

MONROE FIRE DEPARTMENT 2016 ANNUAL REPORT



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Table of Contents

	Page
Leadership of the City of Monroe	4
Message from the Fire Chief	5
Historical Overview	6
Current Operations	6
2016 Accomplishments	7
Fire Stations & Facilities	8
Divisions of the Fire Department	9
Member Retirements	11
New Members	11
Fire Department Apparatus	12
Fire Station Locations	13
Mission and Vision Statements	13
Strategic Planning, Core Values, Core Services	14
Department News & Accomplishments	16
Fire Station 4 Grand Opening	18
Service Awards	20
Administration Division	21
Operations Division	23
Fire Suppression	25
Tech Rescue	28
Hazmat	29
EMS	31
Aviation	33
Fire Marshal's Division	34
Fire Investigations	36
Public Education	37
Training & Safety Division	41
Union County Emergency Communications	43
Incident Management Events	44
Fire Department Statistical Information	46
Fire Department Contact Numbers	51

(This Annual Report prepared by the Fire Marshal's Division)

City of Monroe Mayor & Council Members



Mayor Bobby Kilgore



**Council Member
Gary Anderson**



**Mayor Pro Tem
Debra Duncan**



**Council Member
Surluta Anthony**



**Council Member
Freddie Gordon**



**Council Member
Billy A. Jordan**



**Council Member
Lynn A. Keziah**

**City Manager
E. L. Faison**

**Assistant City Manager
Brian Borne**

**Fire Chief
Ronald D. Fowler, *CFO, EFO***

MESSAGE FROM THE FIRE CHIEF

The Monroe Fire Department is pleased to provide this 2016 Annual Report, which provides a variety of information about the activities of our department over the past year. In keeping with our mission, Monroe firefighters consistently demonstrated a personal commitment to protecting the quality of life and to protecting property in Monroe during this time.



This has been a busy and productive year for the Monroe Fire Department. Monroe firefighter's responded to over 6,170 calls for service in 2016, which is the second highest annual call volume our department has experienced. This statistic is much more than a number to us. It represents over six thousand times when someone experienced a situation, many times unexpected and unfortunate, that led them to call for our assistance. We understand the loss and pain that is often associated with an incident that requires our service and it is my hope that we have provided not just the professional response necessary to mitigate these emergencies, but also the appropriate level of compassion to support the individuals and families involved in these situations.

I am excited to announce that we opened our new Fire Station 4 this year. In addition to providing housing for firefighters and emergency apparatus, this station also has a community room that is available to our citizens and local businesses. The community room provides a great place for neighborhood meetings, business meetings, birthday parties and other family gatherings as well as providing a location for the fire department to use for training events. We invite you to stop by and visit anytime to check out this new facility. It is located at 3907 Old Charlotte Hwy.

Thank you for the support and trust you have exhibited in our department over the past year. We do not take this for granted and we strive to act in a manner to build and maintain this 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 their duties and in making the Monroe Fire Department what it is. I am honored and blessed to serve with them as we serve you.

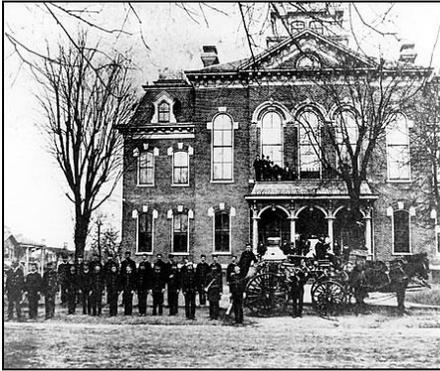
Thank you for allowing me to serve as your fire chief. God has richly blessed me in many ways, including the opportunity and abilities to serve in this capacity. I do not take my responsibilities lightly and constantly strive to meet your expectations. It is truly an honor to serve you and I look forward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

Sincerely,

A handwritten signature in black ink that reads "Ronald D. Fowler".

Ronald D. Fowler, CFO

Historical Overview



The Monroe Fire Department was originally established in 1872. The first fire engine, a Silsby Steamer, was purchased in 1886 for \$3,500. The steamer remained in service for nearly twenty years, until the early 1900's, before it was moved to reserve status. Today, the steamer is in the process of being restored and is only one of a few in the United States that is still intact. The Monroe Fire Department began as a volunteer organization and transitioned to a fully paid career department throughout the years. Paid personnel are on record as far back as 1914. In the early years, an all African-American Hook and Ladder Company operated in the community.

In 1980, the Monroe Fire Department merged with the Monroe Police Department to form the Monroe Public Safety Department. The public safety department provided both fire and police services with public safety officers performing the duties of firefighters and police officers. Due to community growth and increasing service demands, the Monroe City Council began the task of separating the public safety department into separate fire and police departments in 1999. A fire chief was appointed in August 1999 and the newly formed Monroe Fire Department was established. The department then consisted of twenty-two members, operating out of three fire stations. Public safety officers continued to assist with fire operations during a short transitional period until additional firefighters were hired, allowing the fire department to become self-sufficient. Firefighters were continually added over the years to meet the demands of a growing service area. Fire Station Four opened in July of 2002 and Fire Station Five opened in July of 2003.

Current Operations

The Monroe Fire Department has cooperative agreements to provide and receive mutual aid assistance with various Union County Volunteer Fire Departments. Additional services, including emergency medical first responder and hazardous materials technician level responses, were added in the early 2000's. The most recent North Carolina Insurance Services Office grading occurred in 2006 and resulted in an ISO rating of Class 3. The department is led by Fire Chief Ronald D. Fowler and is organized into five divisions: Administration, Operations, Training and Safety, Fire Marshal, and Planning & Emergency Management.

The department operates on an annual budget of approximately \$8.1 million dollars. The department's budget is allocated out of the city's general fund which is funded from property taxes and other revenues. The city is divided into five fire station districts. Each district is sub-divided into planning zones. The City of Monroe is chartered through the City's Code of Ordinances and the Monroe Fire Department operates under the general authority of Chapter 36, Fire Prevention, of said Ordinances.

The city encompasses 29.6 square miles with a 2015 estimated population of 34,032. For the 2016 calendar year, the department responded to 6,171 emergency and non-emergency situations. The department staffing consists of 79 full-time personnel. All members have various certifications and training credentials as outlined by the North Carolina Fire and Rescue Commission.

Monroe Fire Department

2016 Accomplishments

1. Changed the department's organizational structure to include:
 - Adding 2 Deputy Chief Positions from 1 Assistant Chief
 - Added 2 additional Assistant Fire Marshal positions with one concentrating on Fire & Life Safety Education programs
2. Hired additional personnel to bring staffing total to 81 in the department
3. Re-instituted the following fire safety programs:
 - Fire Extinguisher training
 - Remembering When Senior Program
 - Fire Safety for 3rd grade classes in schools
4. Implemented the Safe Awake Alarm program for death/hard of hearing citizens
5. Received AFG Grant to install automatic sprinkler system at Fire Station 2
6. Taught the National Fire Academy Course: "Preparation for Initial Company Officer (PICO) class
7. Conducted a radiological training class
8. Participated in joint tabletop and full scale exercises with Union County departments:
 - 3 county regional haz-mat training exercise with Gastonia, Charlotte and Monroe HM teams. Exercise held at MFD Station 4 and utilized a mock ammonia release event at the Harris Teeter Distribution Center
 - 3 event simultaneous full scale exercise held with Union County involving a Cyber Crime attack to Union County, airplane crash and active shooter at Monroe HS
9. Moved into Fire Station 4 and conducted an open house
10. Hosted "Hands Only CPR" classes for the public with Union EMS
11. Successful rescue of a fire victim in Station 4's area
12. Purchased 2 new Fire Marshal vehicles and 1 Deputy Chief SUV
13. Added 1 additional child passenger safety seat check points
14. Fire Marshal members received several certifications
15. Personnel attended the NC Association of Fire Chief training program
16. Promotion of several members
17. Participated in the MDA "Fill the Boot Campaign" and collected \$5,657.92 for MDA
18. Started using narcan for overdose patients
19. Received a grant from the OMNOVA Foundation in the amount of \$1,750
20. Conducted a smoke alarm target area campaign
21. Conducted a flag retirement ceremony
22. Partnered with Lee Park Baptist Church to facilitate the 15th anniversary September 11th attack. Governor McCrory and several congressmen and senators were in attendance

Fire Stations



Station 1 was opened in 1974 and is co-located with the City of Monroe City Hall. The station sits on 4.76 acres in the downtown area of Monroe at 300 W. Crowell Street. The station kitchen was renovated in 2015. The station provides 24-hour coverage housing a shift Battalion Chief, Engine 1, Ladder 1, Rescue 1, Medic 1, water rescue boat and medical UTV. Station 1 has one of the highest call volume areas. Their district is mixed use comprising residential, multi-family, commercial and educational occupancies.



Station 2 was opened in 1968 on the east side of town. The station sits on 1.5 acres of land and is approximately 3,895 SF. The station located at 399 E. Roosevelt Boulevard was renovated in 1999 upgrading bedrooms, office, day room and other living spaces. The station provides 24-hour coverage housing Quint 2, Medic 2 and Boat 2. Station 2 has one of the highest call volume areas. Their district is mixed use comprising residential, multi-family, commercial and industrial facilities, educational and medical / hospital occupancies.



Station 3 was opened in 1983 on the west side of town. The station located at 1737 Williams Road Extension is approximately 2,972 SF and has had minor internal renovations over the years. The station provides 24-hour coverage housing Engine 3 and Medic 3. The Station 3 area is predominantly retail and residential occupancies. The station provides response to aviation emergencies at the Charlotte-Monroe Executive Airport. Their district is mixed use comprising residential, multi-family, commercial and educational occupancies.



Fire Station 4 is located at 3907 Old Charlotte Highway. The new station was placed into service in April 2016. Station 4 is located on the far west side of the City and has the largest district in size. The station is located on 5.69 acres. The station provides 24-hour coverage with a minimum of three firefighters. Station 4 houses Quint 4, Medic 4, Blaze 4, Reserve Quint 10, medical UTV and the fire safety house. Their district is mixed use comprising residential, commercial and industrial facilities, educational and medical occupancies. Station 4 is the primary responder to the Charlotte-Monroe Executive Airport. There will soon be a direct access road to the airport runway.



Station 5 is located at 105 Maple Hill Road. The station sits on 1.98 acres and is approximately 7,856 SF. The station was opened in 1970 by the Crestview Volunteer Fire Department. Monroe took over the station in 2002 after Crestview relocated closer to their district. The station provides 24-hour coverage housing Engine 5, Medic 5, Hazmat 5, Hazmat 55, and Reserve Engine 10. The Station 5 area is predominantly residential with

minor amounts of retail occupancies. The station is the primary provider for hazardous materials response in the City and Union County.

The Monroe Fire Administrative offices are located at 117 N. Church Street. The offices are co-located with the Monroe Police Department. The office opened in 2000. The office is open during normal business hours, Monday through Friday, 8:00am- 5:00pm. The Administrative Office provides office space for the Administration, Fire Marshal and Training & Safety.



The Richard Helms Training Center is a joint operation between the Monroe Fire Department and the Union County Fire Departments. The training grounds consist of 18 acres co-located next the police department shooting range. The training grounds opened in 2000. The training grounds consist of a 1,190 SF 4-story building, separate burn building, roof ventilation training prop, natural gas fueled burn prop, drafting pit and large open space.

Fire Department Divisions

Administration



Ron Fowler, CFO/EFO
Fire Chief



Chris Griffin, CFO/EFO
Deputy Chief Operations



Andrew Ansley, CFO
Deputy Chief Admin.



Dr. Dennis Burton
Chaplain



Sheila Couick
Admin. Assistant II



Greg Collins
Division Chief Training & Safety

Fire Marshal's Division



Robert Bolick
Div. Chief / Fire Marshal



Carter Plyler
Captain / Asst. FM



Kevin Philemon
Captain / Asst. FM



Katie Hinson
Captain / Asst. FM
Fire & Life Safety Ed.

