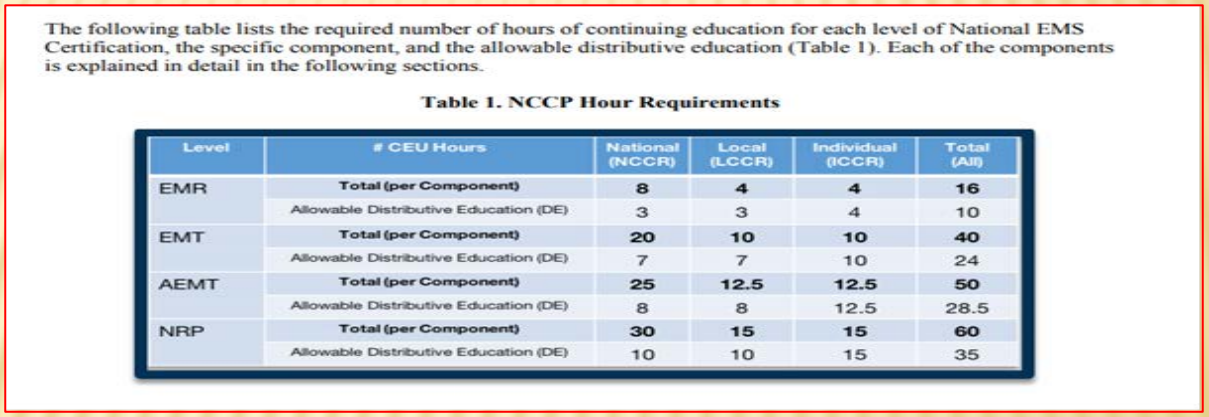


The following table lists the required number of hours of continuing education for each level of National EMS Certification, the specific component, and the allowable distributive education (Table 1). Each of the components is explained in detail in the following sections.

Table 1. NCCP Hour Requirements

Level	# CEU Hours	National (NCCR)	Local (LCCR)	Individual (ICCR)	Total (All)
EMR	**Total (per Component)**	**8**	**4**	**4**	**16**
	Allowable Distributive Education (DE)	3	3	4	10
EMT	**Total (per Component)**	**20**	**10**	**10**	**40**
	Allowable Distributive Education (DE)	7	7	10	24
AEMT	**Total (per Component)**	**25**	**12.5**	**12.5**	**50**
	Allowable Distributive Education (DE)	8	8	12.5	28.5
NRP	**Total (per Component)**	**30**	**15**	**15**	**60**
	Allowable Distributive Education (DE)	10	10	15	35

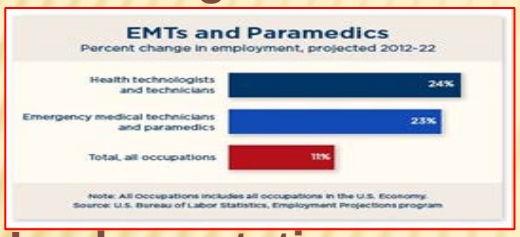
	FY2019	FY2020	FY2021	2022
One Time Cost	$9,450.00	-	-	-
	-	$1,890.00	$1,890.00	$1,890.00

HIRING AND RETAINING PARAMEDICS

Project Description:

There is a shortage of Paramedics nationwide. Our area is no exception and our department has been faced with challenges attracting and hiring recruits that are already trained and licensed as these emergency professionals. In order to keep up with attrition needs and to gain Paramedics at the entry level, the department must focus on a continued plan to recruit, hire and retain Paramedics. The operation of our Emergency Medical System requires that we face these challenges and move to recruit as many qualified Paramedics as possible.

Advantages:



Increase the number of paramedics at the entry level. The training cost and time necessary to train in-house would be an expensive burden on our department. By hiring those who have already received the licensure, we do not have to incur the huge cost of paying for this training and the funds necessary to cover while the current personnel go to class.

Implementation:

The department will commit to actively recruiting and hiring licensed Paramedics to fill the immediate needs. A continued focus will be placed on recruiting Paramedics in such a way that Community job seekers will also move to receive the training at Local Community Colleges, knowing that it will be a desired KSA's for our hiring process.

	FY2019	FY2020	FY2021	2022
	Recruiting Aids/Active Recruiting	Recruiting Aids/Active Recruiting	Recruiting Aids/Active Recruiting	Recruiting Aids/Active Recruiting
Recurring Cost	$10,000/On-duty staff	$10,000/On-duty staff	$10,000/On-duty staff	$10,000/On-duty staff

Firefighter Staffing – NFPA 1710 Compliant

Background:

The National Fire Protection Association (NFPA) 1710 Standard for the Organization of Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by career Fire Departments, continues to be used as a benchmark for national firefighter staffing standards. The standard was the first organized approach to defining levels of service, deployment capabilities and staffing levels for substantial career fire departments. These reasons led to NFPA 1710 being the primary source and guideline used for comparison against current Shreveport Fire Department staffing levels.

PIAL ISO Class 1 fire rating requires a minimum of 133 on duty firefighters per shift (everyday) for the year. SFD established a staffing goal of maintaining four (4) firefighters on all fire engine companies and truck companies.

Because of staffing shortages, primarily due to attrition and unfunded firefighter positions the department has found it necessary to use overtime to maintain the Class 1 standards. In 2014, firefighter overtime shifts used for this purpose resulted in a cost of $355,200. This trend has continued through 2015 with the overtime budget projected to reach $426,000.

Program Description

The following NFPA 1710 standards are specific to a Department's responsibility for Emergency Operations Division (EOD) staffing:

On-duty fire suppression personnel shall be of the numbers necessary for fire-fighting performance relative to the expected fire-fighting conditions. These numbers shall be determined through task analyses that take the following factors into consideration:

(1) Life hazard to the populace protected;

(2) Provisions of safe and effective fire-fighting performance conditions for the fire fighters;

(3) Potential property loss;

(4) Nature, configuration, hazards, and internal protection of the properties involved;

(5) Types of fire ground tactics and evolutions employed as standard procedure, type of apparatus used, and results expected to be obtained at the fire scene.

Firefighter Staffing – NFPA 1710 Compliant

The Shreveport Fire Department Emergency Operations Division (EOD) maintains a daily staffing level of 133 to maintain NFPA 1710 standard. The Department is in compliance even with the reduction of 14 firefighter position which became unfunded during 2013 and 2014. Funding for the 14 positions is a necessity to ensure firefighter safety while performing fire ground and EMS responses.

Implementation

The EOD is comprised of personnel located throughout the city's 22 fire stations. Utilizing a three-platoon (A, B, and C shift) system, members of the Fire Service provide responsive, proficient emergency services to thousands of incidents occurring each year. SFD needs funding for **a)** the current 14 vacant firefighter positions; **b)** 29 firefighter positions to better maintain Class One staffing levels and to further the goal of becoming NFPA 1710 complaint; and **c)** 12 firefighter positions to offset negative factors affecting SFD staffing outlined under Program Description. The hiring of 72 firefighters could be accomplished incrementally over a 4-year period. The table below is the respective financial summary for the hiring of 72 firefighters.

	FY2019	FY2020	FY2021	2022
Fire Fighter Position	18	18	18	18
Cost	$810,000	$826,000	$842,700	$841,580

EMS: Additional EMS Supervisor

Project Description:

To increase and/or staff assign full-time personnel on the SFD Single Paramedic Response Intervention Team (SPRINT). Currently, personnel are reassigned from the ladder truck to a SPRINT vehicle. Assigning permanent personnel to the SPRINT would increase response times for rapid response vehicles as well as assure the Department maintains its PIAL Class 1 rating.

