



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Montegudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

December 2, 2010

Fire and Police Commission  
City Hall, Room 706A

Attention: Michael G. Tobin, Executive Director

Dear Commissioners:

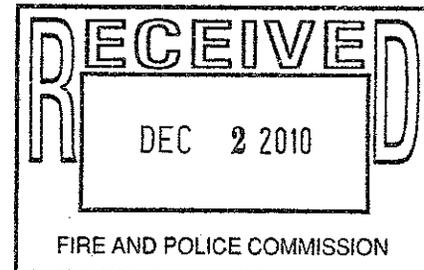
Enclosed is a revised report concerning a proposed reorganization of the Fire Department for distribution to each Commissioner, the Executive Director, and for other distribution as necessary.

Sincerely,

Maria Montegudo  
Director of Employee Relations

Enclosure: Job Evaluation Report

c: Fire Chief Mark Rohlfing  
Juliet Battle



**JOB EVALUATION REPORT**

Fire and Police Commission Meeting: December 2, 2010  
 Department: Fire

Current	Recommendation
Assistant Fire Chief One Position PR 867 (\$110,434 - \$134,202)	Assistant Fire Chief Three Positions SG 16 (\$95,030 - \$133,049)
Two New Positions	
Deputy Chief, Fire Four Positions PR 865 (\$82,683 - \$100,435)	Eliminate Two Positions of Deputy Chief, Fire*

*\*This is the first of two reports regarding a reorganization in the Fire Department. Recommendations for changes to the two remaining Deputy Chief, Fire positions will be included in the second report.*

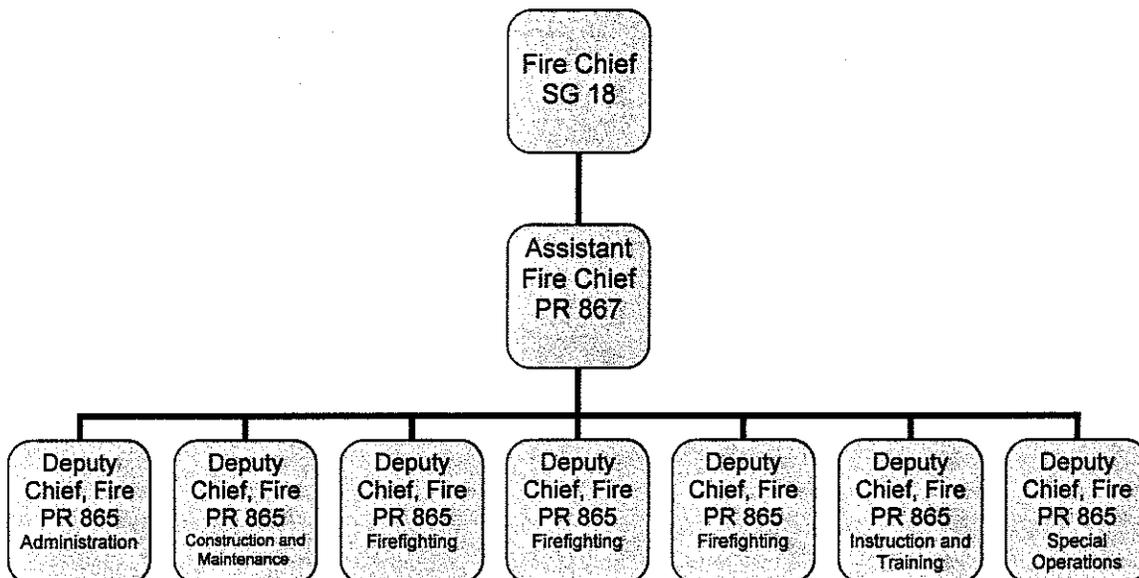
**Background**

The Department of Employee Relations received a request in August of this year from the Fire and Police Commission and Fire Chief Mark Rohlfing to review a proposed reorganization of the Fire Department that focused on the Assistant Fire Chief and Deputy Chief, Fire positions. The department later indicated it would like to make additional changes as part of this reorganization. Therefore, this is the first of two reports regarding the reorganization.

