



MONROE FIRE DEPARTMENT

2025-2030

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

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

This community-driven strategic plan was developed in February 2025, 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

Daryle Anderson	Pam Dennis	George Massey	Josh Secrest
Andrew Ansley	Erica High	Robert Miller	Hilda Sierra
Joyce Blakeney	Marion Holloway	James Mungo	Jennifer Smith
Caleb Brackett	Gladys Kerr	Donna O'Keefe	Linda Threatt
Shea Braswell	Dale Loberger	Todd Price	Chip Wardwell
Amy Chaney	Jarrod McCraw	Mary Raspberry	Jon Williams
Sheila Crunkleton			

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

Agency Stakeholders

Johnny Blythe	Katie Hinson	Franklin McCallister	Chuck Porter
Rodney Chaney	Bryan Kindley	Graham McManus	Rodney Rogers
Jason Easter	John Massey	Ryan Moore	Nick Steffler
Ron Fowler	James Massey III	Elian Paniagua	Travis Stegall
Josh Hawk	Michael Matranga	Kevin Philemon	Joe Uhl
Matt Hinson			

Message from the Fire Chief

We are pleased to share the Monroe Fire Department's 2025-2030 Strategic Plan. This plan provides a variety of information about our department. It also provides information gained through input from our citizens about the services we provide, and the services they expect, along with goals to guide our department over the next five years. Thank you to our citizens who participated in the Community Stakeholders session, and for the valuable information they provided. I also thank the men and women of our department who participated in the Agency Stakeholders sessions to develop this Five-Year Strategic Plan. Their expertise and commitment to the continuous quality improvement of our department are greatly appreciated.

Thank you for the support and trust our community demonstrates in our department. We do not take this for granted, and we strive to act in a manner to maintain that support and trust. I also thank the Monroe City Council and City Administration for their guidance and support, which enables us to offer the level of service we provide. I especially thank the devoted men and women of the Monroe Fire Department for their commitment and professionalism in carrying out the mission of our department and making the Monroe Fire Department the outstanding organization it is today. I am honored and blessed to serve with them as we serve you!

Thank you for allowing me to serve as your fire chief. God has richly blessed me in many ways, including the opportunity and abilities to serve in this capacity. I do not take my responsibilities lightly and constantly strive to meet your expectations. Please contact me should you have questions or anytime that we may be of service.