Program Description:

EMS response calls outnumber all other service calls received by the Shreveport Fire Department. EMS SPRINT Vehicle/Tier Response System consists of three SPRINT vehicles strategically located at stations 1, 8 and 9. O f the 29,202 EMS calls in 2017, EMS SPRINT vehicles responded to approximately 20% (5,930) of those calls. A primary advantage of using this system include savings on the maintenance and fuel usage of fire engines as they no longer are responding to all EMS incidents. When a Sprint is closer/as close as a pump or the call is a low level response, the pump would stay at the station.

Implementation:

Ongoing costs would consist of maintaining the vehicle, stocking the vehicle with EMS supplies, and fuel costs. Personnel costs include hiring additional paramedics to fully staff the SPRINT Program for all three work shifts. For each SPRINT vehicle placed in service, an additional eight firefighter positions would need to be funded to increase personnel availability utilized in this program. However, if the recommendations based on Firefighter Staffing to NFPA Compliant is approved for funding, recurring costs of firefighters required to man one additional Sprint vehicle could be realized in 2019. Station 16 has been targeted to acquire the additional SPRINT vehicle.

	FY2019	FY2020	FY2021	2022
One Time Cost	-	-	-	-
Recurring Cost	Eight fire fighters per shift $1,344,000	Eight fire fighters per shift $1,344,000	Eight fire fighters per shift $1,344,000	Eight fire fighters per shift $1,344,000

EMS: Additional Medic Unit

Project Description:
Adding an additional medic unit to our existing fleet is necessary to adequately cover the growing number of EMS incidents. In the event that all medic units are assigned to calls, the Department will immediately execute FEMA's mutual aid and assistance agreement with neighboring agencies to provide emergency assistance to area residents in a timely fashion.

Advantages:
The advantage of adding an additional medic unit to our front line operations will decrease the overall response times to our citizens as well as reduce the overall mileage and maintenance fleet costs. Ideally we would like each medic unit to be centrally located within its designated service area.

Implementation:
After conducting a focused study of call statistics and response times, the Department can identify where an additional medic unit will be the most beneficial.

	FY2019	FY2020	FY2021	2022
One Time Cost	Medic Unit Remount $200,000	-	-	-
Recurring Cost	Six Firefighter / Paramedics $405,000	Six Firefighter / Paramedics $405,000	Six Firefighter / Paramedics $405,000	Six Firefighter / Paramedics $405,000

EMS: Additional EMS Supervisor

Project Description:
Emergency medical services supervisors use advanced paramedic training and leadership skills to oversee emergency medical technicians, while maintaining a safe working environment. This job requires extensive medical knowledge and emergency services training, as well as a paramedic license.

With the addition of Sprint Vehicles and a future plan for an additional frontline medic unit, the need for an additional EMS Supervisor will be essential in meeting our goal of a quality EMS System. The EMS calls for the community continue to grow annually and additional resources for on scene Emergency Medical Supervisors are indicated. The majority of calls that our department respond to are EMS. Large scale accidents such as multiple shootings, bus wrecks and airline incidents are examples where the EMS Supervisor as Medical Command is critical. New roles in our community under the Mobile integrated Healthcare model will utilize the EMS Supervisors to act as the direct liaison for Schools, hospital and medical facilities and provide educational opportunities on a round the clock basis. Additional roles in the oversight and coordination of Field Training Officers (FTO's) require the continued presence of EMS Supervisors. Acting in a managing role in EMS incidents allows the Paramedics providing patient care to maintain constant focus on the patient.

Advantages:
Adding additional Paramedic Level supervision on our Medical scenes assures that the highest level of care is provided on more critical scenes. Large events require a standard of triage and transport that operates around the supervisor role. Better patient care and QA/CQI conducted on scene provides for a better EMS system.

EMS: ADDITIONAL EMS SUPERVISOR

Advantages cont:

This reduces complaints and incidences of patient based liability cases. Acting as the liaison for shift specific Mobile Integrated Health needs the EMS Supervisor will help in the goal of reducing EMS calls through education and identifying those patients with needs that can be better addressed through other resources. This advantage will assure the availability of Advanced Level medical care is constant.

Implementation:

Following an analysis of EMS incidents per geographic location, the new EMS Supervisor station assignment will be chosen.

Utilizing the current list for EMS supervisor candidates, 3 members will be chosen to meet the staffing requirements for each shift. An additional response unit will be equipped following State Licensure requirements and the new Supervisor will be placed in service

Additional EMS Supervisor – 4 YEAR PLAN				
	FY2019	**FY2020**	**FY2021**	**FY 2022**
One Time Cost	**$40,000 Truck/Equipment**	-		-
Recurring Cost	**$47,500 x 3=$142,500 One Captain per shift**	**$47,500 x 3=$142,500 One Captain per shift**	**$47,500 x 3=$142,500 One Captain per shift**	**$47,500 x 3=$142,500 One Captain per shift**

EMS EQUIPMENT REPLACEMENT

Project Description:

Lucas 2: Automated CPR Device

Achieve a purchase rotation in order to reduce the onetime costs associated with the lifespan of approximately seven years for electronic/computerized equipment.

Advantages:

Lucas 2: The first and foremost advantage of the Lucas 2 is that it performs perfect CPR each and every time. The second major advantage is that it frees up the Medic to be able to perform other critical lifesaving skills.

Implementation:

Currently, SFD has three Lucas 2 devices. By purchasing five Lucas 2's per year during 2019 and 2020, we will meet our current need, build a reserve and begin a trade (rotation)to prevent exceeding the life expectancy of the unit. This does not include service contracts or annual price increases.

EMS Equipment Replacement– 4 YEAR PLAN				
	FY2019	FY2020	FY2021	FY 2022
One Time Cost	Five (5) CPR Devices $80,000	Five (5) CPR Devices $80,000	-	-
Recurring Cost	-	-	Two (2) CPR Devices $32,000	Two (2) CPR Devices $32,000

EMS EQUIPMENT REPLACEMENT

Project Description:
Purchase four LifePak 15 Defibrillator units each year under a purchase rotation plan. The LifePak 15 Defibrillator is the new standard in emergency care for Advanced Life Support (ALS) teams. The rotation plan allows for an organization to purchase needed equipment annually instead of absorbing the costs associated with a one-time fee.

Advantages:
A complete cardiac care response system, the LifePak 15 Defibrillator is portable, easy to use, and can be easily transported to any emergency situation.

Implementation:
Currently, we have 13 Lifepak 12's and 14 LifePak 15's. LifePak 12 is scheduled to discontinue by the manufacturer once replacement parts are no longer available. Purchasing 4 LifePak 15 units in 2019 will put the Department in a position to replace outdated equipment with industry standard equipment before its end of life expectancy.
NOTE: Annual service contract fees or price increases are NOT factored in.

LifePak 15 Defibrillator Replacement – 4 YEAR PLAN				
	FY2019	**FY2020**	**FY2021**	**FY 2022**
One Time Cost	-	-	-	-
Recurring Cost	Four Units@ $35,000 each $140,000	Four Units@ $35,000 each $140,000	Four Units@ $35,000 each $140,000	Four Units@ $35,000 each $140,000

MOBILE INTEGRATED HEALTH

Project Description:

Community Paramedicine Mobile Integrated Healthcare is an emerging concept designed to transform EMS services by raising the bar of providing patient-centered, mobile resources in an out-of-hospital environment. Helping our citizens navigate through the healthcare system to get to the appropriate resources for their needs will help reduce the number of EMS transports. This model is rapidly becoming an industry standard.

Incorporating this model into the existing system will create a more efficient, streamlined, and coordinated effort towards providing a more inclusive medical system for our community.

Advantages:

Reduce the number of false emergency hospital transport calls which will save on operating costs and reduce the out-of-pocket expenses for residents. Educational opportunities and direct support for those needing help navigating the current healthcare system.

