

2024

Monroe Fire Department Annual Report



Alan Rufer, Fire Chief



Monroe Fire Department 2024 Annual Report

Message from the Chief

On behalf of the dedicated members of the Monroe Fire Department, I am honored to present our 2024 Annual Report. This report reflects not only our commitment to protecting the community but also the professionalism, resilience, and dedication of our firefighters. It serves as a reminder of the evolving challenges we face and the collective efforts that allow us to meet them head-on.

In 2024, we responded to 378 calls for service, a 29% increase from the previous year. Emergency medical responses accounted for 63% of our calls, reinforcing the critical role we play in public safety. Despite this surge in demand, our response times remained well within national standards, and for yet another year, we did not require mutual aid within the city limits.

Training and professional development remain cornerstones of our success. This year, our members dedicated over 2,400 hours to training, with a focus on firefighting tactics, EMS, hazardous materials, and building construction. Our partnership with Blackhawk Technical College has been instrumental in expanding in-house certification programs, reducing costs, and improving accessibility for our personnel.

Recruitment and retention continue to be a priority. While our paid-on-call model remains a cost-effective solution, increasing call volumes present long-term challenges. A new recruitment campaign is set to launch in 2025, and we have made great strides in recognizing and supporting our members, including expanding our member recognition program.

Beyond emergency response, our commitment to community risk reduction and public education has never been stronger. In 2024, our fire inspectors completed 232 inspections, a 56% increase from 2023. Additionally, our firefighters dedicated 307 hours to public education, and expanding outreach programs in schools and community events. The approval of a full-time fire inspector position for 2025 will further enhance our ability to ensure safety and compliance across Monroe.

Investments in our training center and apparatus fleet ensure we remain prepared for the future. The David A. Rufer Training Center continues to be an invaluable asset, though recent inspections identified necessary repairs. We completed \$40,000 in updates to extend its service life. Additionally, the department took delivery of a new aerial truck, while some of our aging apparatus are being evaluated for long-term sustainability.

As we reflect on the past year, I extend my sincere gratitude to Mayor Donna Douglas, the Monroe City Council, the Police and Fire Commission, and City Administrator Rindy for their trust, leadership, and continued investment in public safety. Their unwavering support allows us to serve this community with excellence.

To our firefighters—thank you for your dedication, professionalism, and commitment to each other and to Monroe. And to the residents we serve, we are honored to be your fire department. We remain committed to continuous improvement, ensuring that we are always better than we were before.

Sincerely,

Alan L. Rufer, MBA, EFO, CFEI
Fire Chief / Director of Emergency Management



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Monroe City Council

- Mayor Donna Douglas
- Alder Andrew Kranig, Council President
- Alder Mary Jane Grenzow
- Alder Lynn Kleven
- Alder Kyle Knoll
- Alder Tom Miller
- Alder Matt Sheaffer
- Alder Richard Thoman
- Alder Heidi Treuthardt
- Alder Corinne Wartenweiler

Monroe Public Safety Committee

- Richard Thoman, Chairperson
- Lynne Kleven
- Matt Sheaffer
- Corrine Wartenweiler

Monroe Police & Fire Commission

- David Deininger, President
- Robin McLeish
- Amanda Fields
- Jerry Guth



Vision and Mission Statement

Our Vision

We will constantly strive to be better people, better firefighters, and a better department....not better than anyone else, but better than we were before.



Our Mission

“The Monroe Fire Department is committed to provide prompt, reliable fire and life safety services to the residents and visitors of Monroe. We will do this through *teamwork, communication, and professional career development*. We, as firefighters, will promote an environment that encourages *safety, innovation, and creativity* from within, and always maintain a positive public image.”



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Current Staff

(Original date of employment)

Alan Rufer Fire Chief/Director of Emergency Management	May 25, 1993
Chuck Montgomery Division Chief/Apparatus	August 15, 1990
Eric Welty Captain/Health & Safety	August 15, 1990
Dan Perdue Captain/EMS	May 13, 2004
Ken Rufer Firefighter	January 14, 1964
Gene Jacobson Motor Pump Operator	May 29, 1979
Craig Whitaker Motor Pump Operator	June 4, 1994
Jared VanDellen Motor Pump Operator/EMR	August 1, 2007
Travis Andrews Motor Pump Operator/EMR	December 1, 2008
Andy Kubly Motor Pump Operator/EMR	December 1, 2008
Tony Anglin Motor Pump Operator/Paramedic	December 1, 2008
Shawn Bechtolt Firefighter/EMR	August 14, 2019
Cheryl Gassman Firefighter/EMR	August 14, 2019
Brett Broge Firefighter/EMT	August 15, 2019
Brian DeVries Firefighter/EMR	August 15, 2019
Mike Hall Firefighter/EMR	October 26, 2021