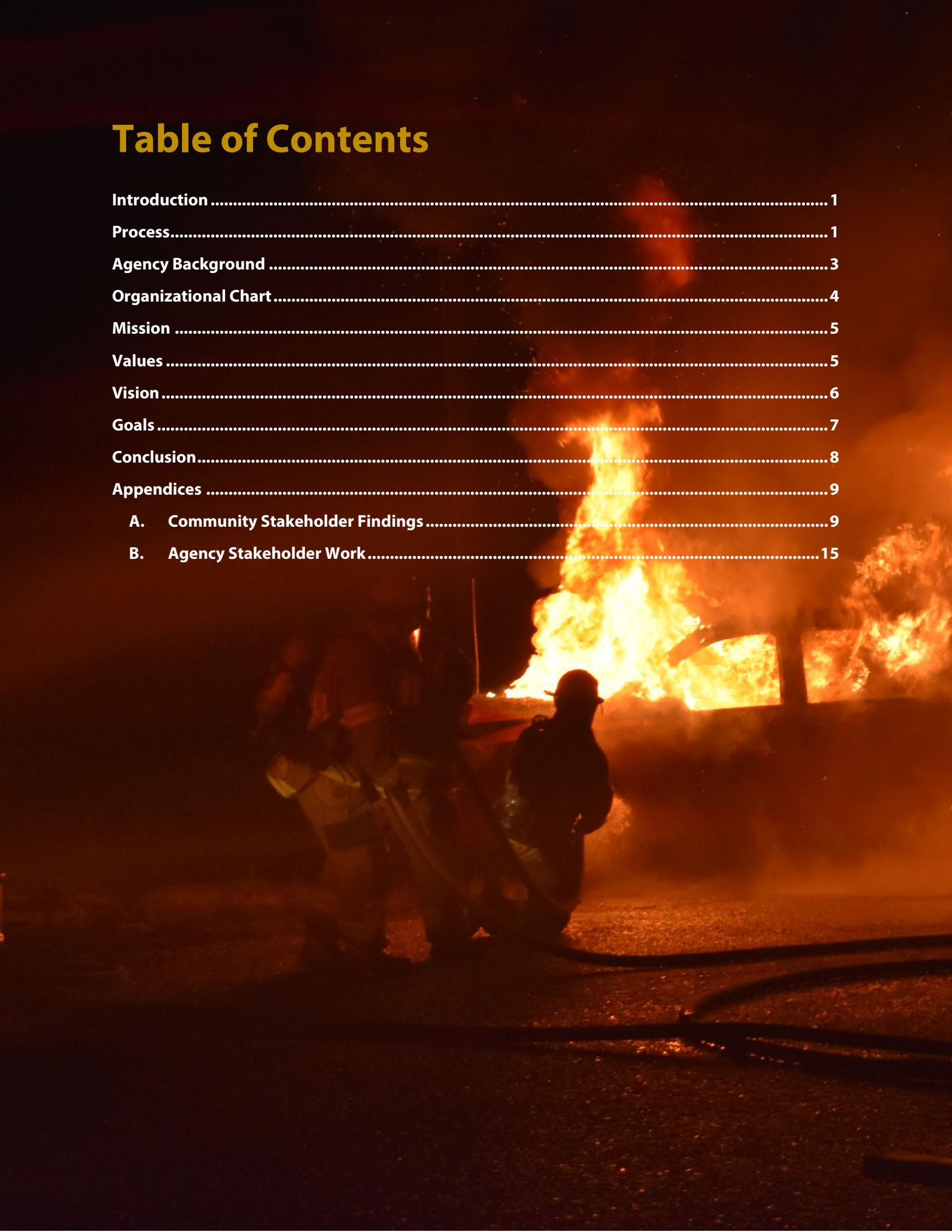
Sincerely,

Ronald D. Fowler, CFO, EFO
Fire Chief



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Introduction

The community serviced by the Monroe Fire Department (MFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the MFD contracted with the 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. The MFD 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 the Monroe Fire Department 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 Monroe Fire Department'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 the MFD truly benefit from the process and realize its ultimate vision.

MONROE FIRE DEPARTMENT

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.



Community Stakeholder Work Session

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 and determine the values of the agency's membership.
- ✓ Revisit and determine 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

The Monroe Fire Department was established in 1884. In July 1886, it purchased its first fire engine, a Silsby Steamer, for \$3,500, initially stored in a local livery stable. The steamer served for nearly twenty years and is currently being restored at Station 1. The department joined the North Carolina State Firemen's Association in 1891 and transitioned from a volunteer organization to a paid career department, with personnel records dating back to 1914. The department also had a two-horse hose wagon, a hand hook, and a ladder truck.



In the 1950s and 1960s, the Monroe Fire Department included a fire chief, an assistant chief, ten full-time firefighters, and six part-time firefighters operating on a 24-hour shift schedule. The department had two 750-gallon-per-minute pumper trucks and one 500-gallon-per-minute pumper, including a 1948 Mack truck equipped with a radio and various firefighting tools. In 1958, a Fire Prevention Bureau was established to enhance fire safety strategies, although fire losses increased from \$40,610.69 in 1957 to \$49,979.75 in 1958.

