



November 18, 2022

**Milwaukee Police Department**

Police Administration Building  
749 West State Street  
Milwaukee, Wisconsin 53233  
<http://www.milwaukee.gov/police>

**Jeffrey B. Norman**  
Chief of Police

(414) 933-4444

The Board of  
Fire and Police Commissioners  
200 E. Wells Street, Room 706  
Milwaukee, WI 53202

RE: Appointment Request for Interim Chief of Staff - Heather H. Hough

Dear Commissioners:

I am respectfully requesting approval to appoint Heather H. Hough to interim Chief of Staff-Police effective Sunday, November 20, 2022. Ms. Hough is currently the Department's Police Risk Manager and she will continue to perform the duties of that position in addition to those of the Chief of Staff.

The current incumbent of the Chief of Staff position has accepted a new position within the City, and it is imperative that I have a replacement immediately to prevent any operation interruptions or potential hardships that could result from this position being vacant. The Chief of Staff is responsible for directing, managing and overseeing policy development, daily operational coordination, and staff activities for the Police Department. The Chief of Staff ensures coordination and integration of the Department's mission with execution of that mission; engage appropriate divisions and departments within the Department to communicate Department mission and policies. In addition, the Chief of Staff coordinates and integrate functions in the Department that require knowledge, tracking, and communication of critical issues; and maintain liaison with key public and private sector officials, including the Mayor's Office and Common Council.

If this request is approved Ms. Hough will serve as interim Chief of Staff for a period of at least ninety (90) days beginning November 20, 2022 and ending February 20, 2022 and will be evaluated within thirty (30) days of that expiration. Ms. Hough is a former Assistant City Attorney for Milwaukee with over six (6) years of experience. In the City Attorney's Office, she served as the compliance counsel for the Collins Settlement agreement, and as the Community Partnership Unit (CPU) Coordinator, overseeing community partnerships and property based problem solving efforts on behalf of the City Attorney's Office. In the role of Police Risk Manager, Ms. Hough assists in coordinating the development and completion of compliance reports related to lawsuits and settlements, as well as serve as the project manager for settlements. She is the Department's liaison with key officials, including the City Attorney's Office, District Attorney's Office, U.S. Attorney's Office and other City departments.

Your support, consideration and approval of this request is greatly appreciated and will ensure the delivery of continuity services to our Department and the Community in an efficient, effective and professional manner.

Respectfully submitted,

JEFFREY B. NORMAN  
CHIEF OF POLICE

JBN:pkf

I hereby certify that the above agenda item has been approved by the Commission:

\_\_\_\_\_  
Executive Director

Date: \_\_\_\_\_