



MANDEVILLE FIRE / EMS

2024-2029
STRATEGIC PLAN



Mandeville Fire / EMS
45

Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Mandeville Fire/EMS (MFD-EMS) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Kenneth Moore and all who participated for their commitment to this process.

This community-driven strategic plan was developed in September 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Lisa Alpha	Patricia Fulkerson	Ashley Mendelson	Abby Sands
Natasha Baxter	Trinity Graves	Jennifer Messina	Korie Sims
Kevin Caillouet	Joe Impastato	Maureen O'Brien	Brian Swindle
Babette Charnbonnet	William Kenyon	Jami Ory	Michael Taylor
Danny Culpepper	Jan Lugenbuhl	Pat Phillips	Scott Williams
Elizabeth Doran	Richard Mecom	Frank Robertson	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the MFD-EMS, as named below.

Agency Stakeholders

Casey Aloï	Katherine Cade	Gerry Ganuchau	Cody Plescia
Benjamin Baham	Anthony Cannata	Christine Irbe	Cole Plummer
Spencer Bean	Zachary Dudoussat	David Morris	Michael Webre
Patrick Becker	Christopher Epperson	Elliott Ory	Arthur Wortmann

Message from the Fire Chief

As Fire Chief, it is my honor and privilege to present, on behalf of the members of Mandeville Fire/EMS – STFD 4, the Department's 2025 – 2030 Strategic Plan.

This Plan was developed through the tireless and open communication of our members, external stakeholders, elected officials, civic leaders and members of the public we serve. Additional emphasis was placed on solid data, on response times, allocation of resources, and future needs assessments.

Recognizing that planning is always a work in progress conducted from the level of moment to moment and span of years going forward, we are proudly presenting to you our core plan for the 2025 – 2030 time period. Along with this document comes our commitment to be continuously engaged in honest, introspection, and open communication with close observation of the changes in the needs of our community. Some of those will occur in “real time,” as our community did in the aftermath of Hurricane Katrina. Others will be determined by keeping our fingers on the pulse of the future.

In the blink of an eye, the fire service has gone from the days of horse-drawn pumpers and bucket brigades to the all-hazards response agencies utilizing modern technology. Our department has made huge strides in the areas of EMS, Hazardous Materials response, swift water rescue, community risk reduction, data analysis, and achieved a Class 1 Fire Suppression Rating. That momentum will continue to be our compass for service to our community.

In closing, please allow me to share with those who were not present a moment that speaks to the character of the personnel of Mandeville Fire/Ems – STFD 4. When the State Fire Marshall came to officially present our Class 1 rating at a meeting of our Board of Commissioners, he noted that our Department had made the highest score ever made in the State of Louisiana. He continued by saying he didn't know whether any department would ever beat that score. Without hesitation, one of our members spoke up and said: “We will!” Every other member saluted that resolve with applause.

Dedication defined.

Sincerely,



Fire Chief Kenneth Moore

Table of Contents

Introduction.....	1
Process.....	1
Agency Background	3
Organizational Chart	4
Mission.....	5
Values.....	5
Vision.....	6
Goals	7
Conclusion	8
Appendices	9
A. Community Stakeholder Findings	9
B. Agency Stakeholder Work.....	15



Introduction

The community serviced by Mandeville Fire/EMS (MFD-EMS) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, MFD-EMS contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. MFD-EMS exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that Mandeville Fire/EMS serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Mandeville Fire/EMS's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can MFD-EMS truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background



Fire protection for the town of Mandeville was first organized in the late 1800s as a volunteer department. The Fire District was formed through a joint resolution between the town of Mandeville and the Tammany Parish Police Jury. The formal name was St. Tammany Parish Fire District No. 4. The first full-time firefighter was hired in 1964. The agency evolved into a career department in the mid-1990s. Mandeville Fire/EMS's personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of class 1. In addition, the agency is an internationally accredited fire department through the Center for Public Safety Excellence.