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Current Staff Continued

(Original date of employment)

Logan Graff
Probationary Firefighter/EMT

June 13, 2023

Andrew Yoder
Probationary Firefighter/EMT

November 16, 2023

Nicholas Welty
Probationary Firefighter/EMR

March 4, 2024

Retired/Departed

(Length of Service)

Dan Bartelt
Motor Pump Operator

22 Years of Service

Avery Auld
Probationary Firefighter/EMR

16 Months of Service

Mike Mancini
Probationary Firefighter/EMR

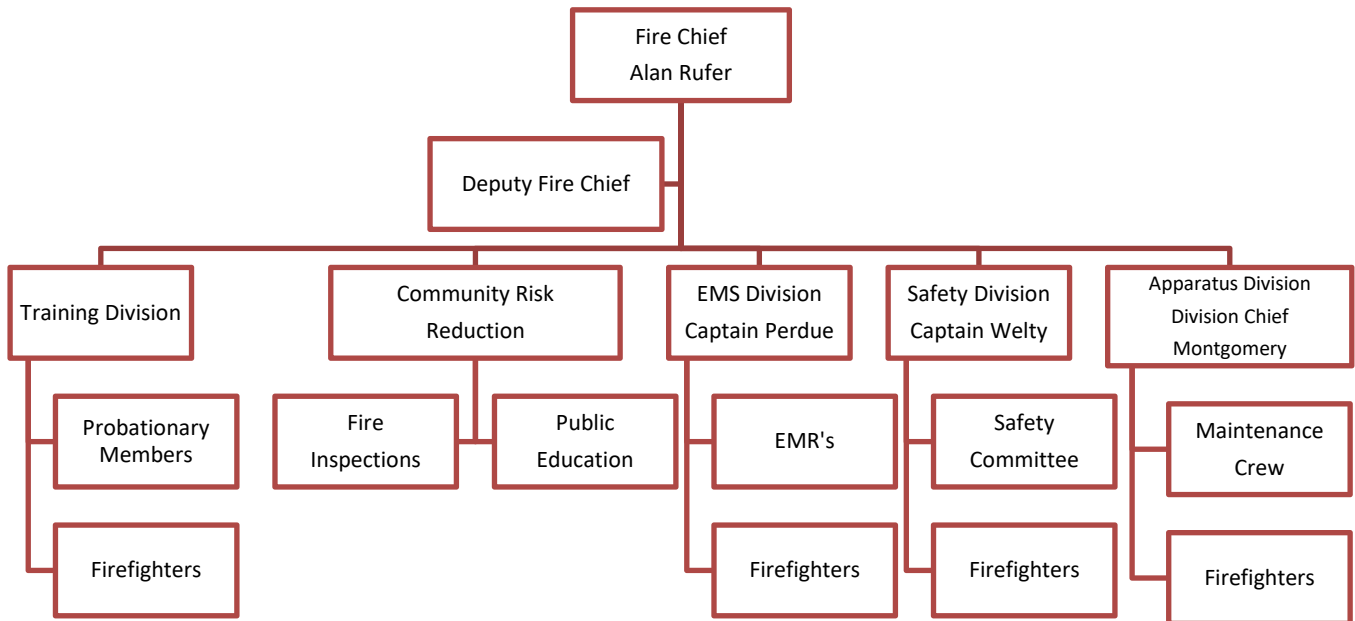
10 Months of Service

Shannon Jones
Firefighter/EMR

3 Years of Service



Organizational Chart





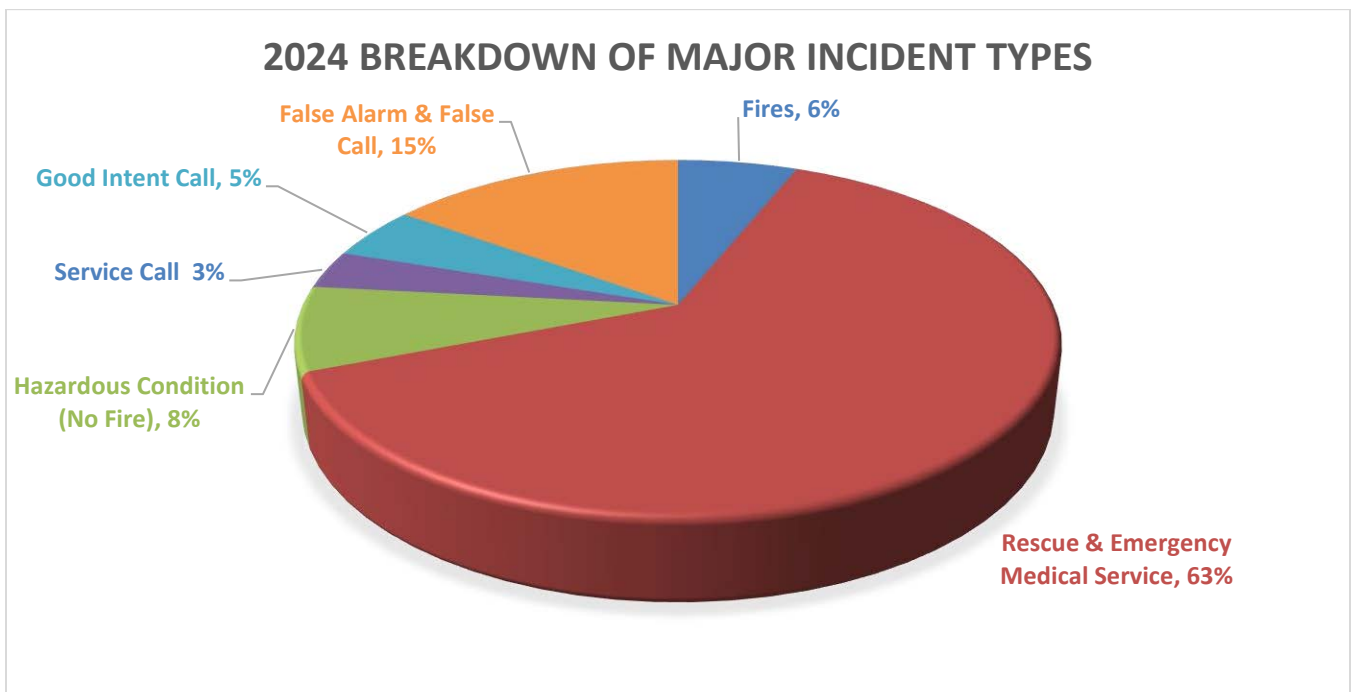
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Emergency Operations

In 2024 the department responded to three-hundred and seventy-eight (378) calls for service. This equals a twenty-nine percent (29%) year over year increase.

The total fire loss for 2024 was \$50,300 compared to \$359,950 in 2023. Total fire loss as a percentage of total pre-incident value was within one percent when comparing 2024 and 2023. The department saw a slight one percent increase in fire related incidents in 2024. Despite the increase in fires and calls for service in general, the department did not call mutual aid into the City during 2024.

The department's response times continue to outperform national standards. Response time is defined as the time from when the department is dispatched (paggers are alerted) until the first apparatus arrives on-scene. The department's average response time for 2024 was 0:07:34 minutes. The National Fire Protection Agency recommends a minimum response time of ten minutes for Ninety (90%) percent of the calls for communities similar to Monroe.





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- **Rescue & EMS** = When the primary nature of the call is medical, trauma, or rescue related. These calls include lift assists, cardiac emergencies, allergic reactions, car accidents, seizures, hospice, strokes, etc.
- **Fire** = Any call where the primary nature of the call is fire related. This could be as insignificant as a small pile of leaves burning in the street to a large structure fire.