Operations Division



Rodney Chaney
Battalion Chief
A-Shift



Andy Ross
Battalion Chief
B-Shift



Travis Stegall
Battalion Chief
C-Shift

Member Retirements



Captain Marshall Eubanks began his career in 1997 as an Engineer during Public Safety. Captain Eubanks was promoted to Lieutenant in 2000 and Captain in 2003. Throughout his career, Captain Eubanks drove, operated and oversaw company operations out of most all of the fire stations. Captain Eubanks spent a large part of his career at Fire Station 4 developing relationships with the airport staff. Captain Eubanks was instrumental in designing and facilitating the emergency preparedness plans for the first air show in 2007. Captain Eubanks fostered and developed many of the department's personnel whom are company officers and drivers today.

Captain Eubanks was instrumental in establishing the first Firefighter's Burned Children's Fund Chapter in Union County. Captain Eubanks retired July 31, 2016.



Engineer Tony Belk began his career in 2000 as a firefighter in the first recruit class hired after the separation from the Public Safety program. Tony was assigned to Fire Station 3 where he worked as a firefighter until he was promoted in June of 2001 to Engineer. Tony worked as an Engineer operating various pieces of apparatus before retiring on February 12, 2016. Tony spent most all of his career at Fire Station 3 located next to the Monroe Aquatic Center. Tony was a good friend to many and will be missed by his co-workers.

New Members

The following members joined the fire department during 2016.



- FF Franklin McAllister
- FF Steven Craig
- FF Jody Frazier
- FF Jeffrey Price
- FF William Carlan
- FF Tyler Carter

Fire Department Apparatus

The fire department operates a variety of fire and emergency service apparatus and vehicles to provide service to our citizens.

Fire Station 1

Engine 1	2006	Pierce Pumper	2,000 GPM Pump, 500 gal.
Ladder 1	2002	KME Aerial	102 Ft. Aerial Platform w/ 2,000 GPM Pump
Rescue 1	2013	Pierce Arrow XT	25 Ft. Walk-Around Rescue
Medic 1	2006	Ford F-450	300 gal. Brush /Medical Quick Response
Battalion 1	2015	Ford F-250	Shift Supervisor / Incident Command Unit

Fire Station 2

Quint 2	2014	Pierce Quint	2,000 GPM w/ 75 ft. HD Ladder, 590 gal.
Medic 2	2000	Ford F-350	Medical Quick Response
Boat 2	2001	Sea Ark 21'	Side scan sonar equipped

Fire Station 3

Engine 3	2004	Pierce Dash Pumper	1,500 GPM Pump, 730 gal.
Medic 3	2009	Ford F-450/Ansul ARFF	Medical Quick Response / ARFF Unit

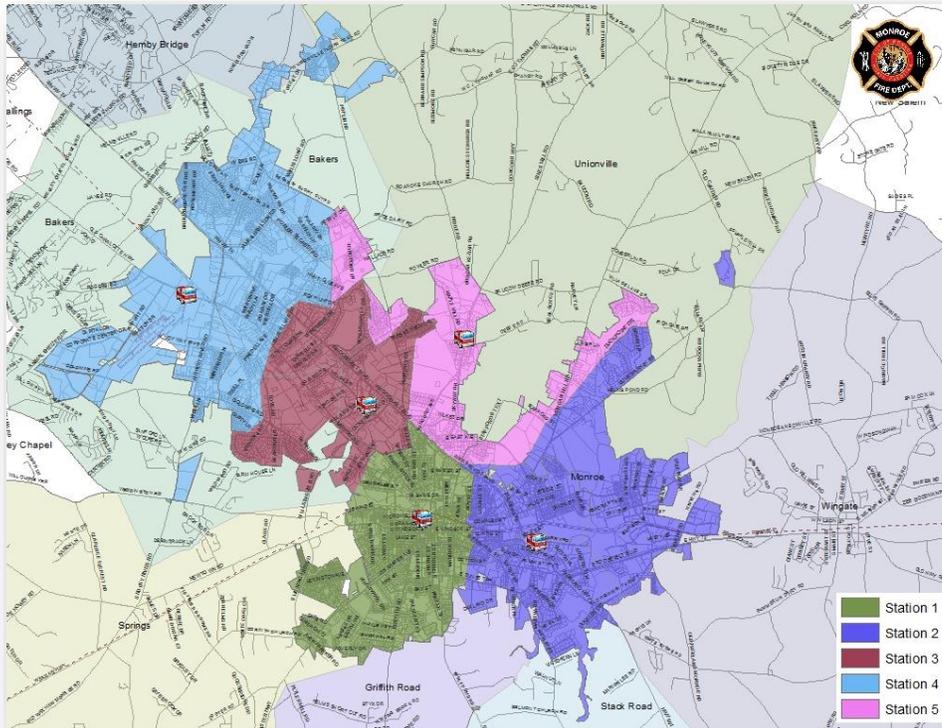
Fire Station 4

Quint 4	2005	Pierce Dash Quint	2,000 GPM w/ 75 ft. Ladder, 600 gal.
Medic 4	2004	Ford F-550/Ansul ARFF	Medical Quick Response / ARFF Unit
Blaze 4	1992	Oshkosh Triple Comb.	2,000 GPM Pump, 3,000 gal., 405 gal. foam
Reserve Q-10	2002	Pierce Quint	2,000 GPM w/ 75 ft. Ladder, 600 gal.

Fire Station 5

Engine 5	2008	Pierce Arrow Pumper	1,500 GPM Pump, 750 gal.
HazMat 5	2003	International/Mickey Tr.	Walk Around Tractor Trailer Hazmat Unit
HazMat 55	1998	American Lafrance/Marion	20 Ft. Walk-Around Hazmat Unit
Medic 5	2015	Ford F-550	Medical Quick Response / brush truck
Reserve E-10	2003	Pierce Dash Pumper	1,500 GPM Pump, 750 gal.
Utility 5	2001	Ford F-250	Utility Body

Fire Stations in the Community



Mission

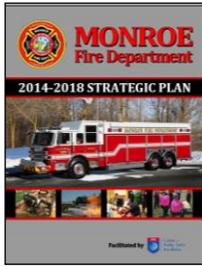
The MISSION of the Monroe Fire Department is to protect the quality of life and property in our community through a personal commitment to fire suppression, education, prevention and other services.

Vision

We, the members of the Monroe Fire Department, envision that we will be widely known as a values-based and community-focused, internationally accredited fire department committed to protecting the quality of life and property in our community. We will foster a culture of continuous improvement while being guided by our values of safety, integrity, professionalism, compassion, teamwork, respect, and customer service.

Through our well-trained workforce and management practice initiatives, we will ensure our greatest organizational assets, our members, are supported and led to reflect the quality of service our community desires. It is our united intention to hold one another accountable for carrying out our mission, living our values, accomplishing our goals, and ensuring this vision becomes reality.

Strategic Planning



The Monroe Fire Department (MFD) operates using a “Community-Driven Strategic Plan.” The strategic plan was written in accordance with the guidelines set forth in the CFAI Fire & Emergency Service Self-Assessment Manual 8th Edition. The strategic plan sets forth a continuous improvement plan that offers a road map for justifiable and sustainable future. The department’s Strategic Planning Committee worked with the Center for Public Safety Excellence in late November 2013 to develop and publish the 2014-18 Strategic Plan. Approximately 100 members of the community were brought together to provide input on their desire for service of the Monroe Fire Department. The 2014–18 Strategic Plan contains various goals and objectives and can be viewed on the Department’s website. The Strategic Planning Committee meets three times a year to review and update the goals and objectives of the plan.

Core Values

Safety

We will provide a safe environment for our members and community.

Integrity

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

Professionalism

We are dedicated and well-trained individuals, united to better our community.

Compassion

We deliver our services in a considerate, caring and sympathetic way.

Teamwork

We are dedicated, committed and accountable to each other and our community.

Respect

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

Customer Service

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

Core Services

Fire Suppression

The department provides fire suppression for all types of fires that occur in the city. These include structure fires, such as homes, businesses and industries, vehicle fires, grass and woods fires and other types of fires that may occur.

Emergency Medical Care

Monroe firefighters are trained and certified as emergency medical technicians (EMTs) and respond as medical first responders (EMT) to emergency medical incidents that occur in the city. With fire stations strategically located throughout the city, often times firefighters are closer than an ambulance to a medical call allowing firefighters to reach the scene of such a medical emergency sooner and initiate medical care. Advanced Life Support care and transport is provided by Union EMS.

Technical Rescue

Monroe provides all types of rescue in the city, including vehicle extrication, confined space rescue, high angle rescue, swift water rescue and other types of rescues that may occur.

Hazardous Materials

The department provides hazardous materials response to hazardous material leaks or spills. These may include transportation incidents that occur on the roadways or railroads and fixed facility incidents at businesses or industries.

Aviation Fire & Rescue

The department provides aviation firefighting and rescue protection for the Charlotte-Monroe Executive Airport. The airport is classified for general aviation use. Incident response to the airport is limited. The department provides an increased level of response during the annual air show.

Risk Reduction

The department provides risk reduction services through the administration and enforcement of the State Fire Code and the provision of fire and life safety public education to our citizens. In addition, the Fire Marshal's Division provides fire investigative services for determining the origin and cause of fires.



Department News & Accomplishments



Monroe Firefighters and Monroe Explorers raised \$5,657.92 during their first Fill the Boot campaign. The money raised will help local kids and adults with muscular dystrophy, ALS and related diseases that severely limit strength and mobility. With this donation they may live longer and grow stronger. The department staffed collection sites at both Lowes Home Improvement Store and Walmart over four days. The community graciously filled the



boots with donations to help with this cause. The department also sent members to the Camp Bethelwoods MDA Summer Camp for a day. Members had a day of fun with children fighting this battle.



Fire Department participates in Citizens Academy

On October 17, 2016 the Monroe Fire Department participated in the City of Monroe Citizens Academy. The program is an innovative and informative service for residents. Participants follow an eight week session on Monday afternoons and learn about the inner workings of the City of Monroe and its services. The fire department actively participates in this process demonstrating some of the many capabilities of the fire department. Each of the City departments contributes to the program.

Monroe Fire Department and Council on Aging in Union County are selected for NC Remembering When Conference

The NC conference, *Remembering When™: A Fire and Fall Prevention Program for Older Adults*, was held on September 13-14, 2016. NFPA selected teams from 11 communities across North Carolina for the training. Each award covered training, materials, meal and lodging expenses that were valued at more than \$1400. Monroe Fire Department partnered with Council on Aging in Union County to implement this program into the community. During the year of 2016 we were able to complete eight Remembering When group presentations, two Remembering When Home Safety Visits, and one Remembering When Training the Home Visitor presentation with Union County 4-H.



Fire Department Annual Compliance Report Approved



The fire department submitted the fourth Annual Compliance Report (ACR) since becoming accredited in August 2012. A peer group reviewed the department's progress toward completing the strategic and specific recommendations provided by the peer team during the site visit in February 2012. The department will participate in a re-accreditation process in Spring 2017 which includes a 4-person peer team that will review and validate the department's work over the last five years.



The construction of the new Fire Station 4 is complete. A community open house and dedication ceremony was held on Nov. 6th, 2016. The open house had activities for all ages of the community.

The first Station 4 was placed in service in 2001 to service previously annexed areas of the City on the western side. Fire Station 4 has the largest fire district encompassing 8.7 square miles. This station is the first *Leed* certified building in the City.

The four bay station features ten bedrooms, large exercise and fitness room, community/training room, offices, kitchen and dining areas as well as a day room. The facility is fully sprinkled with a monitored fire alarm system. The station has LCD high definition televisions, a night time alerting system for firefighting crews and other advances found in the community/training room. The station is designed with future planning in mind for adding a second 4-person firefighting crew and an additional shift Battalion Chief.