Mandeville Fire/EMS serves an approximate population of 57,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which Mandeville Fire/EMS considers, prepares, and deploys its resources and personnel.



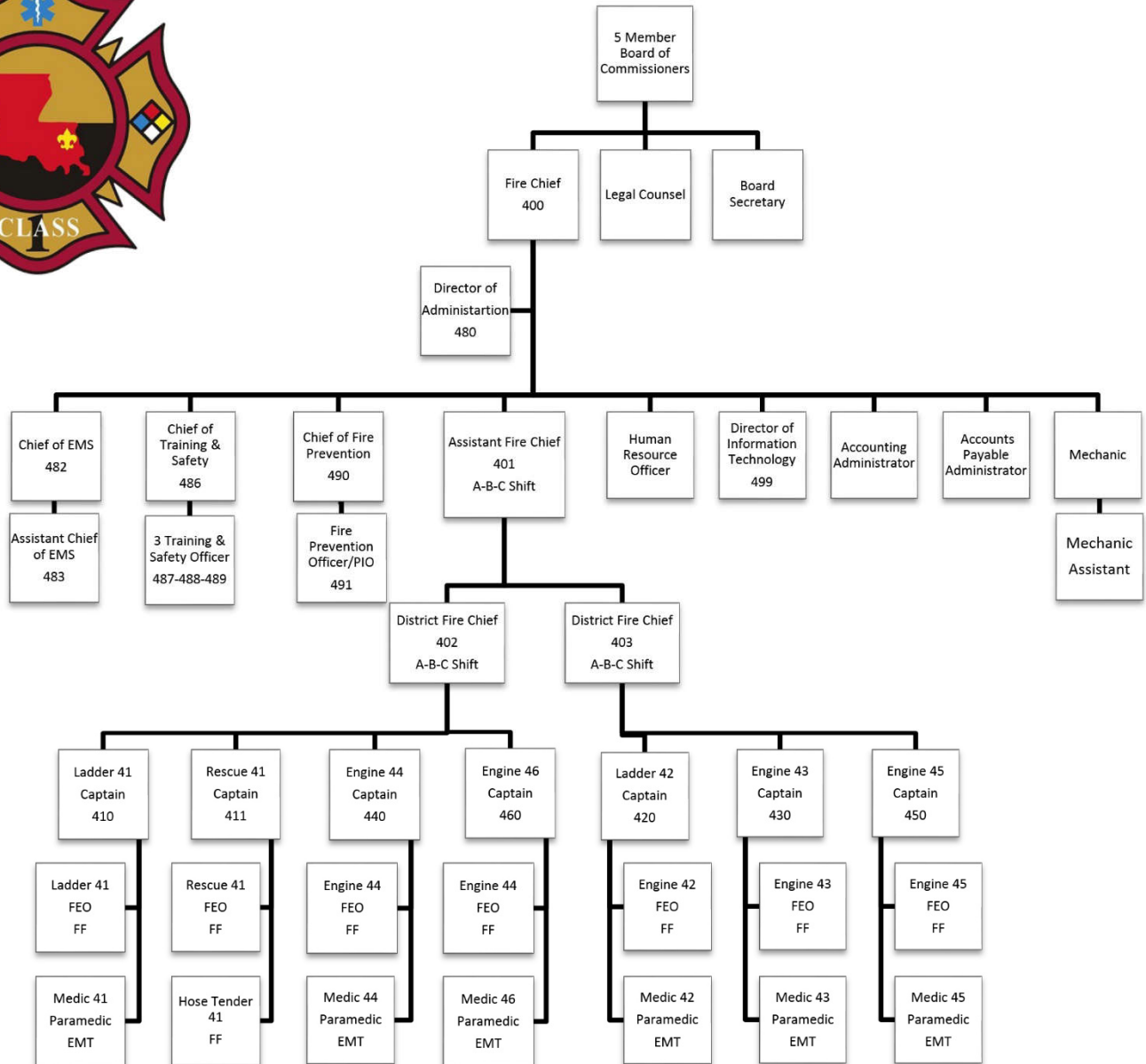
Today, MFD-EMS reflects on its history and remains committed to providing all-hazard emergency services and education to its community with courage, leadership, and duty. Mandeville Fire/EMS continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from six stations that are located strategically throughout the 75 square miles of coverage area. Staffed to support the community, MFD-EMS embraces its future vision and excellence in service delivery.



