



Fire Department

Mark Rohlfing
Chief

Gerard Washington
Assistant Chief
Daniel Lipski
Assistant Chief
Daniel Berendt
Assistant Chief

November 5, 2015

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

Dear Commissioners:

I began my reorganization of the Milwaukee Fire Department in 2010, in which two Assistant Chief positions were added, and four Deputy Chief positions were deleted. Deputy Chiefs were replaced with Battalion Chiefs at the Training Division and Construction and Maintenance Division. A Battalion Chief was already in place in the Emergency Medical Services Division, while the former Battalion Chief at the Technical Services Division had been replaced by a civilian manager in 2010.

To continue my reorganization plan, I have identified five key positions that should be included in this next phase, due to changes in duties, responsibilities, and level of work. They are the Fire Technical Services Manager, Fire Equipment Repairs Supervisor, Fire Personnel Officer, Health and Safety Officer, and Administrative Assistant IV.

Changes to the Fire Technical Services Manager's duties include writing bids and requests for proposal (RFPs) using advanced technical knowledge, having knowledge of the technology industry's best practices and recommendations for equipment lifecycle replacement, management of large-scale technology projects, and indirect or direct management of all personnel assigned to the division. This position also now bears more responsibility for the division's budget. More mental effort is needed to meet all the federal requirements for reporting, including advanced knowledge of standards, metrics, and service expectations for emergency service providers, as well as constantly staying abreast of changes in the industry. The most significant changes have occurred in the area of shared services, which includes this position sitting on a state board in the information technology (IT) area. The main sources of change are increasing work complexity and expanded service levels.

Changes to the Fire Equipment Repairs Supervisor's duties begin with supervision of seven additional employees working in the areas of auxiliary equipment inventory and repair, and the stockroom. Also included is having detailed knowledge of additional highly specialized fire equipment and vehicles, and keeping current with fire vehicle data for writing purchase specifications, possessing knowledge regarding house generators and their maintenance,



certification in underground storage tank operations, and coordination of all vehicle accident and bodywork. This position now carries added responsibility for the division's budget. More mental effort and responsibility is required to supervise the additional employees, managing the stock and supply rooms, and co-chairing all new vehicle specifications committees. The main sources of change are increasing work complexity and reorganization of the workflow in the Construction and Maintenance Division.

Changes to the Fire Personnel Officer's duties include administration of large-scale human resources projects, advising and assisting sworn and civilian managers with interpretation of employment laws, rules, policies, and procedures, directing the entire hiring process for over fifty civilian positions, preparing some charges and specifications for rule violations, and administration of staff development and department-wide human resources training. Higher-level skills required are vision for the department, extensive current knowledge of various applicable subject areas, being able to conduct focused research, and accurately interpret policy information. Mental effort and responsibility levels have increased substantially due to the duties above. One source of change is the 2010-11 reorganization. With the elimination of the Deputy Chief of Administration, some of his duties were given to the Fire Personnel Officer. Another source of change is the broadening of service and responsibility levels, to include spearheading and overseeing staff development and training, including advising and coaching other managers and staff. Department policy management and strategic planning are other areas that have broadened, including regularly advising department managers in human resources topics.

Changes to the Health and Safety Officer's duties include the coordination of two health and wellness teams, Peer Fitness and Peer Support, which consist of thirty-nine personnel, directing the Injury Rehab Program and Firefighter Case Management, coordination of sworn department members' annual physicals, budget and contract management, and funding and resource acquisition. Significantly greater mental effort and responsibility are required to incorporate the administrative and networking skills to develop, implement, operate, and supervise all new and broadened programs. The main source of change is expansion of services. Since the position was filled in 2006, Peer Fitness, FIT Camps, and the Injury Rehab Program were created. The Peer Support Program has been reinstated and expanded. This position is a pivotal one in working with the Workers' Compensation Section to ensure effective collaboration concerning our members' injuries. A new 2015 budget position of Athletic Trainer/Injury Prevention Coach will report to this position. Currently, there are also active partnerships with the Milwaukee Police Department and other local fire departments.

Changes to the Administrative Assistant IV's duties include using audit and research skills, studying of work processes using innovative thinking and logical detailing, using critical thinking to review and draft changes to policies, procedures, rules, and directives, acting as a resource person using department knowledge and analysis to support other staff members, and assisting with human resources hiring and promotional processes. The level of critical-thinking, decision-making, and initiative in policy writing and review has also increased substantially. The main sources of change are increasing work complexity and expansion of services. This position is now expected to take a vague idea or audit request, understand how current department processes, data, and people interact, and create effective and efficient final products or processes, with minimal input.

To the Honorable
The Board of Fire and Police Commissioners

November 5, 2015
Page 3

The amount of money needed for this phase of the reorganization would come from the deletion of two funded part-time Fire Equipment Dispatcher positions, which I have not and will not fill. Other positions within the selected bureaus and divisions would not be altered or affected if this proposal was realized. I strongly believe that this continued reorganization will advance the department, and make it more efficient and effective, as we provide increased services with less resources. Job descriptions for the requested involved positions are enclosed.

If you would like any additional information, or have any further questions, please do not hesitate to contact me, or Assistant Chief Washington, directly.

Sincerely,


MARK ROHLFING
Chief

MR/GW/jlb
Enclosures
FPC\RC\Reorg Phase II 1115