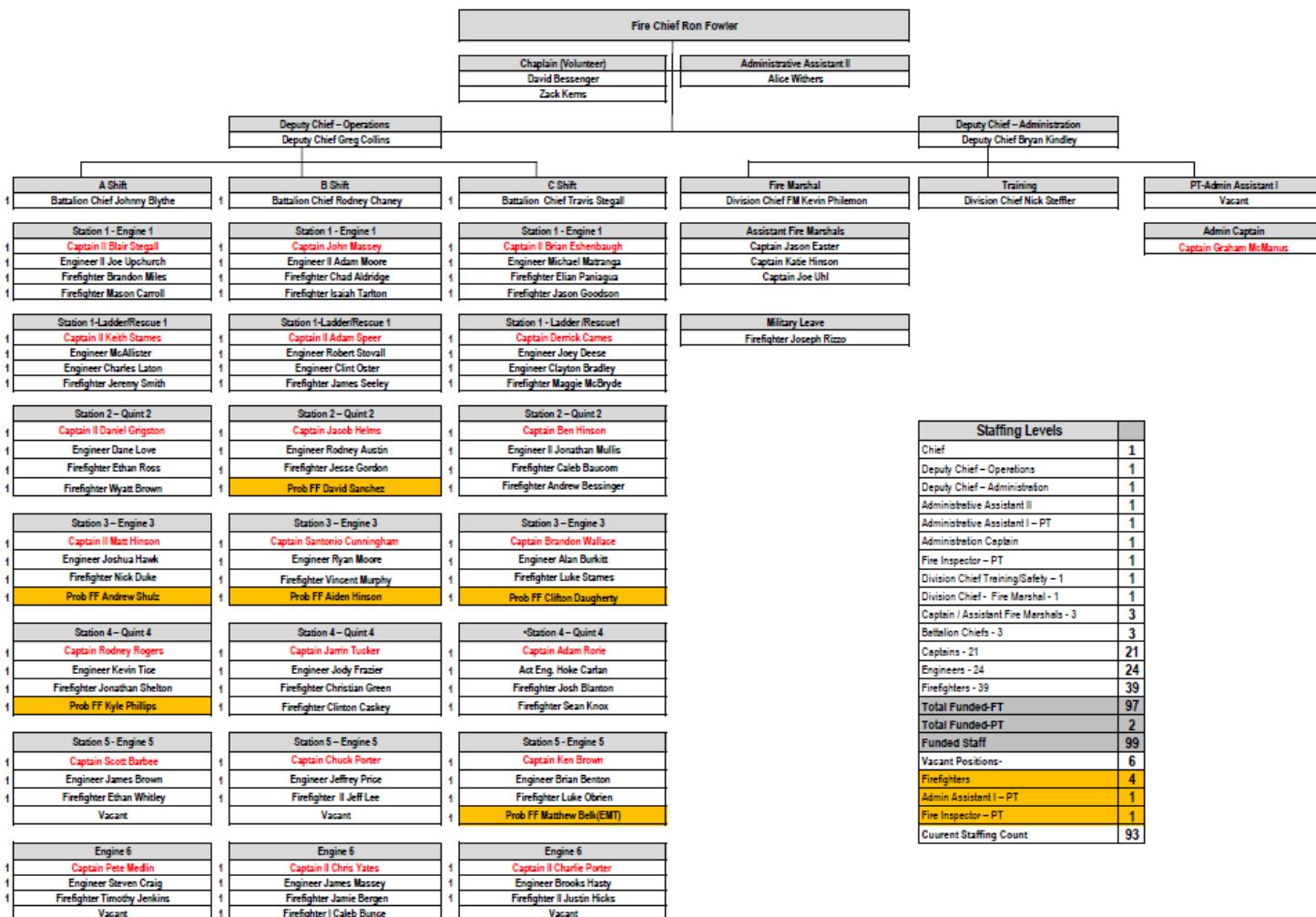


Today, the department has seven truck companies across six fire stations and a training center, with a staffing total of 99 personnel. The operations division includes a deputy chief, battalion chiefs, captains, engineers, and firefighters, working three shifts on a modified 24-hour schedule. The administration division consists of a deputy chief, division chief – training, division chief – fire marshal, three captain/assistant fire marshals, an administrative captain, one part-time inspector, one part-time administrative assistant, and one full-time administrative assistant.

In 2023, the department responded to 7,717 calls. The Monroe Fire Department has been accredited by the Commission of Fire Accreditation International since 2012 and holds an Insurance Services Office (ISO) rating of Class 1.

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Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all MFD 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 working group met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was discussed and accepted by the entire group:

Monroe Fire Department's mission is to protect life and property in our community through personal commitment to all services provided.

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 working group met to revisit the existing and document new values agreed upon by the entire group.

INTEGRITY - We will uphold beliefs of being moral, ethical, loyal, and honest.

PROFESSIONALISM - We strive to meet the expectations of our community by providing services in a professional manner.

HONOR - We proudly serve our community moving forward while honoring the fire service tradition.

RESPECT - We hold others in high regard and are committed to being diverse, transparent, fair, and equal.

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 Monroe Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Vision

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



Agency Stakeholder Work Session

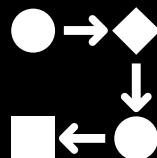
The Monroe Fire Department's vision is to uphold our commitment to protecting life and property in the City of Monroe while embodying our core values in every aspect of our work. We can achieve this vision by dedicating ourselves to service, honoring our history, planning for the future, and striving for excellence in all that we do.

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 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 the separate Management and Implementation Guide.



Attract and retain a well-qualified workforce to ensure the continued provision of exceptional service to our community.



Continue the enhancement of core service delivery to our residents, businesses, and visitors.



Develop a realistic and obtainable facility improvement plan to meet our department's current and future needs.