Monroe Station 4 hosted Safe Kids Car Seat Checkup Event



Union County Safe Kids along with Monroe Fire Department hosted a free car seat inspection event at Fire Station 4 on September 24, 2016. The department also added Station 4 as another permanent child passenger seat checking station in addition to Station 1. Every third Monday of the month from 4pm – 7pm is our check day for Station 4 and every first Friday of the month from 10am-2pm is our check day for Station 1. These check points have been a great community outreach program for new parents as well as giving seasoned parents an opportunity to learn about installing a child seat the correct way.

Service Award Recognition

Several members of the department were recognized for their years of service at the annual service awards breakfast. These recognitions are shown below.

(15 Years Service)

Captain Brandon Wallace
Engineer Rodney Austin
Division Chief Robert Bolick
Engineer Robert Melton
Captain Charlie Porter
Engineer Kevin Tice

(10 Years Service)

Engineer Rick Cauthen
FF James Brown
FF Santonio Cunningham
Engineer Daniel Grigston
FF Dane Love
FF Ryan Moore
FF Jonathan Mullis
Captain Blair Stegall
Engineer Jacob Helms
Engineer Benjamin Hinson
Engineer Ken Brown
FF Brooks Hasty
Captain Katie Hinson
Captain Bryan Kindley
Engineer John Massey Jr.



Police vs. Fire Flag Football Game

Monroe Fire and Monroe Police departments came together for a game of flag football to benefit Ally Davis. The game was held on Saturday, November 19th at Monroe High School athletic field. Over \$7,000 dollars was raised for this cause.



Administration Division

The administration of the fire department is charged with the responsibility of providing leadership and effective management of the department's resources. Emphasis is placed on providing high quality emergency services and planning for the future development of the department to meet the needs of a changing community.

The administrative side of the department primarily focuses on finance and budgeting, capital improvement projects, logistics, payroll, personnel and human resources, long range and strategic planning, equipment acquisitions and repair and works in a collaborative way with other city departments.

Budget

The fire department's budget is part of the overall city budget and is approved by the City Council each year. The City operates on a July 1 through June 30 fiscal year. The budget includes all aspects necessary for the fire department's operation including personnel, operating, and capital costs. The fire department also has a budgeted revenue account derived from fire permit fees. The FY17 budget was \$8,611,420. These revenues included capital funding for the new Fire Station 4.

Customer Service Survey Program

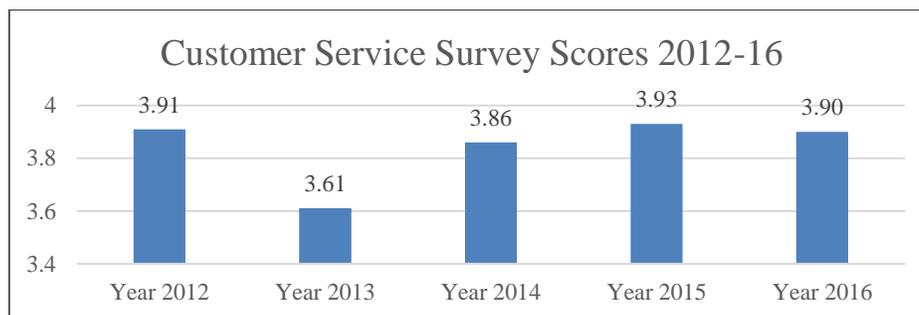
The fire department began a customer service survey process in 2009 in an effort to maintain feedback and communication between the public we serve and the fire department. Survey participants are randomly selected from the department's records management system and mailed

to those individuals. In addition, the fire marshal’s division distributes surveys following fire inspections and other public related engagements with our community.

The process has been successful for the fire department to identify areas for improvement as well as celebrate the success of excellent customer service by the fire department members. The department revised the survey format and questions in 2015 to make the questionnaire easier to understand and to follow. Specifically, the department created two different tracks dependent upon whether you had an experience on an emergency scene or non-emergency scene. The survey results for 2012 through 2016 are provided below with a graph showing our performance for the last four years.

Program Area	Rating Criteria	2012	2013	2014	2015	2016
Emergency Services	Quality of service provided	3.90	3.62	3.87	3.91	3.89
	Knowledge and skills	3.90	3.59	3.82	3.92	3.87
	Courteous and helpful	3.92	3.63	3.93	3.93	3.89
	Speed of response	3.88	3.60	3.84	3.90	3.88
	Success at controlling loss	3.91	3.62	3.69	3.87	3.88
	Acted professionally	3.90	3.62	3.90	3.94	3.92
	Answered questions clearly	3.90	3.37	3.87	3.95	3.90
Non-Emergency Services	Ease of scheduling appointment				3.79	3.75
	Convenience of appointment time				3.83	3.79
	Answered questions professionally				3.90	3.95
	Acted professionally				3.93	3.96
	Explanation of fees/billing/rechecks				3.86	3.92
	Friendliness of inspector				3.95	3.95
	Overall Rating	3.91	3.61	3.86	3.93	3.90
	Total Surveys mailed	409	376	371	417	516
	Total Completed Surveys returned	123	110	100	106	132
	Insufficient address	23	24	30	16	21

(*Survey scores range from Poor (1), Fair (2), Good (3) and Excellent (4)



City of Monroe Maintains Excellent Insurance Rating



The Monroe Fire Department was last inspected by the North Carolina Office of the State Fire Marshal, Ratings and Inspections Division, in 2006. This inspection resulted in an improvement of Monroe's Public Protection Insurance Classification Rating, which is issued by the Insurance Services Office (ISO). The fire department organization, personnel, training, alarms / communications, records / documents, apparatus and fire station building are all components of the evaluation process. Monroe was previously graded a Class 5 and through many initiatives and hard work the grading was lowered to a Class 3 following the 2006 inspection.

This program is administered in North Carolina through the North Carolina Office of State Fire Marshal for communities of less than 100,000 population. The Office of the State Fire Marshal analyzes data gained during inspections and uses ISO's Fire Suppression Rating Schedule to assign a public protection classification from Class 1 to Class 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria. Insurance classifications are typically used by insurance companies when setting fire insurance premiums, with lower ratings equating to lower fire insurance premiums. The Monroe Fire Department is expected to be graded again in 2018.

Company Citation Program

The fire department began a "Company Citation" program in 2010 to recognize our members who performed above and beyond the call of duty. Often these acts impacted an individual or family and will be remembered for years to come. In 2016, 33 Company Citations were awarded to crews that demonstrated outstanding performance.

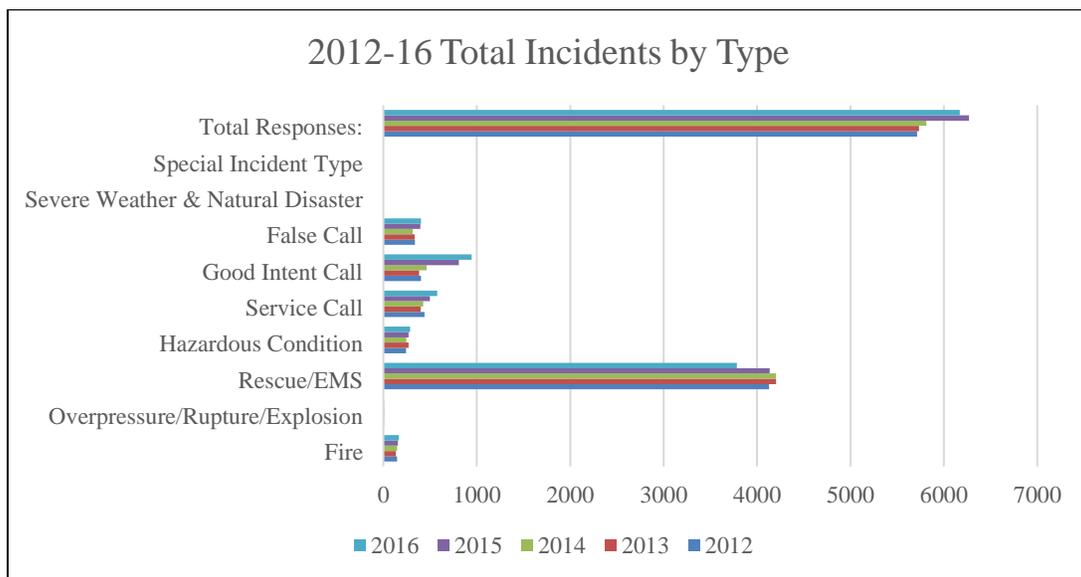
Operations Division

The operations division of the fire department consist of the primary responders to our community's needs. These men and women work tireless hours for 24 hours at a time often missing nights, weekends and holidays away from home. They are the ones that carryout the department's Mission and Vision. This division is divided among a workforce of 72 highly skilled and trained men and women. They are distributed across three shifts (A, B, and C), which consist of 24 members each.

The fire department never closes. The operations division provides the services of a modern day fire department including; fire suppression, emergency medical first responder, technical rescue, hazardous materials technician level responses, aviation rescue and firefighting and risk reduction (fire investigations, code enforcement and public fire education).

When not responding to emergencies, you'll find operations personnel performing fire inspections, pre-fire planning buildings, training and inspecting child passenger seats. Operations division personnel also spend countless hours each year providing "other" services to the community including; smoke and odor removal, assisting with water leaks, checking smoke detectors and assisting other agencies like law enforcement and emergency medical services. Because of their work schedules, you may see these personnel at local grocery stores.

Their work cycle requires them to cook meals at the station or eat meals out at local establishments. Firefighters are constantly aware of emergencies occurring in our community and are able to respond at a moment's notice.



Incident Types	2012	2013	2014	2015	2016
Fire	147	133	148	155	164
Overpressure/Rupture/Explosion	8	8	9	6	8
Rescue/EMS	4,129	4,202	4,202	4,135	3,785
Hazardous Condition	241	270	246	269	287
Service Call	441	400	425	497	575
Good Intent Call	404	381	463	807	944
False Call	338	335	313	395	402
Severe Weather & Natural Disaster	3	0	2	3	2
Special Incident Type	3	5	3	2	3
Total Responses:	5,714	5,734	5,811	6,269	6,170

The table above represents the incident history for calls of service from 2012 through 2016. The category of rescue and EMS represent the largest number of incidents each year. Since 2014, fire incidents, hazardous condition incidents, service calls and good intent calls have increased.

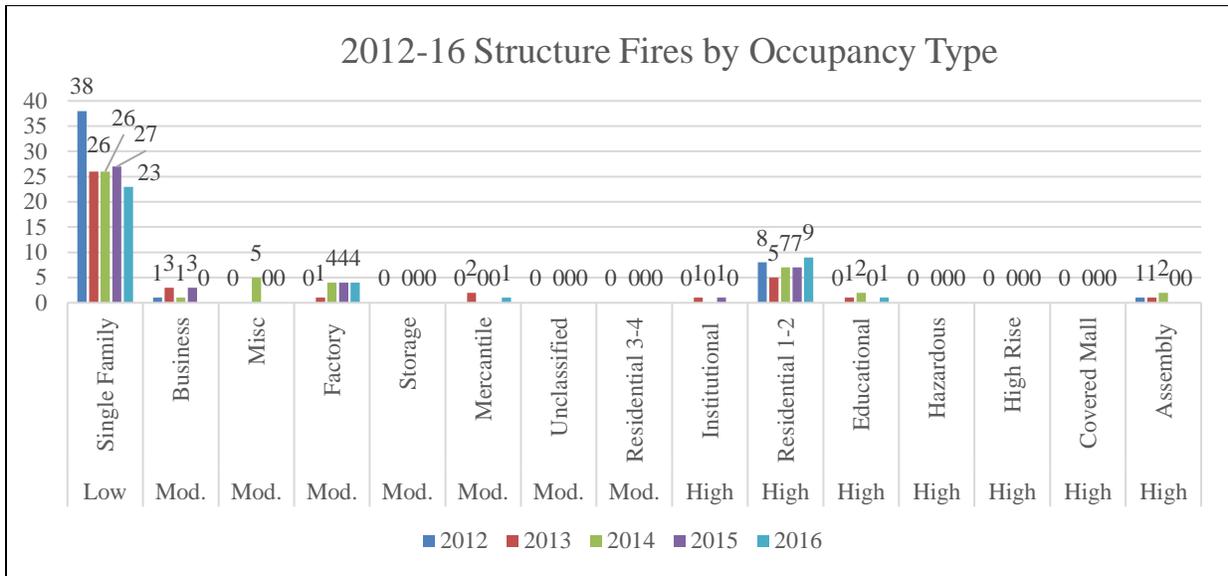
Fire Suppression Program

The fire suppression program focuses on those incidents requiring fire suppression intervention for mitigation purposes. These include but are not limited to; structure fires, vehicle fires, brush fires, and any other miscellaneous fires. Structure fires are categorized in three main categories of risk: Low, Moderate and High. Low risk structure fires are comprised of single family residential structures. These account for the largest portion of all structure fires. Moderate risk structure fires include the building occupancy types of Business, Factory, Storage, Misc. and Mercantile. High risk structure fires include the building occupancy types of Assembly, Educational, Hazardous, Institutional, Covered Malls, High Rise Residential (apartment, hotel, motel, etc.). High risk structure fires fall under this classification primarily of the life safety risk associated with these occupancy types.

