

Subj: **Re: Implementation**
Date: 10/19/07
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So far, So good...

The Phase One reports seems to have landed successfully, thanks to a tremendous effort on the part of the whole team. We had to do a lot of fine tuning to deal with sensitivities and apprehensions, but there were no significant changes to the recommendations. The true message should be very clear to anyone who chooses to look at the number, scope and depth of the recommendations...which includes the vast majority of the readers.

We have to understand the Mayor's political spin on the report at this time. Three weeks before an election he is not going to come out and say "I just found out that the CFD really was totally screwed-up, so disregard everything I said up until now." He has to try to make the best of it, although I can assure you that he now has a much better understanding of the situation. I also think that he is sincere in his promises to fully implement the recommendations...unless I am misreading his sincerity.

We have a different problem to face with Rusty and the old guard within the CFD. They got the message that they are supposed to implement the recommendations, but they really do not understand many of the recommendations or what it will take to implement them. If they are left alone to manage the implementation, I don't expect to see the total reconstruction of the CFD that is implicit in our recommendations.

The Mayor has told me that he wants us to monitor, guide and help coordinate the implementation. We have to develop a strategy for accomplishing that task. That will depend on each team member staying in regular contact with the key individuals, being available to answer their questions and provide "suggested direction" and also being available to spend time in Charleston, working with them to develop implementation plans. All of us need to focus on our assigned areas and also look out for problems in each others' areas. The specific scheduling of trips is up to each individual, however please keep me and the rest of the team informed.

Let's be particularly sensitive to the election and avoid getting drawn into any political discussions or situations.

Until or unless we get different direction, our mission includes making sure that the recommendations are implemented as we intended them to be implemented. Based on Tim's experience this week, I expect we will get push-back in several areas. Let's give them some opportunity to show us what they can do, but be clear if you think they are going in the wrong direction. If positive advice fails to correct their course, let me know and I will intervene at a higher level. If that causes anxiety within the CFD, they are going to need a good supply of Valium over the next few months.

Let's keep it professional and positive (as much as possible), but be clear about what needs to be done to implement the recommendations properly.

Please send an e-mail update to the full team at least weekly to let us all know what is happening. If we need to have a conference call, let me know and I will schedule it.

Those of us who will be at the IAFC Leadership Conference next week will have an opportunity to discuss face-to-face.

Thanks everyone for a lot of hard work. The overall reaction within the fire service and with everyone who counts has been tremendously positive. We will have a very positive impact.

Gordon

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