

# Shreveport Fire Department Master Plan 2016-2019



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

Ollie S. Tyler, Mayor City of Shreveport  
Edwin S. Wolverton, Fire Chief



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# Message from the Fire Chief



To the Honorable Mayor Ollie S. Tyler and City Council Members:

I am pleased to present to you the Shreveport Fire Department 2016-2019 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 initiative that include service improvements, new program development, and capital building projects.

The projects and initiatives in the Master Plan reflect Mayor Tyler’s mission and vision statements , and support the fire department goals listed in her City of Shreveport four year Strategic Plan. 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

# Mayor Ollie Tyler

## City of Shreveport Mission and Vision Statement

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### MISSION STATEMENT

Building a thriving city through community collaboration and citizen participation to create sustainable growth that allows Shreveport to increase its global competitiveness and maintain a stimulating environment for residents and visitors.

### VISION STATEMENT

A thriving city where every citizen is afforded a safe environment, an economic opportunity, educational attainment/training and a good quality of life.

# Mayor Ollie S. Tyler's City of Shreveport Strategic Plan Shreveport Fire Department Goals

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GOAL 1: Ensure the safest and best delivery of emergency operations to our citizens

GOAL 2: Improve internal and external customer service efficiencies through technology and reorganization

GOAL 3: Create community based workforce by enhancing educational career path opportunities through public/private partnerships

GOAL 4: Reduce the number of fires, deaths, and injuries related to fires through proactive Fire and EMS education and prevention

# Shreveport Fire Department: Mission, Vision, and Motto

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## Mission Statement

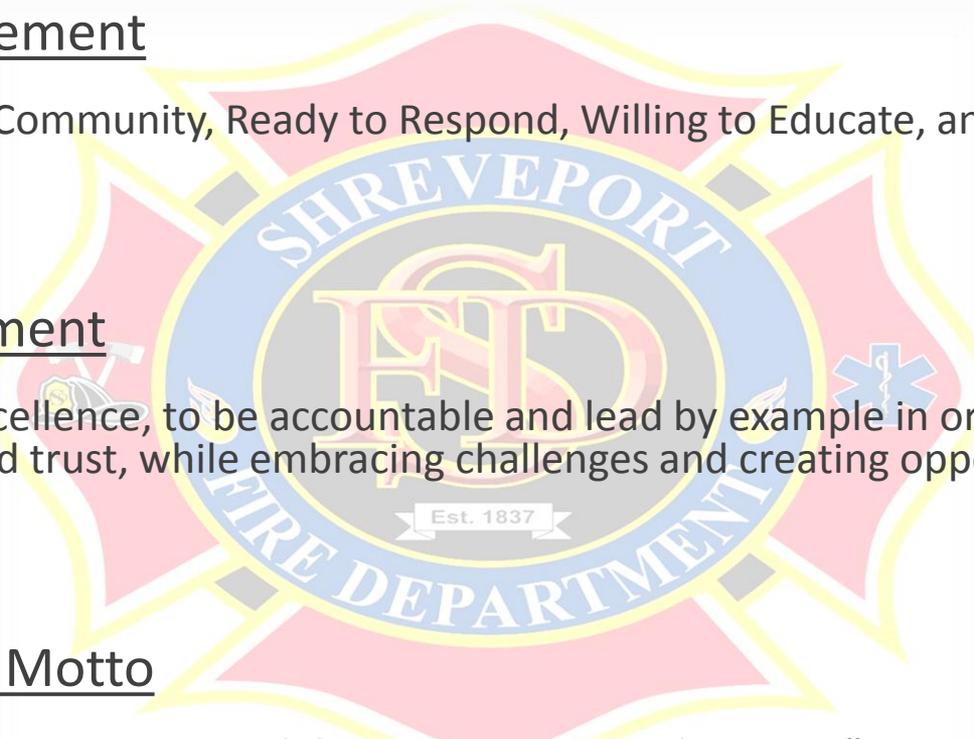
“Faithful to our Community, Ready to Respond, Willing to Educate, and Dedicated to Serve.”

## 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

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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

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The main two 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 8<sup>th</sup> 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 9<sup>th</sup> medic unit and bolstered the number of Paramedic Engine companies from two to five. Two years later, the Department added a 10<sup>th</sup> 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.

# Accomplishments cont.

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.

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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 and 2010-2014 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

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 17 Relocation	\$2.2 million	Bond Package	2016
2010-2014	Fire Station 14 Relocation	\$2.2 million	Bond Package	2016
2010-2014	Fire Station Renovations	\$1 million	Bond Package	2015
2010-2014	Firefighter Staffing (15 Firefighters)	\$1.1 million	SAFER Grant	2012
2006-2010	10 <sup>th</sup> 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		<b>TOTAL</b>	<b>\$24,007,900</b>	

# FIRE MASTER PLAN

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## 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.



