

2025

Monroe Fire Department Annual Report



Alan Rufer, Fire Chief



Monroe Fire Department 2025 Annual Report

Message from the Chief

On behalf of the members of the Monroe Fire Department, I am honored to present our 2025 Annual Report. This report provides an overview of our operations, priorities, and progress as we continue serving the City of Monroe with professionalism and dedication.

In 2025, the department responded to 365 calls for service. Emergency Medical Service (EMS) incidents accounted for 59% of our responses, remaining the largest portion of our workload. While total call volume decreased slightly from the previous year, the demands and expectations placed on our personnel remain significant. This year also marked a nationwide transition from the National Fire Incident Reporting System (NFIRS) to the National Emergency Response Information System (NERIS). Our department implemented this federally required change ahead of the compliance deadline, strengthening our ability to analyze data and track long-term trends.

Training continues to be the foundation of our operational readiness. Members completed more than 1,600 hours of professional development through blended learning and hands-on training opportunities. These efforts ensure preparedness across fire suppression, EMS, rescue operations, and emerging risks, while supporting our ISO Class 2 rating and long-term community protection.

Staffing remains one of our most important strategic discussions. As a paid-on-call department, we operate within a fiscally responsible and flexible model. However, recruitment and retention challenges persist throughout the fire service. This year, we strengthened hiring practices, expanded recognition efforts, and continued evaluating long-term workforce sustainability to maintain reliable service delivery.

Community Risk Reduction remains a priority. Our inspection program works proactively to reduce fire loss and improve life safety across more than 800 inspectable properties. The approval of a full-time Deputy Chief will provide additional support to the program and reflects the City's commitment to proactive safety. Members also devoted nearly 500 hours to public education and community events, reinforcing our focus on prevention and public engagement.

Behind every response is preparation. Our maintenance team ensures that apparatus, equipment, and life-safety systems remain compliant, reliable, and ready for service.

I am grateful to our city leadership and, most importantly, to our firefighters for their continued professionalism and commitment. We remain dedicated to continuous improvement and serving Monroe with integrity and pride.

Sincerely,

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





Monroe Fire Department 2025 Annual Report

Table of Contents

Message from the Chief	1
Monroe City Council	3
Monroe Public Safety Committee	3
Monroe Police & Fire Commission	3
Vision and Mission Statement.....	4
Current Staff	5
Current Staff Continued	6
Retired/Departed	6
Organizational Chart.....	7
Strategic Plan 2025-2034.....	8
Emergency Operations	8
Training.....	10
Staffing.....	11
Community Risk Reduction - Fire Inspections.....	13
Community Risk Reduction - Public Education/Special Events	14
Apparatus/Maintenance	16
Health & Safety.....	17
Emergency Medical Responders	18



Monroe Fire Department 2025 Annual Report

Monroe City Council

- Mayor Donna Douglas
- Tom Miller, Council President
- Alder Craig Franki
- Alder Lynn Kleven
- Alder Dylan McGuire
- Alder Matt Sheaffer
- Alder Richard Thoman
- Alder Heidi Treuthardt
- Alder Christopher Vestin
- Alder Corinne Wartenweiler

Monroe Public Safety Committee

- Alder Matt Scheaffer, Chairperson
- Alder Craig Franke
- Alder Lynne Kleven
- Corrine Wartenweiler

Monroe Police & Fire Commission

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



Monroe Fire Department 2025 Annual Report

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.”



Monroe Fire Department 2025 Annual Report

Current Staff

(Length of Service)

Alan Rufer Fire Chief/Director of Emergency Management	32 Years
Chuck Montgomery Division Chief/Apparatus	35 Years
Eric Welty Captain/Health & Safety	35 Years
Dan Perdue Captain/EMS	16 Years
Ken Rufer Firefighter	61 Years
Gene Jacobson Motor Pump Operator	46 Years
Craig Whitaker Motor Pump Operator	31 Years
Travis Andrews Motor Pump Operator/EMR	17 years
Andy Kubly Motor Pump Operator/EMR	17 Years
Tony Anglin Motor Pump Operator/Paramedic	17 Years
Shawn Bechtolt Firefighter/EMR	6 years
Cheryl Gassman Firefighter/EMR	6 years
Brett Broge Motor Pump Operator/EMT	6 Years
Brian DeVries Firefighter/EMR	6 years
Mike Hall Firefighter/EMR	4 years