Implementation:

The Department will research similar programs in cities equal in population to Shreveport and customize a program that meets specific needs. Upon completion of the program training, paramedics will partner with local healthcare stakeholders to identify callers with frequent non-transport needs and begin the education process to help them manage.

Mobile Integrated Health (Community Paramedic) – 4 YEAR PLAN				
	FY2019	**FY2020**	**FY2021**	**FY2022**
One Time Cost	**$40,000 Truck/Equipment**	**-**	**-**	**-**
Recurring Cost	**$47,500 Officer Salary**	**$47,500 Officer Salary**	**$47,500 Officer Salary**	**$47,500 Officer Salary**

VEHICLE REPLACEMENT

The Department currently maintains and operates a variety of vehicles in its fire-service fleet. The goal of this Department is to provide comprehensive fire/EMS services as quickly, safely, and efficiently as possible. This specialized fleet includes Fire trucks, Ladder Trucks, Rescue trucks, Medic units as well as a variety of specialty vehicles related to overland firefighting, water surface, and sub-surface rescue.

In addition to fire-specific vehicles, several departments within SFD use automobiles to perform some non-emergency functions such as fire education programs, fire safety inspections, and routine public service duties. Since 2009, SPRINT operation vehicles were added to the suite of vehicles used by the Department.

Program Description

This Department has 21 front-line fire engines along with seven reserve units in its fleet arsenal. Fire engines are most often the first on-scene unit responding to provide immediate fire service and/or EMS services. The Department recommends replacing, at least, six aged fire engines apparatuses in order to meet the growing demands of the city.

Ladder trucks are equally important to support our mission because it provides aerial firefighting and rescue capabilities from multi-story structures with un-parallel safety. Two of eight ladder trucks are equipped with Hurst tools or Hydraulic Rescue Tools (aka Jaws of Life) to assist vehicle extrication of crash victims, as well as other rescues from small spaces. Currently, we need to permanently replace four trucks. Since budgetary constraints exist, we recommend replacing four units in two term cycle.

VEHICLE REPLACEMENT

Medic units, which provides the highest level of pre-hospital care available, respond to *all* medical emergencies where transporting patients is necessary. Because the City owns these medical units upkeep and general maintenance include refurbishing and mounting each chassis. Ideally, the optimal plan is to remount two vehicles each year to keep the fleet up-to-date and in good working order. Currently we are four units behind the desired two-year plan. The Department maintains 10 front line units and five reserve units.

Other front line units include two Rescue Trucks also known as Service Trucks. These trucks possess special crews and equipment to respond to all types of incidents from car crashes that need extraction to hazmat events. There is an immediate need to replace one of these units and the other one the following year; both units are dated and getting close to the end of their service life.

The Department utilizes six frontline Battalion Chief vehicles. No replacement is immediately needed. A majority of vehicles assigned to various department staff members are over 100,000 miles and need constant maintenance thus decreasing job productivity public service duties.

	FY2019	FY2020	FY2021	FY2022
One Time Cost	$7,305,000	$4,848,000	$1,551,000	$1,726,000
Recurring Cost	-	-	-	-

FIRE STATION RELOCATION PROJECT

Background:
The City of Shreveport is a 122 square mile urban/metropolitan area that has witnessed steady growth over the past 10 years in size as well as economic development.

The Shreveport Fire Department provides a full range of fire, rescue, hazardous materials, and other services out of 22 fire stations, serving the 204,000 residents of the city. Over time, changes in demographics, land use, transportation system patterns, along with the construction of additional stations to meet immediate needs, have resulted in certain stations becoming virtually ineffective. Therefore, some of the current resources of the department are no longer situated as strategically as desired, and additional deployment resources are needed.

The largest single issue facing the department with station relocation is the critical need to replace older, outdated and antiquated fire stations. Fire stations 14 and 15, due to size, location, land-locked and limited construction features, multiple emergency response units running out of a single bay assignment, and lack of men/women separate facilities, are our primary concerns. Pictured is Fire Station 15 on W. 70th Street. This station is land-locked on all sides, has inadequate parking for firefighters, no separate men/women facilities, and has an engine and medic unit running from one bay.

Additionally, due to past annexations the fire department protects an even larger land area and a stable population. This poses the challenge of maintaining service levels in the face of increased demand over a larger area. Paramount to our current efforts as well as future fire station location planning is to view the total response jurisdiction. This means looking at the whole city with the understanding that every station must be viewed in its relationship to all adjacent stations and how these relationships equate to total city coverage.

FIRE STATION RELOCATION PROJECT

The Shreveport Fire Department has evolved from its original purpose of fighting fires to its current purpose as an all hazard department within public safety services. The majority of response calls are emergency medical responses followed by fires then other specialized responses.

Emergency response time to all incidents are calculated as the elapsed time between the citizen's call to 9-1-1 and emergency crews arrival on scene. We responded to more than 44,175 events in 2018. The average response time to emergency incidents was 5 minutes, 17 seconds.

Demand projections indicate the need for emergency services will continue to increase at a rate of approximately 10% per year. Response times will decline as call volume increases due to more units becoming unavailable for response. Response times will also decline as the result of longer drive times to new annexations and continued population shifts.

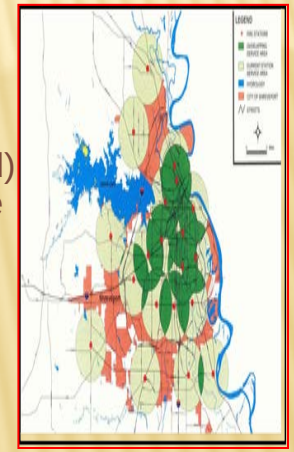
Using computer-based models of the City's street network to conduct the redeployment of resources, the computer model was calibrated to reflect the actual travel times of fire apparatus on the streets. Staff used the computer program and model to analyze service areas, fire station response scenarios as well as areas covered for a specific travel time. Travel time is the time from wheel start to wheel stop and should not be confused with total response time. This data was also compared to the basic principles which apply to the Property Insurance Association of Louisiana (PIAL) during Insurance Service Organizations (ISO) periodic evaluations.

Based on the computer models, review of historical data, current conditions and projections for the future, the relocation of two fire stations and the addition of a new fire station is needed to maintain current service levels and to assume a posture capable of meeting future service demands.

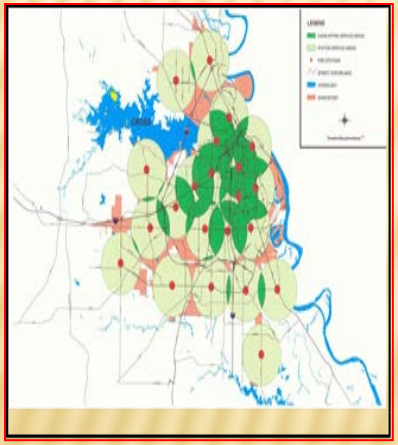
FIRE STATION RELOCATION PROJECT

Program Description:

The changes recommended are to replace existing inadequate facilities in an effort to maintain response times as the City's area expand with annexation and development at its periphery. The proposed set of changes appears to be the most cost-effective package.



As a baseline ***Table A-1*** shows the nominal 3-4-minute travel time coverage from the existing stations. Note the many areas of considerable overlap (green shaded) in first-due coverage, the spaces between the 'rings' of coverage in some areas, and the lack of adequate (red shaded) coverage in some fringe areas. Some overlap in station coverage is useful when companies are busy. Neighboring companies can cover the company out on a call and still have reasonable response times. The overlap also means that second-in response times will be better than in areas with little overlap. However when many stations overlap in an area, one must ask whether one or more could be better used elsewhere. The station location changes will be considered in the approximate chronological order of their recommended construction dates.