Agency Stakeholder Work Session Participants

Organizational Chart

Mandeville Fire/EMS St. Tammany Fire Protection District No. 4 Organizational Chart



January 17, 2025

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all MFD-EMS members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

At Mandeville Fire/EMS, our mission is to serve our community and the citizens through all hazards and life emergencies with the highest level of excellence in public service.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit and revise the existing values agreed upon by the entire group.

Adaptability - Flexible in changing circumstances and quick to adjust to new challenges.

Determination - Persistent in overcoming obstacles and committed to achieving goals.

Dedication - Wholeheartedly committed to the mission and unwavering in serving the community.

Discipline - Maintaining professionalism in both good times and in the face of adversity.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Mandeville Fire/EMS to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the Mandeville Fire/EMS and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the MFD-EMS's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

We envision a department that enhances health and safety to improve life for our community and workforce. Through respect, innovation, and accountability, we are committed to delivering the highest quality service by expanding our capabilities, improving internal communication, and prioritizing training and development. By 2029, Mandeville Fire/EMS will lead in emergency response and community service, leveraging technology, professional development, and resource growth to meet the evolving needs of our community. We will ensure competitive compensation, prioritize skilled staff retention, and maintain excellence in protecting our citizens from all hazards while upholding the highest standards of service.



Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The MFD-EMS must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Develop and implement a comprehensive recruitment process for Mandeville Fire/EMS that increases interest in fire and EMS careers, enhances the quality and quantity of applicants, and ultimately improves service to the community.



Improve compensation and benefits, improve internal communications and transparency, and improve work-life balance to retain highly skilled and dedicated, long-term employees.



Build a leadership development program that promotes transparency, individual accountability, consistency, and uniform processes for all employees.

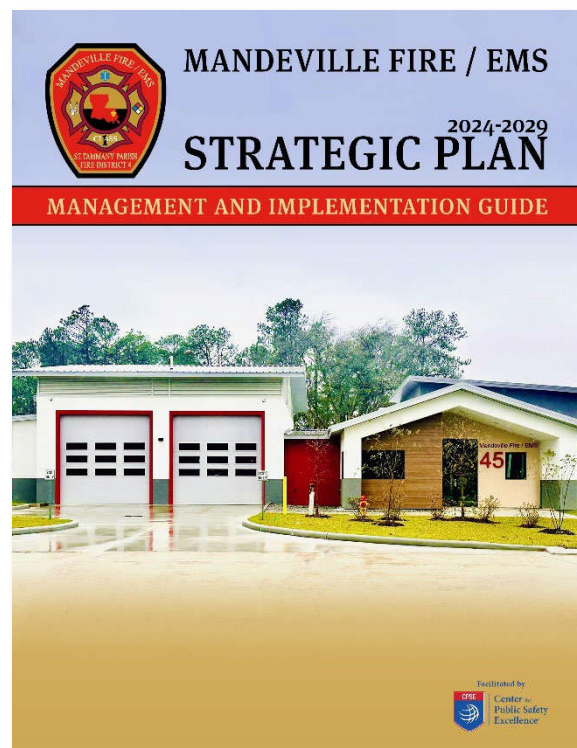


Develop a comprehensive strategy to enhance operational efficiency by reducing response times and improving living conditions and technology. This will be achieved through the strategic process of upgrading and regularly maintaining existing facilities and continuing research to build new stations.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Mandeville Fire/EMS's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the MFD-EMS in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Mandeville Fire/EMS navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