	FY2016	FY2017	FY2018	2019
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

# 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, and 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

Current Department EOD staffing levels of 133 with those of 162 produced when applying NFPA 1710 standard to same Department EOD response equipment has a net difference of 29. However, this net difference does not take into consideration the negative factors affecting staffing such as vacation, holiday time, sick leave and training. The department has 31 firefighter position salaries unfunded from the 2013 and 2014 budget. SFD needs the funding for these positions replaced to ensure firefighter safety while performing all 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 31 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.

### NFPA 1710 FIREFIGHTER STAFFING – 4 YEAR PLAN

	FY2016	FY2017	FY2018	FY 2019
One Time Cost	-	-	-	-
Recurring Cost	18 firefighters \$764,676	18 firefighters \$779,970	18 firefighters \$795,569	18 firefighters \$811,480

# Increase SPRINT Staffing

## **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:**

By far, 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. Of the 27,995 EMS calls in 2015, EMS SPRINT vehicles responded to approximately 24% (6,609) 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.

## **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 nine 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 2017. Station 16 has been targeted to acquire the additional SPRINT vehicle.

Increase SPRINT Staffing – 4 YEAR PLAN				
	FY2016	FY2017	FY2018	FY 2019
One Time Cost	-	-	-	-
Recurring Cost	3 firefighters \$405,000	3 firefighters \$405,000	3 firefighters \$405,000	3 firefighters \$405,000

# EMS: Additional Medic Unit

Adding additional medic units to our existing fleet is necessary to cover adequately the growing number of EMS incident calls. In the event that all medic units are assigned to calls then the Department will immediately execute FEMA’s mutual aid and assistance agreement with Bossier City Fire or neighboring agencies to provide emergency assistance to area residents in a timely fashion.

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.

**Additional Medic Unit - 4 YEAR PLAN**

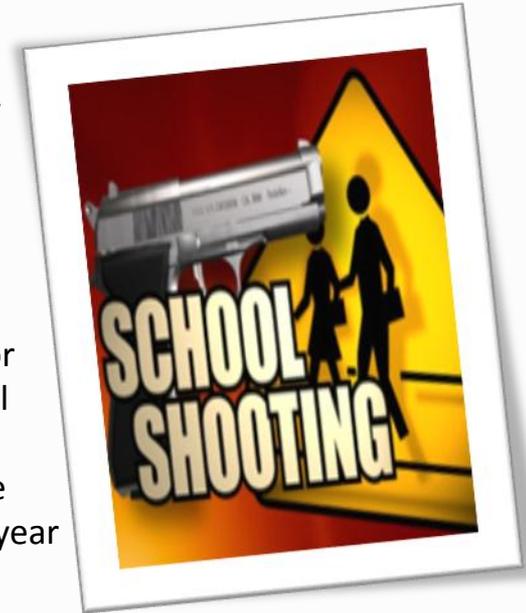
	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
<b>One Time Cost</b>	<b>Medic Unit Remount</b>	-	-	-
	<b>\$194,000</b>			
<b>Recurring Cost</b>	<b>Six Firefighter / Paramedics</b>			
	<b>\$405,000</b>	<b>\$405,000</b>	<b>\$405,000</b>	<b>\$405,000</b>

# EMS: Additional EMS Supervisor

## Project Description:

The essential role of EMS is to provide a coordinated and seamless response to every emergency situation. Furthermore, the role of the EMS Supervisor is equally important. The EMS Supervisor must possess advanced Paramedic training, Emergency Services training, and Paramedic License to supervise and manage Field Training Officers (FTO's) and other team members.

The supervising EMS Officer, who has both a solid character and well-developed core competencies, can achieve incredible results during emergency and non-emergency situations. Mass casualties (involving 3 or more individuals) such as school shootings or bus wrecks are examples where the Supervising EMS Officer serves as the Chief Medical Command Officer in charge of overseeing every aspect of medical care. The Mobile Integrated Healthcare Model offers new opportunities for EMS Supervisors to act as the liaison for Schools, Hospitals, and Medical facilities to provide educational information year round.



## Advantages:

Adding additional Paramedic Level supervision to every on-scene incident assures the highest level of care is provided. Larger events require a standard of triage and transport that operates around the Chief Medical Command personnel. Better patient care and QA/CQI conducted on-scene reduces patient complaints and incidences of patient-based liability cases.

Acting as the liaison for shift specific **Mobile Integrated Health** needs, an additional EMS Supervisor will help reduce EMS calls by educating and identifying those patients with needs that can be better addressed through by other resources. This will assure the availability that Advanced Level Medical Care is readily available when needed.

# EMS: Additional EMS Supervisor

## Implementation:

The placement of an additional EMS Supervisor will be made after a study of EMS incidents per geographic location has been completed. The process of fulfilling our staffing requirements will begin after reviewing applications from our existing applicant pool after which three (3) applicants will be chosen.