- **False Alarm** = This is when the fire alarm system has been activated due to a malfunction of the system. It is system related, not human related, for example, if a child at school intentionally activates a pull station in the hallway it is not coded as a false alarm, it is considered a malicious alarm.
- **Overpressure/Rupture, No Fire** = These are calls where a vessel that is normally under pressure has a sudden/unplanned release, and when we arrive an active fire is absent.
- **Good Intent** = Someone calls 911 because they think there may be an emergency, but it turns out that everything is okay. For example, someone sees smoke rising from a neighbor's back yard and calls for the fire department to respond. We arrive to find that the neighbor is using their approved fire pit.
- **Service Call** = Is when someone needs help, but the situation is not a fire or medical emergency. For example, someone calls 911 to report that there are ducklings trapped in the storm sewer. Yes, this has actually happened, and yes, we successfully rescued the ducklings.
- **Hazardous Condition** = These are calls where a hazardous condition exists, but the primary concern is not related to a fire or a medical emergency. For example, a neighbor reports a car in the street with a leaking gas tank, but no fire.

Because of the metrics implemented in the fall of 2021, we now have multiple years' worth of data to analyze the department's response activities. In 2024, emergency medical calls accounted for sixty-three percent (63%) of the department's responses. The number of lift assists declined by three percent (3%), while calls to assist Green County EMS increased thirty-three percent (33%). An aging population continues to have a significant impact on fire/EMS departments locally, regionally, and nationally. The department's working relationship with Green County EMS is strong and continues to grow as we work with one another to provide first-class care to the citizens who live, work, and visit the City of Monroe.