Monroe Fire Department 2025 Annual Report

Current Staff Continued

(Length of Service)

Logan Graff
Probationary Firefighter/EMT

2 Years

Nicholas Welty
Probationary Firefighter/EMR

20 Months

Anya Johnson
Probationary Firefighter

2 Months

Brandon Carnahan
Probationary Firefighter

2 Months

Owen Perdue
Probationary Firefighter

2 Months

Retired/Departed

(Length of Service)

Jared Van Dellen
Motor Pump Operator/EMR

17 Years

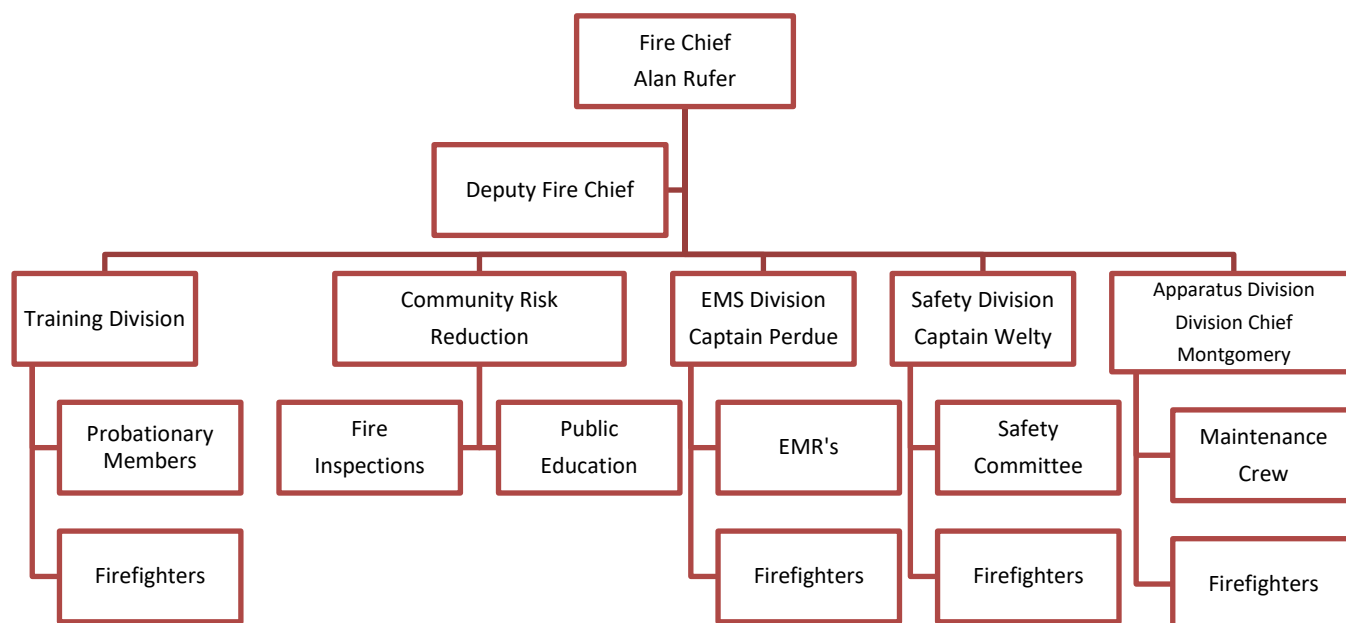
Andrew Yoder
Firefighter/EMT

2 Years



Monroe Fire Department 2025 Annual Report

Organizational Chart





Monroe Fire Department 2025 Annual Report

Strategic Plan 2025-2034

In 2025, the Monroe Fire Department completed a comprehensive ten-year Strategic Plan. The plan was formally presented to the Common Council and members of the department in July and reflects a collaborative effort to thoughtfully evaluate our current operations and prepare for the future. Through stakeholder input, community feedback, internal assessment, and data analysis, the process allowed us to identify priorities while remaining mindful of fiscal responsibility and long-term sustainability.

The Strategic Plan outlines key focus areas including workforce sustainability, recruitment and retention, community risk reduction, apparatus and capital planning, training modernization, and strengthening regional partnerships. These priorities provide structure and direction, helping guide budget discussions, policy development, and operational planning over the next decade.