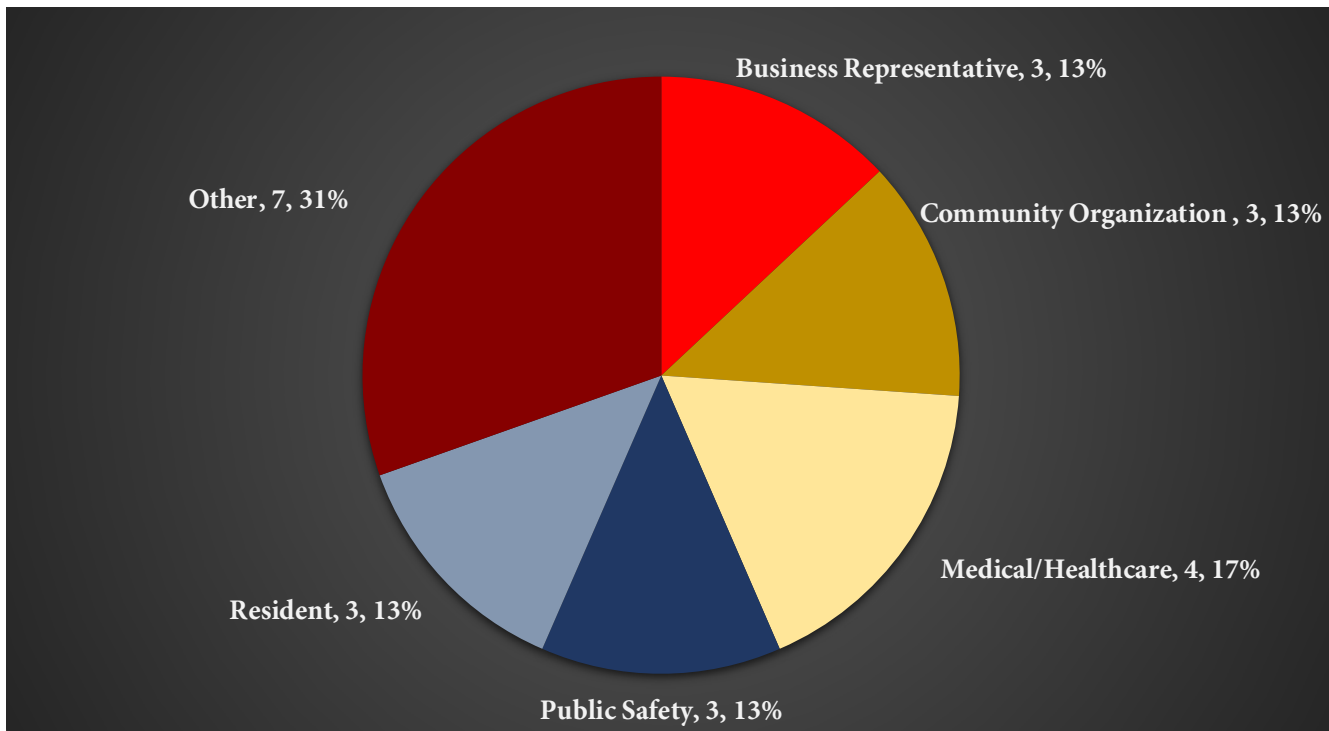
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Mandeville Fire/EMS demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for MFD-EMS. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of Mandeville Fire/EMS (in priority order)