In order to mitigate fires in low and moderate risk occupancies, the department deploys a concentration and distribution of resources including firefighters and apparatus. An *Effective Response Force (ERF)* consisting of a minimum of 14 firefighters deployed via two engine companies, one quint company, one ladder/rescue company and one Battalion Chief.

In order to mitigate fires in high risk occupancies, the department deploys a concentration and distribution of resources including firefighters and apparatus. An *Effective Response Force (ERF)* consisting of a minimum of 20 firefighters via three engine companies, two quints, one ladder/rescue company, and one battalion chief respond to these risks.

The table below shows the number of structure fires occurring by occupancy type from 2012-2016. Residential fires consistently account for the highest number of fires occurring each year.



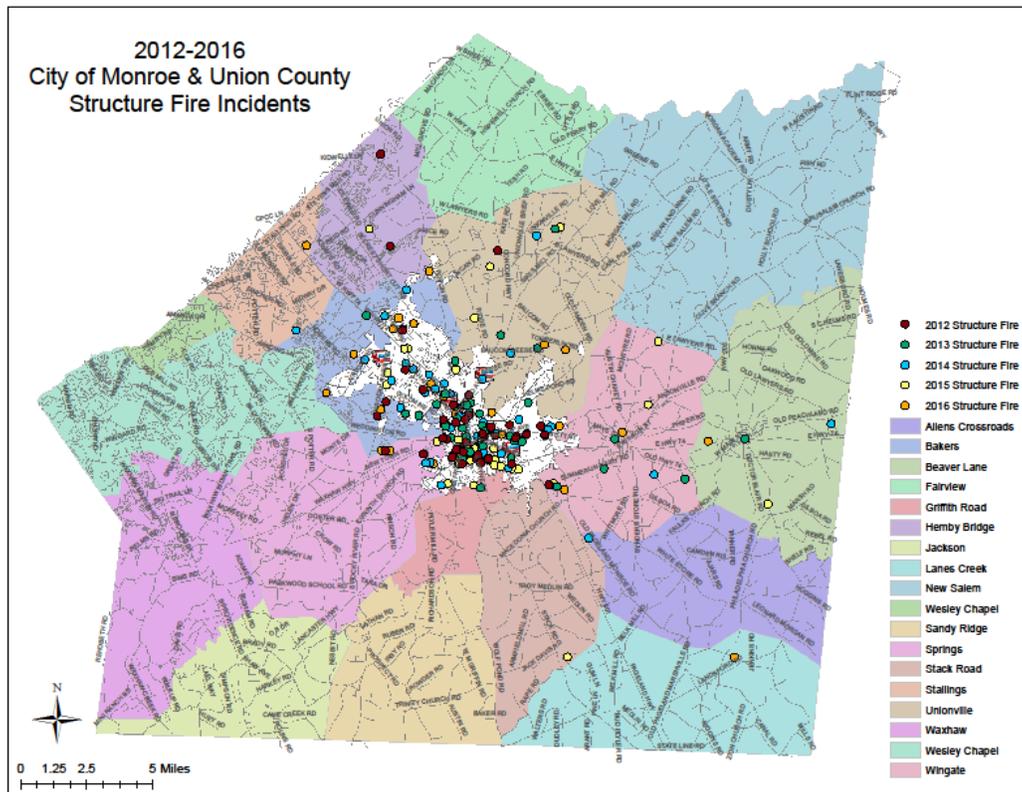
The effectiveness of the fire suppression program is measured by the comparison of property saved and the total value of the property. As seen in the table below, the percentage of total property saved increased from 87% in 2012 to 90% in 2016. This is attributed to many principles including training, resource deployment, improved response times and firefighter knowledge, skills and ability.



Category	2012	2013	2014	2015	2016
Total Fire Loss	\$891,974	\$1,160,571	\$1,595,820	\$916,827	\$1,180,660
Total Property Value	\$7,094,179	\$38,958,060	\$43,624,070	\$52,319,796	\$11,873,545
Total Property Saved	\$6,202,205	\$37,797,489	\$42,028,250	\$51,402,969	\$10,692,885
Percent Saved	87%	97%	96%	98%	90%

The Fire Suppression program is evaluated using a Performance Measure process. The following evolutions were measured in 2016; confined space rope rigging, stokes basket rigging, anchor systems, rescue jack placement. Mutual aid response into Union County has become more frequent over the years. Call volume for volunteer fire departments continues to rise. Most VFD's have part time paid staff to offset diminished staffing during the day.

The department receives mutual aid during peak call volume times and when multiple incidents occur. The map below shows the structure fire incidents occurring from 2012-through 2016 in the City of Monroe and the mutual aid structure fire assistance provided to various Union County Volunteer Fire Departments for the same time period.



Technical Rescue Program

The Monroe Fire Department responds to technical rescue incidents based on a critical task analysis. The response levels follow an awareness, operations or technician methodology based on responder knowledge, skills, and abilities. The Monroe Fire Department bases its technical rescue training on *NFPA 1670, Standard on Operations and Training for Technical Search and Rescue Incidents*.

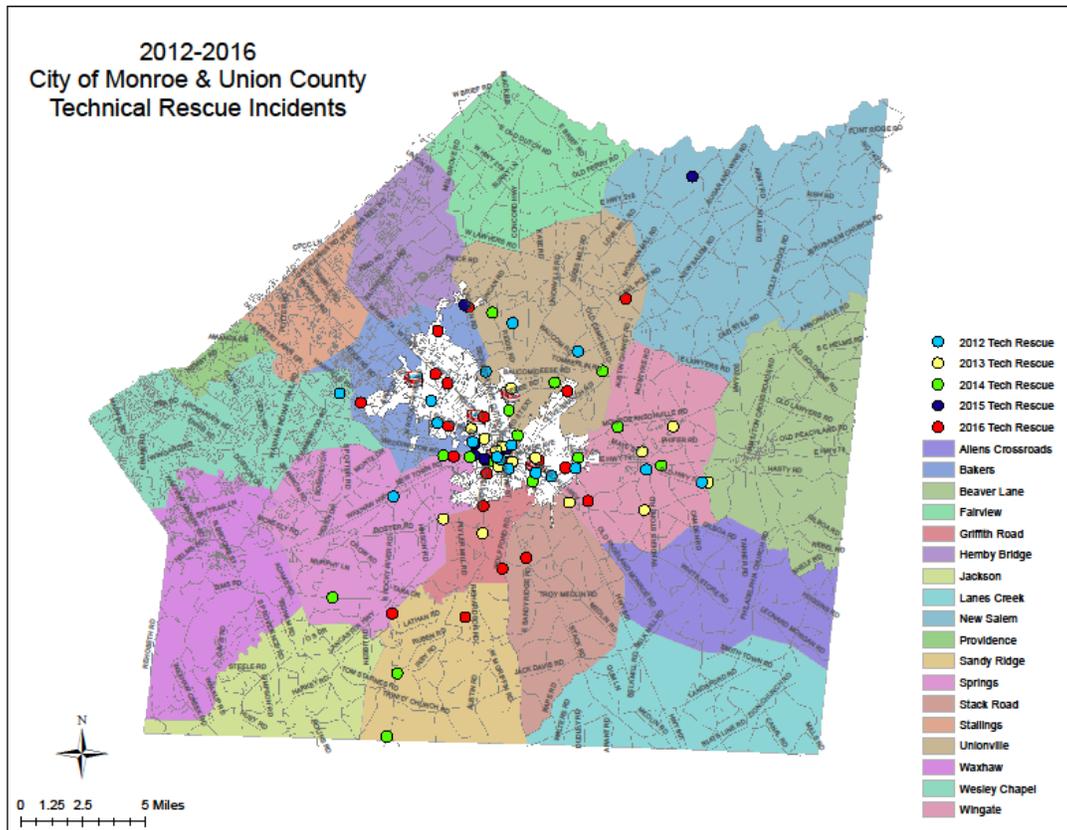
The Monroe Fire Department has identified the level of operational capability for the known technical rescue disciplines listed below. The first arriving company begins mitigation of rescue situations with the basic equipment found on their companies. An *Effective Rescue Force* responds to assist first due companies bringing additional firefighters, apparatus and equipment to the scene.

Our technical rescue program consists of responding to swiftwater, rope, confined space, and vehicle / machinery rescue situations. Rescue 1 is the primary heavy rescue apparatus for the Monroe Fire Department. Rescue 1 often responds into Union County for providing assistance to local volunteer fire departments. Quint 2 and Quint 4 carry some technical rescue equipment and respond in a support role to Rescue 1.

The department responded to 25 rescue incidents in 2016. Approximately 9 of those were mutual aid into Union County. The Technical Rescue program is evaluated using annual performance measures, After Action Reviews and statistical analysis. The following performance measures were evaluated during the year; stabilization, rigging for a horizontal pipe victim retrieval and roof top rescue.

Code	Category	2012	2013	2014	2015	2015 Aid Given	2016	2016 Aid Given
342	Search for person in water						1	0
350	Extrication- Other	1	1	0	1	0	0	0
351	Extrication-Building	1	1	0	1	0	0	0
352	Extrication- Auto	10	12	13	18	13	17	9
353	Elevator Rescue	3	4	6	3	0	4	0
354	Trench	1	0	0	0	0	0	0
355	Confined Space	0	0	0	1	1	0	0
356	High-Angle Rescue	0	0	0	0	0	0	0
357	Extrication- Machinery	0	0	1	1	0	1	0
360	Water Rescue- Other	0	0	1	1	1	1	0
361	Water Rescue- Swim Pool / Pond	0	0	0	1	1	0	0
362	Ice Rescue	0	0	0	0	0	0	0
363	Swift Water Rescue	1	0	0	4	1	0	0
365	Watercraft Rescue	0	0	1	0	0	1	0
Total		17	18	22	31	17	25	9

The map below shows the location of technical rescue incidents that occurred between 2012 and 2016. These include those incidents occurring in the City of Monroe and those mutual aid incidents into Union County.