Additional EMS Supervisor – 4 YEAR PLAN				
	FY2016	FY2017	FY2018	FY 2019
One Time Cost	\$40,000 Truck/Equipment	-		-
Recurring Cost	\$47,500 x 3=\$142,500 One Captain per shift			



# EMS Equipment Replacement

**Project Description:**

**Lucas 2: Automated CPR Device**

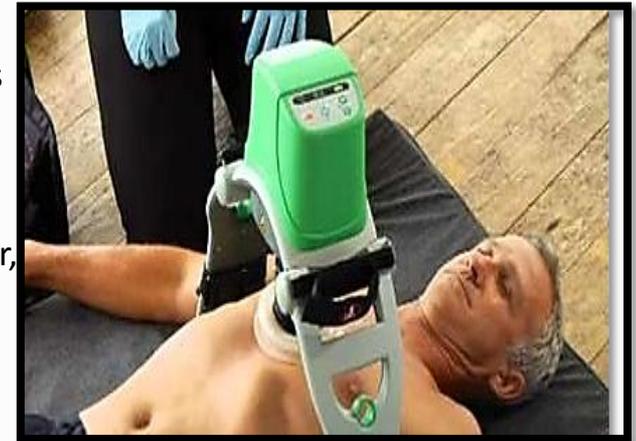
Achieve a purchase rotation in order to reduce the onetime costs associated with the lifespan of approximately seven years for electronic/computerized equipment.

**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, we will be able to meet our need by 2017. By continuing the process of purchasing two devices per year starting in 2018, we will be able to build a reserve and then begin a trade (rotation) so as not to exceed their life expectancy. This does not include service contracts or annual price increases.



EMS Equipment Replacement– 4 YEAR PLAN				
	FY2016	FY2017	FY2018	FY 2019
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 2016 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				
	FY2016	FY2017	FY2018	FY 2019
One Time Cost	-	-	-	-
Recurring Cost	Four Units@ \$24,000 each \$96,000			

# 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 to 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, personal support for those needing help navigating the current healthcare system.

## Implementation:

Our Department plans to research similar programs in cities equal to Shreveport and customize a program that meets our specific needs. Once the program and program training have been completed then paramedics will partner with local healthcare stakeholders to identify the callers with frequent non-transport needs and begin the education process to help them manage the process.

Mobile Integrated Health (Community Paramedic) – 4 YEAR PLAN				
	FY2016	FY2017	FY2018	FY2019
<b>One Time Cost</b>	<b>\$40,000 Truck/Equipment</b>	-	-	-
<b>Recurring Cost</b>	<b>\$47,500 Officer Salary</b>	<b>\$47,500 Officer Salary</b>	<b>\$47,500 Officer Salary</b>	<b>\$47,500 Officer Salary</b>

# SCBA Replacement



## Background

Although the Department continues to use dated Self Contained Breathing Apparatus (SCBA) units, we are seeking alternative funding to replace these units with National Fire Protection Association approved units.

## Program Description

These units are assigned to each on-duty fire personnel members to protect them from incomplete combustion and dangerous levels of heat that can be damaging to the lungs. Further, SCBAs protect firefighters from inhaling cancer- causing chemicals while engaged in firefighting operations.

Air cylinders have a 15-year expiration date; our department's air cylinders are two years away from reaching that 15-year expiration date. It is imperative that we take action now to replace these units before fire safety is compromised. The Department must purchase 245 Self-Contained Breathing Apparatus and 500 compressed air cylinders to meet the current standard for NFPA 1981.

## Implementation:

Going forward, the Department is investigating the feasibility of the lease purchase program offered by most manufacturers. This option will allow the Department to save money while ensuring the safety of our personnel.

	FY2016	FY2017	FY2018	FY2019
One Time Cost	-	\$1,400,000	-	-
Recurring Cost	-	-	-	-

# 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 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.

	FY2016	FY2017	FY2018	FY2019
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, and transportation system patterns, plus 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 2 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 for any new funding. Pictured above is Fire Station 15 on W. 70<sup>th</sup> 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, today 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 been evolving from its original purpose of fighting fires to its current much wider mission of providing a range of sophisticated fire and public safety services. The largest category of fire department activity today is for emergency medical responses. While the services provided are adequate throughout most of the city, there are coverage challenges along the periphery, and they are likely to increase without some reassignment and addition of some resources.

Emergency response time is calculated as the elapsed time between when a citizen's call to 9-1-1 is answered and emergency crews arrive at the scene. We responded to more than 41,533 events in 2015. Average response times for those emergency incidents, where the units were responding with lights and siren was 6 minutes, 19 seconds. Despite the relocations of downtown Central Station and Station 13 in Western Hills, and Station 22 in the southeast corridor of the City there are still some areas that have been identified by PIAL as needing more adequate coverage.

Demand projections indicate that the need for emergency services will continue to increase in accordance with historic trends at a rate of approximately 10% per year. Response times will degrade as call volume increases simply because more units will be unavailable for responses. Response times will also degrade as the result of longer drive times to new annexations and due to continued population shifts.

There is no single optimum positioning plan for fire stations, because of the uncertainties in demand and the complexity of the overall response network. Therefore, we must analyze as a whole because moving some stations will create other holes in coverage and adding can create overlaps in coverage. The intent of redeploying resources is to maximize the use of units to get the best first-due response times, and also to provide robust second and third unit response for major emergencies.