1. Quick response time. Fast response times. Continue to respond in a timely manner. Response time. Immediate response. Expeditious response times. Quick response. Rapid response to emergency situations. Low response times. Timely response to emergencies. Quick response times. Quick response times for emergent calls. (50)
2. Continuous training opportunities for your team. Well trained and available. Knowledge of types of situations occurring (fire, medical, etc.). Knowledge in your fields. Firefighters have skills required for a variety of scenarios. Capable and has capacity to meet community needs. Knowledgeable/educated staff. Ongoing training and education for staff. (22)
3. Show location of fire station in area; like hospitals people need to know location in case of emergency, someone could go to a fire station. After a fire alarm, notifying our residents of all clear to re-enter the building. Develop a system to notify residents that it is safe to return to their apartments. Communication with staff on resident concerns, frailty, abuse of 911 system. Ongoing community service announcements to remind the public of safety concerns and reminders. Communication with hospitals and other healthcare professionals. Continued communication with hospitals/medical centers, etc. (21)
4. Fire/medical protection, maintained equipment, and a healthy work environment. 24/7 response services for fire and emergency medical. Caring for the community. Quality service. (18)
5. Community education and outreach. Community engagement. Community fire safety education and support. Community service. On-site training at our facility. Encouraging all staff (not just leaders) to attend and represent in community events. (18)
6. Setting up fire drills. Evaluate hazards in the community or individual households. Fire drills at properties Fire drills at our properties. Evacuation drills at nursing homes. (15)
7. Adequate staffing of trained fire/EMS employees. Maintain proper staffing. (8)
8. Calm presence. Calm demeanor. Compassion and empathy when responding on scene. (7)
9. Number of people moving on the north shore have to keep up with protection. (5)
10. Maintenance of equipment. The department is equipped with modern technology to ensure a proper and adequate response. Maintain equipment. (5)
11. Critical thinkers. (5)
12. Judicious use of funds. Efficient with taxpayer funds. (4)
13. Support other Parish department-work together for Parish wide efficiency and improved service. (1)

Areas of Community Concern about Mandeville Fire/EMS (verbatim, in priority order)

1. Firefighters should not be required to stay during national disasters (hurricanes), during a mandatory evacuation because people did not leave when ordered to leave. Extreme weather event planning/how to reach those in need during flooding or other hurricane events. Storm support (adding and managing shelters). How to set a scheduled-on site evacuation drill with the department. Management of mass casualty events in relation to community resources. Community mass casualty education and training for stakeholders and all key players (EMS, Fire, Police, Healthcare, etc.). (24)
2. Cost vs efficiency. Ensuring that you receive enough funding to function properly. Some budget issues. Funding. Total expenses in line with reasonable costs and slower growth of tax revenue. (21)
3. Able to safely navigate our roads/traffic to maintain a quick response time. Response times in some parts of the district. Not getting there on time. Speed of service. As traffic gets heavier, slower response times. (19)
4. Increased turnover/change in employees servicing our facility (Rouquette Lodge). Longevity of team members? Younger generation coming in. Recruiting and pay must keep up (I am not sure how MFD compares to area agencies). Employee benefits. (17)
5. When the main fire alarm goes off, there is no need to call - just go. When fire alarm goes off, stop calling management; just go - management is not on site. (10)
6. Maintaining the level of service. Fire and EMS together - would like to see a differentiation between the two programs, to give opportunity for higher level training and education with opportunity for subject matter experts in each. (10)
7. Interaction with other fire districts. Lack of knowledge and understanding of the abilities a nursing home can handle medically. (8)
8. Better empathy for all members of the community regardless of race and sexual orientation. Often a lack of urgency and compassion when responding to and treating the elderly in nursing home setting. (8)
9. Current equipment and training. Equipment and facilities are aging. (8)
10. The number of people coming to District 4 impacting our coverage. (5)
11. Enough firefighters? (it seems well-staffed, actually). (5)
12. Employee relations with some staff. Employee relations. (4)
13. Not all firefighters are required or interested in pursuing development in more challenging aspects of the job. Continual training. (4)
14. Scheduled training with staff. (3)
15. Possible burnout with having to respond to repeated medical calls in some nursing home facilities. (1)

Positive Community Comments about Mandeville Fire/EMS (verbatim, in no order)