Hazardous Materials Program

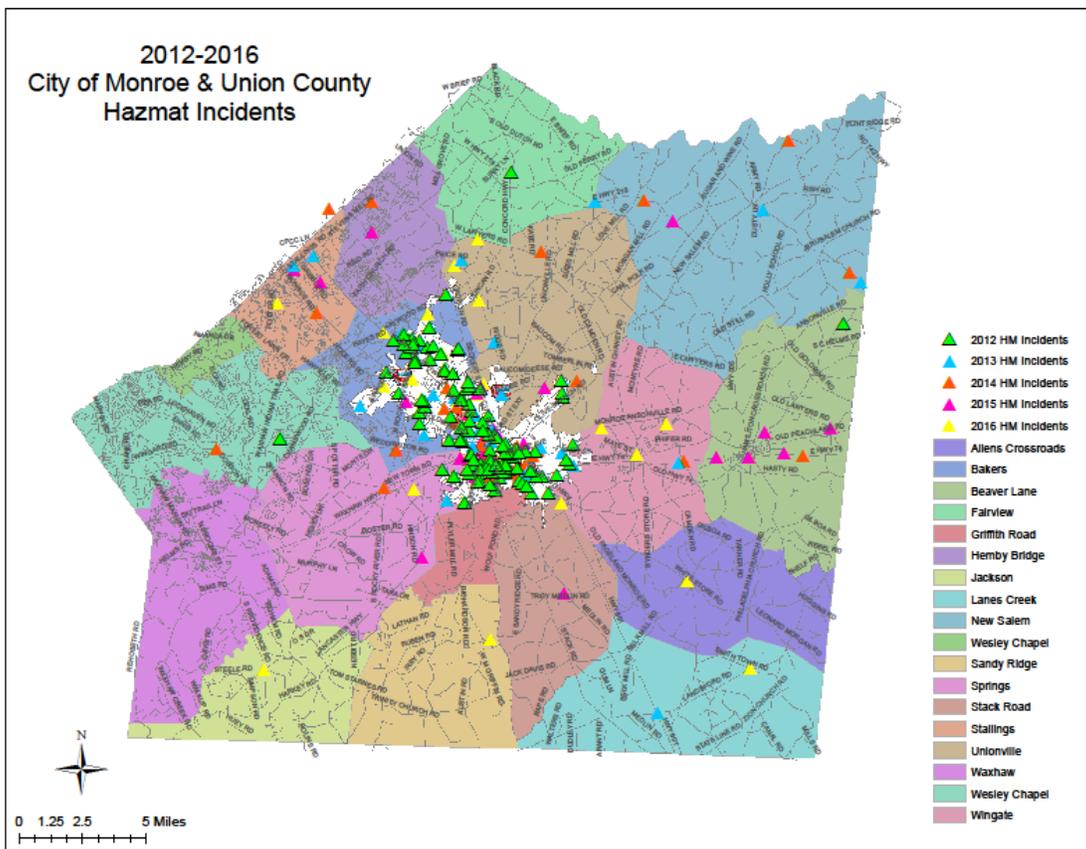
The Monroe Fire Department operates a Technician Level Hazardous Materials Response Team for both the City of Monroe and Union County. The team responds by request to assist all Union County Volunteer Fire Departments. The team has also responded into other surrounding counties and South Carolina. Fire Station 5 on Maple Hill Road houses the two HazMat apparatus. All frontline fire apparatus respond to hazmat calls for service.

Engine company crews from Fire Station 1 and 3 respond in support of the hazmat companies for incidents outside the city. The department also provides support within the Charlotte Urban Area Security Initiative (UASI) region. The map below shows the hazardous material incident locations that occurred in the City of Monroe and Union County from 2012 through 2016. The Hazmat Team responded to 36 incidents in the City of Monroe and Union County. The HazMat Team works closely with Union County Emergency Management for these incidents.

The department evaluates the Hazardous Materials program using a Performance Measure process. Spill control management was selected as the performance measure this year. This involved over-packing a leaking drum, patching and plugging a drum using the Vetter bag system and making an overflow and underflow dam.

Code	Category	2012	2013	2014	2015	2015 Aid Given	2016	2016 Aid Given
410	Combustible Flammable Gas Other	0	2	5	2	0	2	0
411	Gas or Flammable Liquid Spill	12	15	20	27	8	17	5
413	Oil-Combustible Liquid Spill	8	14	8	4	1	13	7
420	Toxic Chemical Other	0	1	0	0	0	0	0
421	Chemical Hazard	4	3	1	4	4	1	0
422	Chemical Spill or Leak	3	1	2	2	0	3	1
423	Refrigeration Leak	1	2	0	0	0	0	0
430	Radioactive Condition Other	0	0	0	0	0	0	0
431	Radiation Leak-Material	0	0	0	0	0	0	0
Total		28	49	45	46	13	36	13

The hazmat team primarily responds to hydrocarbon fuel spill incidents (gasoline, diesel fuel) on a routine basis. The department is fortunate to not have a long history of responding to high risk hazmat calls. The largest high risk call occurred in 2012 involving a large release of ammonia gas.



Emergency Medical Care Program



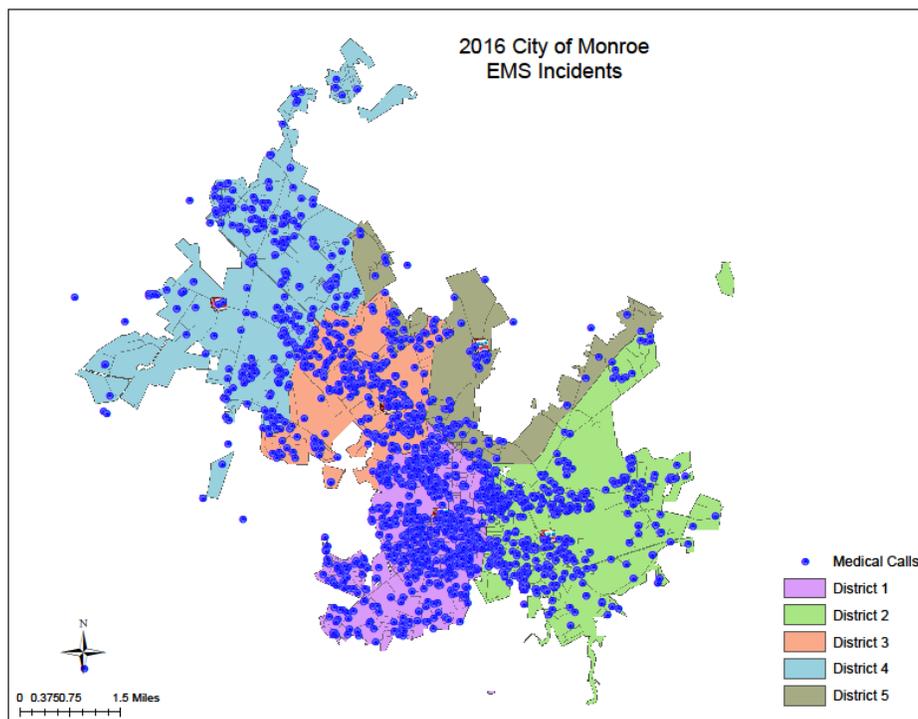
Medical incidents comprise the largest percentage of calls for service. The department strives to respond to medical emergencies in a prompt manner in an effort to increase cardiac arrest survival rates. In cardiac arrests, blood flow to the brain is essential. Irreversible brain damage may occur in four to six minutes according to the American Heart Association. Cardio Pulmonary Resuscitation (CPR) and early defibrillation by firefighters have a direct impact on reducing mortality. The department participates in the Cardiac Arrest Registry to Enhance Survival (CARES) program through Union EMS.

CARES was developed to help communities determine standard outcome measures for out-of-hospital cardiac arrest (OHCA) locally allowing for quality improvement efforts and benchmarking capability to improve care and increase survival (*source: <https://mycares.net/sitepages/aboutcares.jsp>*). The program is supported by the American Heart Association, the American Red Cross, Medtronic Foundation, Zoll Medical Corporation, the Centers for Disease Control and Prevention (CDC) and Emory University Woodruff Health

Sciences. The success locally with the program is demonstrated in the collaborative working relationship between Union EMS and Monroe Fire Department First Responders. The concept of “Focused Cardiac Arrest Resuscitation” assigns roles (compressions, ventilation etc.) to responders in a streamlined approach enhancing the application of CPR to a patient. The cardiac arrest survival rate has increased since the implementation of this procedure.

The department administers a performance measure process in the form of an annual skills assessment to all of our medically trained members. The performance measure process is used as a way to verify and validate individual member skills. Every member must complete the skills assessment. In addition to a performance measure process, the department has an EMS Committee that quarterly evaluates patient care records looking for quality and consistency in report writing. Statistical information about the CARES program for 2015 and 2016 is shown below. The map below shows the EMS incidents that occurred in the City of Monroe for 2016. The department participates in the Union EMS Quality Management meetings facilitated by the Union EMS Medical Director.

	Total Cardiac Arrest Events	Return of Spontaneous Circulation in the field	Circulation Rate Returned	National Circulation Rate Returned	Overall Survival Rate	National Survival Rate
2015	48	20	42%	25.9%	12.5%	10.1%
2016	40	19	47.5%	32%	20.0 %	8.3%



Aviation Firefighting & Rescue Program

Owned by the City of Monroe, the Charlotte-Monroe Executive Airport is classified as a general aviation airport and designated a primary reliever for the Charlotte-Douglas International Airport. The airport has a 7,000 foot runway with a full-length parallel taxiway, high intensity airfield lighting, an automatic weather observation system, and an instrument landing system (ILS) with approach lights to aid in landing of instrument flights. The airport can support virtually any corporate aircraft, and services include aircraft fueling and ground equipment service, overnight tie-downs/hangar rental, catering, and car rental. The main terminal offers a large lobby; flight planning room, pilot’s lounge, conference room, and snack area.

Open seven days a week from 6 a.m. to 10 p.m., the City employs a 13-member airport staff made up of aircraft line service technicians, customer service representatives, and airport administration to provide customer service/support to the over 100 based aircraft and the daily transient aircraft.

The Aviation Firefighting and Rescue (ARFF) program responds apparatus and equipment using a three tiered matrix based on the situation with the aircraft. The response is predetermined in the computer aided dispatch computer (CAD). Alert I, II, and III responses vary from a standby to a worst case scenario of a plane crash. The typical response assumes an incident occurring on airport property. Any incident occurring off airport property or outside of the city limits will likely cause an increase response time because of access and travel.

Incidents involving structures or remote areas will revert to responses based on a structure fire or woods fire. Additional resources outside of the original “Alert” response will be included. The department responded to 0 aviation incidents in 2016. The department evaluates the effectiveness of the ARFF program by performance measures, After Action Reviews and statistical analysis. Incident history of the aviation program entails planes that have run off the runway. The department has not had an actual plane crash in the last six years.

Code	Category	2012	2013	2014	2015	2016
462	Aircraft Standby	0	2	2	3	0



(Photo courtesy of CharlotteMonroeAirport.com)

Fire Marshal's Division

Community Risk Reduction / Fire Investigations / Fire & Life Safety Education

The responsibilities of the Fire Marshal's Division includes community risk reduction, fire and life safety education, and fire investigations. Staffing within the division increased to four personnel in 2016. One assistant fire marshal position is dedicated to public fire education. The position still performs fire inspections and assists with fire investigations. Two of the assistant fire marshal positions focus mainly on fire inspections, fire investigations and assist with fire and life safety education programs when needed.

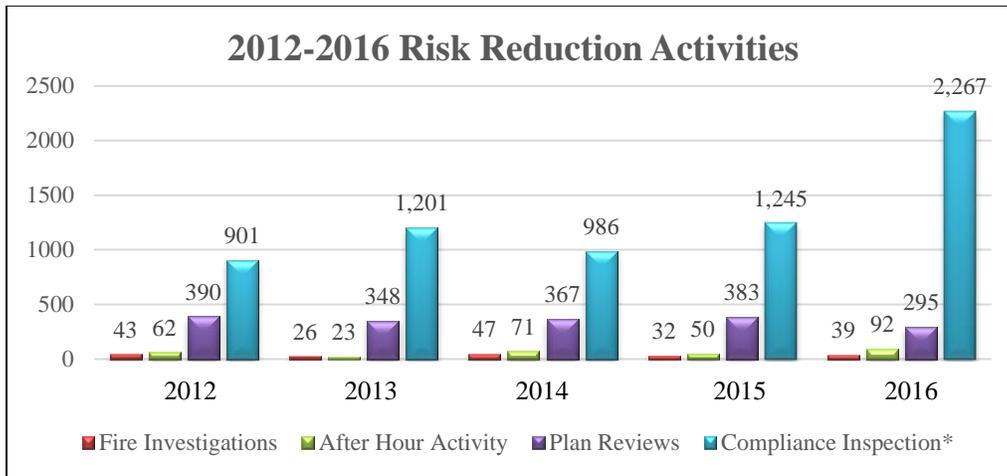
The fourth position focuses on plan review, fire inspections, fire investigations, assists with fire and life safety programs when needed, and works to oversee the Fire Marshal's Division. These positions require a great deal of training to keep up with the changes in fire codes, fire investigations, and new technology for fire and life safety programs. During 2016, the Fire Marshal's Division attended 22 different training classes and conferences.