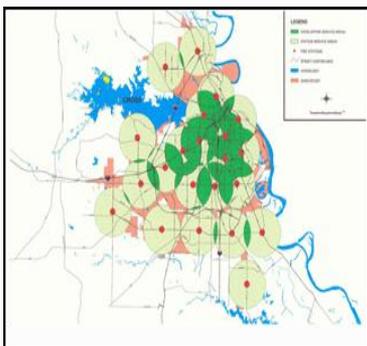
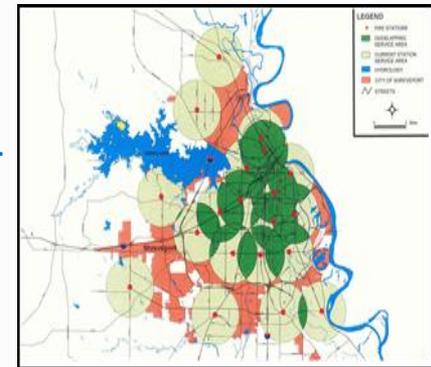
We used computer-based models of the City's street network to conduct the redeployment project study. The computer model was calibrated to reflect the actual travel times of fire apparatus on the streets. Staff used the computer program and model to analyze service areas and fire station response scenarios to show the area that can be 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.

## Program Description:

The changes recommended are to replace existing inadequate facilities in an effort to maintain response times as the City's area expands with annexation and development at its periphery. The proposed set of changes appears to be the most cost-effective package. As the City has grown, development patterns have not always coincided with the location of existing facilities. Also, older facilities may be limited in terms of their size and ability to house modern fire apparatus, which has grown larger over the years. As a result of these and other circumstances, adjustment of the location of existing resources can result in improved service. To develop these recommendations, future population and development patterns, and existing calls for service were used to identify potential areas where existing stations could be moved to achieve better coverage, especially first-due response times. After these moves are made, the balance of needs must be satisfied by construction of additional facilities.

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 14 to Greenwood Road at Broadway (Relocation process underway)
- Relocate Fire Station 17 to Baird Road, near Mansfield Road (Relocation process underway)
- 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:**

In 2008, the department moved forward with plans to construct a new fire station in one of the fastest growing areas of the city - Southeast Shreveport. Station 22 is now open to provide the fire suppression and EMS services offered by the Department. The new station cost was approved by voters in the 2001 Bond Initiative.

The fire department proposes the use of a General Obligation Bond (GOB) initiative in the Fiscal Year 2017 to secure funding for the following capital fire station projects:

- In 2017 Station 15 relocation to 7300 Mansfield Road on the grounds of the new Maintenance Facility will require funding for building construction.
- In 2018 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 2019 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 \$2.7 and \$2.9 million to build based on 2014 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 70 <sup>th</sup> Street	
2	4575 North Market	North Market at Dr. M.L.King Jr.	14	3830 Greenwood Road	Greenwood at Broadway
3	1421 East 70 <sup>th</sup> St.		15	3206 West 70 <sup>th</sup> St.	7300 Mansfield Road
4	2200 Milam Street		16	5105 Hollywood	
5	240 East Stoner Avenue		17	2890 Southland Park	Baird at Mansfield Road
6	2027 David Raines		18	3501 Pines Road	
7	751 Wilkinson		19	9336 Ellerbe Road	
8	3406 Velva		20	804 Flournoy Lucas	
9	7009 St. Vincent Avenue		21	7050 Challenger	
10	763 Oneonta		22	2022 Southern Loop, Provenance	
11	3736 Youree drive			<b>Proposed New Fire Stations</b>	
12	6610 Woolworth		23		Dean Road and Bert Kouns Ind. Loop

# Fire Station Relocation Project

FIRE STATION RELOCATION PROJECT					
	2016- Station 14	2016-Station 17	2017-Station 15	2018-Station 2	2019-Station 23
One Time Cost	\$2.9 million	\$2.9 million	\$2.9 million	\$2.9 million	\$2.9 million
Fire Engine Cost	-	-	-	-	\$450,000
Recurring Cost					\$660,000**

Individual station costs are calculated at \$2.9 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:\$700,000	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 have a shortfall of funds, therefore creating the need to prioritize the renovation needs its entire operation. 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. All of 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.

	FY2016	FY2017	FY2018	FY2019
One Time Cost	\$1,430,000	\$895,000	\$895,000	\$895,000
Recurring Cost	-	-	-	-

