



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,



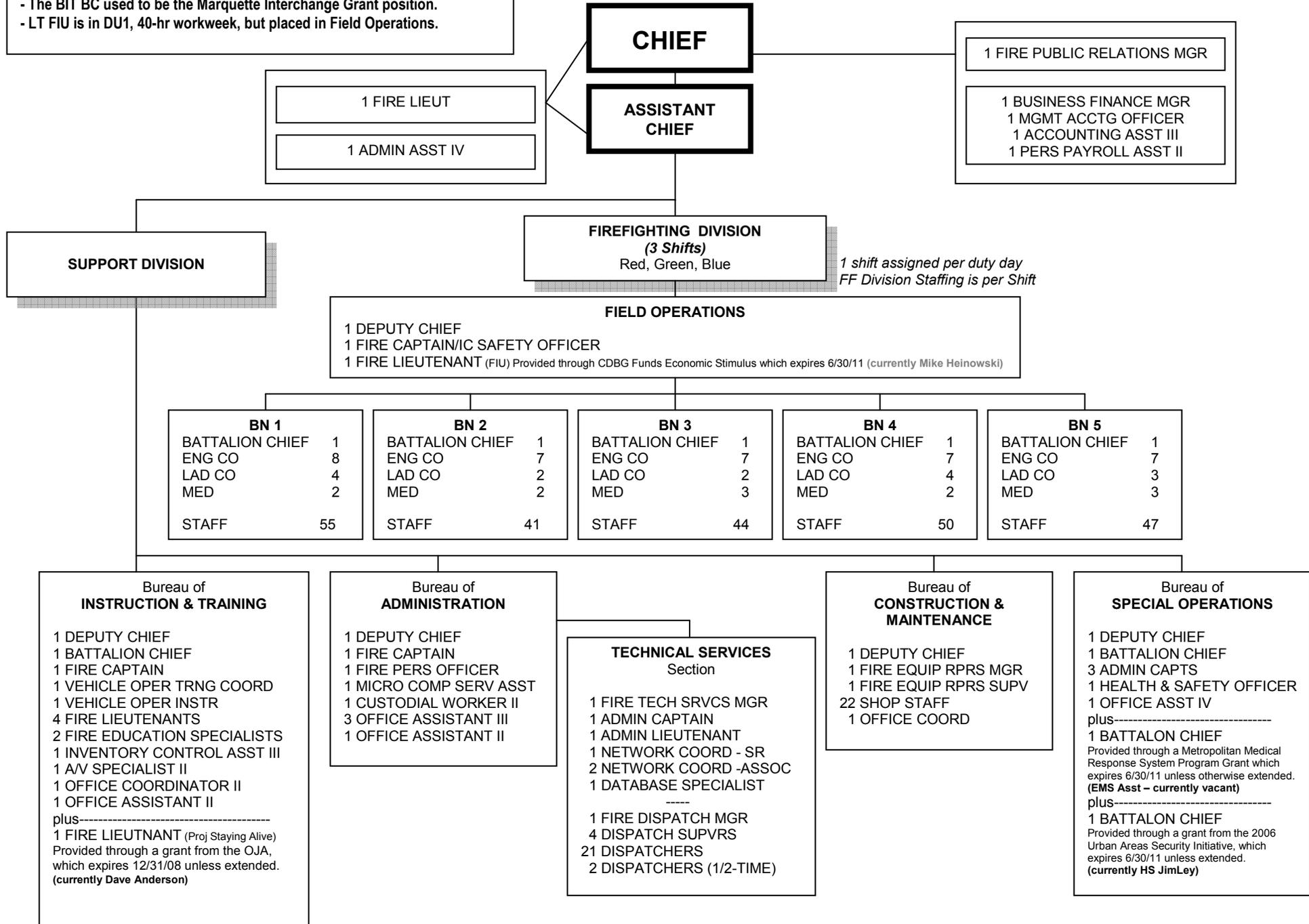
MARK ROHLFING  
Chief

**Noteworthy items:**

- L215 Pres LT. Seager (underfilling a Capt position), appears under BOA.
- 1 OFF ASST III showing in BOA is physically in TSS.
- 1 LT assigned to Chief is the O'Connor position never refilled.
- The BIT BC used to be the Marquette Interchange Grant position.
- LT FIU is in DU1, 40-hr workweek, but placed in Field Operations.