These classes and conferences consisted of specialized training in explosives, photography, community risk reduction, hazmat, and fire inspections just to name a few. Our goal for 2016 has been to look at the cause of fires and target those issues through our fire and life safety programs. This targeted focus should result in reducing the number of fires and property loss. The department will continue this focus for 2017. The table below shows the risk reduction activities since 2012.

Risk Reduction Activity

Type	2012	2013	2014	2015	2016
Fire Investigations	43	26	47	29	39
After Hour Activity	62	23	71	50	92
Plan Reviews	390	348	367	383	295
Compliance Inspection*	901	1,201	986	1,245	2,267

**Includes Operations Division Company Level Inspections*



Fire inspection fee revenue is based on the established City of Monroe Fee Schedule that is reviewed and updated on an annual basis.

Fire Investigations

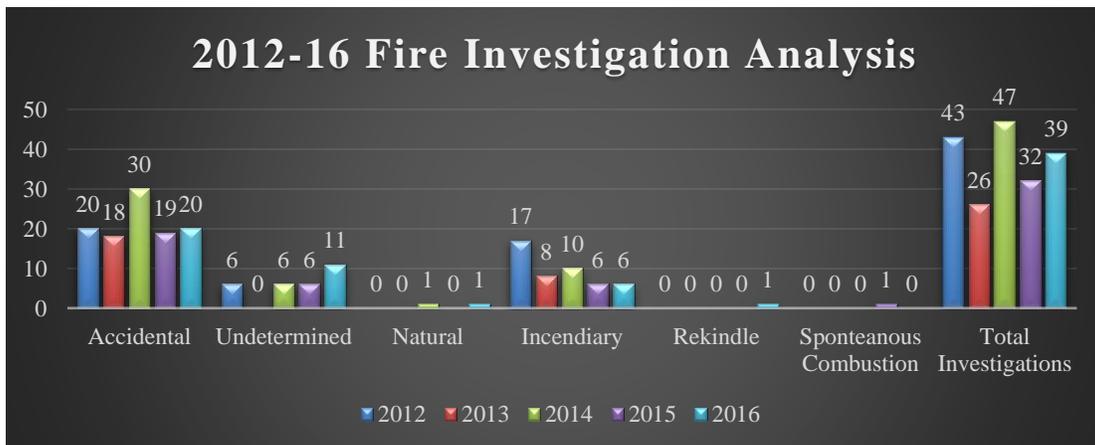
The Fire Marshal’s Division investigates fires every year as a part of their mission. Fire origin and cause investigations result in one of many determinations including: incendiary, undetermined, accidental and natural. These determinations follow *NFPA 921, Guide for Fire and Explosion Investigations*. NFPA 921 describes in detail the scientific method to apply in fire and explosion investigations. The Monroe Fire Department entered into an interlocal agreement with the Union County Fire Marshal’s Office in 2015 to provide mutual aid response between agencies.



ATF K-9 “Camden”

This formalizes an already established relationship. In October 2016, the Union County Fire Marshal’s Office increased their fire investigation capability by adding an ATF accelerant detection K-9 to their staff. The fire marshal participated in a 7-week long program training the handler and dog to identify accelerants. The dog investigated 4 incidents during December 2016.

For 2016, the Fire Marshal’s Division investigated 39 fires within the City of Monroe. Of those 39, a total of 6 were investigated as incendiary or intentionally set. The table below shows the historical fire investigation analysis for 2012 through 2016. Accidental fires continue to be the most prevalent cause over the last five years.



The Fire Marshals Division works closely with the Monroe Police Department Criminal Investigations Division for fire investigations deemed incendiary. A police detective is assigned to assist with the investigation and to follow through with any criminal charges that may be associated with the investigation. Outside of Monroe Police, the Fire Marshals Division has the ability to request assistance from the North Carolina State Bureau of Investigation (SBI) and the Bureau of Alcohol, Tobacco and Firearms (ATF).

Fire and Life Safety Education



The department's redesigned Fire and Life Safety Education programs have now been established for a year. During the year of 2016 we have been able to continue with our Third Grade Fire Safety program. Our ultimate goal is to provide this program to 100% of the 3rd grade students in the schools within the City of Monroe. We were able to continue the program with Rocky River Elementary and Walter Bickett Elementary. Union

Academy was added to the program in 2016. A total of 322 third graders were reached with this program in 2016.

The Start Safe program which focuses on fire and burn prevention was offered to daycare and preschools. We reached 585 preschool aged children through this program and station tours. Station Tours for 2016 followed an age appropriate curriculum. E-books such as "No Dragon for Tea" and "Big Frank's Fire Truck" were shown and read on the projection tv display. Other materials such as the book "What Should Daisy Do" and "Max Learns Fire Safety" were also used. These items helped to educate the different age groups. Participants also enjoyed activities such as fire safety worksheets and sticker sheets in a classroom environment. Truck displays were also given with the Station Tours.



The department continued its partnership with Union County Human Services and Union County Public Schools Latino Outreach in participating in the "Parenting With a Purpose" program. The program has a total of 8 sessions and focuses on



different parenting safety topics and concerns. Monroe Fire teaches the fire safety session of the program. Our new achievement with these partners was a Fire Safety Family Training class which was held at Station 4. Parents participated in our fire extinguisher training workshop, while the children watched the fire safety DVD "Safety Smart" in spanish. The children also had sticker sheets and craft activities. We offered this workshop July 27th and December 8th with a total of 75 people in attendance.

The Fire Marshal Division has been able to increase its number of fire extinguisher training workshops due to the increase of staffing. Many businesses, industries, and groups took part in the training. We also re-established our “Remembering When” program in the Fall of 2016. We were able to reach 159 Senior Adults with fire and fall prevention messages. In 2017, we hope to see an increase in this number after a full year of the program.



The department also focused its risk reduction efforts with our annual October Smoke Alarm Campaign, year round smoke and carbon monoxide alarm installations, and our child passenger seat installation programs. The Fire Marshals Division plans in 2017 to develop a kitchen and grilling safety program with a focus on apartment complexes within our community. The table below shows the total number of public

fire education participants by age group for 2016.

Month	Age Group 0-4	Age Group 5-10	Age Group 11-13	Age Group 14-18	Age Group Adult	Age Group Senior	Total
January	50	9	0	0	17	0	76
February	46	12	12	4	71	12	157
March	0	60	30	0	29	0	119
April	4	280	0	15	178	0	477
May	0	225	0	15	11	0	251
June	5	16	9	2	230	0	262
July	44	104	24	5	91	0	268
August	0	107	5	0	44	0	156
September	0	91	0	0	71	10	172
October	399	683	24	0	213	110	1,429
November	34	99	0	64	56	27	280
December	3	126	2	7	48	0	186
Total	585	1,812	106	112	1,059	159	3,833

Summary of All Public Education & Fire Prevention Activities

	2012	2013	2014	2015	2016
Fire Extinguisher Training Participants	187	0	0	122	688
Fire Extinguisher Training Classes	2	0	0	7	34
Public Fire Education Participants	3,207	3,201	2,468	3,359	3,833
Public Fire Education Events	106	48	63	69	122
Public Relations Events	*	*	*	41	65
Public Relations Participants	*	*	*	1,687	N/A
Smoke Detector Installations	23	39	90	41	97
Battery Replacements	*	*	*	84	73
Carbon Monoxide Detector Installations	5	6	8	7	6
Community Watch Meetings	13	11	7	2	2
Child Safety Seat Installation / Inspection	68	56	83	155	242

**Data previously combined with public education information*

Smoke Alarm Campaign

The Monroe Fire Department embarked on the 3rd Annual Smoke Alarm Campaign on October 18-20, 2016 in the Green Street and Kempzar Lane Neighborhoods. The Fire Marshal's Division and Operations Division personnel joined forces again for this campaign which lasted three days. The goal of the program was to go door to door and offer a free smoke alarm check. In addition, the department checked carbon monoxide alarms and replaced batteries in existing working alarms.

The Union County Chapter of the Red Cross provided volunteers that accompanied fire personnel. The Red Cross volunteers provided information to community residents about the programs offered by the Red Cross. In addition to the department's smoke alarm canvass we also offer smoke alarm checks and installations through out the year upon request.

Green Street & Kempzar Lane Neighborhoods



Out of a total of 163 residences....

- ◆ Residences Checked 75, 46%
- ◆ 37 New Smoke Alarm Installed
- ◆ 10 Smoke Alarm Battery Changes
- ◆ 1 Carbon Monoxide Alarm Battery Change
- ◆ 62 Not at Home, 38%

Training & Safety Division

The year 2016 training goals continued to advance the mission of the Monroe Fire Department and to meet the expectations of the growing demands of our community. Key elements of this training calendar year included: focus on NFPA 1001 Professional Qualifications for Firefighter, NFPA 1002, Fire Apparatus Driver/Operator Professional Qualifications, NFPA 1003 Airport Firefighter Professional Qualifications, NFPA 1006 Technical Rescuer Professional Qualifications, NFPA 1410, Training for Initial Emergency Scene Operations, NFPA 472 Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents, NFPA 1500, Fire Department Occupational Safety and Health Programs as well as related subject matter covered by OSHA’s 29 CFR 1910 safe practices for General Industry, most current editions respectively as the foundations materials for the content of the program.

This effort was made to continue to align with the changes in the training requirements of the Insurance Services Officer (ISO) and the needs of the Center for Public Safety Excellence (CPSE). In order to meet the focus areas of training listed above the department’s goal was to complete the following training hours per company. Using the list below as a guide the companies trained to meet the departmental goal of 296 hours of structured training during 2016. A combined total of 6,877 reported hours were spent in drill training during the year. This is an average of 382 hours per company.

Topic	Hours Delivered	2012	2013	2014	2015	2016
Company Level Firefighting	212	4,471	4,356	3,904	4,021	4,092
Single Company Firefighting	18- Drill	489	430	336	373	334
Multi-Company Firefighting		254	231			
EMS Continuing Education	24	486	468	486	513	676
Officer Qualification	12	120	163	331	450	240
Driver Operator	12	352	394	260	341	298
Technical Rescue		506	182	321	660	607
Aviation Rescue & Firefighting	6	102	116	60	115	156
Hazardous Materials	12	279	299	353	306	474
Totals	296	7,057	6,637	6,055	6,779	6,877

**The New ISO grading changed the category of “Single Company” & “Multi-Company” to Drill.*

2016 Major Training Accomplishments

- 15 Completed NC Technical Rescuer Ropes Certification
- 3 Completed ICS 300
- 5 Completed ICS 400
- 13 Completed NFA Preparing For Initial Company Operations
- 1 Completed the NC FF Certification
- 1 Completed NC EMT-Basic
- 3 Completed NC Breathing Equipment School
- 1 NC Assoc. of Fire Chiefs Training Manager Course
- 2 Completed Chief 101
- 1 Completed NC Driver Operator Aerial
- 1 Completed NC Driver Operator Pumps
- 1 Completed NC Fire Investigator Technician
- 1 Completed the NC Fire and Life Safety Educator II
- 1 NC Fire Inspector Level I
- 1 NC Fire Inspector Level II
- 1 NC Emergency Vehicle Driver

Richard M. Helms Fire Training Center

The Monroe Fire Department operates a joint fire training center with the Union County Volunteer Fire Departments on Quarry Road. The training center consists of a four-story training tower, a burn building and various related fire training props. Monroe shares the use of this facility through an interlocal agreement with Union County allowing Monroe and all Union County Volunteer Fire Departments to share the use of the facility. Firefighters conduct various company and multi-company training drills at this facility throughout the year both during the day and night.