At the same time, the plan is intended to be a living document—not absolute, but suggestive. It provides a framework rather than a fixed roadmap. Community expectations, service demand, economic conditions, and unforeseen challenges will ultimately influence the department’s direction. As the needs of Monroe evolve, so too must our approach. The Strategic Plan is designed to be reviewed, adjusted, and refined to ensure that our decisions remain aligned with the community we serve.

Emergency Operations

The department responded to 365 calls for service this year, which is approximately 3.5% fewer calls than the previous year. Historically, call volume tends to fluctuate slightly from year to year. Even-numbered years often see a small increase in calls due to the community’s Cheese Days event, which brings additional visitors and activity to the area.

During the year, the fire service nationwide began transitioning from the long-standing National Fire Incident Reporting System (NFIRS) to a new reporting platform called the National Emergency Response Information System (NERIS). This change was mandated at the federal level, with all departments required to be compliant by January 1, 2026.

The Monroe Fire Department began preparing for this transition in late summer and implemented the new reporting system prior to the compliance deadline. Because the change occurred late in the year, our annual data is divided between two different reporting systems that categorize incidents in different ways. While this created some short-term challenges in compiling year-end statistics, the new system is expected to improve consistency in reporting and allow for faster identification of local, regional, and national trends in the future.

Despite the reporting transition, we were able to track the following key activity totals:

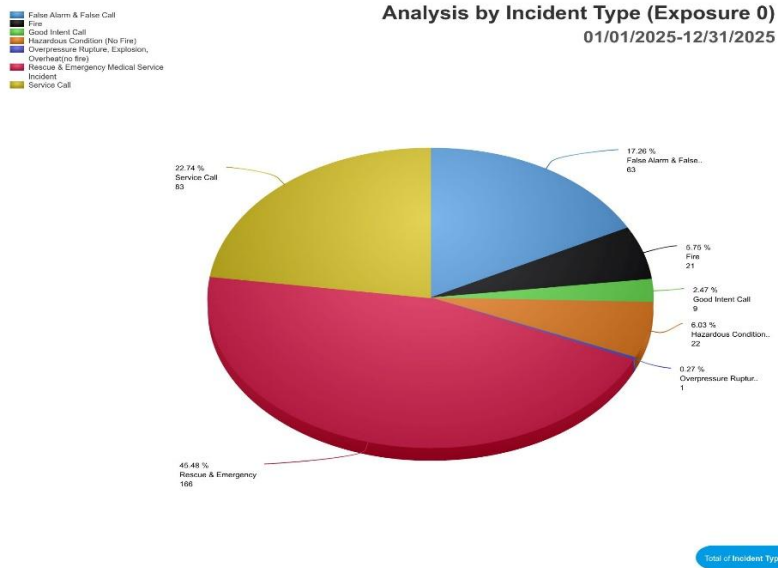
- **Total Incidents:** 365
- **Fire Related Incidents:** 150
- **EMS Related Incidents:** 215

EMS-related calls accounted for 59% of the department’s total responses, representing a 4% decrease from the previous year but continuing to make up the majority of our service demand.

The department requested mutual aid assistance on two occasions during the year—once for a mobile home fire and once for a fire in an unoccupied commercial building. The mobile home was a total loss, while the commercial building sustained minimal damage.

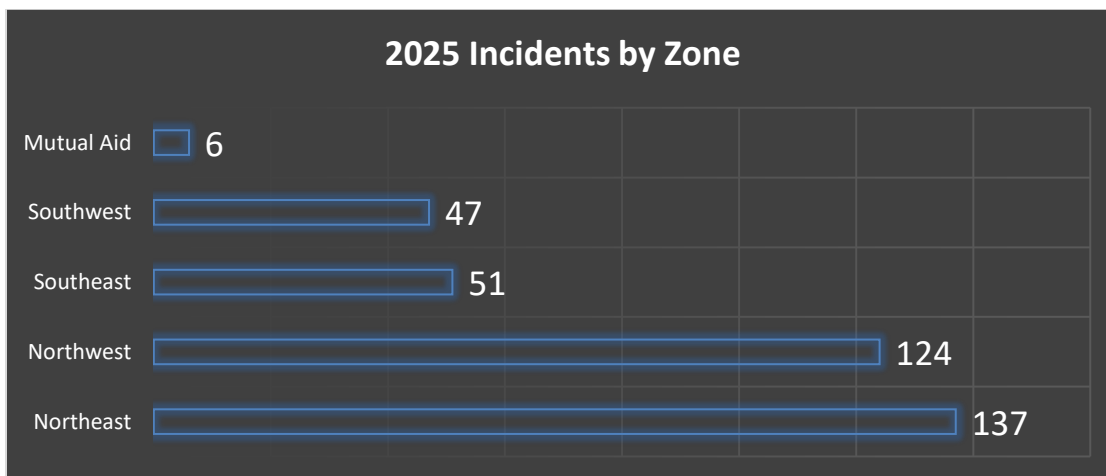


Monroe Fire Department 2025 Annual Report



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.