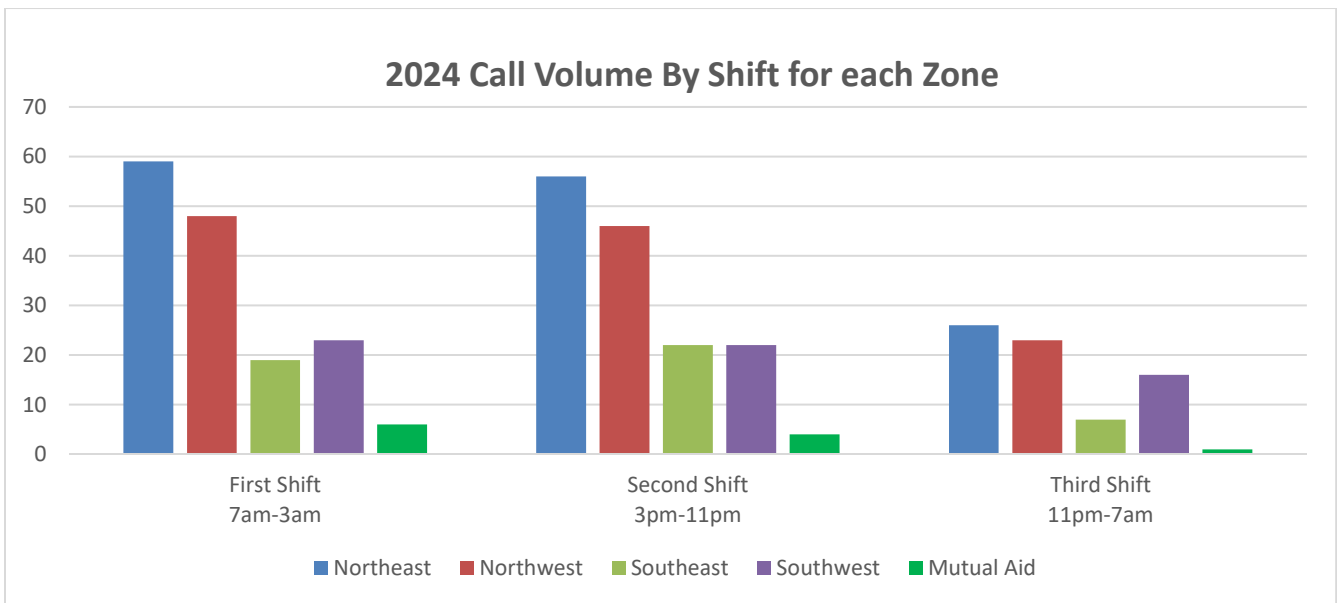
Where are the calls? The metrics allow us to track where the calls are within the city. The system divides the city into four zones: Northeast, Northwest, Southeast, and Southwest. We use 13th Avenue to divide the east from the west and 12th Street to divide the north from the south. These geographical lines were chosen to define the zones as they are major travel routes throughout the city.

The north side of the city has significantly more calls for service than the south side of the city. This is related to the north side of the city having a larger concentration of apartment buildings and the majority of the assisted living facilities.

**Mutual Aid is for calls outside of the city limits*



When do the calls occur? When measured by what is traditionally referred to as first, second, and third shifts; the first shift is the busiest with one-hundred and fifty-five (155) calls for service, closely followed by second shift with one-hundred and fifty (150) calls for service, and third shift with seventy-three (73) calls for service.





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Training

The members participated in over 2400 hours of training and development in 2024. Members completed professional certification in the following areas: Firefighter, Emergency Medical Responder, and Hazmat. These professional certification courses are delivered and credentialed by the Wisconsin Technical College System.

In addition to attending a number of regional seminars/conferences, our members trained on topics/skills such as: Natural Gas, Carbon Monoxide, CPR, Driver/Operator, Severe Weather Emergencies, Modern Fire Attack Methods, Vertical Ventilation, UTV/Wildland Operations, Active Shooter Response, Building Construction, EMS Skills, and pre-planning scenarios for the Airport and area businesses. This training occurred in-house and utilized both fire stations and the David A. Rufer Training Center.

One of the challenges facing the department is that we often have to send our personnel to Rock and/or Dane County because the courses are not frequently offered in Green County due to low enrollment in the area or the class schedule doesn't align with our member's availability. Traveling to Rock and/or Dane county adds two hours to each night they have class. It also adds two hours of payroll expense to each class, which can increase the total cost of the course by hundreds of dollars per student.



It is not uncommon for students to leave for class right after work at 5:00pm and return sometime after 10:00pm. They often do not see their families and rarely get a good meal on these nights. Despite these challenges, our members continue to demonstrate a high level of commitment to their training and development.