Eff. 12/27/09...prepared to reflect 2010 BUDGET

# MFD Organizational Chart



1 FIRE PUBLIC RELATIONS MGR

1 BUSINESS FINANCE MGR  
1 MGMT ACCTG OFFICER  
1 ACCOUNTING ASST III  
1 PERS PAYROLL ASST II

1 FIRE LIEUT

1 ADMIN ASST IV

**FIREFIGHTING DIVISION**  
(3 Shifts)  
Red, Green, Blue

*1 shift assigned per duty day  
FF Division Staffing is per Shift*

**SUPPORT DIVISION**

**FIELD OPERATIONS**  
1 DEPUTY CHIEF  
1 FIRE CAPTAIN/IC SAFETY OFFICER  
1 FIRE LIEUTENANT (FIU) Provided through CDBG Funds Economic Stimulus which expires 6/30/11 (currently Mike Heinowski)

**BN 1**  
BATTALION CHIEF 1  
ENG CO 8  
LAD CO 4  
MED 2  
STAFF 55

**BN 2**  
BATTALION CHIEF 1  
ENG CO 7  
LAD CO 2  
MED 2  
STAFF 41

**BN 3**  
BATTALION CHIEF 1  
ENG CO 7  
LAD CO 2  
MED 3  
STAFF 44

**BN 4**  
BATTALION CHIEF 1  
ENG CO 7  
LAD CO 4  
MED 2  
STAFF 50

**BN 5**  
BATTALION CHIEF 1  
ENG CO 7  
LAD CO 3  
MED 3  
STAFF 47

**Bureau of INSTRUCTION & TRAINING**  
1 DEPUTY CHIEF  
1 BATTALION CHIEF  
1 FIRE CAPTAIN  
1 VEHICLE OPER TRNG COORD  
1 VEHICLE OPER INSTR  
4 FIRE LIEUTENANTS  
2 FIRE EDUCATION SPECIALISTS  
1 INVENTORY CONTROL ASST III  
1 A/V SPECIALIST II  
1 OFFICE COORDINATOR II  
1 OFFICE ASSISTANT II  
plus-----  
1 FIRE LIEUTNANT (Proj Staying Alive)  
Provided through a grant from the OJA,  
which expires 12/31/08 unless extended.  
(currently Dave Anderson)

**Bureau of ADMINISTRATION**  
1 DEPUTY CHIEF  
1 FIRE CAPTAIN  
1 FIRE PERS OFFICER  
1 MICRO COMP SERV ASST  
1 CUSTODIAL WORKER II  
3 OFFICE ASSISTANT III  
1 OFFICE ASSISTANT II

**TECHNICAL SERVICES Section**  
1 FIRE TECH SRVCS MGR  
1 ADMIN CAPTAIN  
1 ADMIN LIEUTENANT  
1 NETWORK COORD - SR  
2 NETWORK COORD -ASSOC  
1 DATABASE SPECIALIST  
-----  
1 FIRE DISPATCH MGR  
4 DISPATCH SUPVRS  
21 DISPATCHERS  
2 DISPATCHERS (1/2-TIME)

**Bureau of CONSTRUCTION & MAINTENANCE**  
1 DEPUTY CHIEF  
1 FIRE EQUIP RPRS MGR  
1 FIRE EQUIP RPRS SUPV  
22 SHOP STAFF  
1 OFFICE COORD

**Bureau of SPECIAL OPERATIONS**  
1 DEPUTY CHIEF  
1 BATTALION CHIEF  
3 ADMIN CAPTS  
1 HEALTH & SAFETY OFFICER  
1 OFFICE ASST IV  
plus-----  
1 BATTALON CHIEF  
Provided through a Metropolitan Medical  
Response System Program Grant which  
expires 6/30/11 unless otherwise extended.  
(EMS Asst - currently vacant)  
plus-----  
1 BATTALON CHIEF  
Provided through a grant from the 2006  
Urban Areas Security Initiative, which  
expires 6/30/11 unless extended.  
(currently HS JimLey)