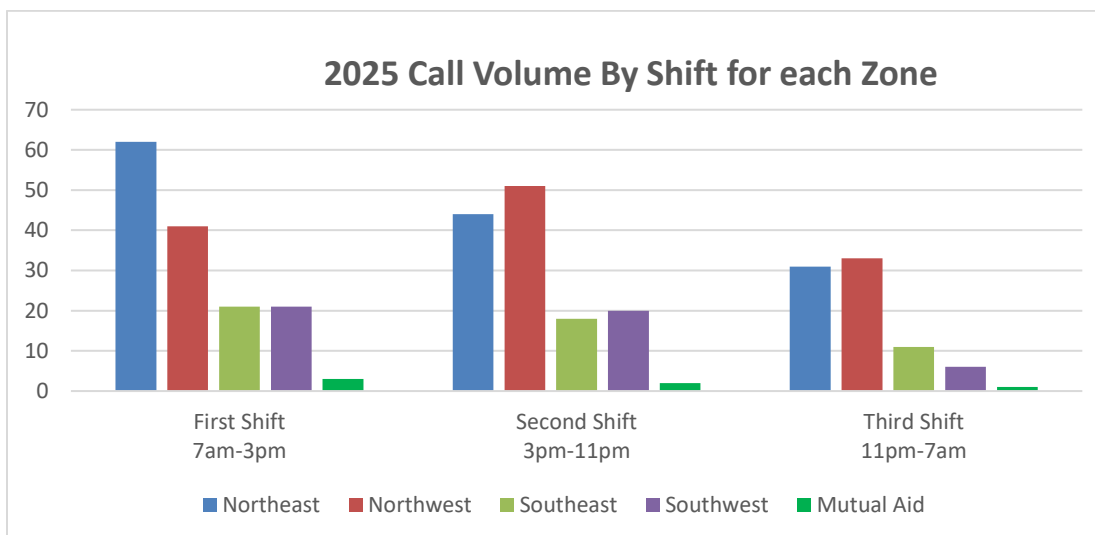


**Mutual Aid is for calls outside of the city limits*



Monroe Fire Department 2025 Annual Report

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 148 calls for service, closely followed by second shift with 135 calls for service, and third shift with 82 calls for service.



Training

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 plays a central role in delivering the department's comprehensive and diverse training program. Our members collectively complete more than 1,600 hours of training annually, covering a wide range of disciplines to ensure operational readiness for the varied risks within our community. Training topics include modern fire attack methods, vertical ventilation, search and rescue, ladder operations, confined space rescue, flashover simulations, elevated rescues, forcible entry, motor pump operations, hazardous materials response, natural gas and carbon monoxide emergencies, severe weather response, wildland and UTV operations, active threat response, building construction, EMS skills, and pre-incident planning for high-risk commercial and industrial properties.

The Training Center's props and infrastructure allow members to develop and refine these core skills in a controlled, realistic environment. The ability to set up skill stations, training props, and equipment and leave them in place for multiple evolutions provides significant efficiency and instructional value. Members are able to complete repeated hands-on repetitions without the time constraints associated with constant setup and teardown. This maximizes training time, reinforces muscle memory, and improves overall skill retention while making efficient use of personnel hours.

Through strategic intergovernmental partnerships and collaboration with regional educational institutions, the department has expanded the use of the Training Center to deliver state certification courses in-house. By leveraging our certified instructional staff and facility resources, we are able to provide certification and advanced training locally rather than relying solely on courses offered outside the county. This approach significantly improves scheduling flexibility for our paid-on-call members, reduces travel-related payroll costs, and minimizes the personal burden associated with extended evening travel.



Monroe Fire Department 2025 Annual Report

Our training model incorporates blended learning methods, combining online coursework with structured, in-person skills sessions conducted at the Training Center. Recent technological upgrades to Fire Station 1 now allow for remote participation when necessary, further increasing accessibility and flexibility while maintaining high instructional standards.