New in 2024, through a unique partnership with Blackhawk Technical College, the department was able to offer the

Wisconsin fire certification class in-house. Having certified instructional staff and the David A. Rufer Training Center made this partnership possible. Our in-house format is asynchronous, allowing students to access course materials at any time. This includes videos, quizzes, and practice tests. Students can pause and revisit videos and receive immediate feedback on their quizzes and practice tests. This provides the student with the flexibility to learn at their own pace and at a time and place that fits their schedule. To accommodate multiple learning styles and to reinforce the lecture/reading assignments, we schedule in-person meetings to review the content and practice hands-on skills. The program is a success, and we hope to expand our content offerings in 2025.



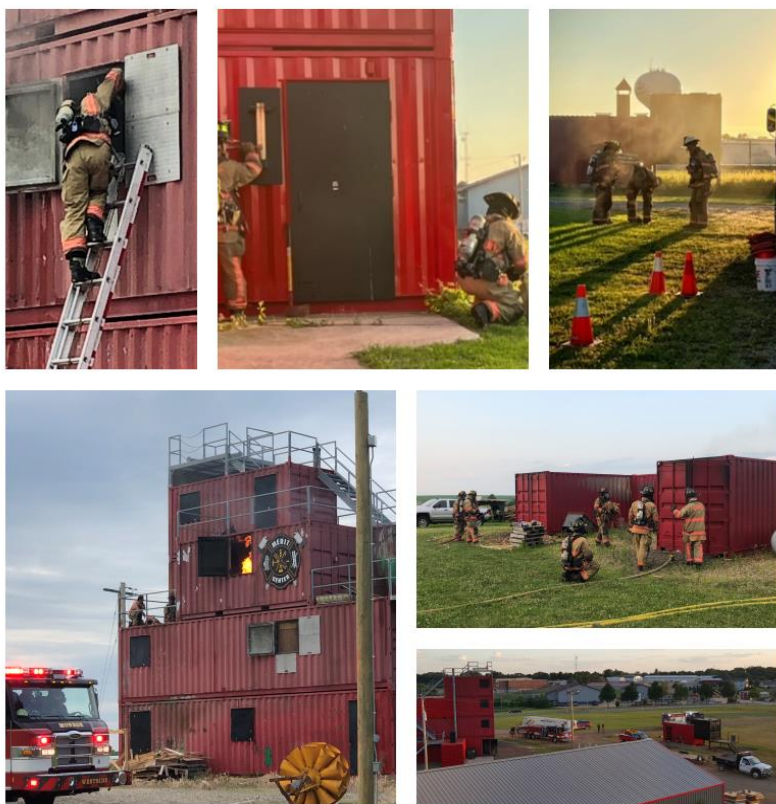
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While the department does a great job of providing its members with training through its internal operations, keeping up with the latest information, strategies, and recommended tactics is a large task. The department will continue to encourage members to attend regional training events. These events offer the opportunity to learn new skills while providing different points of view, which helps to prevent complacency within our systems and practices.

David A. Rufer Training Center

The David A. Rufer Training Center (training center) is located on six (6) acres in Monroe's north industrial park. The department trains at the center regularly from April through October. The training center is owned by the City of Monroe and managed by the Monroe Fire Department.

The training center has several training props that assist in developing core skills such as fire attack, search and rescue, ladder drills, confined space rescue, flashover simulations, elevated rescues, ventilation, forcible entry, motor pump operations, and hazmat operations. The training center plays a critical role in the development of our staff.



Initially developed with money raised through fundraising events and goodwill donations, the training center has been serviced and maintained through the department's operating budget for the past decade. In the summer of 2023 each of the three live fire props as well as the prop used for ladder training were inspected by an engineer.

Overall, the inspection report was positive, however, it did identify several props that were in need of immediate repair. The department invested forty-thousand (\$40k) dollars to complete these repairs. Through the reallocation of existing funds, a line item was added to the department's 2024 budget for the training center.

The training center is utilized by several private and public organizations, the agricultural community, and fire, EMS, and law enforcement agencies. For more

than a decade, the training center has provided a safe place for thousands of children, employees, and emergency service personnel to learn and train. In addition to serving as a training facility, the training center provides value as a recruitment tool and contributes to the department's ISO two (2) rating. The continued development of the training center is vital to the department's ability to maintain a skilled workforce.



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Staffing - General

The department operates under a paid-on-call (POC) staffing model. This model is considered by many as the most cost-effective and flexible staffing model for the fire service. This cost effectiveness is not without some downside; inconsistent staffing levels, increased response times, and gaps in training/skills are often associated with the POC staffing model.

The department's members are active and well-trained on a wide range of topics. If there is a weakness in the membership it would be the absence of mid-range personnel, those that have 6-12 years of experience. This experience gap is at least in part due to the administration pausing recruitment efforts from 2008 to 2012 and another pause from 2020 to 2022 as a result of COVID. Recruitment is nearing a crisis level nationally. While finding volunteers has long been a challenge for smaller/rural fire departments, it is relatively new to career departments. To keep or attract staff, many career departments have had to make significant increases to their salary and benefits packages in an effort to attract or retain staff.