# Fire Station Renovations

Fire Station Revolving Renovations Program				
2016	2017	2018	2019	Proposed Relocations
<b>Station 4</b> Add restroom/showers, remodel Captain Office/bedroom	<b>Station 11</b> Remodel station, add restroom/showers, install turn around drive, replace roof, replace stand-by generator	<b>Station 3</b> Replace roof, replace stand-by generator	<b>Station 16</b> Remodel by adding restroom/showers, replace roof, replace stand-by generator	<b>Station 23</b> Build new station as part of Fire Department Relocation Master Plan
<b>Station 17</b> Complete relocation of new station as part of Fire Department Master Plan	<b>Station 7</b> Add restroom/showers, replace stand-by generator	<b>Station 12</b> Remodel, add restroom/showers, replace stand-by generator	<b>Station 9</b> Add restroom/showers	<b>Station 2</b> Build a new station as part the Fire Department Relocation Master Plan
<b>Station 6</b> Add restroom/showers remodel station, replace roof, replace stand-by generator	<b>Training Academy</b> Remodel to add additional class rooms, increase office space multi-purpose room, enlarge gym	<b>Station 5</b> Add restroom/showers Captain's Office/bedroom enlarge kitchen, acquire property behind station for parking.	<b>Station 18</b> Remodel by adding restroom/showers, replace roof, replace stand-by generator	<b>Station 15</b> Build new station as part of Fire Department Relocation Master Plan
<b>Station 14</b> Complete relocation of new station as part of Fire Department Master Plan	<b>Warehouse</b> Build warehouse/all purpose storage on property next to Fire Station 9	<b>Station 19</b> Add restroom/showers, replace roof, remodel station, replace stand-by generator	<b>All Stations</b> Replace Exhaust removal systems	

# Fire Station Renovations

Projects	2016	2017	2018	2019
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
<b>Total</b>	<b>\$1,430,000</b>	<b>\$895,000</b>	<b>\$895,000</b>	<b>\$895,000</b>

# Communications IT Replacement Needs

## **Background:**

In 1984, the Shreveport Fire Department migrated to an electronic solution for dispatching with its first Computer-Aided Dispatch (CAD) system. In 1998, the system was upgraded to a state-of-the-art system owned by the Caddo Communications District, who also is the primary manager of the system. SFD Communications manages databases specific to the Shreveport Fire Department.

The first “computers” in the field were mobile data terminals and were installed in all of the first responder apparatus in the late 1980’s. Today, we operate with a fully mobile data computer on all of our emergency response apparatus and utilize Mobile Public Safety software in the field.

Unfortunately, the current hardware used in the apparatus is outdated. It was installed over ten years ago. The latest upgrade in MPS has proven problematic with our old equipment.

The Caddo Communications District One built out its own LAN in the late 1990’s in order to add tear and run printers to all of the fire stations and provide access to the fire records management system that resided on the Caddo 9-1-1 server. Each station received one Caddo 911 computer. By the first of 2016, all locations will be connected to the new Caddo 9-1-1 fiber optic LAN. This will make a significant difference in speed when completing reports at the stations.

Slowly but surely we, as a department have become more and more dependent on our computers. Seldom has it been by choice but as technology changes the world, the fire service must change too. Over the years, we have added hundreds of devices to our inventory, and we manage multiple software solutions.

As we add computers, we must also remember that there is a life expectancy to this equipment.

The Shreveport Fire Department today has two IT Specialists that manage our hardware and software issues from computers, station alerting issues, software implementation, training on software, records management, statistical reporting, computer repairs, installation of hardware, and so many other things. They are also responsible for maintaining our department’s server which is separate from the City’s IT Department and the Caddo 9-1-1 IT department. As we moved to electronic pre-plans, we found a need for having our own server.

We have also purchased a server to be used as part of our back-up facility for the Communications Center. Caddo 911 is responsible for seeing that 9-1-1 calls can be answered, but the actual dispatching of calls and the day-to-day operations if we had to evacuate the current 9-1-1 facility is the Shreveport Fire Department’s responsibility.

As with the other computer equipment, servers are computers and they do not last forever. At some point, we must add funding to cover the cost of implementing our IT replacement plan while maintaining the equipment we have.

# Communications IT Replacement Needs

A good example is the Windows XP issue. Windows XP is no longer supported by Microsoft. Our servers have been upgraded, and most software runs on Windows 7 or higher and yet we still have a large number of XP machines that we cannot afford to replace.

Another large-ticket item used by both Shreveport Fire Department and the Shreveport Police Department is the Voice Logger Recording System. Currently, SFD Communications IT personnel manage the audio recording system. The cost associated with the initial purchase and annual costs are shared between the two agencies, but it is SFD's personnel that have the responsibility for maintaining the equipment and working with our vendor on any technical issues.

The current recording system was installed in 2007, and some functionality of the software was lost when we upgraded our computers to Windows 7 64-bit.

Voice logger recording systems are mandated by State Law, and the recordings are generally a liability protection for the City of Shreveport. This is something that cannot be ignored and must be addressed soon. The vendor is allowing us to continue operating with the current system but has already given us notice that they may not honor any more maintenance agreements unless we upgrade the system.

There is not a dedicated budget for IT. At the beginning of each year, after the SFD budget is approved and in place, Fire Administration will tell Communications how much money is dedicated to IT needs for the year. We are thankful that the amount has been consistent over the last few years but with budget constraints, we do not know if that amount will stay the same. It is based on what the Fire Administration deems a priority and how they spend the money.

There is no money for training our IT Specialists, either. Although the department hired IT Specialists, they have never provided any additional funds for training them. In the IT world, hardware and software constantly change and our personnel need to be informed, connected and trained to handle the problems that arise.

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
- Voice Logger Recording System Equipment Replacement
- MDC (Mobile Data Computer ) Equipment Replacement
- Department Server Equipment Replacement
- Communications Backup Center Equipment and Replacement.