In addition to serving as a premier training facility and recruitment tool, the Training Center makes a measurable contribution to the department's ISO Class 2 rating. ISO evaluates fire department training facilities, frequency of hands-on evolutions, live fire capabilities, and documented training hours as part of its Fire Suppression Rating Schedule. The availability of a dedicated, purpose-built training facility strengthens our ability to meet and exceed these benchmarks. Maintaining a high ISO rating not only reflects the professionalism and preparedness of the department, but also has a direct impact on property insurance rates within the community.

The continued development and modernization of the Training Center remains vital to maintaining a skilled, adaptable, and fiscally responsible workforce capable of meeting the growing and changing demands placed on the Monroe Fire Department.

Staffing

The Monroe Fire Department operates under a paid-on-call (POC) staffing model. This model has long been recognized as one of the most cost-effective and flexible approaches to delivering fire and EMS services, particularly in communities our size. However, like many departments across the country, we are experiencing the broader staffing and retention challenges facing both the fire service and the public sector.

Recruitment and retention have become increasingly complex. While call volume is often used as the primary staffing metric, today's challenge extends well beyond the number of incidents. Modern workforce trends show a steady decline in discretionary time, with individuals balancing demanding careers, family obligations, and personal commitments. At the same time, there is growing resistance across the workforce to working outside of traditional hours, weekends, or being interrupted overnight. A paid-on-call model depends on members being willing and available to leave work, family events, or sleep to respond to emergencies. As expectations for a rapid response remain high, the available pool of individuals willing to accept these lifestyle interruptions continues to shrink.

Retention efforts in the fire service are relatively new when compared to the private sector. In previous generations, it was common for firefighters to serve 10, 15, or even 20 years. Today, changes in lifestyle, work demands, and family obligations have impacted longevity. While the average age of firefighters is increasing, average tenure is decreasing. According to the National Fire Protection Association (NFPA), the national average tenure for a volunteer firefighter is approximately five years.

Recognizing this shift, the department has taken a closer look at what influences long-term member engagement. Through internal discussions, members consistently shared that responding to calls and attending training are not viewed as burdens; in fact, these are among the primary reasons individuals choose to serve. Activities such as administrative responsibilities, training preparation, fundraising, apparatus maintenance, and organizational politics were more frequently identified as deterrents. Over the past several years, the most significant influences on retention have been time commitment pressures related to family, age and fitness considerations, and members leaving to pursue full-time career opportunities in public safety.



Monroe Fire Department 2025 Annual Report

The department's reputation for developing highly trained firefighters presents both opportunities and challenges. That reputation helps attract individuals interested in public safety; however, it also positions our



members competitively when pursuing career positions elsewhere. In the past fifteen months alone, four members have accepted positions with career fire departments. While we are proud to see our members advance professionally and view their success as a reflection of the quality of our training program, these transitions reinforce the importance of long-term workforce planning and succession development.

Staffing is not simply about filling positions. Modern hiring practices involve complex human resource considerations, legal compliance standards, structured evaluation processes, and careful documentation. Equally important is identifying individuals who align with the organization's culture, values, and service expectations. Hiring the right person strengthens the team and improves long-term retention; hiring the wrong person can be costly both financially and operationally.

As part of our commitment to continuous improvement, the department partnered with Colony Brands' Human Resources team to conduct a comprehensive review of our recruitment and hiring practices. This private-public collaboration provided valuable insight into marketing strategies, applicant screening processes, and structured interview methods. The objective was not only to increase applicant numbers, but to strengthen the overall hiring process and position candidates for long-term success within the organization.

In addition, the department has begun formalizing efforts to recognize and retain members. The member recognition program, now overseen by the department's leadership team, continues to evolve. It includes recognition of retirements, years-of-service milestones, and special achievements. While still developing, this program reflects a broader understanding that engagement, recognition, and organizational culture play important roles in retention.





Monroe Fire Department 2025 Annual Report

While our members continue to perform at a high level, the demands placed on the system are increasing. Long-term sustainability requires thoughtful evaluation and planning to prevent burnout, maintain morale, and ensure reliable service delivery.

The department remains open to self-evaluation and adaptation. As outlined in the strategic planning process, leadership will continue to assess the efficiency and effectiveness of the current staffing model and explore options that may include a balanced mix of full-time, part-time, and paid-on-call personnel.