Our members are doing a GREAT job! Absorbing a twenty-nine percent (29%) increase in call volume is not an easy ask, but they did it, and they did it with professionalism and pride. With that said, the current staffing model is not sustainable long-term. It is one thing to ask a volunteer to respond to a call two or three times a week, it's another to ask them to respond to a call every day, sometimes many times a day. There will be a "point" when volunteers will begin to experience burnout, and businesses will begin to restrict the interruptions to their operations. Long-term staffing options will be looked at in the 2025 strategic plan.

Staffing - Recruitment

Designing and implementing an effective recruitment campaign requires a great deal of resources. Hanging help wanted banners and placing ads on social media are an important part of a recruitment campaign, but the results are often disappointing when they are not part of a larger marketing plan. Participating in local activities that offer the opportunity for members to develop relationships across a variety of demographics will increase the success rate of print, radio, and other passive marketing efforts.

A challenge with attending community events is that it places a demand on people that often have little discretionary time left in their schedules. Recruiting is no longer a singular event or action, but rather an ongoing effort that requires a commitment of financial and human resources.

The last of the newest members completed their certification training in December of 2024. Behind the scenes work for a new recruitment campaign has started and a public kickoff event will be held at Fire Station #2 (Downtown) in the spring of 2025.



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Staffing - Retention

Retention efforts in the fire service are new when compared to the private sector. In the past it was normal for a firefighter to serve for 10, 15, even 20 plus years. But changes in lifestyle, work, and family obligations have had a negative impact on retention. While the age of firefighters is increasing, the average tenure is decreasing. Currently the national average tenure for a volunteer firefighter is five years.

In 2022 the department began looking closer at what it can do to make it easier for members to remain “active” on the fire department. What we found through general discussions was that firefighters did not consider responding to calls or attending training as a burden, rather these were two of the primary reasons expressed for wanting to be a firefighter. Activities such as administrative work, planning and prepping the training, fundraising, apparatus maintenance, and politics were frequently mentioned as deterrents to being a member of the department. The two biggest influences on our retention rates over the past eighteen (18) months has been the time commitment, and young members leaving to pursue career positions.

The department’s reputation for developing well trained firefighters is a double-edged sword. On the one hand it helps us attract new members that have an interest in public safety, on the other hand, as more career departments recognize that reputation our members will continue to rise to the top during the hiring process.

In the fall of 2023, the member recognition program was passed from the department’s social arm (MVFF) to the Chief’s leadership team. The member recognition program is still in its infancy and considered fluid. The first step was taken in 2023 when we recognized two newly retired members. In 2024, the program was expanded to recognize years of service milestones. The Mayor and City Administrator attended the ceremony where those being honored celebrated with their families, friends, and department members.



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The celebration included light snacks and the presentation of awards recognizing their achievements. Birthdays and work anniversaries continue to be recognized monthly on the digital boards located at each fire station. The department will continue to identify ways to demonstrate our appreciation for our members and the extraordinary work that they do.

Community Risk Reduction - Fire Inspections

The fire inspector may be one of the most misunderstood roles in the fire service. Fire inspectors do so much more than just meet with people and identify code violations. Fire inspectors make significant contributions in reducing fire loss and injuries to civilians and firefighters.

Performing fire inspections is an important part of protecting the community. The preferred role is one of an educator rather than an enforcer. Learning how to interpret and explain the vast number of codes can take several years.

There are over eight hundred (800) inspectable properties in Monroe. Many of these are required to have fire inspections performed twice a year. The total number of fire inspections performed annually may exceed 1500 when re-inspections are taken into consideration. In addition to conducting the physical onsite inspection, the fire inspector researches specific code references, completes data entry, needs time for scheduling initial appointments and rescheduling missed/canceled appointments, and attending training. This does not include the time needed for facility pre-planning, emergency incident response, public education activities, or inquiries from the public.

In 2024 the department utilized two part-time fire inspectors. Those inspectors completed two-hundred thirty-two (232) inspections compared to one-hundred forty-nine (149) inspections in 2023 (+56%). I appreciate the efforts of these inspectors, but the workload is just too great for part-time staff to keep up with when they have one or more other jobs and personal commitments competing for their time and attention.

The council generously approved funding for a full-time fire inspector in the 2025 budget. The search process is scheduled to begin following the conclusion of the strategic planning process in the spring of 2025.



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Community Risk Reduction - Public Education/Special Events

The popularity and demand for us to provide/attend public education and special events continues to grow. In 2024, members devoted three-hundred and seven (307) hours to public education and special events. This was a sixteen percent (16%) increase over 2023. These events benefit the community and the department as they allow us to connect with adults as well as children while we promote fire and life safety habits.