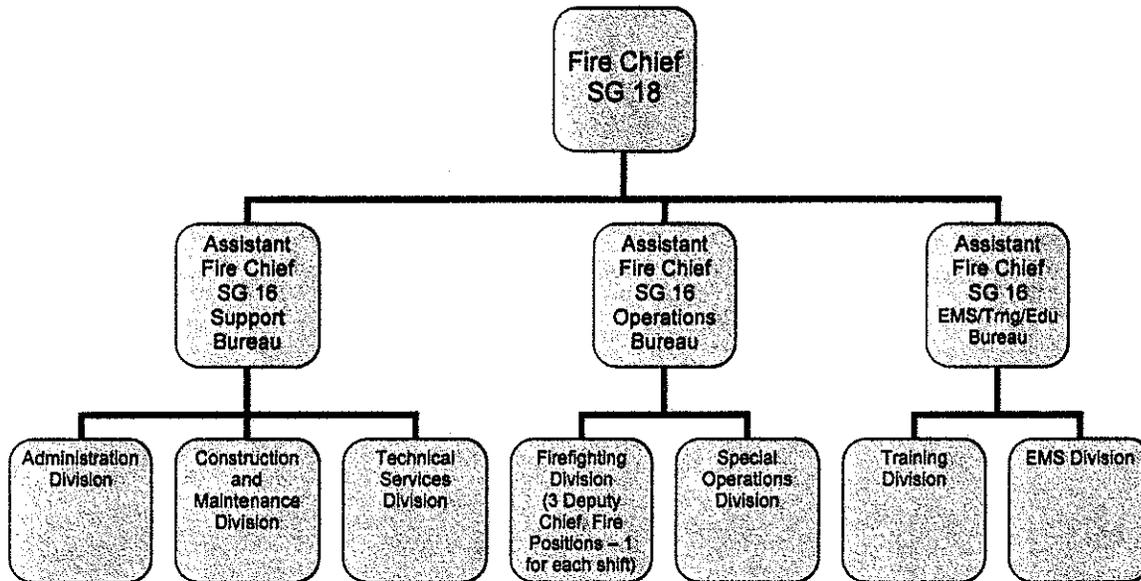
The portion of the requested reorganization in this report includes changes to the department's organizational structure, the reallocation of one position of Assistant Fire Chief, the addition of two new positions of Assistant Fire Chief, and the elimination of two positions of Deputy Chief, Fire. The department has indicated that the reorganization will help increase accountability and improve effectiveness and service. In studying this request staff reviewed updated job descriptions and organizational charts; and held discussions with Fire Chief Mark Rohlfing; Michael Romas, Deputy Chief, Fire; Juliet Battle, Fire Personnel Officer; and Jennifer Meyer, Fiscal Planning Specialist.

**Reorganization of Fire Department Bureaus and Divisions**

The Fire Department is currently organized as follows:



With the proposed reorganization the Fire Department would be organized as follows:



This proposed reorganization includes three positions of Assistant Fire Chief reporting directly to the Fire Chief as opposed to the previous one position. One Assistant Fire Chief position would be in charge of the Support Bureau which consists of the Administration Division, Construction and Maintenance Division and the Technical Services Division. A second Assistant Fire Chief position would be in charge of the Operations Bureau which consists of the Firefighting Division and Special Operations Division. A third Assistant Fire Chief position would be in charge of the EMS/Training/Education Bureau which includes the Training Division and the EMS (Emergency Medical Services) Division. The Training Division would include a Community Relations Section that works with public education and community programs.

It is intended that with this reorganization four positions of Deputy Chief, Fire would be eliminated. Three positions of Deputy Chief, Fire would remain in the Firefighting Division where each would be in charge of one of three shifts. The Special Operations Division would include Marine Operations, Heavy Urban Rescue, and Hazardous Materials teams.