Maintaining a capable, resilient workforce is one of the department's highest priorities. Through strategic planning, community partnerships, and a willingness to adapt, the Monroe Fire Department is working to ensure that our staffing model remains effective, sustainable, and responsive to the needs of the community.

Community Risk Reduction - Fire Inspections

The role of the fire inspector is often misunderstood. While inspections may appear to focus on identifying code violations, the broader purpose is far more significant: reducing fire loss, preventing injuries, and protecting both civilians and firefighters.

Fire prevention is one of the most effective ways to safeguard the community. By identifying hazards early—before they result in fire, injury, or business interruption—the department reduces risk to occupants, limits property damage, and improves firefighter safety during emergency operations. The preferred approach is education rather than enforcement. Inspectors work collaboratively with business owners and property managers to interpret complex fire codes, explain requirements, and achieve voluntary compliance whenever possible.

There are more than 800 inspectable properties within the City of Monroe, many of which require inspections twice per year. When re-inspections and follow-up visits are included, the annual workload can increase significantly. Beyond the time spent onsite, inspectors must research code references, complete documentation and data entry, schedule and reschedule appointments, attend required training, conduct facility pre-planning, respond to emergency incidents, and address public inquiries. The scope and complexity of this work extends well beyond the inspection itself.

Even within a limited staffing model, inspections conducted identified a significant number of code deficiencies requiring correction. Each corrected violation represents a hazard mitigated—an exit cleared, a fire protection system restored, or a storage issue resolved. These corrective actions directly reduce the likelihood of fire spread, business closure, serious injury, or loss of life. Prevention efforts also contribute to reduced fire loss citywide, helping protect property values, maintain business continuity, and support favorable insurance ratings within the community.

Recognizing the importance and workload of the inspection program, the Common Council approved funding in the 2026 budget for a full-time Deputy Chief position. In partnership with part-time inspection staff, this role will provide greater consistency, accountability, and capacity within the fire prevention program. Strengthening this function reinforces the department's commitment to proactive risk reduction and long-term community protection.

By focusing on life safety, hazard mitigation, and fire loss reduction, the inspection program serves as a critical investment in the safety and financial stability of the City of Monroe.



Monroe Fire Department 2025 Annual Report

Community Risk Reduction - Public Education/Special Events

Community Risk Reduction (CRR) programs remain a foundational element of the Monroe Fire Department's mission. The popularity and demand for public education programs, safety initiatives, and community events continues to grow, reflecting both strong community engagement and the department's commitment to proactive service delivery.

Members devoted nearly 500 hours to public education and special events this past year, representing a 56% increase over the previous year. As the community continues to see the benefits of these prevention-focused efforts, requests for programming and participation continue to rise. This trend demonstrates both the value of these initiatives and the public's trust in the department as a community partner.

As part of the department's strategic planning process, the Community Focus Group clearly identified Community Risk Reduction programs as one of the top "services wanted" priorities. This feedback reinforces the importance residents place on services that reduce emergencies before they occur, improve life safety, and strengthen relationships between the fire department and the public.

These programs serve as an essential complement to emergency response operations and play a critical role in improving overall community safety outcomes.

The department delivers a wide range of educational programs tailored to audiences of all ages, including schools, assisted living facilities, service organizations, businesses, and at-risk populations. Partnerships with local healthcare providers enhance our ability to provide in-home safety presentations focused on fall



prevention and other life safety topics, helping residents remain safe and independent in their homes.



Our longstanding partnership with the Monroe School District remains one of our most visible and impactful outreach efforts. Through ongoing collaboration with Parkside Elementary and other district programs,

the department participates in recognition events and delivers hands-on fire and life safety education. Utilizing tools such as the life safety house allows students—including those with cognitive and physical limitations—to engage in realistic, practical learning experiences that extend beyond traditional classroom presentations.

Community events, including large seasonal gatherings in partnership with the City's Parks & Recreation Department, provide additional opportunities to distribute fire prevention materials, promote smoke detector awareness, and engage families in interactive safety activities. These events consistently draw strong attendance and reinforce the department's presence as a trusted and accessible community partner.

Community Risk Reduction programs strengthen public trust, reduce preventable emergencies, and enhance quality of life. The continued expansion and support of these programs reflects the department's commitment to proactive service, fiscal responsibility, and delivering on the priorities identified through the strategic planning process.