- Strengths.
- Comradery.
- Positivity.
- Excellent community involvement.
- Response times to emergency calls.
- Knowledge of medical emergency calls.
- Use of Lucas Device during code.
- They are very quick to respond. They seem to genuinely care about their community.
- Hardworking and give so much of themselves.
- Our fire department is the model that all departments should follow. They do have an issue with the fire chief's salary.
- Continual pursuit of accreditation.
- Data is used to drive some strategy to firehouse locations and personnel assignments.
- Well maintained.
- Well-funded.
- Fire department and EMS are overall just wonderful to Rouquette Lodge. They assist us with our seniors in a kind and considerate manner. They discuss any issues that they see with management.
- Firefighters dedicated to serve the public.
- Great equipment for firefighting.
- More firefighting academies-and better advertisement, as some do not do social media. I enjoyed it when I Attended.
- Proven history of using funds to strengthen your operations.
- Well respected within the community.
- Willing to partner with other agencies/groups to support the community.
- Responds to calls immediately.
- Excellent customer service.
- Works side-by-side with our company.
- Timely response.
- Always willing to come out and educate residents on fire safety and emergency preparedness.
- Professionalism when responding to a call for service, especially with the elderly and vulnerable populations.
- Have monthly workshops with the elderly and vulnerable communities.
- Everyone I have worked with is very positive and great with the residents.
- Citizens Fire Academy-excellent program.
- Staff work hard to help, support, and respond to the community.
- Organization is very present at community and hospital meetings and events.
- Great job in including stakeholders from across the community.

- Does a great job with patients and families.
- Openness to working with local businesses.
- Great care is provided to patients and families.
- Community engagement.
- Response time for true emergencies.
- Always very responsive to alarm calls.
- Excellent service and response time.
- Strong communication on resident concerns and need for more services.
- Very local and familiar with community layout and needs.
- Citizens Fire Academy is excellent!
- EMS availability. I slipped and fell on some church steps, and someone called for help, and they were there almost immediately.

Other Community Comments about Mandeville Fire/EMS (verbatim, in no particular order)

- Ya'll are amazing! I have zero qualms!
- A definite need for education/Q&A between first responders and nursing homes to help both sides better understand each other's abilities and the meds and equipment they carry.
- Pay scale vs. various leadership vs. funding training vs. career progression.
- Your agency flies under the radar. In my eyes, which is a great thing as it demonstrates you are doing all of the right things and staying out of any drama.
- Department has moved in a very positive direction overall.

Things the Community Feels Mandeville Fire/EMS Should Change (verbatim, in priority order)

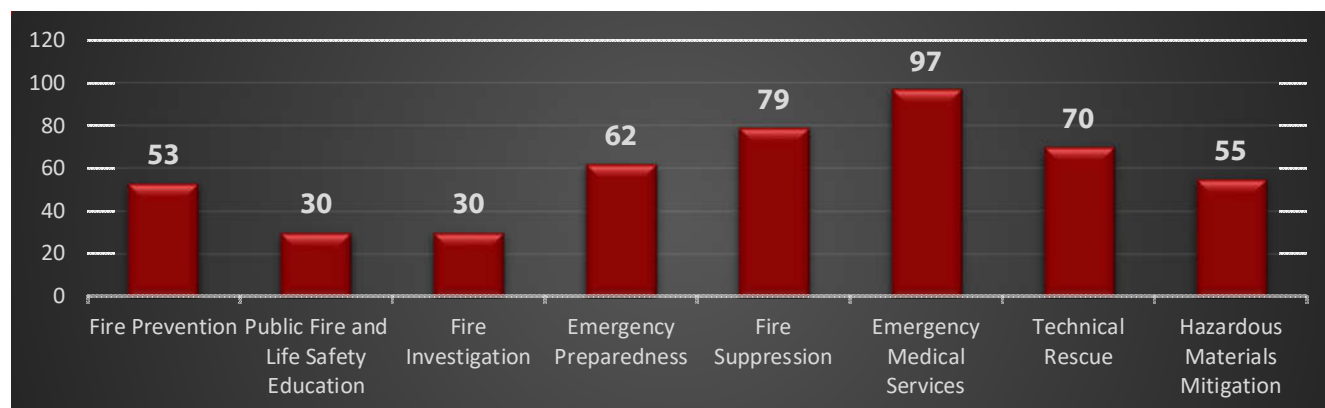
1. Stop sandbagging the millage. Anyway, to reduce costs to constituents. (2)
2. Re-evaluate salaries. Perhaps higher salaries? (2)
3. Thankfully, I have not had to call in years. The only thing then was timing. But now that the other facilities have been built, I am certain the times will be much better. Improve response times for "routine" medical. (2)
4. Stronger demonstration of staff training. (1)
5. Structured safety plan in case of fire at HUD facility - Rouquette Lodge. (1)
6. Improving understanding of other healthcare professionals. (1)
7. Purely seniority approach to internal advancement. (1)
8. More firehouses and training. (1)
9. Encouraging staff to be included in community events. (1)
10. Think about separating fire from EMS to give opportunities to focus on training and education. (1)