### Analysis

The department indicated that this reorganization would spread responsibility and accountability to three Assistant Fire Chief positions rather than just one. This would improve operational control by improving communications, clarifying the chain of command, increasing efficiency, and enhancing budget accountability. The department also indicated that this structure is consistent with other large urban departments.

This structure would also be consistent with the command leadership in the Milwaukee Police Department. Previously the Police Department had a similar organizational structure to that of the Fire Department with just one Assistant Chief of Police. In 2008 a similar reorganization in the Police Department was requested and approved. As a result there are now four positions of Assistant Chief of Police in Salary Grade 16 that report directly to the Police Chief.

The basic function for the three Assistant Fire Chiefs would be as follows:

#### Assistant Fire Chief – Support Bureau

Oversee the Administration Division which includes budget, payroll, recordkeeping, and human resources; the Construction and Maintenance Division which includes the purchase

and maintenance of all department apparatus and buildings; and the Technical Services Division which includes dispatch, computer technical support, and communications systems.

Assistant Fire Chief -- Operations Bureau

Oversee the Firefighting Division which includes all sworn field-assigned personnel in five battalions, the Incident Safety Office and the Fire Investigation Unit; and the Special Operations Division which includes Marine Operations, Heavy Urban Rescue, and Hazardous Materials teams.

Assistant Fire Chief -- EMS/Training/Education Bureau

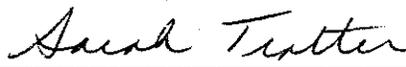
Oversee the EMS (Emergency Medical Services) Division which includes coordinating licensing, training, writing EMS procedures, and assigning paramedics; the Training Division which includes coordinating all new recruit training, ongoing in-service training for all sworn members, and twenty-one community education programs; and the department's Health and Safety Office which studies injuries, and recommends new procedures or adjusting current procedures to alleviate recurring, preventable injuries.

As part of this reorganization it is recommended that these three Assistant Fire Chief positions be classified in the Management Pay Plan in Salary Grade 16 (\$95,030 - \$133,049). This level is consistent with the Police Department where the four Assistant Chief of Police positions are in Salary Grade 16 of the Management Pay Plan. In terms of benefits, the Milwaukee Code of Ordinances would not need to be changed as benefits would be similar to those structured for the nonunion, sworn managers in the Fire Department.

It is expected that the current position of Assistant Fire Chief will be vacant at the beginning of 2011. The Fire Chief plans to interview qualified employees within the department who are interested in one or more of the Assistant Fire Chief positions in January. The specific financial impact of this reorganization will depend on the candidates selected but it is expected that the salary costs will remain within the 2011 budget allocation.

**Recommendation**

We therefore recommend approval of this portion of the reorganization which includes the reallocation of one position of Assistant Fire Chief from Pay Range 867 to Salary Grade 016; the creation of two new positions of Assistant Fire Chief in Salary Grade 016; and the elimination of two positions of Deputy Chief, Fire in Pay Range 865.

Prepared By:   
Sarah Trotter, Human Resources Representative

Reviewed By:   
Andrea Knickerbocker, Human Resources Manager

Reviewed By:   
Maria Monteagudo, Employee Relations Director

**Actions Required**

In the Salary Ordinance, delete Pay Range 867 in its entirety including the title "Assistant Fire Chief" and the accompanying footnote 1/. Under Salary Grade 016 add the title "Assistant Fire Chief".

In the Positions Ordinance, delete the Fire Department in its entirety and replace with the following:

**FIRE DEPARTMENT**

**OPERATIONS BUREAU DECISION UNIT**

Assistant Fire Chief (Y).....1

Firefighting Division and Special Operations Division

Special Operations

Battalion Chief, Fire – EMS.....1

Firefighting Service

Deputy Chief, Fire .....3

Battalion Chief, Fire ..... 15

Fire Captain.....51

Fire Lieutenant ..... 156

Firefighter ..... 451

Heavy Equipment Operator..... 180

Fire Captain – Incident Safety Officer ..... 3

Paramedic Service

Firefighter/Paramedic (H)..... 53

Paramedic Field Lieutenant (I)/Fire Paramedic Field Lieutenant (I) ..... 10

Deputy Chief, Fire.....1

Fire Cause Investigation Unit

Fire Lieutenant/Fire Investigator (D)..... 1

(D) Position authority and funding subject to Economic Stimulus grant award.

