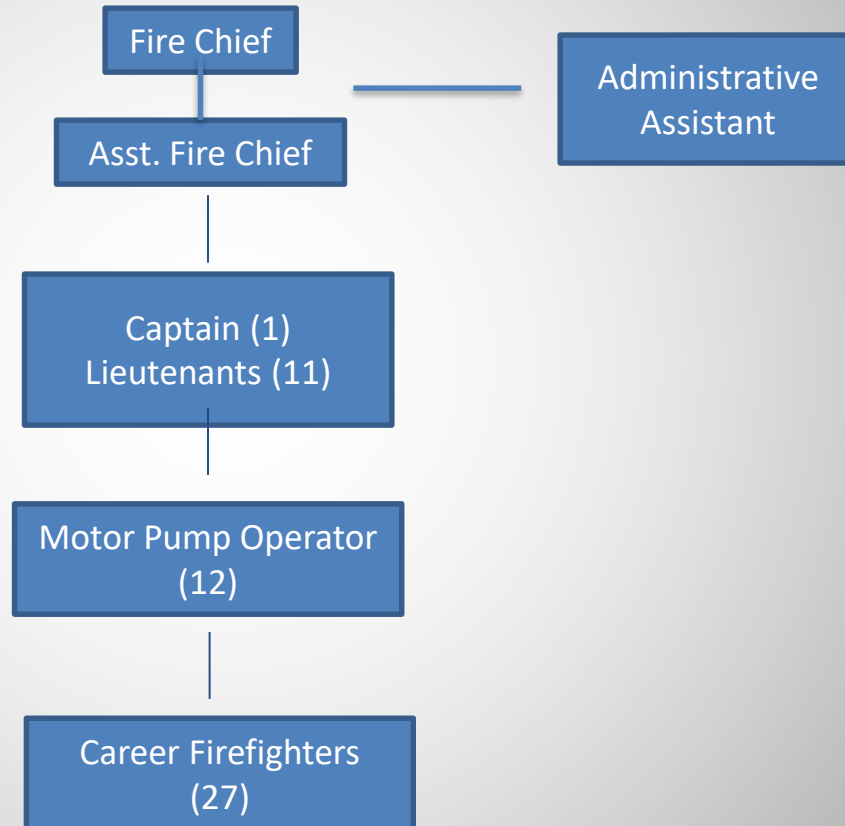


# **Manitowoc Fire Rescue**



**Proposed Organizational Change  
September 2023**

# Current Organization Responsibility Chart



# Organizational Challenges for Current Administration

- Lack of clear management hierarchy.
- Supervisory gaps.
- Time management challenges.
- Outdated and incomplete department policy and procedures.
- Absence of accountability of staff.
- Fire Inspection system antiquated.
- Minimal record keeping, increasing liability.

# Organizational Challenges for Current Administration

- Emergency operation concerns
  - 1) Lack of command structure
  - 3) Lack of accountability
  - 4) Inadequate communications
  - 5) Lack of SOG's

# Solutions Implemented

- Implement clear and concise SOG's through third party software Lexipol.
- Develop and implement accurate fire inspection program.
- Provide critical supervision and support during high risk emergency events.
- Hold staff accountable to follow departmental policies.
- Provide supervision for personnel issues.

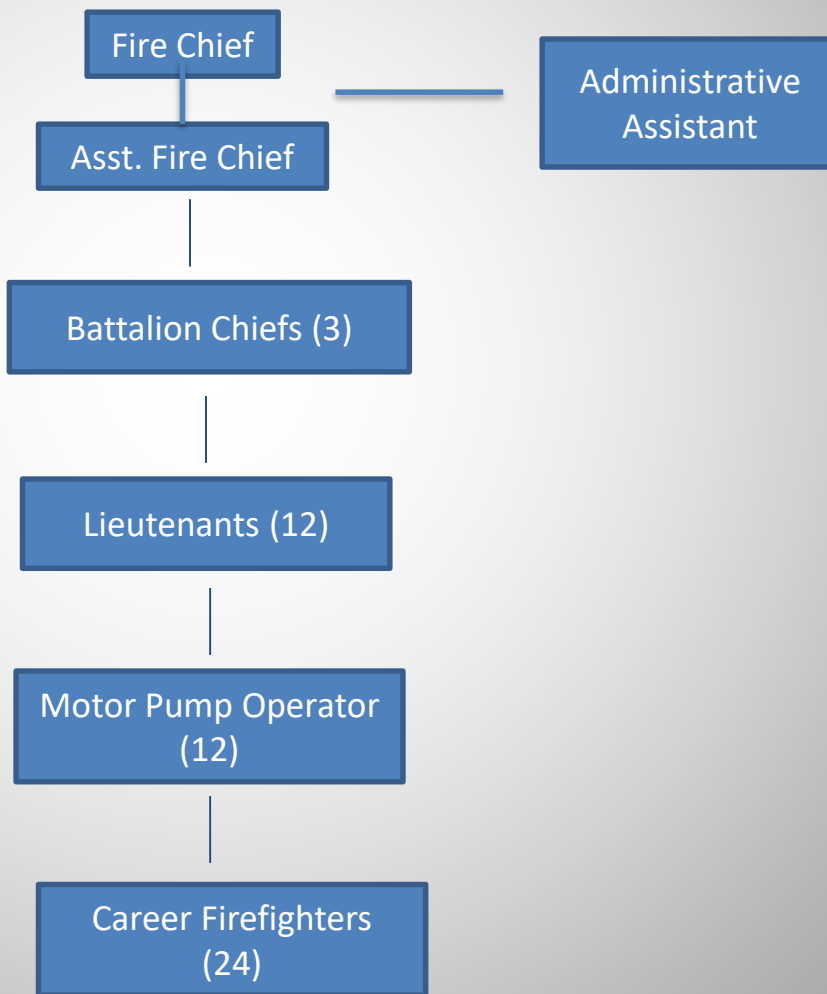
# Challenges Remaining

- Provide comprehensive supervision of personnel.
- Hesitancy to hold staff accountable.
- Implementing change within the organization, due to discouragement of initiatives.
- Repelling operational changes that may lead to work efficiencies.

# Challenges Remaining

- Increase demand for service.
- Fiscal responsibility.
- Limited professional development and succession planning for potential and existing officers.
- Managing existing programs and development of new programs.
- Absence of qualified candidates for leadership roles.
- Time and staff management.

# Proposed Organization Responsibility Chart





# Rationale

- This request is to establish an organizational structure to distribute the administrative, supervisory, and emergency management responsibilities.
- There has been a increase in emergency responses and activities. As a result the administrative responsibilities, that are required increase.

# Rationale

- These responsibilities can be assigned and shared by the Battalion Chief position.
- It also provides the opportunity for the organization to attract candidates with leadership skills, from not only within, but outside the organization which will develop depth within the organization.

# Why Now

- The organization needs a succession plan to create organizational stability.
- Absence of qualified candidates for future officers.
- Value of Auto Aid is immeasurable. Supervision is the key to success and continuation of this program.
- Need for dedicated supervisor in the City.
- Current administration possesses the capital knowledge and experience to implement this change and develop the shift supervisors.

# Critical Functions of Battalion Chief

- Emergency Incident Management.
- Consistent supervision in the City.
- Management of External Resources.
  - Provide first response
  - Coordinate incoming resources

# Thank You for your consideration. Questions?

## Mission Statement

The Manitowoc Fire and Rescue Department is committed to protecting the people and property within our city. We will be responsive to the needs of our citizens and visitors by providing rapid, professional, humanitarian services essential to the health, safety, and well-being of the city. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