**F&P COMMISSION**

**ADMIN ASST IV**

**FIRE CHIEF**

**CHIEF MEDICAL OFFICER**

**ASSISTANT CHIEF  
SUPPORT BUREAU**

**BUDGET & FINANCE  
SECTION**  
1 BUSINESS FINANCE MGR  
1 MGMT ACCTG OFFICER  
1 ACCOUNTING ASST III  
1 PERS PAYROLL ASST II

**ASSISTANT CHIEF  
OPERATIONS  
BUREAU**

1 HEALTH & SAFETY OFFICER

**ASSISTANT CHIEF  
EMS/TRAINING/EDUCATION  
BUREAU**

**ADMINISTRATION  
DIVISION**  
1 BATTALION CHIEF ( UASI )  
1 FIRE CAPTAIN ( L215 )  
1 FIRE PERS OFFICER  
1 MICRO COMP SERV ASST  
1 CUSTODIAL WORKER II  
3 OFFICE ASSISTANT III  
1 OFFICE ASSISTANT II

**CONSTRUCTION &  
MAINTENANCE  
DIVISION**  
1 BATTALION CHIEF  
1 FIRE EQUIP RPRS MGR  
1 FIRE EQUIP RPRS SUPV  
21 SHOP STAFF  
1 OFFICE COORD

**FF DIVISION**  
1 DEPUTY CHIEF  
on each R/G/B SHIFT

**SPECIAL OPERATIONS DIVISION**  
1 BATTALON CHIEF

**EMS DIVISION**  
1 BATTALION CHIEF  
3 FIRE CAPTAINS  
(currently filled with  
ADMIN-EMSCAPT's)  
1 OFFICE ASST. IV

**TRAINING DIVISION**  
1 BATTALION CHIEF  
1 FIRE CAPTAIN  
1 VEHICLE OPER TRNG COORD  
1 VEHICLE OPER INSTR  
3 FIRE LIEUTENANTS  
1 INVENTORY CONTROL ASST III  
1 A/V SPECIALIST II  
1 OFFICE COORDINATOR II  
1 OFFICE ASSISTANT II  
plus-----  
1 FIRE LIEUTENANT (*Proj Staying Alive*)  
*Provided through a grant from the OJA, which  
expires 12/31/08 unless extended.*  
(currently Dave Anderson)

**COMMUNITY RELATIONS  
SECTION**  
1 FIRE LIEUTENANT  
2 FIREFIGHTERS (FIRE ED SPECIALISTS)

**TECHNICAL SERVICES  
DIVISION**  
1 FIRE TECH SERVICES MGR  
1 FIRE CAPTAIN  
(currently filled with ACAPT)  
1 FIRE LIEUTENANT  
1 NETWORK COORD - SR  
2 NETWORK COORD -ASSOC  
1 DATABASE SPECIALIST  
----  
1 FIRE DISPATCH MGR  
4 DISPATCH SUPVRS  
21 DISPATCHERS  
2 DISPATCHERS (1/2-TIME)

**ISO**  
1 FIRE CAPTAIN  
on each R/G/B SHIFT

**FIU**  
1 FIRE CAPTAIN  
2 FIRE LIEUTENANTS

**HAZ MAT**  
COMPRISED OF  
PRE-QUALIFIED  
FIELD  
PERSONNEL

**HURT**  
COMPRISED OF  
PRE-QUALIFIED  
FIELD  
PERSONNEL

**MARINE**  
COMPRISED OF  
PRE-QUALIFIED  
FIELD  
PERSONNEL

<b>BN 1</b>	
BATTALION CHIEF	1
ENG CO	8
LAD CO	4
MED	2
STAFF TOTAL	55

<b>BN 2</b>	
BATTALION CHIEF	1
ENG CO	7
LAD CO	2
MED	2
STAFF TOTAL	41

<b>BN 3</b>	
BATTALION CHIEF	1
ENG CO	7
LAD CO	2
MED	3
STAFF TOTAL	44

<b>BN 4</b>	
BATTALION CHIEF	1
ENG CO	7
LAD CO	4
MED	2
STAFF TOTAL	50

<b>BN 5</b>	
BATTALION CHIEF	1
ENG CO	7
LAD CO	3
MED	3
STAFF TOTAL	47