Things the Community Feels Mandeville Fire/EMS Should NOT Change (verbatim, in priority order)

1. Your incredible level of community support. Continue community outreach. Ongoing community outreach. Community engagement. (4)
2. Work ethic. Positive attitude. Their professionalism. (3)
3. Training the firefighters. Competency. (2)
4. Relationship with local hospital. Relationships with local hospitals, partnerships are important to patient care. (2)
5. Pursuit of continuous improvement. (1)
6. Communication w/staff on frail residents and numerous 911 calls and transports. (1)
7. Number of staff - they are always on call and ready. (1)
8. Level of service. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows Mandeville Fire/EMS to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by MFD-EMS. The results were as follows:



Community Stakeholder Work Session Participants

B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of MFD-EMS attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

All-encompassing department-wide scope or response capabilities.	Culture of mentorship-senior personnel willing to help and train newer members.
Ability to attend external training.	Quality personnel and diversity of skills.
Ability to adapt.	Constantly evolving training.
Quality apparatus, equipment, and supplies.	Quality of service provided to the community.
Comradery and relationships with personal bonds.	Organizational attitude for professionalism and pride.
Unique, strong, and effective all-hazard organization with highly trained professionals.	Offer a wider variety of training and qualifications than any other department in the state.
Our training allows us to respond effectively to all emergencies.	Continuous training to current standards keeps us up to date on trends and changes.
All-encompassing department-wide scope or response capabilities.	Culture of mentorship-senior personnel willing to help and train newer members.

Opportunities

Provide a strong living wage for personnel to recruit and retain quality personnel and quality service to the public.	Provide a strong living wage for personnel to recruit and retain quality personnel and quality service to the public.
Attend external leadership classes and courses at all levels.	Subject matter experts to communicate with the public.
Better pay will result in better opportunities for better employees.	Create an incentive to focus more on professionalism and not on secondary income avenues/finances.
Develop and implement technology improvements.	Increase revenue.
Community and department growth.	Improve living conditions at existing stations.
Improve internal and external communications.	Build a better working environment with the public.
Focus on retaining personnel to meet the growing demands of population growth, call volume, training demands, and qualifications.	Focus on retaining personnel to meet the growing demands of population growth, call volume, training demands, and qualifications.

Aspirations

In the next three to five years, MFD will initiate a plan to not only remain competitive with compensation to comparable departments within the state but also do our best to surpass them.	In the next five years, MFD will have a system in place that allows the members to make daily decisions independently and appropriate to their position in accordance with our guidelines.
In the future, we will ensure sufficient staffing to appropriately serve our community.	Our ability to improve and update facilities and functions in a timely manner for better working conditions.
To foster transparent leadership by actively supporting and collaborating with personnel rather than focusing solely on directive management.	In the next five years, the department will have a culture in which higher rankings officers lead through positivity and motivation.
To be a highly trained department that provides quality all hazard services and seeks to maintain our training and service capabilities while being compensated appropriately for additional versatility.	
To maintain a wage that keeps up with annual inflation trends.	



