



Department of Employee Relations

John O. Norquist
Mayor

Florence Dukes
Director

David Heard
Fire and Police Commission
Executive Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Director

December 16, 2003

To the Honorable
The Common Council
City of Milwaukee

Ladies and Gentlemen:

We wish to open a file regarding classification studies approved by the Fire and Police Commission.

Sincerely,

FLORENCE H. DUKES
Employee Relations Director

FHD:pb