

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

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.



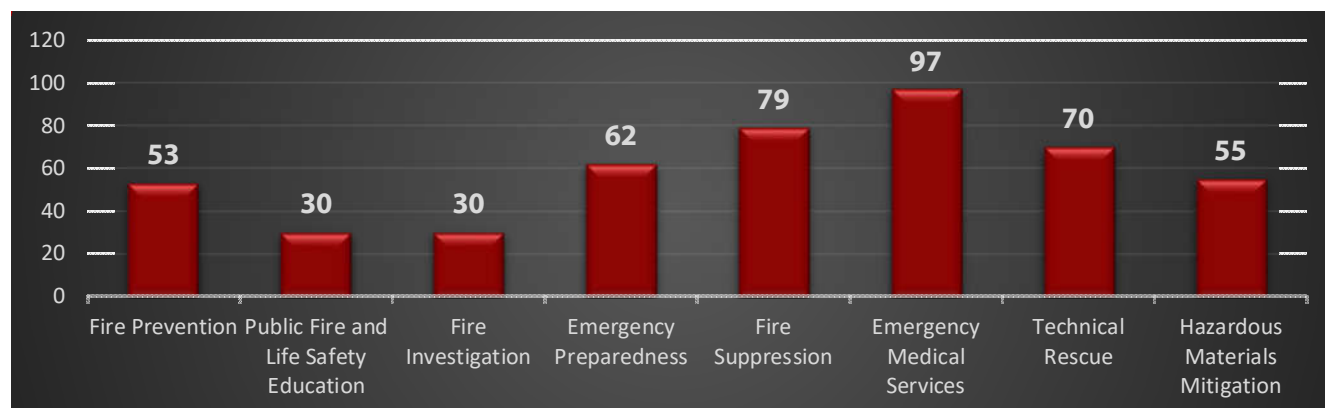
Agency Stakeholder Work Session

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