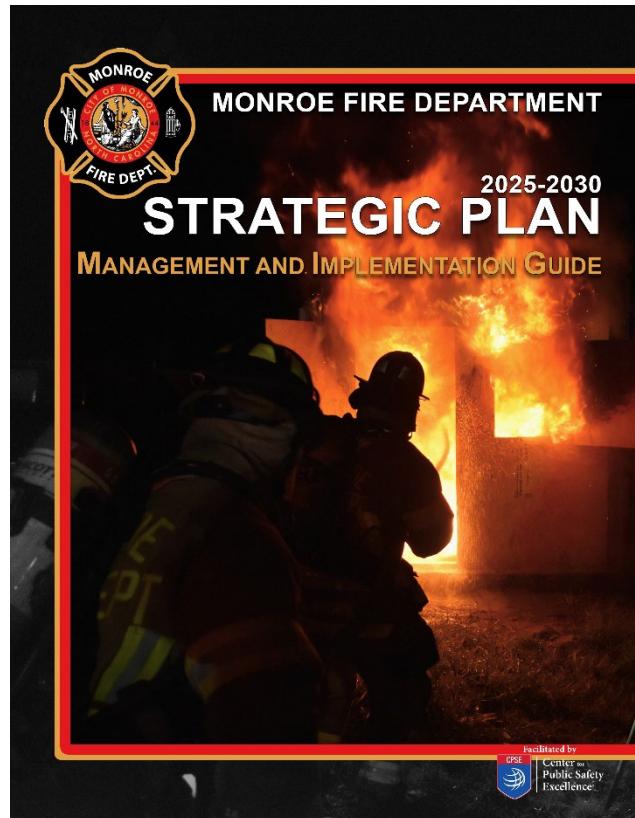


Strengthen our training program to meet the needs of our growing department.

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 Monroe Fire Department's vision remain congruent. The accompanying Management and Implementation Guide will assist the MFD 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 Monroe Fire Department navigate that change. 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.

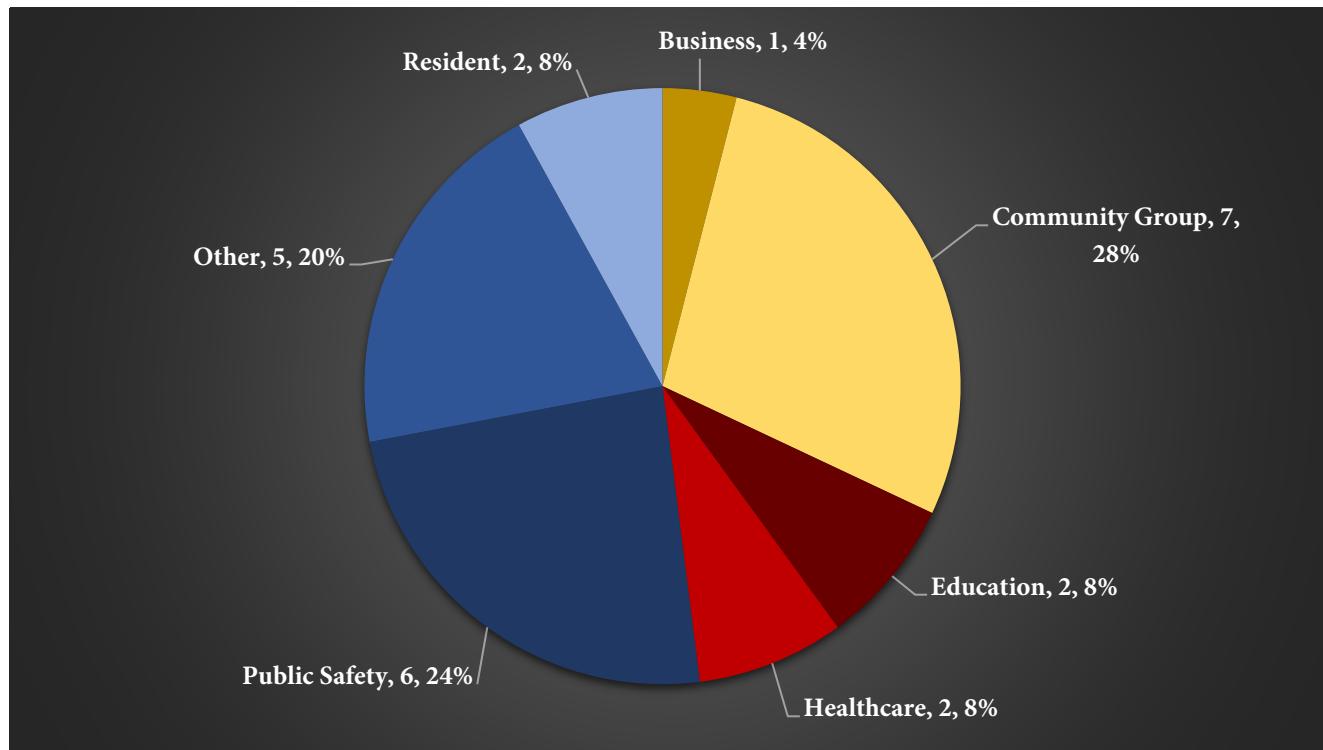


Appendices

A. Community Stakeholder Findings

The Monroe Fire Department 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 relating to expectations, concerns, and strengths or positives for the MFD. Expectations and concerns were then analyzed for themes and weighed. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in planning. 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.