In considering station moves, special attention was given to stations that were going to have to be rebuilt or given major renovation anyway because of their current poor condition. The logic was that if they were to be rebuilt, why not do so in a more favorable location? As the map illustrates, this plan results in much-improved coverage with only two stations added to the City. The major cost of a fire department is the personnel, not the facilities. It is cost-effective to move stations rather than add stations and new units to fill gaps, whenever possible. Adding stations virtually anywhere improves the robustness of the entire system by improving second- and third-due response times as well as first-due times, and requiring fewer units to be pulled out of their first-due areas to serve others. A revised and more comprehensive coverage area with all new stations and those relocated can be seen in ***Table A-2*****.**

FIRE STATION RELOCATION PROJECT

Fire Stations Designated for Relocation in priority order:

- Relocate Fire Station 8 to Greenwood Road at Missouri Avenue
- Relocate Fire Station 14 to Greenwood Road at Broadway
- Relocate Fire Station 15 to Mansfield Road at Valley View Drive
- Relocate Fire Station 2 to Martin Luther King and North Market

New Fire Stations

- Station 23, Dean Road at Bert Kouns

Implementation:

The fire department proposes the use of a General Obligation Bond (GOB) initiative in the Fiscal Year 2019 to secure funding for the following capital fire station projects:

- In 2019 Station 8 relocation to Greenwood Road at Missouri Avenue
- In 2020 Station 14 relocation to Greenwood Road and Broadway Avenue
- In 2020 Station 15 relocation to 7300 Mansfield Road on the grounds of the new Maintenance Facility will require funding for building construction.
- In 2021 Station 2 relocation to MLK and N. Market St. will require funding for building construction.

Additional fire station proposals that are part of the Relocation Master Plan but have no proposed source of funding include:

In 2022 new Station 23 at Dean Road and Bert Kouns Industrial Loop will require funding for building construction and associated personnel costs. Each new station will cost between $2.5 and $2.7 million to build based on 2018 cost estimates.

FIRE STATION RELOCATION PROJECT

Current Shreveport Fire Station Locations, Relocations, and Proposed New Station

No.	Current Location	Proposed New Location		No.	Current Location	Proposed New Location
1	263 North Common			13	Pines Road at 70th Street	
2	4575 North Market	North Market at Dr. M.L.King Jr.		14	3830 Greenwood Road	Greenwood at Broadway
3	1421 East 70th St.			15	3206 West 70th St.	7300 Mansfield Road
4	2200 Milam Street			16	5105 Hollywood	
5	240 East Stoner Avenue			17	2901 Baird Road	
6	2027 David Raines			18	3501 Pines Road	
7	751 Wilkinson			19	9336 Ellerbe Road	
8	3406 Velva	Greenwood Rd at Missouri St		20	804 Flournoy Lucas	
9	7009 St. Vincent Avenue			21	7050 Challenger	
10	763 Oneonta			22	2022 Southern Loop, Provenance	
11	3736 Youree drive				**Proposed New Fire Stations**	
12	6610 Woolworth			23		Dean Road and Bert Kouns Ind. Loop

FIRE STATION RELOCATION PROJECT

FIRE STATION RELOCATION PROJECT					
	2019- Station 8	2020-Station 14	2020-Station 15	2021-Station 2	2022-Station 23
One Time Cost	$2.5 million	$2.6 million	$2.6 million	$2.7 million	$2.7 million
Fire Engine Cost	-	-	-	-	$500,000
Recurring Cost					$660,000**

Individual station costs are calculated at $2.6 million each.
** Recurring costs are personnel costs. These costs are based one fully staffed engine company for three shifts

Additional Equipment:

One Time Equipment Cost	Recurring Personnel Costs
Aerial ladder truck:$900,000	Personnel costs for aerial ladder company: $390,000

FIRE STATION RENOVATIONS

The citizens of Shreveport passed bond initiatives in 1996, 2001, and 2011 to upgrade structural facilities of area fire stations as well as improve safety and training for fire personnel. Funds from the bond initiative allowed the Department to add amenities such as washers and dryers, touchless faucets and replace 30-year old furniture in stations.

The extensive repairs coupled with the enormous costs caused the Department to prioritize the renovation needs. In order to address these reoccurring needs, the Fire Chief called for members of the Department to serve on a newly created renovation committee. The purpose of this committee is to evaluate existing needs and customize a plan to address these needs incrementally through long and short term goals.

Aging infrastructures lack gender-equitable showers and dormitory space, inadequate heating, ventilation and cooling systems, classroom training and storage space, lack suitable electrical upgrades which are needed to run many of the high-tech devices needed today, and lack proper sewer pipes. These upgrades are listed as top projects for most of the existing stations.

In addition to 22 fire stations, the Department is responsible for maintaining building and grounds for Fire Prevention/Investigative Office, Fire Maintenance, and the Fire Training Academy. Every building desperately needs upgrades and/or repairs.

	FY2019	FY2020	FY2021	FY2022
One Time Cost	$1,430,000	-	-	-
Recurring Cost	-	$895,000	$895,000	$895,000

FIRE STATION RENOVATIONS

Fire Station Revolving Renovations Program				
2019	**2020**	**2021**	**2022**	**Proposed Relocations**
Station 4 Add restroom/showers, remodel Captain office/bedroom	**Station11** Remodel station, add restroom/showers, install turn around drive, replace roof, replace stand-by generator	**Station 3** Replace roof, replace stand-by generator	**Station 16** Remodel by adding restroom/showers, replace roof, replace stand-by generator	**Station 23** Build new station as part of Fire Department Relocation Master Plan
Station 8 Complete relocation of new station as part of Fire Department Master Plan	**Station 7** Add restroom/showers, replace stand-by generator	**Station 12** Remodel, add restroom/showers, replace stand-by generator	**Station 9** Add restroom/showers	**Station 2** Build a new station as part the Fire Department Relocation Master Plan
Station 6 Add restroom/showers remodel station, replace roof, replace stand-by generator	**Warehouse** Build all purpose storage on property next to Fire Station 9	**Station 5** Add restroom/showers Captain's office/bedroom enlarge kitchen, acquire property behind station for parking.	**Station 18** Remodel by adding restroom/showers, replace roof, replace stand-by generator	**Station 14** Build new station as part of Fire Department Relocation Master Plan
Central Station Roof replacement **Station 16** Roof replacement **Station 20** Roof repair	**Training Academy** Remodel to add additional class rooms, increase office space multi-purpose room, enlarge gym	**Station 19** Add restroom/showers, replace roof, remodel station, replace stand-by generator	**All Stations** Replace exhaust removal systems	**Station 15** Complete relocation of new station as part of Fire Department Master Plan

FIRE STATION RENOVATIONS

Projects	**2019**	**2020**	**2021**	**2022**
Roof Repair/ Replacement	$120,000	$120,000	$120,000	$120,000
Driveway Repair	$70,000	$50,000	$50,000	$50,000
Turn Around - & Driveway Repairs	$270,000	$150,000	$150,000	$150,000
Additional Restrooms	$200,000	$200,000	$200,000	$200,000
Remodeling	$565,000	$250,000	$250,000	$250,000
Generators	$50,000	$50,000	$50,000	$50,000
Appliances	$25,000	$15,000	$15,000	$15,000
Replace Exhaust Removal Systems	$30,000	$30,000	$30,000	$30,000
Furniture/Bedding/Tables/Chairs	$100,000	$30,000	$30,000	$30,000
Total	**$1,430,000**	**$895,000**	**$895,000**	**$895,000**

COMMUNICATIONS IT UPGRADES

Background:
With the continued advancements in the IT world, the SFD (Shreveport Fire Department) has to adapt to these changes to ensure our personnel have the tools they need to better perform their duties.

