



Fire Department

Mark Rohlfing
Chief
Michael L. Jones
Assistant Chief

August 23, 2010

To the Honorable
The Board of Fire and Police Commissioners
200 East Wells Street, Room 706
Milwaukee, WI 53202

Dear Commissioners:

In the nearly four months since I came to Milwaukee and was appointed Fire Chief, I have been reviewing the current operations of the department, as well as the responsibilities and performance of the command staff. Based upon my assessment, I wish to make several important changes to the organization and rank structure of the department. Please refer to the enclosed current and draft organizational charts for the highlighted changes listed below:

- The Support Division, which currently consists of four bureaus, (Instruction and Training, Administration, Construction and Maintenance, and Special Operations), and the Firefighting Division, would become a Support Bureau, Operations Bureau, and EMS/Training/Education Bureau, each headed by an Assistant Chief.
- The newly-created Support Bureau will be comprised of the Administration, Construction and Maintenance, and Technical Services Divisions.
- The newly created Operations Bureau will be comprised of the Firefighting and Special Operations Divisions.
- The newly-created EMS/Training/Education Bureau will be comprised of the EMS and Training Divisions.
- Four Deputy Chiefs' positions will be eliminated, and two Assistant Chiefs' positions will be created.

This clearly-defined management team will spread responsibility and accountability from the current overloaded Assistant Chief's position to three Assistant Chiefs, whose level of responsibility will be comparable. The organizational structure brings the Milwaukee Fire

Department in line with other large urban departments and improves operational control. The three functional areas will allow the department to maintain its core fire department functions while increasing its emphasis on proactive activities and services including training, public education, community relations, building inspections, and recruitment. Accountability will be increased in each of the department functional areas focusing on the department's mission, values, customer service, and fiscal responsibility. The three Assistant Chiefs will report directly to me, to improve communications, clarify the chain of command, increase efficiency, and enhance budget accountability in each of these distinct areas. The revised organizational structure eliminates the Fire Public Relations Manager position while placing a very high priority on a new Community Relations Section that is staffed with existing firefighter positions to enhance public education and community programs.

In support of the organizational changes, and position changes in the command staff, I am requesting approval of the draft departmental organizational chart as enclosed, and also the following associated personnel changes:

- Elimination of four Deputy Chief, Fire, positions in the current Bureaus of Administration, Construction and Maintenance, Instruction and Training, and Special Operations (PR 865).
- Elimination of the Fire Public Relations Manager position (SG 007).
- Conversion of the current Assistant Fire Chief position to Assistant Fire Chief in the Operations Bureau (PR 867).
- Addition of two Assistant Fire Chief positions in the new Support and EMS/Training/Education Bureaus (PR 867).

The Milwaukee Fire Department is a fine organization with many exceptional and committed personnel. These organizational changes will reinforce our efforts to increase accountability and improve effectiveness and service to the citizens of the community. Thank you for your consideration.

Respectfully,



MARK ROHLFING
Chief