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Community Expectations of the Monroe Fire Department (in priority order)

1. Timeliness, maintain readiness. A quick response time to emergency calls. Answer calls promptly. Arrive promptly when called. Respond to all requests without delay. Quick response time, unlike California. Fast response times. To respond to the community's emergencies without delay. Fast response to emergencies. Fast response. They show up quick. Are on time. Be there when I need them, respond quickly. Respond quickly to 911 calls (save lives). Time it takes to get to a fire. (69)
2. To protect our community. Effective fire suppression. That every fire will be stopped without spreading. To provide efficient fire protection and medical care to the community (life and property conservation). To continue to find ways to deliver customer service principles. Plan for the future. Responsive to fires and other emergencies. When I call, they show up. To come to areas as called. Excellent response. Excellent care. We must be authorized to transport medical emergencies, no wait on Union County. They show up when needed and know what they are doing. (58)
3. Training and preparedness. Preparation for emergency events. Highly trained firefighters. Staff to be highly trained and skilled in their various program areas. Training for all situations, use of new technology. Trained personnel. We must make EMTs paramedics. (21)
4. Responses be polite and compassionate. Lead with compassion. Compassionate/knowledgeable first response (especially medically related calls). The firefighters will enjoy their work. Professionalism and competence. Professionalism. Accountability. (17)
5. Have an appropriate number of personnel to meet all needs. Recruiting, hiring, and retaining the best employees. Maintain adequate staffing and equipment to meet community needs. More staffing. (1)
6. Debris around houses that could potentially be a fire hazard in a residential area. That they will be better prepared than California. (10)
7. Proper equipment (latest and greatest). They show up well-equipped. More fire trucks. (9)
8. Community engagement and events. Be visible in the community. Continue to be present in the community. Develop, foster, and maintain community relationships. Excellent communication. Engaged in community. (7)
9. Involvement in education/outreach opportunities. To educate our community about fire prevention and safety. Education of children and adults in fire safety. (7)
10. To provide equipment, fire extinguishers, detectors, etc. Promote community risk reduction efforts. (6)
11. New stations. New fire station to serve Morgan Mill area housing development. (2)
12. Be funded and appreciated. (1)
13. Cooperation with all outside agencies. (1)
14. Proactive inspections, crowd control, etc. (1)

Areas of Community Concern about the Monroe Fire Department (verbatim, in priority order)

1. That there will be a lot of turnover. Future staffing and growth. Enough firefighters to handle growth. The ability to maintain staffing on fire trucks. Succession planning for leadership. Long-term retention. Retaining the best employees. Transition planning. Planning for retirements (succession planning). Enough staffing. Staffing: if crews are on special missions, sometimes that could create staffing issues. (38)
2. County and city are growing, may need additional stations. Explosive community growth. Ability to grow with the community. Make sure you are located throughout the community. Do you need more buildings to respond quickly? Meeting the growing population and its group needs. The community has grown, has the fire department? Coverage area. Are fire stations being built in the neighborhoods that are being built? (26)
3. Funding and resources. Adequate funding to hire/retain staff to be at full capacity. Adequate salaries. That funding will hinder responses. The ability to provide services in an uncertain economy. Compensating employees. (24)
4. Response time on medical calls, in particular, in reference to ISO rating. The traffic accidents will be difficult to get to quickly. Responding quickly to fires and emergencies. Good work. Response time. (16)
5. Equipment maintenance. Proper latest and greatest equipment. Funds keeping up with equipment. Enough Equipment? Equipment needs to be identified and obtained. (15)
6. Adequate training for personnel. Adequate medical training for the fire department. To stay current with best practices, techniques, and abilities. Training. (12)
7. Recognition for "hero" service. That they always enjoy their job makes a big difference in their attitude. (8)
8. Inability to transport critical medical emergencies (heart attack/stroke) that are time-critical treatments. We should have EMT/Paramedic teams. (8)
9. Overextension of themselves: Monroe is a medium-sized department involved in a lot. HAZMAT, Swiftwater. (5)
10. Lack of promoting education programs the FD provides/collaborations. Educate business owners on codes and requirements. (4)
11. Staying visible in the community. (3)
12. Safety. The fire department needs to be one of our city's biggest priorities. (2)
13. Code enforcement. Are company-level inspections beneficial to the detriment? As the mission has expanded, so has the workload. (1)

Positive Community Comments about the Monroe Fire Department (verbatim, in no order)

- Responsiveness to needs and concerns.
- Qualified and trained staff.
- Excellent partner to other city department needs.
- Great community partner. They are here to take care of the community.
- Excellent leadership.
- Always first on the scene.
- The fire department does a good job.