Monroe Fire Department 2025 Annual Report

The following is a summary of community events/programs we regularly participate in.

- Main Street: St. Patrick's Day Parade
- YMCA Healthy Kids Day
- Memorial Day Parade – Coordinated with the local American Legion
- Main Street: Cars on the Square
- Main Street: Farmers Market on the Square
- Main Street: 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 – Community Event with Park & Rec
- SSM & MHS Don't Drink & Drive Program
- National Night Out – coordinated with Monroe PD
- MHS Homecoming Parade
- Cheese Days
- In School Fire Safety Programs
- Monroe's Trick or Treat
- Main Street: Holiday Parade
- Main Street: New Years Eve 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.



Monroe Fire Department 2025 Annual Report

Apparatus/Maintenance

Division Chief Chuck Montgomery leads the department's maintenance team which plays a critical role in ensuring that every piece of apparatus and equipment is safe, reliable, and ready to respond at a moment's notice. Their work extends far beyond keeping trucks clean and stations organized. They are responsible for maintaining the operational readiness of the department's entire fleet and inventory of emergency equipment.

This includes everything from routine annual oil changes and multi-point apparatus inspections to replacing batteries in SCBA units, conducting annual SCBA flow testing, and ensuring compliance with required breathing air compressor testing. The team oversees annual hose testing on more than 17,500 feet of fire hose, completes required apparatus pump testing, and performs repairs and upkeep on small equipment such as chainsaws, ventilation fans, portable tools, lighting equipment, and extension cords.

Much of this work is regulatory in nature and required under state administrative code or national standards. Other tasks are preventative maintenance efforts designed to extend the life of equipment, reduce costly breakdowns, and ensure firefighter safety on the fireground. In addition to mechanical upkeep, the team prepares apparatus for sale or replacement when needed and monitors aging equipment for increasing maintenance demands.

The scale of this responsibility is significant—particularly for a department operating within a largely volunteer staffing model. Maintenance hours represent a substantial investment of time and technical skill by members who balance these duties alongside emergency response, training, full-time employment, and family commitments.

As portions of the fleet continue to age, non-routine maintenance costs are beginning to increase, particularly with apparatus that are more than two decades old. Proactive maintenance remains essential to controlling long-term costs and avoiding unexpected service interruptions.

The work of the maintenance team directly supports firefighter safety, operational reliability, ISO considerations, and fiscal stewardship. Ensuring that every truck starts, every pump performs to specification, every hose holds pressure, and every SCBA functions properly is not a small task—it is a foundational component of delivering effective emergency service to the community.



Monroe Fire Department 2025 Annual Report

Health & Safety

Captain Eric Welty serves as the department's Health and Safety Officer (HSO). 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 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.



Monroe Fire Department 2025 Annual Report

Emergency Medical Responders

Captain Dan Perdue leads the department's EMS operations and is responsible for equipment evaluation and recommendations, ensuring compliance with Department of Health Services standards and medical control guidelines, and coordinating internal EMS training. He also continues to strengthen relationships with our public safety partners and currently serves as President of the Green County EMS Commission, further enhancing regional collaboration and system coordination.

The Monroe Fire Department is proud of the professionalism, skill, and compassion demonstrated by all of our members. Much of their work occurs outside of public view, and they consistently serve the community with pride and dedication. On occasion, however, an individual achievement reflects the collective strength and culture of the entire organization.

Firefighter/EMR Cheryl Gassman was recognized at the State Capitol as the Emergency Medical Responder of the Year for Wisconsin District 50 and was later selected by the Wisconsin EMS Association as the EMR of the



Year for the State of Wisconsin. These honors are significant professional achievements. Cheryl's recognition highlights not only her personal commitment and clinical excellence, but also the high standards, training, and teamwork that define our EMS program. Her accomplishment is a reflection of the quality of care delivered daily by all members of the department.

The department's EMR program remains a strong component of our service delivery model. Licensure re-certification is conducted internally in partnership with SSM Health Monroe, which serves as our medical control. This process includes completion of state-required continuing education, detailed documentation, and formal review and approval. While the administrative requirements have increased, the model provides greater scheduling flexibility, maintains regulatory compliance, and reduces overall costs. Most importantly, it supports consistent, high-quality patient care for the citizens we serve.

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.



Monroe Fire Department 2025 Annual Report

- 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.
- 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.