# Communications IT Replacement Needs

## Desktops, Laptops, and Printer Replacements and Software Upgrades

### Program Description:

We have a dedicated IT replacement plan that addresses all of the hardware issues. The priority is to replace all of the computers and laptops that still operate on Windows XP. The support for XP ended April 8, 2014. There is no support for any operating failures.

Currently, we have (23) desktop computers and (21) laptops that use Windows XP. Replaced computers will be recycled, with limited "Internet Access," to the Training Academy for lab training purposes.

Our IT staff cannot keep up with the demand. To maintain adequate service, we must get the newer hardware and software which will free our staff from the other issues facing the department.



### Implementation:

In 2016, upgrade all of our XP machines to Windows 7. 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 Replacement Needs

## Voice Logger Recording System Replacement (Shared costs between SFD and SPD)



### Program Description:

The current Voice Logger Recording System, based on a Windows XP 32-bit, was purchased in 2007. Since then technology has changed causing the software to be no longer supported by the vendor as well as our maintenance department. The extended server support ended July 2015.

### Implementation:

Partnering with the Shreveport Police Department, the department will submit a Request for Proposal application for a new software system compatible with Windows 7 64-bit computers. The new system must be capable of recording text messages and video feeds from people calling 9-1-1.

## 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 Replacement Needs

## 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-2016.

### **Implementation:**

As part of an increase in our IT funding, we will need to purchase 30 MDCs in 2016 so that we can put new MDCs in all front-line engine companies and medic units. In 2017, we need to purchase 21 MDCs, which will go in Ladder Trucks, Rescue Trucks, Sprints, Battalion Chiefs, EMS Supervisor vehicles, and Assistant Chief Car.

In 2018, we need to implement the replacement plan program where we would purchase 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 Gobi modems.

# Communications IT Replacement Needs

## Communications Center Backup Equipment

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### **Program Description:**

Every emergency communications center must have a backup plan in case of major equipment failures and specifically in case we had to evacuate the 9-1-1 facility. Our backup facility was originally at the Caddo-Bossier EOC. Once that split was made, we no longer had a backup facility. Caddo 9-1-1 entered an agreement with the Caddo-Bossier Port and has created a backup solution for 9-1-1.

The clear solution is to create a back-up facility for the fire department. This was suggested and approved in 2014. There were technical and financial obstacles, but we moved forward with a preliminary plan.

### **Implementation:**

Once the fiber optic network is in place, we will install a server at the Fire Maintenance facility. We will then upgrade the phone system to handle the additional calls that will be coming in on the phone system already in place. We will have to purchase at least eight telephones to be used in the backup facility. We will purchase four radios for the four dispatch positions and have those installed.

With the fiber connection, we will be able to connect with the 9-1-1 call takers and initial dispatchers via CAD. We will have to purchase CAD licenses and laptop computers so that the dispatchers and administrative staff will have connectivity. We believe that with the three laptops in Communications now, we would only need to purchase five more. This would give us eight laptops for operations.

The good thing about having a backup facility, it can also be used as an emergency operations center for the fire department. When we have major events or special events, the SFD EOC could be utilized as the command post. It would be a quiet and secure location for planning and operations.

# Communications IT Replacement Needs

## Implementation cont.:

The ultimate drawback to this location is that the backup/EOC is located in the kitchen/training room of the Fire Maintenance facility. It is not the best setup for a backup emergency communications center or EOC.

When building new fire stations in the future, there should be some consideration of adding a secure backup emergency communications center / EOC that is fully equipped with desktop computers and radio consoles which can be utilized not only if we have to evacuate the 9-1-1 facility but also for training and staffing for major events.

### Information Technology Replacement – 4 YEAR PLAN

	FY2016	FY2017	FY2018	FY 2019
Computers and printers	\$47,600	\$35,000	\$35,000	\$35,000
Voice Logger Recorder	\$105,243	\$11,370	\$11,370	\$11,370
Mobile Data Computers	\$66,000	\$46,200	\$22,500	\$22,500
Computer Server		\$6,000		
Communications Back-up Facility	\$55,000			

# 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 extremely time-consuming and requires many steps to update one policy. The policy committee only meets a few times a year, but if they recommend changes, those changes may not be seen for months.

Our policy management is also undermined by memos and verbal commands. Many chief officers use these forms of communications to make changes to how things are done but do not update the policy with those changes.

The current policy management system has no accountability. There is no guaranteed process to know if someone has read an updated or new policy.

Frankly, our policy management system is a liability risk rather than liability protection. We openly admit that we need a solution by which we can manage our policies, keep them current, and have accountability so that we know when our members read these policies.

## Program Description

There may be many solutions available, but the product that we have looked at and the one that our Communications Division uses as part of their accreditation process is called PowerDMS.

It is a software solution that provides a single, secure, online location for the organization, management, and distribution of your most important documents, not just policies. This can be accessed anytime from anywhere.

Another benefit is that you can see the audit trail. You can quickly see the complete history of the document from creation to publication and always know when and by whom, it was reviewed, revised, approved, and signed.