The SFD IT (Information Technology) Division is part of Fire Communications Division. The two I.T. Specialist are responsible for maintaining all SFD Equipment and Software. Over the past 4 years, the SFD IT Budget has been only $25,000 and with the growing SFD IT needs to include MDC (Mobile Data Computers) in all front line Apparatus and a few Reserve Apparatus that amount is not enough to keep up with the current SFD IT needs.

Starting 2019, the IT Budget will increase to $50,000 to assist in replacing all Windows 7 Pro Desktop Computers that are on the City LAN by January 14, 2020 due to Microsoft no longer supporting Windows 7 Updates.

Project Description:
The 2019 City bid for desktop computers come in two models: an OptiPlex 3060 SFF that includes Intel Core i5-8500 CPU, Windows 10 Pro, 8 GB Memory, Gigabit Ethernet Controller, Intel Integrated Graphics, 8x DVD+/-RW 9.5mm Optical Disk Drive, OptiPlex 3050SFF 180 Watt Standard Power Supply, Cyberlink Media Suite Essentials, Dell wired KB and Dell wired Mouse, 5 Years Pro Support with Next Business Day Onsite Service, 256GB SATA Class 20 SSD (Solid State Drive) (City Standard Price $690.00) 500GB 7200rpm SATA Hard Disk Drive HD $580.00 SFD Price.

COMMUNICATIONS IT UPGRADES

Project Description cont.:
The second model is an OptiPlex 7060 MT that comes with everything as the 3060 SFF except with the following features Intel Core i7-8700 CPU, 16 GB Memory and OptiPlex 7050 Mid Tower with 260 Watt Power Supply. 256GB SATA Class 20 SSD (Solid State Drive City Standard Price $1,100.00) 500GB 7200rpm SATA Hard Disk Drive HD $920.00 SFD Price.

Included in the cost of each computer is the purchase of a New MS (Microsoft) Office 2016 Standard License (includes Word, Excel, PowerPoint, OneNote, Outlook & Publisher) $242.79 each or MS Office 2016 Pro License includes same as Standard version plus Access $331.52 each depending on what is need for the User. Also we have to purchase a New Symantec Anti-Virus License $7.88 each per computer.

In 2020 SFD IT will be able to finish replacing the remaining Windows 7 Pro computers that are on the 911 LAN, along with a few Old MDC units in some front line Apparatus. Until Dell computers change (model numbers, CPU, etc.) the prices should remain close to the s
along with cost of MS Office and Symantec Anti-Virus Licenses.

Dell Server replacement cost is an Est. (Estimate before quote) due to the Server that it will replace was purchased back in 2009.

Also at this time IT should be able to replace the old TB (TOUGHBOOK) on Rescue 1 and 9 that are used for Hazmat Incidents. Price of Getac Semi-Rugged S410 Laptop is $1.673.88 and would need a quote, due to this price is from 2018 State Contract Pricing. Price of Getac Fully Rugged F110 Tablet with accessories is $2,333.01 and would need a quote, due to this price is from 2018 State Contract Pricing.

COMMUNICATIONS IT UPGRADES

Desktops, Laptops, and Printer Replacements and Software Upgrades

Program Description cont.:
In conclusion, the following items need to be addressed soon. These are not “nice to haves” but these are real issues that plague our department and need to be addressed.

The critical IT needs for our department are:
Desktops, Laptops, Printers and Software (for end User) Equipment Replacement
MDC (Mobile Data Computer) Equipment Replacement
Department Server Equipment Replacement
Communications Backup Center Equipment and Replacement.

Implementation:
In 2019-2020, upgrade all of our XP machines and Windows 7 Pro to Windows 10 Pro. This will be a one-time cost. Then implement the detailed replacement plan (Communications IT keeps one current) and begin replacing older equipment each year.

COMMUNICATIONS IT UPGRADES

SFD Server Replacement

Program Description:

The SFD purchased a server in 2009. Additional hard drives were purchased in 2014 to increase server storage space to maintain the high volume... Support for the current server will end in 2020.

Implementation:

As part of our IT replacement plan, the server needs to be replaced every 8 to 10 years unless we pay to have a fully cloud-based solution.

COMMUNICATIONS IT UPGRADES

Mobile Data Computer Replacement

Program Description:
The latest upgrade of our MPS software has proven problematic with the current mobile data computers used in the apparatus. There are numerous hardware failures due to the MDCs currently used operate on Windows XP and we no longer have support for this operating system.

As a result of money from the re-banding project several years ago, we have purchased seven mobile data computers to test in the field. The current MDCs are ruggedized units, and these are semi-ruggedized and cost much less than the Motorola units comparable to what we use now. We believe that this is a much better hardware solution and will be able to prove this by mid-2019.

Implementation:
As part of an increase in our IT funding, we will purchase 35 MDCs in 2019 to place in Battalion Chiefs, EMS Supervisor vehicles, and Assistant Chief Car. In 2020, we will purchase 35 MDCs to place in all front-line apparatus .

In 2021, we will implement the replacement plan program to purchase 5 to ten units each year with older hardware being installed on reserve apparatus and in the vehicles for fire investigators. This will keep our hardware in good working order. Once a decision is made on whether to continue with the radio system or 4 G, we will need to either replace the current RF modems or install Sierra Wireless Broadband modems.

POLICY MANAGEMENT SYSTEM

Background:
The Shreveport Fire Department has numerous policies that govern all members and then each division has its policies and procedures. There is not a single source of policy management for the Department. The current process we use to manage policies is time-consuming. Further, policy management is undermined by memos and verbal commands..

Program Description
What will the Department accomplish through the implementation of a Policy Management System?

- Provides a complete solution for true electronic maintenance and administration of written directives, personnel policies, inter office memorandums and any other documents for which employees must be accountable.
- Allows employees instant access to written directives from any web browser.
- Electronic signatures are kept on all documents including archived versions of all documents
- Access to organization's policies/procedures in a searchable database
- Full text search of any document maintained within the system
- Alert features
- Backup system

Advantages vs Disadvantages:
Advantages

- Streamlined policy distribution
- Detailed reports on electronic signature capture
- Ability to access SOPs from anywhere
- Simplified collaboration process
- Activity tracking
- Member can receive alerts to check and access policies
- Can pull up a policy simply based off word search
- Data encryption
- Audit trail records
- Accessed on any internet device

Disadvantage- Web based, therefore Internet has to be available at all times

POLICY MANAGEMENT SYSTEM

Cost/Benefit:

- PowerDMS is already built, it takes 24 hours, or less to email your new PowerDMS site and the goal is to have us complete onboarding in 90 days or less. Most take 30 days or less to be ready for full use and GO LIVE...this is up to the agency and how fast we can adapt the project.

- Paper savings, going green, training (saving overtime), and tracking, accountability, having one platform for all Document/Content, Training, Certifications and Accreditation all on one platform! Every employee is able to access content anywhere at any time on any device and only the most current version!

Implementation:

- 90 days or less. Upon purchase of PowerDMS, they can deliver an implementation package that is specific to the needs of our organization. The implementation team will work hand in hand to ensure a successful and timely launch of the application. PowerDMS will train our organization how to use PowerDMS start to finish in all verticals. Additional training can be purchased for future training in any vertical. Note: All system help features are electronic. Online help options include, but are not limited to Show me how, Quick Sheets, Diagrams/flow graphs and Screen Shots, Video tutorials, Webinars, Basic and advanced search function for keyword/phrase searching.

- All of the available self-paced resources work together with their Customer Support Call Center and after hours Emergency Support to ensure that we have every opportunity to achieve the best results and optimize the PowerDMS experience.