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- The fire department is good to people.
- Accessibility.
- Very informative.
- Reputation.
- Leadership.
- Accreditation.
- Community/peers.
- Great leadership.
- Quick response to emergencies.
- Professionalism when dealing with the public.
- They are responsive.
- They appear to be properly staffed and equipped.
- They communicate well.
- Maintain response times.
- Deliver customer service.
- Partnerships and relationships.
- Commitment to excellence.
- Current response times.
- Commitment to the community.
- Community engagement.
- Customer service.
- Knowledge and skill.
- Professionalism.
- Integrity.
- Communication.
- Well diverse.
- Well trained.
- Very community responsive.
- The fire department appears to take care of and like their job.
- Good caring leadership by Chief Fowler!
- Community involvement.
- Reliable in any situation.
- Ron Fowler and supportive city management.
- Firefighters.
- Supportive community.
- Organization.
- Clear direction.

- Dependability.
- Accreditation inspires confidence in local capabilities.
- Strong mutual aid with adjoining departments.
- Community involvement.
- Administration (chiefs and captains) active and known in the community, not just an “office job” or “position.”
- Friendly, compassionate, and visible in the community.
- Assist seniors, smoke detectors, CO2 detectors, etc.
- Provide backup to smaller departments in the community.
- Fire safety training for youths interested in fire safety as a career.
- Three young firefighters came when my smoke alarm sounded, and they changed the batteries in my smoke detector.
- Engaged with community events.
- Lifesaving services.
- Rapid response.

Other Community Comments about the Monroe Fire Department (verbatim, in no particular order)

- We are fortunate to have the Monroe Fire Department.
- Monroe Fire Department has great leadership and the best team members.
- The chief is awesome.
- Always a pleasure to work with.
- Encourage work with all adjoining departments and maintain capabilities to work together (training).
- Very proud of the Monroe Fire Department.
- I was unaware of the different programs the fire department provides and the different ways they could collaborate with other organizations.

Things the Community Feels the Monroe Fire Department Should Change (verbatim, in priority order)

1. Headquarters, administrative office.
2. As with any public entity, priority should be placed on hiring, recruitment, and retention.
3. If you are making good biscuits, don’t change the recipe!
4. Limit non-essential activities that take crew out of the station.
5. The number of firefighters should increase.
6. Overextending themselves.
7. New station.
8. EMT to paramedics with transport capability.
9. Quints.



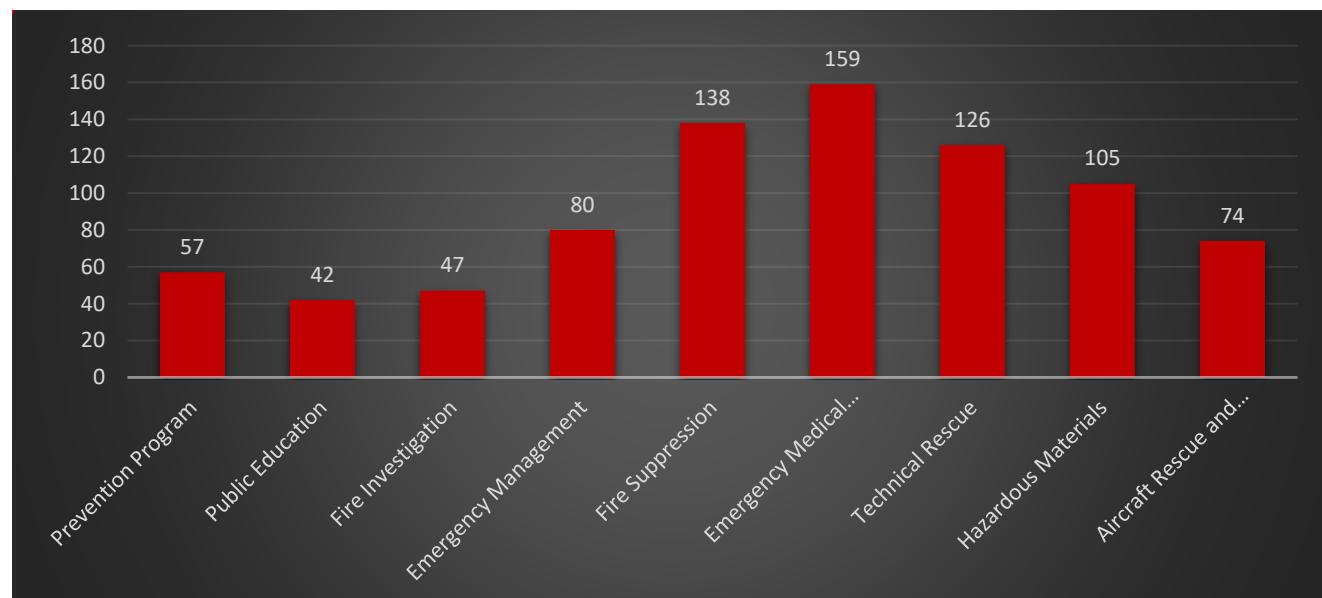
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Things the Community Feels the Monroe Fire Department Should NOT Change (verbatim, in priority order)