Union County Emergency Communications

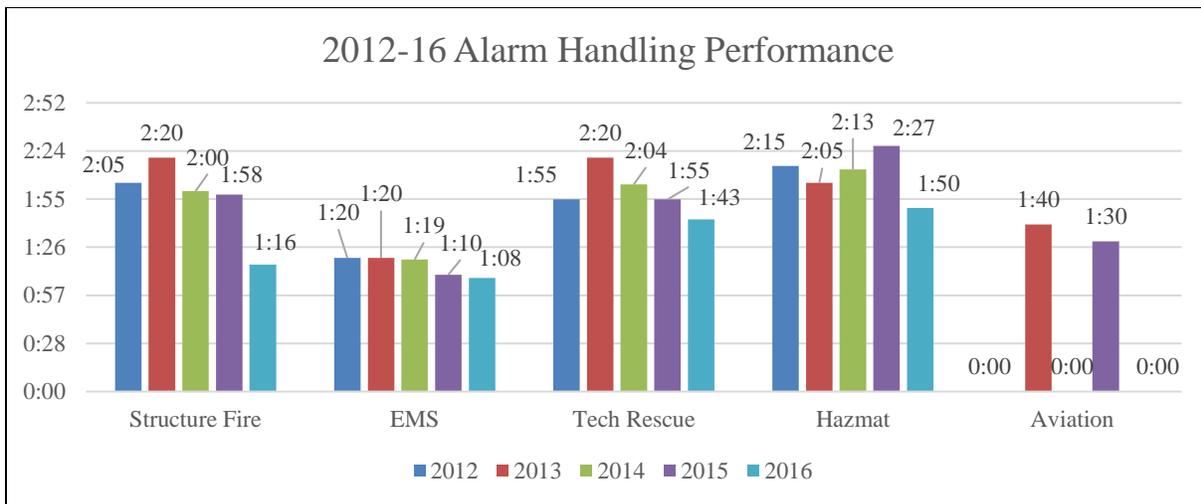


The Union County Board of Commissioners established the Emergency Communications Department and operations began in November 1981. The Union County Emergency Communications Center (CCOM) employs 34 full-time Telecommunicators, 8 part-time Telecommunicators, 2 part-time Quality Assurance Reviewers and 6 full-time Administrative Personnel. They operate state-of-the-art equipment such as the Positron Viper Phone System with Automatic Call Distribution, Cassidian ANI/ALI server, Higher Ground Recording System, OSSI CAD System with new servers, Wrightline Console Furniture and Motorola P25 800 MHz radio system. In 2014, The Emergency Services Department was created and the Union County Emergency Communications Division was established as the single 9-1-1 public safety answering point for Union County. C-COM receives all requests for assistance in emergent and non-emergent situations and notifies or dispatches the proper agency/agencies.

C-COM serves all Union County and City of Monroe emergency agencies and some non-emergency agencies like Public Works and Animal Control. C-COM also answers the after-hours lines for Mental Health, Rape Crisis, DSS, Public Works and Hospice. This is an enhanced 9-1-1 operation and operates in conjunction with National Academy of Emergency Medical Dispatch (EMD) and National Academy of Emergency Fire Dispatch (EFD). This system allows the Telecommunicators to relay vital information to the caller including pre-arrival instructions. The EMD / EFD system also provides priority dispatching for EMS, First Responders and Fire Department personnel. CCOM follows established standards as a part of their Accreditation Center of Excellence (ACE) designation.

Alarm Handling Performance is measured against established goals set by CCOM and ACE recommendations from NFPA and industry best practices. The Monroe Fire Department works closely with the Union County Emergency Communications Center (CCOM). Since becoming an accredited agency, the department monitors CCOM's Alarm Handling Time performance. Alarm Handling in a broad sense consists of the following components; answering a 911 call, obtaining critical pieces of information from a caller, entering information in the Computer Aided Dispatch computer (CAD) and dispatching resources to the emergency.

On a national level, the Association of Public-Safety Communications Officials (APCO) International and the National Emergency Numbers Association (NENA) are the two largest professional organizations in the field of telecommunications. Both organizations work closely to develop consensus standards for the telecommunications industry to assist Public Safety Answering Point (PSAP). The Commission on Fire Accreditation International (CFAI) holds accredited agencies accountable for Alarm Handling performance. The goal for Alarm Handling time is 60 seconds / 90% of the time.



Incident Management Events & Exercises

The Monroe Fire Department provides Incident Management training to the Company Officers and Chief Officers as a part of the basic training complement of classes. Chief Officers participate in more in-depth and complex Incident Management Training. The Department as a whole follows the National Incident Management System (NIMS) model for daily operations. NIMS is a nationally recognized program that agencies are encouraged to use because of its common terminology and universal design. The department responded to several incidents requiring a broader incident management focus.



On February 16, 2016, the Monroe Fire Department Hazardous Materials Team responded by request of the Anson County Emergency Services Director to assist with an 8,000 gallon diesel fuel tanker overturned leaking fuel across a field. Upon arrival of the MFD Hazmat Team, approximately 1,500 gallons of diesel had already leaked into an adjoining field. The Hazmat Team worked closely with the local volunteer fire departments to establish a water supply and fire suppression plan. The tanker was grounded to prevent static discharge and leak control and containment began. The remaining fuel was transferred to an empty tanker truck. North Carolina Emergency Management responded as well as other local and state agencies.



On March 4, 2016, Monroe Fire Department responded through a request made by the Stack Road Volunteer Fire Department to assist in Chesterfield County South Carolina for a warehouse fire. Monroe Fire Department Quint 2, Battalion 1, Engine 1 and Division Chief Ansley responded to assist three Chesterfield County fire departments and the Stack Road Volunteer Fire Department from Union County with a

20,000 SF warehouse fire, four tractor trailer fires and large woods fire. The warehouse was 80% involved upon arrival. Chief Ansley and Chief Chaney (Battalion 1) established a Unified Command with the local incident commander. Engine 1 relay pumped approximately 1,000 ft. of 5" large diameter hose while Quint 2 operated an elevated master stream delivering 800-1000 GPM. Monroe Fire Department operated in this capacity for approximately five hours until the fire was controlled. The Union County Sheriff Mobile Command was brought to the scene to aid with radio interoperability challenges.



On July 25, 2016, a passerby notified the on-duty crew at Fire Station 2 concerning a missing section of guardrail on Quarry Road adjacent to the quarry. Upon investigation by Quint 2, a water rescue response was requested including the Dive Team from the Charlotte Fire Department. A hasty search along the shoreline by Monroe FF's discovered a deceased victim. Monroe Police began an investigation and the Quarry Road event lasted approximately 36 hours

including multiple dive and search events looking for a vehicle and second victim. A Unified Command was established involving partnerships with Monroe Police, Monroe Fire, Union EMS, Union County Emergency Services / Emergency Management, Charlotte Fire Department, Union County Medical Examiner's Office, Union County Sheriff's Office, Red Cross, State of North Carolina Department of Transportation and other local agencies. A total of two deceased victims were recovered from the quarry.



On August 9, 2016, the City of Monroe and Union County joined forces to host a full scale exercise involving three simulated situations at the same time. The simulations included an active shooter at Monroe High School, plane crash at the airport and a cyber-attack at the Union County Government Center. The exercises were all a success and were individually evaluated by outside evaluators. An After Action Report was published highlighting areas for improvement and to illustrate the success

stories of working in a unified manner with our response partners. This was the first time a large scale multiple site event had ever been held.



On August 19, 2016, the Monroe Fire Department Hazmat Team participated in a Tri-County Hazmat Release Exercise with the Gastonia and Charlotte Fire Department Hazmat Teams. The event was hosted by the Monroe Fire Department at Fire Station 4. The simulated event involved an accidental release of ammonia with fire at a neighboring business. The tabletop exercise with practical evolutions was arranged by North Carolina Emergency Management and the Union County Local Emergency Planning Committee (LEPC). A contractor was used to facilitate the exercise. A planning team was formed to design the exercise and for developing goals and objectives.



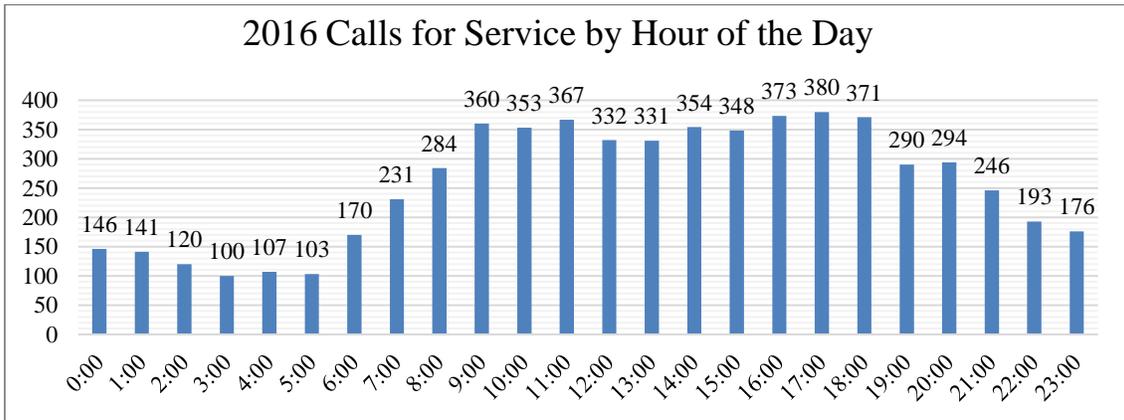
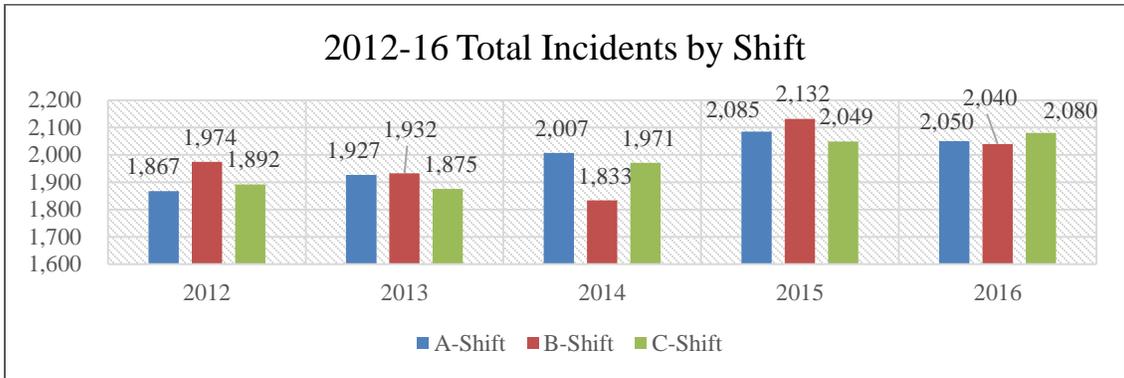
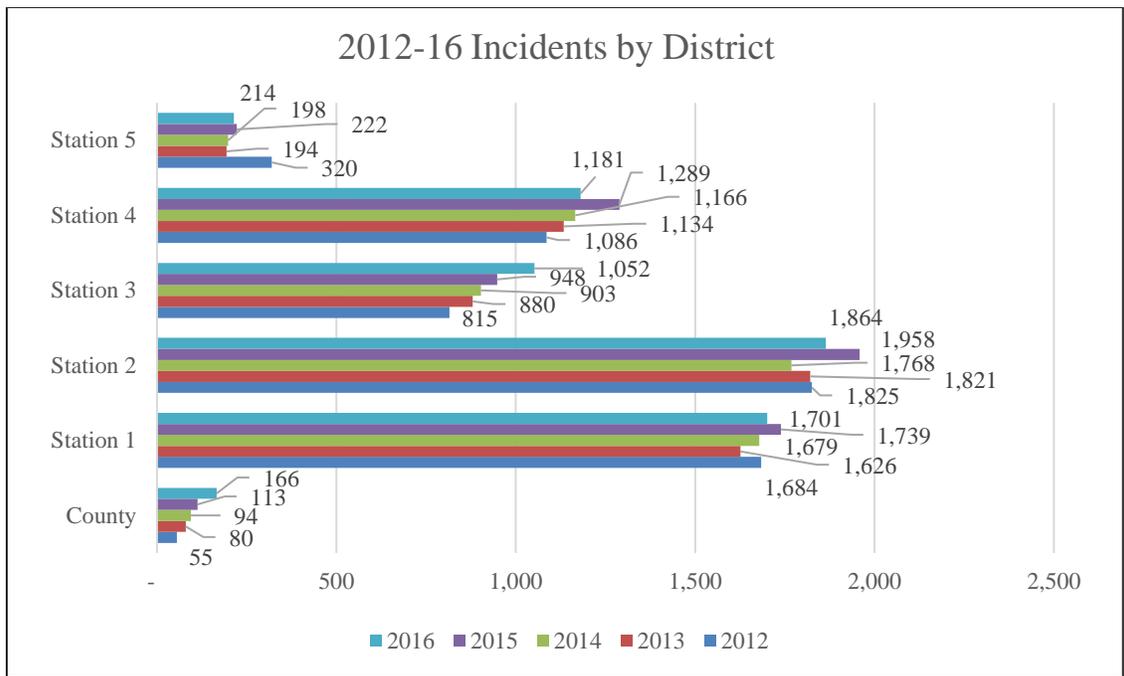
The annual Warbirds over Monroe Air Show was held at the Charlotte-Monroe Executive Airport on November 12th and 13th. The air show emergency operations were management by a Unified Command group. The air show drew thousands of people over the two day weekend. Approximately 40-50 aircraft participated in the event. The theme of the air show is in remembrance of the Pearl Harbor attack and D-Day