POLICY MANAGEMENT SYSTEM

POLICY MANAGEMENT SYSTEM– 4 YEAR PLAN				
	FY2019	FY2020	FY2021	FY 2022
One Time Cost	-	-	-	-
Recurring Cost	$36,563.00	$36,563.00	$36,563.00	$36,563.00

HEALTH & WELLNESS STANDARDS

Background:

Heart attacks are the leading cause of death for firefighter fatalities. According to the National Fire Protection Association (NFPA), in 2014, there were 36-firefighter fatalities due to a sudden cardiac incident. This accounted for more than 56% of the total firefighter deaths in 2014. Because of these statistics, the Shreveport Fire Department has recognized that regular daily exercise is important for the firefighter to have a healthy heart, increase aerobic capacity, and to reduce stress. Due to the lengthy 24-hour work schedule that firefighters maintain, the Department took the initiative to provide exercise equipment at each station so that Department members can still utilize the heart-saving advantages of this equipment.

Presently, each fire station has a treadmill, elliptical trainer, and stair stepper. The normal daily usage of this equipment has rendered many of them unserviceable. The elliptical machines and stair stepper were purchased from grant money awarded from the 2005 Assistance to Firefighter Grant through the Department of Homeland Security.

Implementation

The implementation of this equipment replacement program would require yearly funding in the operational budget. Each year this line item funding would be used to purchase and replace equipment in four fire stations as identified by the Chief of Safety and the Wellness Coordinator. The program would replace at a minimum one (1) treadmill and one (1) elliptical trainer at each fire station. Any additional exercise equipment each year would be purchased from the funding also, if available, to provide a broader means of exercise equipment at each station (i.e. dumbbell weights, tension resistance bands, medicine balls, etc.).

HEALTH & WELLNESS STANDARDS

EXERCISE EQUIPMENT REPLACEMENT PROGRAM				
	FY2019	FY2020	FY2021	FY2022
Cost	$75,000	-	-	-
Recurring Cost	-	$77,000	$79,000	$81,000

FIRE PREVENTION: STAFFING

Background

Filling the two vacant positions in the Inspection Section and the one vacant position in the Public Education Section will bring staffing back to the allocated number of personnel for Fire Prevention. Both of these sections have expanded their calls for service, workloads, and work outside our divisions, training requirements and areas of responsibility without increasing personnel to offset the increases. The public education section is under staffed and unable to deliver multiple programs at different locations. Presently 90% of our programs deliveries require two staffers which means if one educator is unavailable then we'll to pull from the inspection section to cover that program. Our goal is to conduct yearly inspections for every business/new construction. Because of the shortage in staffing, we have not been successful in meeting that goal.

Program Description

The staff increase would offset the shortages of manpower and reduce our overtime hours, give us the ability to deliver multiple programs, as well as increase the number of business being inspected will annually.

The Shreveport Fire Department celebrated zero fire deaths in 2006 and 2007 largely in part to education and training programs in the community. With the increase in staffing we can celebrate zero fire deaths in the future. With the added help additional programs would be developed and delivered, smoke alarm installation will be increased, and more inspections will be done.

FIRE PREVENTION: STAFFING

Implementation

Additional staffing would be created and promoted to the Fire Prevention Division by Civil Service testing and the Department competitive selection process. Two Fire Prevention Officers assigned to Inspections would be hired at an annual cost of $40,000 each. Subsequently, a Fire Prevention Officer assigned to Public Education would be hired at an annual cost of $40,000.

	FY2019	FY2020	FY2021	FY2022
One Time Cost	-	-	-	-
Recurring Cost	$80,000	$120,000	$120,000	$120,000

INVESTIGATION SECTION STAFFING

Background

The Investigation Section has the responsibility of conducting the following investigation: fire origin and cause, arson investigation, post-blast investigation, render safe explosive devices, pre-employment background investigation for fire personnel, internal affairs investigations and other law enforcement- related investigations. This section has operated in an office space separate from our division office located at 505 Travis Street. Currently, office tasks such as filing, answering phones calls, and typing recorded interviews are being conducted by investigators leaving less time to conduct an investigation. The addition of an Office Associate would allow the investigators to commit more time to the conducting of investigations. Filling this position would effectively meet the needs of our internal and external customers.

Program Description

The Investigation Section needs an Office Associate, who will answer calls, file reports, transcribe recorded interviews, develop fire statistics, and provide assistance to members of the general public who might be seeking reports generated by the investigators. The implementation of this new position would minimize delays that citizens and insurance companies have when requesting fire reports.

	FY2019	FY2020	FY2021	FY2022
Office Associate for Investigation Section (1)	$22,600	$22,600	$22,600	$22,600

TRAINING ACADEMY ACCREDITATION

Program Description:

Become accredited through the Commission on Accreditation of Allied Health Education for the Emergency Medical Services Professions Emergency to become a Medical Technician-Paramedic.

Advantages vs Disadvantages:

The advantages to this program is it's structure, and having full time staff to assist the paramedics throughout their course work. Also, the updated training equipment will advance the skill training for EMS providers.

The disadvantages to this process is the short term and long term cost of the program and the amount of full time personnel you would need to meet the requirements and the yearly fees paid to CAAHEP to stay accredited.

Implementation:

This program by the CAAHEP standards would require the following:

1) A sponsoring institution which has post-secondary academic institution accredited by an institutional accrediting agency or equivalent that is recognized by the U.S. Department of Education, 2) A foreign post-secondary academic institution acceptable to CAAHEP.

3) A hospital, clinic or medical center accredited by a healthcare accrediting agency or equivalent that is recognized by the U.S. Department of Health and Human Services.

4) A branch of the U.S. Armed Forces or other governmental educational or medical service, which is affiliated with an accredited post-secondary educational institution or equivalent that is authorized under applicable law.

TRAINING ACADEMY ACCREDITATION

The largest cost impact will be during the implementation of this project. The estimated cost for EMS equipment would be $ 204,800.00. The additional cost for a computer lab would be $ 48,000.00. The recurring costs would be maintenance and replacement of medical equipment as it gets older or new updated equipment is produced by manufacturers. Also, the recurring cost of a full time staff to teach the course curriculum and computer upgrades and software as needed.

TRAINING ACADEMY ACCREDITATION				
	FY2019	FY2020	FY2021	FY2022
One Time Costs	$252, 800	-	-	-
Recurring Costs	-	$60,000	$60,000	$60,000

DEPARTMENT CROSS TRAINING PLAN

Program Description:

Project/Program Description – what will be accomplished through this project/program; what are the advantages/ disadvantages of this project/program (long term/short term); and what is the benefit to the public or Department.

Advantages:

- Reduces cost by leveraging internal talent.
- Grooms employees for promotions, management, and additional responsibilities.
- Saves in productivity even when employees are absent.
- Boost motivation by investing in employees' career growth.
- Staff more strategically.

Implementation:

Each division or across divisions need to identify baseline requirements for each level that must be met for advancement. Historically, firefighters feel that if a person wants to seek an advancement or promotion it is up to the individual to seek professional development on his own. That is where leadership fails the membership. When you invest in your membership, it will pay you back tenfold.

How about developing a line supervisor or chief fire officer mentoring program before people are actually promoted? What about hosting college classes inside the fire station (like a satellite program) from a nearby community college or simply just endorsing online distance learning college degree programs? Without professional development, often we all end up thinking in the same way and no one is planning for the future. As a steward of the taxpayer's fire department, it is the fire chief's responsibility to put systems in place (e.g., education, training, policies, procedures, or standard operating guidelines) so the membership can succeed.

DEPARTMENT CROSS TRAINING PLAN

DEPARTMENT CROSS TRAINING				
	FY2019	FY2020	FY2021	FY2022
One Time Costs	-	-	-	-
Recurring Costs	$20,000	$20,000	$20,000	$20,000

DEPARTMENT DRIVING ACADEMY PLAN

Background:

The greatest dilemma for the training division arises with the realization that on any given day any firefighter in route to a fire or other emergency call code 3 will require instant cue recognition and split –second decision making. How well a firefighter makes these decisions may mean the difference between life and death.