1. Their skill at saving lives.
2. Response time.
3. The work that they do.
4. Meetings at Winchester Community Center.
5. Training. Getting better.
6. They are the best employees. The professional way they deal with the public and situations.
7. Fast response.
8. Caring staff and department.
9. Collaborating with other agencies.
10. They focus on excellence.
11. Customer service.
12. Community education.
13. Chief Fowler!
14. Supporting the community.
15. Their engagement in community outreach events.
16. Community engagement.
17. Assisting seniors with smoke detectors.

Community-Prioritized Programs

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



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the MFD 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 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

Dedicated personnel.	Community partnerships.
Competitive pay and benefits.	Current equipment.
Apparatus replacement plan.	Well-rounded special operations and funding.
Leadership at all levels.	Young members are very passionate about the fire service.
Live out our core values.	Where we were versus where we are.
Fire marshal's office.	Self-sufficient.
Supportive city council, manager, and community.	Common sense and educated personnel.
Direct delivery.	Offer a full recruitment class.
Care about who we are.	Diversity.
Public interaction.	Personnel are dedicated.

Interlocal agreements with the city, county, and surrounding agencies.



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Opportunities

EMT to EMT paramedic.	Staffing-quicker replacement for open slots.
Reevaluate and expand the training program (Officer Candidate School).	Educate the community on the services we provide and how we do it.
Increased visibility to the community.	Contract payment for recruitment school.
Improved operations training for 'ride up' duties and roles. (Professional development).	Improve opportunities to use compensatory and vacation time.
Funding, a bigger overtime budget.	Relationship with the community, internal education.
Public Information and recruitment officer (marketing).	Vacancy replacement (over staff).
Analyze pay for larger and regional departments.	Land acquisition for future stations.
Logistics building and system (city buys).	Fire inspection collection and fees.
Succession plan (create one).	Educate city officials on what the fire department does.
Specialty companies and incentive pay.	Therapy dog.
Expand the administrative staff.	Training in industry best practice (FSRI).
Lateral transfers.	Part-time people.
County arson task force.	Trench/collapse.
Task books.	FLSE.
Logistics.	Mechanic.
Special operations chief.	Speed up capital improvement.
Artificial intelligence.	Drones.
Replace current stations and relocate.	Vacation, sick leave, and overtime.

Aspirations

Highly respected by other departments.	Succession plan.
Public Information Officer program.	Recruit and retention program.
Compensation for special training (rescue/hazmat).	New energy for the department.
Expand the fire marshal division.	Logistics program.
Evaluate the need for advanced life support care.	Staffing for a minimum of four persons.
Trench/collapse.	Fully staffed.
Duties and responsibilities by rank (restructure).	Internal education, same page mindset.
Better culture, leave it better than I found it.	More diversity, public relations, and cultures.
Recruitment and retention.	Destination department.
Direct delivery (EMS).	Accountability.
Examine the quality and effectiveness of the company-level inspections.	Create culture.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Equals reliable people. - Happy and satisfied employees. - Efficient equipment. - Buy-in from personnel. - Better joint operations and effective response force. - Community support and resources. - Good teamwork. - Reliable information, better marketing, more hires, funding, and community buy-in. - Better personnel and better-prepared officers. - Recruitment and retention will keep the pay scale current. - Cost savings: build a capital plan for stations. - Equipment needs met, saves money for the fire department. - Customer service handles billing (fee schedule increase). - Help with retirement (plug and pay with positions). - City officials will understand what we do. - People want to be on special companies, retention. - PTSD retention, relieve stress, and mental health clarity. - Better efficiency. - Clearly define responsibilities - Held responsible, better performance. - New and brighter vision of the fire department. - Recruitment and retention. - Better consistent training and record keeping. 	<ul style="list-style-type: none"> - Better and faster care, more money. - Better vacation slots, apparatus, and staffing. - Better understanding, education from the community, and recruitment opportunities. - Better morale and retention. - Better future leadership and better preparation for new roles. - Ability to do more callbacks, FLSE, and training. - More interaction with the community. - Community outreach, better leadership, and community relations. - Better morale, culture, understanding, and working together. - Continuous improvement. - A more well-rounded department and better interaction with the community. - Less turnover, better morale, and staffing flexibility. - Pride speaks for itself. - A well-rounded workforce and better community relations. - Better reflection of our community. - Better work and public relations. - Retention/tenure. - Culture, morale, and direction. 	<ul style="list-style-type: none"> - Better recruitment and retention. - Commitment with less turnover. - Better outreach and less turnover. - Stability. - Fewer gaps in delivery. - Consistency and improved morale (keep you in your response cone). - Help meet demand and quality inspections. - Consistency, no gaps in need for equipment or materials (uniforms, gear, trucks). - Better patient outcomes. - Better trained and prepared. - Better service delivery. - Safer/morale. - Speaks for itself and shows that we continue to improve. - Liability with inspections and investigations. - Continue to drive the fire department forward. - Give us what we need to do our job. - Handle most incidents in-house. - Better training. - Able to run our recruitment class. - Improved skills/tactics. - Fill vacancies faster. - Help staffing. - Stronger case for prosecution, local lab access for evidence. - Better service. - Better understanding of the roles and responsibilities of each position. - Better specialized education in the community (dedicated person). - Keeps companies in their service areas. - Quicker turnaround time on truck repairs. - One person over special operations. - Better planning for truck replacement to cut down on lead time. - Artificial intelligence - Kindley. - Used for inspections, incident management, and deployments. - Better quality of station life, improve locations for today's growth. - Willingness to come back to work if you don't lose overtime versus just earning sick time back.

