

**John O. Norquist**  
Mayor, City of Milwaukee

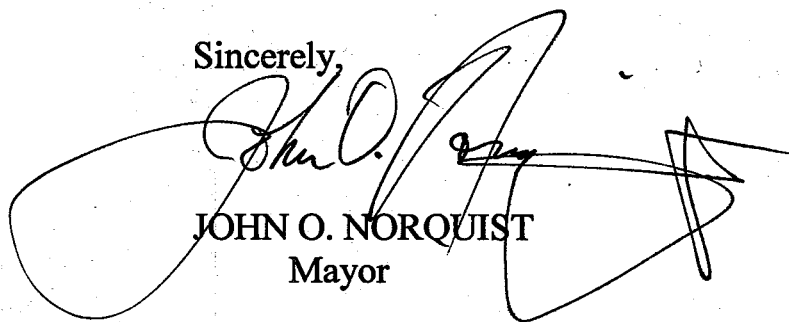
March 5, 2003

To the Honorable, the Common Council  
of the City of Milwaukee

Honorable Members of the Common Council:

In accordance with the authority vested in me by Section 66.146 of the Wisconsin State Statutes, I am appointing, subject to confirmation by the Common Council, Mr. David Heard to serve in the position of Executive Director of the Fire and Police Commission. This appointment will serve at my pleasure for the duration of my term and thereafter until a successor is appointed or confirmed.

Sincerely,



**JOHN O. NORQUIST**  
Mayor