Therefore, providing relevant, realistic training is critical to the development of a well-trained firefighter. “Relevant” for the fire service means hands on training under realistic conditions replicating the environment in which we perform our duties. Regarded as the best method, hands on training mirrors the principle that “experience is the best teacher” We must not forget that when we Increase realism in training we increase our risk. Nowhere has this belief been more appreciated and recognized than in the fire service, so with that in mind we will take great strides in assuring that we conduct our driver operator training program in accordance with the NFPA 1002 Standard for Fire Apparatus Driver/Operator as well as our insurance carriers requirement Volunteer Fireman’s Insurance Service (VFIS) Emergency Vehicle Driver Training.

Attached to this document you will find the project/ program description, along with the advantages and disadvantages, benefit to the public/department, implementation, and cost verses any recurring cost of the project.

Program Description:

The Shreveport Fire Departments driving training program falls under the direction of the training division. Currently we utilize a program that falls under our insurance carrier VFIS. All new members attend a two- day, 16 hour training course, which includes 8 hours of didactic and 8 hours on the competency course. Each veteran member returns on an annual basis for 4 hours of didactic and 2 hours on the competency course. The advantage of using this program is that its free, it does not cost our citizens or the department any money. The disadvantage to this program is it only addresses our non-emergency low speed needs.

DEPARTMENT DRIVING ACADEMY PLAN

Program Description cont.:

International Academy for Professional Driving (IAPD) prepares Fire/EMS vehicle operators for the challenges they face on the road, every day. For over 35 years, we've leveraged expertise in adult education, training, management, and professional driving to help our Fire/EMS clients maintain safe, efficient vehicle operation.

IAPD's focus is primarily accident prevention, and developing driver skills and performance in various situations when circumstances require both drivers and vehicle to perform efficiently. Our proprietary curriculum addresses the driver's mental state and the intricacies of vehicle dynamics. IAPD's field-tested, "Low Speed, High Stress©" adult teaching techniques simulate the tensions and complexities Fire/EMS drivers experience at a multitude of speeds in relation to various levels of traffic congestion while learning in a safe, low speed environment.

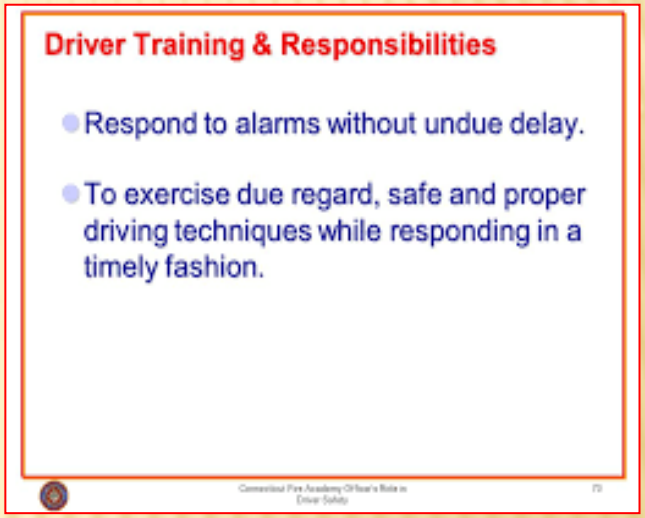
This improves driver concentration and comprehension of the instruction regarding vehicle control and enhanced memory recall during real-life scenarios. IAPD-trained drivers are attentive, aware, knowledgeable, and skilled professionals. Under pressure, they are more likely to respond in the most appropriate manner to a given situation.

The Fire/EMS classroom portion of our program examines the physical and mental aspects of driving as well as the mechanics and physics of operating large vehicles during emergency and non-emergency tasks. Classroom sessions address on-the-job challenges through detailed theory explanations and instruction on the following topic areas:

DEPARTMENT DRIVING ACADEMY PLAN

Program Description con't:

- Routine Safety Checks
- Offensive and Defensive Driving
- Emergency Runs
- Driving Techniques
- Cornering Techniques
- Applied Steering
- Strategic Driving
- Collision Avoidance and Recovery
- Module comprehension and knowledge testing
- Standards competency testing



The advantage of adding this to our existing program will only enhance our existing program by increasing and adding to our member's knowledge skills and abilities. It will also help improve safety by reducing the following:

- Collisions rates for emergency and non-emergency driving
- Reduce property damage and injury
- Improve hands –on practice of perfected skills for better recall
- Improve overall driving culture within your organizations

DEPARTMENT DRIVING ACADEMY PLAN

IAPD will help boost the bottom line by:

- Reducing fuel cost from efficient driving practices
- Reduce the number of vehicles out of service from collisions or driver induce wear
- Reduce the money spent on repairs, collisions and defense
- Reduce accident-related cost by fostering overall employee support, peer review and ownership for safe efficient driving.

The disadvantage of this program would be the initial cost but over time the benefit to our citizens and the department will outweigh the cost in the end.

Implementation of the additional driver training program:

Implementing this program first starts with sending 3 training officer to school to become certified.

The instructor certification program would be a cost effective way to develop internal driving expertise within our department. The IAPD master trainers will be able to increase our member's knowledge skills and abilities. SFD Training Officers would attend a 5 day training program and track practice and upon completion their instructor certification would be valid for 3 years.

The program could be implemented immediately upon our training officers becoming certified. The membership would then attend a 2 day classroom and track practice session conducted by SFD Training Officers and each successful candidate would receive a 3 year certification as well.

DEPARTMENT DRIVING ACADEMY PLAN

Cost of Implementing IAPD:

Instructor Cost	Student Cost for	Annual License Fee	Certificate Fee
$2100.00	$5500.00 for 3	$450.00 Per Instr.	$125.00 Per Student

Doron Precision Systems- 550 Drive Simulator Upgrade

Doron's- 550Fireplus is an interactive driving simulator designed to provide a dynamic training environment for a wide variety of Emergency Response applications. Each 550Fireplus is a single operator unit that allows the driver to interact with computer-generated vehicles in a realistic environment. Multiple 550Fireplus units can be linked to create real-time scenarios enabling the development of team-based skills and for teaching important policy considerations. By upgrading our current model which has not been updated since we took delivery in 2003 this will help to reduce our training costs, reduce collision rates and improve safety.

Upgrade Consist of:

- Replace 3 Graphic Computers
- Replace 3 Display Monitors
- Updated Scenarios
- New IG Software with updated Vehicles and Virtual World
- Replace IWS Computer
- One (1) year warranty on Doron IG Upgrade
- One Day Instructor Training
- Shipping and Packing Included

Total Cost for upgrade: $32,820.00

FIRE TRAINING/ACADEMY EXPANSION

Background:

As part of the Shreveport Fire Department's Strategic Plan for training, priority is placed on the need for future growth within the Training Division to meet the increasing training needs of the organization.

The Department has grown from 400 firefighters to nearly 600, with the number of paramedics increasing from that first group of 15 to more than 185. More than 90 percent of the Department's members are now certified Emergency Medical Technicians (EMTs). The Training Academy is not only responsible for all of the initial training for these various disciplines but must provide annual state and federally mandated continuing education for individual members to maintain their certifications.

To encompass all of the training that is needed to prepare our Department, the Academy would utilize approximately 12 acres that are adjoined to the facility. In this area, the Academy will provide specialized training for the Department. This training includes confined space, vehicle extrication, LPG gas fire, pit burns for flammable liquid, Haz-Mat tanker fire and much more. When this project is complete, we will have the ability to provide required physical agility testing (CPAT) and mentoring for applicants in an area that is safe and unaffected by weather. Though the primary use of the new structure will be for CPAT testing, it will provide an area to administer fitness assessments and related needs for firefighter health and safety.