(G) To expire 6/30/12 unless the Urban Areas Security Initiative Program Grant, available from the U.S. Department of Homeland Security, is extended.

(H) These authorized positions may be filled under either the position title of Firefighter or Paramedic.

(I) These authorized positions may be filled under either the position title of Paramedic Field Lieutenant or Fire Paramedic Field Lieutenant.

**SUPPORT BUREAU DECISION UNIT**

Fire Chief (Y) .....	1
Assistant Fire Chief (Y) .....	1
Administrative Assistant IV.....	1

Budget and Finance Section

Business Finance Manager.....	1
Management and Accounting Officer.....	1
Accounting Assistant III.....	1
Personnel Payroll Assistant II .....	1

Administration Division

Deputy Chief, Fire.....	1
Fire Personnel Officer .....	1
Microcomputer Services Assistant.....	1
Custodial Worker II/City Laborer.....	1
Office Assistant II .....	1
Office Assistant III .....	3
Fire Lieutenant .....	1

UASI Grant – Preparedness Coordinator (B)

Homeland Security Preparedness Chief (B) .....	1
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Technical Services Division

Administrative Fire Captain .....	1
Administrative Fire Lieutenant.....	1
Network Coordinator-Associate .....	2
Data Base Specialist .....	1
Fire Technical Services Manager .....	1
Network Coordinator Senior.....	1

Fire Dispatch Manager.....	1
Fire Dispatch Supervisor.....	4
Fire Equipment Dispatcher.....	21
Fire Equipment Dispatcher (0.5 FTE) .....	2

**Construction and Maintenance Division**

Fire Equipment Repairs Manager .....	1
Fire Equipment Repairs Supervisor .....	1
Fire Equipment Compressed Air Technician .....	1
Fire Equipment Mechanic .....	9
Fire Equipment Repairer II .....	3
Fire Equipment Repairer I .....	1
Fire Mechanic Helper .....	1
Fire Equipment Welder .....	1
Fire Equipment Machinist.....	1
Fire Building and Equipment Maintenance Specialist.....	1
Office Coordinator .....	1
Inventory Control Assistant III .....	1
Painter .....	1
Carpenter .....	2

(B) To expire 6/30/12 unless the Urban Areas Security Initiative Program Grant, available from the U.S. Department of Homeland Security is extended.

**EMS/TRAINING/EDUCATION BUREAU DECISION UNIT**

Assistant Fire Chief (Y).....	1
Health and Safety Officer .....	1

**EMS (Emergency Medical Services) Division**

Administrative Captain-EMS .....	3
Office Assistant IV .....	1

Metropolitan Medical Response System Program Grant

Battalion Chief, Fire-EMS (A).....1

Training Division

Battalion Chief, Fire.....1

Fire Captain.....1

Fire Lieutenant .....4

Office Assistant II .....1

Office Coordinator II .....1

Audiovisual Specialist II .....1

Inventory Control Assistant III .....1

Vehicle Operations Instructor.....1

Vehicle Operations Training Coordinator.....1

Fire Lieutenant, Project Staying Alive Coordinator (C) .....1

Firefighter .....3

(A) To expire 12/31/2011 unless the Metropolitan Medical Response System Program Grant is extended.

(C)To expire 12/31/09 unless the 2009 PSN Eastern District Gun Violence Reduction grant is extended or unless contribution accounts become insufficient to support the Safe Schools/Healthy Students Initiative, Project Staying Alive Program.

(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.