Invasion to the European Occupation and into Vietnam. The show is held in conjunction with Veterans Day each year.

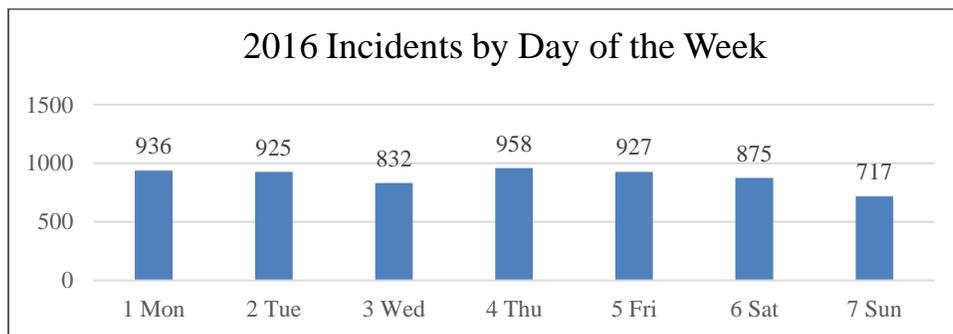
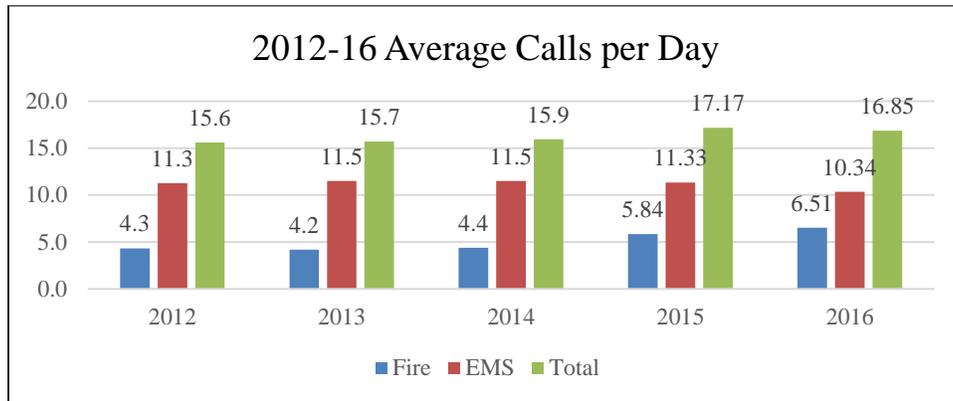
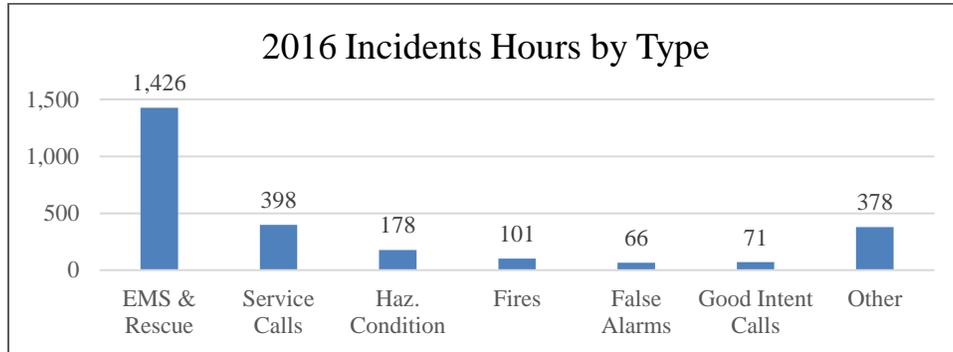
Fire Department Statistical Information

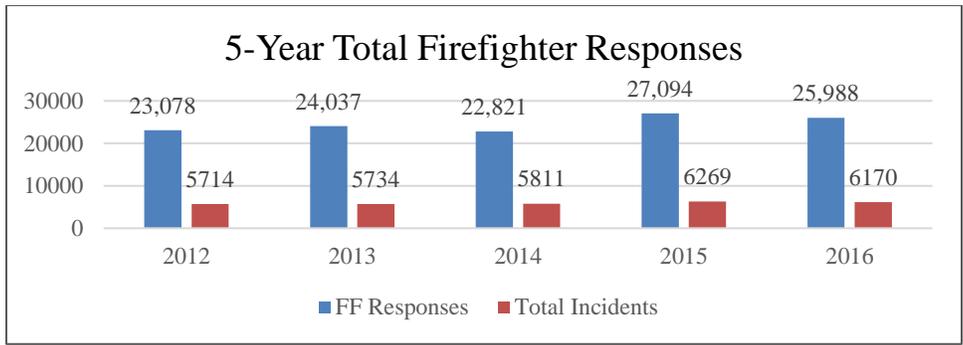
The following information pertains to the general activities of the fire department over the last year.

	Union County	Station 1	Station 2	Station 3	Station 4	Station 5	Total
2012	55	1,684	1,825	815	1,086	320	5,785
2013	80	1,626	1,821	880	1,134	194	5,735
2014	94	1,679	1,768	903	1,166	198	5,808
2015	113	1,739	1,958	948	1,289	222	6,269
2016	166	1,701	1,864	1,052	1,181	214	6,170



Calls for service are typical from year to year. Higher call volume is expected during normal business hours each day. For 2016, higher call volume occurred between the hours of 06:00 and 19:00 hours. Approximately 70% of the department's call volume occurs during these hours.



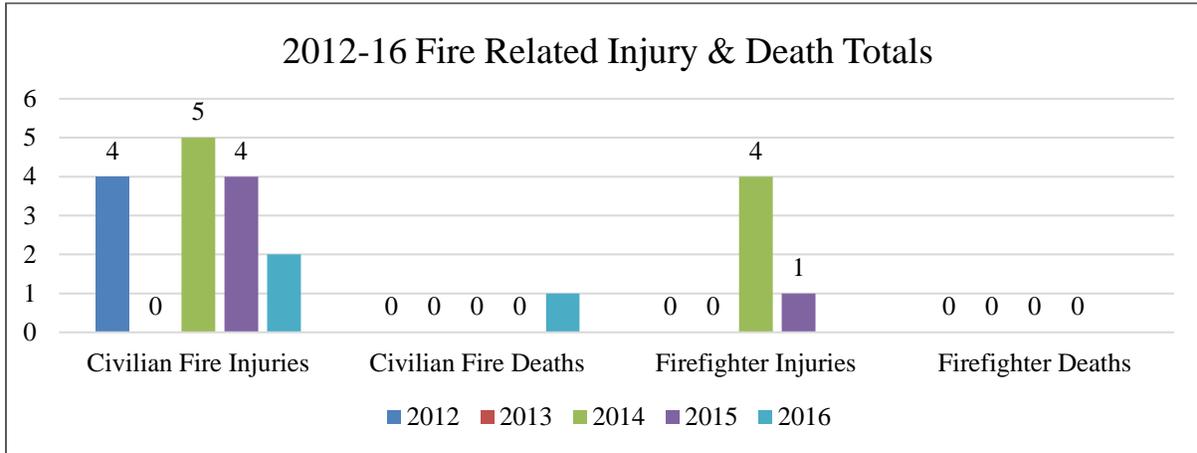


5-Year Apparatus Responses

Company	2012	2013	2014	2015	2016
Battalion 1	677	703	678	794	871
Battalion 2	0	5	6	8	13
Engine 1	1,052	1,083	1,038	1,209	1,172
Engine 10	5	2	1	5	17
Engine 2	42	82	97	8	12
Engine 3	774	840	819	941	1,008
Engine 4	39	49	54	51	11
Engine 5	633	620	607	762	692
HazMat 5	33	26	33	27	40
HazMat 55	*	9	8	7	5
Ladder 1	586	468	540	613	679
Medic 1	1,085	993	1,119	1,142	1,149
Medic 2	1,080	858	1,015	654	316
Medic 3	443	424	482	448	472
Medic 4	673	625	714	322	257
Medic 5	162	123	140	132	135
Quint 2	975	1,118	867	1,437	1,702
Quint 4	656	755	661	1,174	1,242
Rescue 1	756	837	790	777	762

Fire Related Injuries and Deaths

The number of civilian fire related injuries decreased from 4 in 2015 to 2 in 2016. There was one civilian fire death for 2016. The number of fire service injuries also decreased from 1 in 2015 to 0 in 2016. No firefighter deaths were reported in 2016.



Fire Department Contact Information

Administrative Office

117 N. Church Street Monroe, NC 28112	704-282-4726
<u>Fire Chief</u> Ron Fowler	704-282-4702
<u>Deputy Chief of Operations</u> Chris Griffin	704-282-4740
<u>Deputy Chief of Administration</u> Andrew Ansley	704-282-4739
<u>Division Chief of Training</u> Greg Collins	704-282-4746
<u>Administrative Assistant</u> Sheila Couick	704-282-4726

Fire Marshals Division

<u>Division Chief / Fire Marshal</u> Robert Bolick	704-282-4706
<u>Captain / Asst. Fire Marshal</u> Carter Plyler	704-282-4713
<u>Captain / Asst. Fire Marshal</u> Kevin Philemon	704-282-4741
<u>Captain / Asst. Fire Marshal / Fire & Life Safety Educator</u> Katie Hinson	704-282-4734

Fire Stations

<u>On-Duty Battalion Chief</u>	704-320-5456
<u>Fire Station 1</u> 300 W. Crowell St.	704-282-4747
<u>Fire Station 2</u> 399 E. Roosevelt Blvd.	704-282-4715
<u>Fire Station 3</u> 1737 Williams Rd.	704-282-4716
<u>Fire Station 4</u> 3907 Old Charlotte Hwy.	704-282-4748
<u>Fire Station 5</u> 105 Maple Hill Rd.	704-282-5794

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