Along with local classes taught at the Fire Academy, the Training Division also plays host to a number of outside training courses as well, including those from the National Fire Academy, Office of Homeland Security, U.S. Justice Department, Louisiana Office of Hospitals and Bureau of EMS, and more.

FIRE TRAINING/ACADEMY EXPANSION

Program Description:

The Training Academy/Division Expansion Program proposes to add three (3) additional Training Officers for the purpose of maintaining increasing training requirements. Homeland Security and Domestic Preparedness courses alone have doubled the division's workload. The additional officers will provide training primarily at the company (station) level to meet emergency operation's training needs and requirements.

Additional classrooms will allow the Academy to offer multiple programs simultaneously, and host Federal Emergency Management Agency and NFA courses on a more consistent basis. The proposed Simulation Training Center (STC) will virtually place fire personnel in real-life emergency situations and will educate them in making the right decision at the right time.

The women's dressing/restroom, the library, and the physical training area at the Academy are all in need of expansion and renovating to meet the demands of the increased fire, police and other personnel (students, staff, and visitors) at the Academy.

Implementation:

To finance the capital projects listed, a General Obligation approved by voters, would have to be used in 2020 or 2021:

- Increase current building size - will add three (3) classrooms and subsequently free up current space for additional staff offices and Simulation Training Center
- Renovate physical training area
- Increase paved parking
- Enlarge and renovate women's dressing/bathroom
- Enlarge and renovate library

FIRE TRAINING/ACADEMY EXPANSION

FIRE TRAINING ACADEMY				
	FY2019	FY2020	FY2021	FY2022
One Time Costs	$2.2 million	$1.2 million	1.2 million	-
Recurring Costs	$100,000	$100,000	$100,000	$100,000

FIRE TRAINING/ACADEMY EXPANSION

1. Parking Area	9. Pallet Farm	17. LPG Vehicle Prop	25. Lower end Parking
2. Storage Building	10. USAR Field	18. Boxcar Hazmat	26. ARFF
3. Roadway	11. Pump Ops	19. Pit Burn	27. Maintenance Building
4. Ditch Work	12. Vehicle extrication	20. HP and LP Tank car Hazmat	28. Residential LPG
5. Bridge or culvert work	13. Hazmat Tanker	21. Fuel Recovery Unit	29. LPG Tree
6. Trench Rescue	14. Clean up woods	22. RIT House and Ventilation	30. Fuel Pod
7. Tank Farm Confined Space	15. Tanker fire Prop With Tractor Cab	23. CPAT	31. Hydrants installed
8. Confined Space	16. Tanker derailment	24. Covered Rehab Classroom Area	32. Control Tower

TRAINING/ACADEMY EXPANSION

Program Description:

The Training Division has a critical need to update IT capabilities to meet the need of electronic testing within our EMS training program. There are many choices in operating systems but the system of choice for our department would be the Apple – 27" iMac-Intel Core i5 (3.2 GHZ) – 8 GB Memory- 1TB Hard Drive.

Implementation:

The training division will work with our IT division and a local vendor to design and develop a state of the art computer lab. The plan would call for the department purchasing 10 systems in FY 2019 and 2020. We will work with both groups to identify the computer system that will best suit our IT needs. We will together identify the operating system, software, upgradeability, maintenance and warranty plan.

Cost:

The cost for this system would $1,800.00. These units are upgradeable, expandable and can also be utilized during our fire Basic training, hazmat and special ops training. The units could also be used by members during the course of the day to input National Incident Fire Reporting System and EMS reports into Fire Records Management System.

FIRE TRAINING ACADEMY EXPANSION

FIRE TRAINING ACADEMY				
	FY2019	FY2020	FY2021	FY2022
One Time Costs	$19,000	$19,000	$19,000	$19,000
Recurring Costs	$500	$500	$500	$500

FIRE ACADEMY EXPANSION

Background:

The Shreveport Fire Training Academy is charged with the responsibility of identifying current trends in training and making sure all of our members meet or exceed all local, state, federal and other recognized standards in the field of pre-hospital emergency care. The training division proudly accepts this responsibility and challenge.

The training division continues to seek opportunities to enhance the Knowledge, Skills and Abilities (KSA's) of members to meet our mission and vision. Training continues to grow in the scope of providing high-quality advanced life support training to our members. With the increase demand for high-quality EMS training, the increasing in the scope of practice at the basic and advanced level and the increasing need for advanced medical care within our organization it has become necessary to provide a dedicated classroom to serve as the Departments EMS training lab.

The classroom experience will serve to meet the current needs of our EMS training personnel by providing a state-of-the-art training lab with equipment for airway management for the pediatric and adult patient, intravenous/intraosseous therapy for the adult and Pediatric patient, EKG recognition/treatment and a full-scale adult and pediatric advance life support mannequins which would be used in the areas of patient assessment, the treatment of cardiac, stroke, respiratory and Trauma patients.

FIRE TRAINING/ACADEMY EXPANSION

Implementation:

The training division would have to utilize a current classroom which would decrease our current number of classrooms from 3 to 2. Classroom 5 would be stripped of its current six tables/chairs. This could be implemented in 2019. The department would have to purchase the following equipment:

(1) Pediatric(ALS) Mannequin	Cost of $13,700.00
(2) Pediatric(ALS) IV Arm	Cost of $325.00ea
(2) Pediatric (ALS) Intubation	Cost of $960.00ea
(1) Physio Life Pak 15	Cost of $30,000
(2) Adult (ALS) IV Arms	Cost of $673.00ea
(2) Adult (ALS) Intubation	Cost of $2,127.00ea
(2) Adult Life/form IV Hand	Cost of $283.00ea

The training division would order the necessary equipment and design and set up classroom 5 to make it more conducive to learning in a lab type setting. The ongoing cost would consist of maintaining equipment and any software updates.

FIRE TRAINING ACADEMY				
	FY2019	FY2020	FY2021	FY2022
One Time Costs	$52,400	-		-
Recurring Costs	$1,000	$1,000	$1,000	$1,000

SHREVEPORT FIRE DEPARTMENT COMMAND STAFF

Shreveport Fire Department Command Staff

Edwin S. Wolverton, Fire Chief
Ronald O. Jones, Deputy Fire Chief
Fredrick Sanders, Assistant to Fire Chief
Mark Guastella, Assistant Chief, A-Shift
Tommy Carpenter, Assistant Chief, B-Shift
Carolyn Henderson, Assistant Chief, C-Shift
David Ebarb, Chief of Aviation Task Force
Kim Tolliver, Chief of Communications
George Alamond, Chief of EMS
Chris Robinson, Chief of Fire Prevention
Gary Foster, Chief of Maintenance
Charles ‘Skip’ Pinkston, Chief of Safety
John Lane, Chief of Training

SHREVEPORT FIRE DEPARTMENT
2019-2022 STRATEGIC PLANNING TEAM

George Alamond
Danny Alexander
Cade Brewer
Tim Bloxom
Lawrence Bunton
Chris Chadwick
Eric Clarke
Robert DeBusk
David Ebarb
Gary Foster
Mark Guastella
Derrick Harris
Patrick Hawthorne
Carolyn Henderson
Brandon Lee
Ronald Jones
Natalie Joshua
John Lane
Pam Mackey
Cassandra Marshall
Todd Olague
James Parker
Mike Perser
Skip Pinkston
Joey Presley
Veronica Rambo
Clarence Reese
Fredrick Sanders
Dwayne Tasby
Robert Taggart
Kim Tolliver
Keith Thomas
Brian Watson
Rick Watkins
Scott Wolverton