As employees read the new or revised documents, they are required to electronically sign those documents. This provides a reporting mechanism for chief officers to identify those employees who have not read the documents or refuse to sign the documents so that they can ensure that all members have been informed.

Although you may have multiple drafts being shared for collaboration, the members will always see the current up-to-date version.

# Policy Management System

## **Program Description cont.:**

You can set automatic review cycles and have a completely secure system where you can control access and view, run reports, or make changes. You can also collaborate on documents and gather feedback and approvals with changes being tracked in one place.

In this particular software package, there is a training module, too. You can develop and conduct fully-customized online courses that employees can take independently at their pace. This module includes online testing with automatic grading. The survey portion of the software allows for the creation of employee surveys.

Employee surveys can be used for a number of reasons but can be a great tool when soliciting feedback on specific issues. With the anonymous option, employees can be confident that they can communicate their opinions openly and honestly.

One of the best features is that this software is not just for policies. You can keep all of your important documents in the same place, and these documents may be accessed anytime from any place via the Internet. In this day and time, fire and EMS agencies are subject to major lawsuits, and many stem from the lack of good policy management and accessibility.

## **Implementation:**

The most important element in the implementation phase is to update our policies to the current version, including the policy on policy management. Once we have a good policy and/or training manual developed, the policies would have to be uploaded in the system.

Again, this is a simple software solution that is cloud-based so installing the software should be the easiest part of the implementation. There is no cost for hardware because everything is saved to the cloud. Once our policies are in the system, there would be required training for all employees beginning with train-the-trainer classes for various groups.

# Policy Management System

## Implementation:

Policy development will be a necessity so that everyone will understand why this program is so important, how to use it, and the benefit to the employee and the Department.

One of the most challenging aspects will be the actual policy management. No longer will memos be issued when a policy needs to be changed. Instead of a memo, the fire chief or designee will update the policy and distribute the revision immediately. No memo necessary. This will keep our policies up-to-date.



POLICY MANAGEMENT SYSTEM– 4 YEAR PLAN				
	FY2016	FY2017	FY2018	FY 2019
One Time Cost	\$19,968.00	-	-	-
Recurring Cost	-	\$11,148.00	\$11,148.00	\$11,148.00

# Increase 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.



# Increase Health & Wellness Standards

## 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.).



## EXERCISE EQUIPMENT REPLACEMENT PROGRAM

	FY2016	FY2017	FY2018	FY2019
Cost	\$75,000	-	-	-
Recurring Cost	-	\$77,000	\$79,000	\$81,000



# Fire Prevention: Increase Staffing for Inspection/Public Education Sections

## **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 increase. 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: Increase Staffing for Inspection/Public Education Sections



## 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.

	FY2016	FY2017	FY2018	FY2019
One Time Cost	-	-	-	-
Recurring Cost	\$80,000	\$120,000	\$120,000	\$120,000

# Staffing for the Investigation Section

## 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.



	FY2016	FY2017	FY2018	FY2019
Office Associate for Investigation Section (1)	\$18,000	18,000	\$18,000	\$18,000

# Fire Prevention: Mobile Wireless Technology

## Background

The inspection section is having to write everything down in the field then come back to the office to put it in the system. With the Web-Based Inspection System they will only have to write it once, they type it directly in the computer, and they are done. They will be able to carry it with them in the field and print either in the office or on a portable printer as they walk through the property, they will be able to write violations directly on the screen, including code section cited and location of violation, or use the fast code feature, which automatically lists common violations, so that all you have to do is simply point – and the code section, and location is filled in automatically. When they return to the office, all they will have to do is plug the tablet computer information into their desktop.

## Program Description

The Purchase of this system will help the Fire Prevention office to do a more effective job for the citizens of Shreveport. This system is a wireless technology capability for routine inspections, monitoring new construction projects and the retrieval / storage of information from the field. When you have a question or need to reference a point, you can search the full text of the Fire Code Book at the touch of the pen. If we want to print in the field, we will have to purchase portable printers. Also, buy smart phones to work in conjunction with the pen base system.

## Implementation

Purchase of the IRDL Web-Based Inspection Report Management System, which includes software, training, license fees and integration cost. Purchase of equipment needed to be used in the field.

	FY2016	FY2017	FY2018	FY2019
IROL Online Inspection Management System	\$12,000 (Yearly Fee for 5 People)	\$12,000	\$12,000	\$12,000
Laptops	\$1,000 (5)	\$400 (2)		
Wireless Mobile Printer	\$100 (5)	\$400 (2)		

# 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. Included in this plan are the addition of three (3) Training Officers, one (1) additional Asst. Chief of Training and capital outlay projects which include building of additional classrooms, increased office space for the new officer positions, remodeling of the current physical training area, and added parking to accommodate the increasing numbers of fire, police, and area public safety personnel, as well as civilian visitors at the Academy each day.

In 1983, due to the overwhelming public support and passage of a general obligation bond (GOB) for Fire Department capital construction projects, the Academy added two (2) classrooms, five (5) offices, and a medical stock room. This expansion became necessary because of ever increasing state and federally mandated fire and medical training requirements. Additionally, during this time the Fire Department became the sole provider of EMS treatment and emergency transport for the city.