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Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Monroe Fire Department 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 the data and feedback provided by the community stakeholders and conducting the internal environmental scan, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Monroe Fire Department. 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.

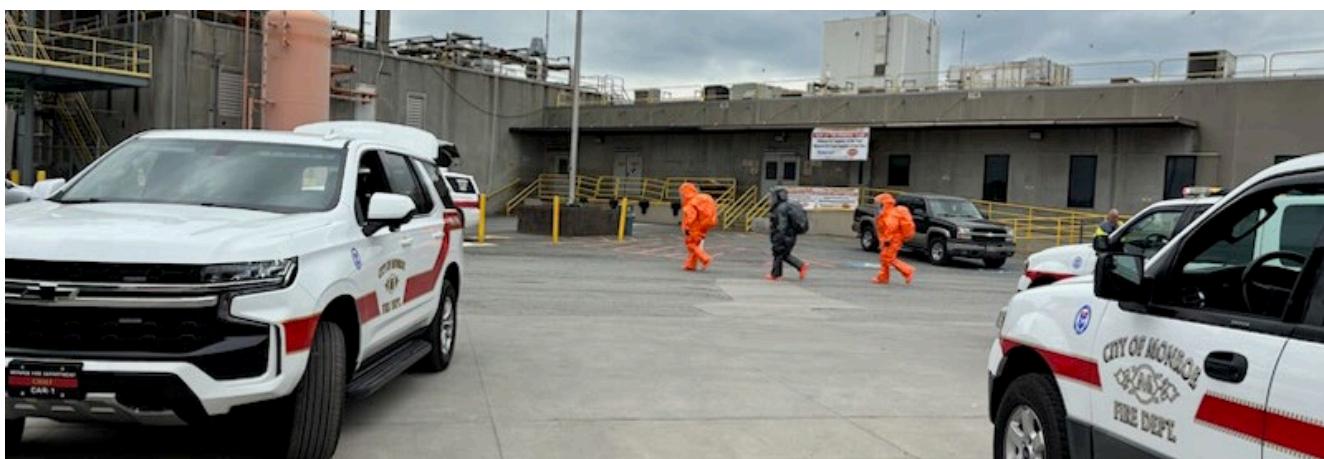
Group 1	Group 2	Initiative Link
Personnel <ul style="list-style-type: none">○ Staffing○ Succession○ Recruitment/retention○ Expansion○ Overstaffing○ Hiring pool	Personnel <ul style="list-style-type: none">○ Retention○ Recruitment○ Morale/culture○ Succession○ Duties and responsibilities○ Staffing “point 6”	Personnel
Core Services <ul style="list-style-type: none">○ Specialties and incentives○ Code enforcement○ Medical○ Emergency management	Services Provided <ul style="list-style-type: none">○ EMS to EMT-B to EMT-P○ Hazmat○ Swift water○ PIO○ Public education○ Logistics○ Community engagement○ City council○ Effective response force○ Call volume○ Response times○ Therapy dog	Core Services
Capital Improvement Plan <ul style="list-style-type: none">○ Facilities○ Growth○ Apparatus○ Logistics	Facilities <ul style="list-style-type: none">○ Land acquisition○ Number of facilities○ Conditions○ Maintenance○ Locations○ Health and safety for firefighters○ Administration location	Capital Improvement
Training <ul style="list-style-type: none">○ Personnel○ Props/facilities○ Schedules○ Competency○ Task books	N/A	Training

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.

Personnel	Core Services	Capital Improvement	Training
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Complete goals with objectives, tasks, and outcomes can be found in the accompanying Management and Implementation Guide.





2025-2030 STRATEGIC PLAN