The department is respected for delivering quality educational programs. One of our longest-standing and most successful programs is our partnership with the Monroe School District's Parkside School where they celebrate "The Student of the Month". Once a month during the school year we pick-up a student at their home and take them to school on the fire truck where the rest of the students and staff are waiting for them to celebrate their achievements.

It is a GREAT program, and the department has received many compliments from both the school district and parents for our participation. Last year we expanded our relationship with the school district and provided a in-home fire safety program to a special education class from the high school. Students in this class had cognitive as well as physical limitations. Using the life safety house, we were able to expand the typical lecture



presentation to include a hands-on practical experience. This program was successful, and we have been asked to expand it in 2025.

The annual "Salute to Summer" event at Recreation Park continues to be our most popular event. There were games for children

of all ages as well as fire prevention materials and smoke detectors. We estimate that three-hundred (300+) plus people attend this event annually. Salute to Summer is one of many summer events where the department collaborates with Park & Rec staff.

In the fall of 2023, a partnership with MERCY Health in Janesville was formed and five members received CPR Instructor training. In 2024 an in-house CPR program was implemented. This program provides the scheduling flexibility needed to meet the needs of our membership while reducing delivery costs. The program was expanded in the fall of 2024 to include the DPW, Wastewater, and administrative staff extending the flexibility and cost savings city wide.



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The following is a summary of community events/programs we participated in during 2024

- St. Patrick's Day Parade
- YMCA Healthy Kids Day
- Memorial Day Parade – coordinated with the local American Legion
- Cars on the Square
- MHS Launch Program
- Farmers Market on the Square
- Concerts on the Square
- Various special events requests
- Numerous Fire Station Tours for the YMCA, Rainbow Childcare, and other children-based organizations
- Fire Extinguisher training for local businesses and service organizations
- Twining Park – Fourth of July Celebration and Flag Raise for the Monroe Band
- Salute to Summer
- SSM & MHS Don't Drink & Drive Program
- National Night Out – coordinated with Monroe PD
- In School Fire Safety Programs
- Cheese Days
- Monroe's Trick or Treat
- The Holiday Parade
- New Years Eve – Main Street Cheese Drop

There are many activities that fall within the umbrella of community risk reduction (CRR). Performing fire inspections, public education, school visits, and fire extinguisher training are just a few of the CRR activities that reduce the demand for other public services and improve the quality of life in our community. We are proud to serve such a diverse group of people and events in the community.



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Apparatus/Maintenance

The apparatus/maintenance crew are the ones that keep our trucks and stations in working order. The amount of work they get done is nothing short of amazing. Members worked three-hundred sixty-six (366) hours maintaining the department's apparatus and equipment. The following is a list of key projects that were completed in 2024.

- The new aerial truck was received in August and members coordinated the location and mounting of loose equipment as well as two days of hands-on training. All department members completed the manufacturer's recommended training program.
- The maintenance division continues to look for ways to keep our equipment, apparatus, and facilities in working order while maintaining our costs. We are beginning to see an increase in non-routine maintenance costs with Squad 5 and Squad 6 which are twenty-seven and twenty-one years old respectively.
- The department tests over 17,500ft of hose annually. Annual hose testing is required by the Wisconsin Administrative Code SPS 330. It used to take three training nights to complete the hose testing process. In 2024, we contracted with a private service to test 12,000 feet of the hose and the members tested the remaining hose. In addition to improving the recording and testing process, these changes allowed us to reclaim two nights of training.
- Each apparatus receives annual maintenance which consists of an oil change and multi-point inspection. Division Chief Montgomery schedules the maintenance and takes off from work to take the apparatus to and from the service station.
- Due to increasing maintenance costs and reliability concerns Car-12 was taken out of service and will be sold in 2025. It is anticipated that the upcoming strategic plan will include recommendations regarding future apparatus needs.

Monroe Fire Department Apparatus		
Apparatus Name	Mfg Year	Age (Years)
Car-10	2016	9
Car-11	2012	13
Car-12 (out of service)	2006	19
Engine 1	2015	10
Engine 2	2015	10
Engine 3 (Reserve)	1990	35
Ladder 7	1990	35
Squad 5	1998	27
Squad 6	2004	21
Utility 13	2003	22
Truck 51	2024	6 months



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Health & Safety

The National Fire Protection Association (NFPA) standard 1521 and Wisconsin Administrative Code SPS 330.03 requires the department to have a designated Health & Safety Officer. The Fire Department Health and Safety Officer (HSO) is responsible for managing and promoting the health, safety, and welfare of all fire department members. This role encompasses a range of duties aimed at ensuring safe operations during both emergency and non-emergency situations. Key responsibilities include:

- **Monitoring Operations:** The HSO oversees conditions, activities, and operations, identifying potential hazards and ensuring that safety protocols are followed.
- **Risk Assessment:** Conducting risk assessments of incident scene operations to identify and mitigate unsafe acts, conditions, and behaviors that could lead to injury or death.
- **Equipment Maintenance:** Ensuring that all Personal Protective Equipment (PPE) is properly maintained, accounted for, and replaced as needed. This includes managing the issuance, maintenance, and disposal of PPE.
- **Health Programs Management:** Overseeing health maintenance programs, including medical monitoring, wellness initiatives, physical fitness programs, and infection control measures.
- **Training and Education:** Providing training to departmental personnel and volunteers on health and safety protocols, ensuring compliance with relevant regulations and standards.
- **Incident Rehabilitation:** Establishing and monitoring rehabilitation for personnel during incidents to ensure they are fit to continue their duties.
- **Accountability Systems:** Ensuring that personnel accountability systems are utilized effectively during operations to track the status and safety of all members.
- **Regulatory Compliance:** Staying informed about developments related to Occupational Safety and Health Administration (OSHA) regulations and ensuring departmental compliance.

By fulfilling these responsibilities, the Health and Safety Officer plays a crucial role in minimizing risks and enhancing the overall safety and well-being of fire department personnel.



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Emergency Medical Responders

EMS related incidents account for sixty-three percent (63%) of all calls for service. Two (2) members completed the emergency medical responder (EMR) training in 2024. All but three (3) members are now certified to provide medical care.

Captain Dan Perdue leads the department's EMS operations and is responsible for maintaining and recommending new equipment, assuring that we are following the guidelines set forth by the Department of Health and Safety and medical control, and schedules/coordinates/delivers internal training. Captain Perdue continues to develop our relationships with our public safety partners and currently serves as the President of the Green County EMS Commission.



The department's EMR program is unique in that we conduct our licensure re-certification internally. This process began in 2023 and involves completing state required training, a great deal of documentation, and a rigorous review and approval process overseen by SSM Health Monroe, which serves as our medical control. Although the new re-certification process has increased administrative time, it provides significantly more flexibility for our members and has a lower net cost to complete. In the end, the process is a benefit to the members and the department and results in better care for our citizens.



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The following is a list of ongoing projects/tasks related to the EMS side of the department's services.

- Maintain and ensure operational compliance with medical control and the state of Wisconsin EMS Division.
 - Enter patient care reports into the State's Wisconsin Ambulance Run Database System (WARDS) database as required by state statutes.
 - Ensure patient care and equipment meet the Wisconsin EMS Scope of Practice for the EMS license level of Monroe Fire Department.
 - Provide training to licensed EMRs on patient care, documentation, and practical skills.
 - Provide training to Non EMRs on the equipment and techniques commonly used to move/lift patients', providing first aid and CPR, and working with EMS personnel.
 - Schedule, proctor, and train bi-annually on advance skills in coordination with medical control (SSM Health Monroe).
 - Review run data and provide monthly quality assurance reports to medical control at SSM Health Monroe.
- Connect the Monroe Fire Department with local social services partners.
 - Established relationships to connect the Aging Disabilities Resource Center (ADRC) and their adult protective services division with patients that we care for through repeated lift assist calls. Our partnership with ADRC has reduced, and in some cases eliminated calls for lift assist services as people are connected with the resources necessary to improve their quality of life while reducing their dependency on the emergency services system.
 - The department has established several private/public and public/public partnerships with organizations such as SSM Health Monroe, GCEMS, ADRC, St. Vincent DePaul, and the Green County Health Department. These partnerships allow each of us to fulfill our mission and result in a healthier and happier community.
- Expand the department's capabilities for training EMR's in-house. These investments have reduced our training costs, increased our competence, and improved the quality of care provided to our citizens.
 - With the purchase of training mannequins, we now can train on the use of advanced airway placement and assessment to the level of our scope of practice.
 - The purchase of CPR training manikins, AED training devices, and associated equipment has allowed us to complete CPR training in-house as needed. This provides flexibility for new and existing members and reduces the overall costs associated with recertification.
 - The purchase of CPR training manikins, AED training devices, and associated equipment has allowed us to offer CPR training to other city departments which has improved flexibility for scheduling staff and reduce recertification costs.
 - The purchase of the CPR training equipment has allowed us to offer community CPR training resulting in a safer community.

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- We continue to develop our working relationship with Green County EMS
 - Together, we have improved response times in the City of Monroe by integrating an EMR response profile that correlates with the severity of the medical call and/or availability of EMS resources.
 - Internally, we have standardized the medical equipment carried on department vehicles. This improves efficiency and patient care while providing the ability to respond with different vehicles regardless of ongoing calls or assignments.