Agency Stakeholder Work Session

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Dedicated in-house training facilities and officers due to lack of training. - The lack of past services covering our community results in expanding our services. - Increased required qualifications and expectations. - A boost in morale. - Higher production with less effort or confusion. - Better public understanding of what we offer. - Better public outreach - More hiring of personnel. - Upgrades for stations and additional stations. - Less workload on employees. - Improved work conditions, morale, and efficiency. - Improved health with reduced stress and burnout of employees - Personnel that receive training from instructors with perspectives outside of the fire service community, including but not limited to new perspectives, increased productivity, better decision-making, enhanced confidence, and improved employee engagement. 	<ul style="list-style-type: none"> - Recruit quality applicants, retain our trained personnel, and decrease external attrition. - Improved operational efficiency. - Improved morale and decreased sick leave. - Regional response to all hazards. - In-house and out-of-district training. - More competent employees. - Reduction in the number of personnel leaving the department for other opportunities or departments. - Attract a bigger pool of potential employees. - More buy-in from personnel. - Personnel willing to seek out specialty training by being compensated for that knowledge and/or skill. - Retention of quality personnel would decrease burnout. - Overall improved health and wellness as well as mental clarity. 	<ul style="list-style-type: none"> - Retention rates trend upward. - Recruitment of quality employees trends up, including interest in our department by new candidates. - Better work-life balance. - Members feel more appreciated. - Employees more likely and willing to volunteer time/effort to the department. - Less holdovers will result in better quality of life for members, - More pride across the board. - Better mental health for all members. - Qualified and emotionally invested personnel mentor and mentee. - Adequate equipment to respond to any type of emergency with backup apparatus on standby. - Relationships with the community and reputation within the community. - Pride can lead to positive behaviors and better productivity, as well as self-confidence and a sense of accomplishment.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by Mandeville Fire/EMS and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within Mandeville Fire/EMS. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Recruitment and Retention <ul style="list-style-type: none"> ○ Salary ○ Cost of living ○ Leadership priority ○ Morale ○ Transparency ○ Incentive for skills 	Recruitment <ul style="list-style-type: none"> ○ Compensation and benefits ○ Lack of qualified applicants ○ Economy ○ Advertisement/social media ○ External communication ○ Competition ○ Potential living conditions 	Recruitment
Recruitment and Retention <ul style="list-style-type: none"> ○ Salary ○ Cost of living ○ Leadership priority ○ Morale ○ Transparency ○ Incentive for skills 	Retention <ul style="list-style-type: none"> ○ Internal communications ○ Compensation ○ Schedule/vacation picks ○ Upward mobility ○ Call volume ○ Competition ○ Generational differences ○ Lack of work/life balance ○ Overtime ○ Holdovers ○ Staffing ○ Living environment 	Retention
N/A	Leadership <ul style="list-style-type: none"> ○ External communication ○ Micromanagement ○ Lack of training ○ Transparency needs ○ Holdovers ○ Scheduling and assignment changes 	Leadership
N/A	Station Improvements <ul style="list-style-type: none"> ○ Funding ○ Prioritization ○ Logistics 	Station Improvement

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
Communication <ul style="list-style-type: none"> ○ Transparency ○ Consistency ○ Social media 	N/A	Communication
N/A	Burnout <ul style="list-style-type: none"> ○ Call volume ○ Micromanagement ○ Scheduling/assignment changes ○ Holdovers ○ Overtime ○ No sleep ○ Staffing 	Burnout

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Recruitment

Retention

Leadership

Station Improvements



Agency Stakeholder Work Session

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.



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