To meet the demands of new EMS operations, in 1984 the Fire Academy began the Department's first paramedic training program. The first class of paramedics graduated in 1985, providing the first advanced life support (ALS) anywhere in the state.

It has been more than 30-years since the last additions to the Training Academy were completed. In that time, the Fire 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). Hazardous Material Technicians now staff primarily two department response vehicles that are on duty 24-hours a day. 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 refresher classes for individual members to maintain their certifications.

# FIRE TRAINING/ACADEMY EXPANSION

With recent terrorism and the threat of weapons of mass destruction (WMD) added to the national landscape, the Fire Department's role has expanded greatly to include increased emergency preparedness and response in the event of an attack. This has meant a significant increase in the number of training hours for different types of courses members must now attend. This increased training, along with those already mentioned, has caused the current Academy facility to no longer be adequate for the number of students and classes that are required each year.

It has become necessary to address the needed increases in every area of training that is offered at the Training Academy. In an attempt to continue to provide the most comprehensive and inclusive training, we have recognized the need to update our Drill area. This will be accomplished through a thoroughly planned and carefully developed renovation to our burn drill field area.

To encompass all of the training that is needed to prepare our Department, the Academy utilize approximately 12 acres that are adjoined to the facility. In this area, the Academy provides much needed 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.

# FIRE TRAINING/ACADEMY EXPANSION

As safety remains our primary focus, it is imperative that we would renovate this area of our training academy. It is our objective to create an area that will give the needed access to this specialized training area while providing the organization and separation that is needed to keep this drill area the safest and most inclusive in our region.

The primary function of the Training Division has always been to meet proactively and forecast the current and future training needs of the department. Because of the factors already outlined in this objective for capital expansion, so too is the Training Academy staff in need of expansion.

Today, the Training Division consists of; Chief of Training, Asst. Chief of Training, five Training Officer, two Administrative Assistant. The decrease in staff, has placed the training division at a disadvantage to meet the department's current training needs.

Today Training Officers are tasked with not only lecturing in the classrooms and demonstrating during outside drills, but are providing services in research and development, records keeping, medical credentialing, educational and career counseling, and more. Because of the complexities of the educational commitment and the increased areas of responsibility, the Training Division has created cells to identify training sections to manage better the workload.

Each cell has one Training Officer assigned to coordinate the training for that particular discipline. Currently, there are six training cells: Fire, EMS, Public Relations, Special Operations, Hazardous Material, and Terrorism and Weapons of Mass Destruction.

# FIRE TRAINING/ACADEMY EXPANSION

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.

The Training Division continues to juggle courses due to the increased training requirements and limited physical accommodations at the Academy. Last year alone there were more than 30 occasions when courses were deferred due to space limitations at the Academy or no instructor available to direct the course.

## **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.

# FIRE TRAINING/ACADEMY EXPANSION

**Implementation:**

To finance the capital projects listed below, a GOB, approved by voters, would have to be used in 2016, 2017 or 2018

- \* 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

Total Cost ..... \$1.8 million

Fire Academy Drill Field Project (details listed on next page) Total cost ..... \$2.2 million

The personnel needs listed below are recurring costs and will be funded through an increase in the annual Operating Budget: Three (3) additional Training Officers      Total Cost ..... \$336,000

FIRE TRAINING ACADEMY				
	FY2016	FY2017	FY2018	FY2019
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

# FIRE TRAINING/ACADEMY EXPANSION

## Program Description:

The Training Division understands the critical need for updating our IT capabilities within the training division to meet the current need of electronic testing within our EMS training program. The training division believes there are many choices in operating systems but believe 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. 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 our members during to the course of the day to input NIFRS and EMS reports into FireRMS.



## **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 2016 and 2017. 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.

# FIRE TRAINING/ACADEMY EXPANSION

FIRE TRAINING ACADEMY				
	FY2016	FY2017	FY2018	FY2019
One Time Costs	\$19,000	\$19,000		-
Recurring Costs	\$500	\$500	\$500	\$500

# FIRE TRAINING/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, and 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 2016. The department would have to purchase the following the 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				
	FY2016	FY2017	FY2018	FY2019
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 the Fire Chief

Randy Beason, Assistant Chief, A-Shift

Kerry Foster, Assistant Chief, B-Shift

David Dice, Assistant Chief, C-Shift

David Ebarb, Chief of Aviation Task Force

Kathy Rushworth, Chief of Communications

Nathan Tabor, Chief of EMS

Patricia Dyas, Chief of Fire Prevention

Gary Foster, Chief of Maintenance

Skip Pinkston, Chief of Safety

John P. Lane, Chief of Training

# Shreveport Fire Department

## 2016-2019 Strategic Planning Team

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Patricia Dyas  
David Dice  
Davis Ebarb  
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Kerry Foster  
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Brian Jones  
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Natalie Joshua  
John P. Lane

Pam Mackey  
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Todd Olague  
Mike Perser  
Skip Pinkston  
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