

Subj: **Charleston Strategy**
Date: 12/14/07
To: Brian.Crawford@ci.shreveport.la.us, tesendelbach@msn.com, LynbrookFD379@yahoo.com, kevin.roche@earthlink.net, peter.piringer@montgomerycountymd.gov

Greetings to one and all...

I have to apologize for being semi-distracted for the past couple of weeks. In addition to the usual travel schedule, my mother has been in the hospital and requiring a lot of time and attention. I may have to cancel the trip to Charleston that is scheduled for next week....leaving Kevin to manage a solo.

The situation in Charleston is frustrating to all of us. While there appears to be a high level commitment at the Mayor level to do "whatever we recommend" — the execution is not meeting our expectations.

We have made plenty of offers to provide technical assistance and coaching, but Rusty and O'Donald are determined to do it on their own....and the CFD is not going to get fixed as long as they are in control. We have given them ample opportunity to prove themselves. I think that we have to tell the Mayor that the process is going to derail unless they bring in some new talent.

Do we all agree that the recommendation has to be an all new leadership team...starting with a chief and a deputy chief from outside the CFD? I think that our position should be that the Phase 3 Strategic Planning process is a waste of time unless there is a new management team in place. If we are all in agreement, I will deliver that message next week.

I don't want to put anything on paper until our insurance deal is done. (It is supposed to be "in process"....but they seem to have a different sense of urgency down there.) I will deliver the message face-to-face.

What role do we each want to play if we go with that plan? Do we want to take an active part in building a new management team? (It might look ugly if any of us are looking for a job in Charleston as an outcome, but if anyone is interested, I will offer my support.)

This shouldn't change the plan for the investigation report. My plan is that Kevin and I will produce the factual analysis of the situation...including a draft of that part of the report...then share it with the rest of the team for input/critique and to develop the recommendations that flow from it. We will all participate in writing the lessons, recommendations and commentary. We are probably about a month out from the draft report of "what happened".

Please give me your thoughts on playing the trump cards at this point. I think that we have given them lots of opportunities and they have proven their lack of skills....what better time than the week before Christmas to deliver bad news?????

Comments please....

Gordon

J Gordon Routley
14 Vincent Blouin
Kirkland, QC H9J 4B2
Tel: 514 428-1685
Cell: 514 892-4227
jgroutley@aol.com

November 25, 2008 AOL: JGRoutley

Subj: Re: Charleston Strategy
Date: 12/15/07 09:02:28 Eastern Standard Time
From: Brian.Crawford@ci.shreveport.la.us
To: JGRoutley@aol.com, kevin.roche@earthlink.net, peter.piringer@montgomerycountymd.gov, tesendelbach@msn.com, LynbrookFD379@yahoo.com

I do not believe that I have to state my overwhelming support for ousting the leadership (and I use the term lightly) of the CFD. From all indications, and it is difficult to totally assess from here, but they have given me no reason to have changed my opinion from what I gathered shortly after we began this process. You can't expect a dysfunctional child to improve himself - it is literally and figuratively impossible. So, yes I support Gordon's recommendation whole-heartedly.

I will be honest and admit at this point I am extremely hesitant and slightly apprehensive about even returning to Charleston if we are going to have to deal with the same cast of characters. It is extremely frustrating that we continue, as a group, to be lumped in and judged on the slow progress of implementation of the Phase I report recommendations. Somewhere along the way someone, i.e., the Mayor's office, Gordon or who ever, needs to let it be known that to a large degree we have not been involved, not by our choice, to be a part of the implementation process. I for one am tired of taking heat for their ineffectiveness and incompetents. I am sorry but I feel very strongly about this and if all we were responsible for in the Phase I report was the report itself then someone needs to stand-up and say so and let it be known that the CFD choose to set their own sail on the implementation portion.

Brian A. Crawford
Asst. to the Fire Chief
Shreveport Fire Department
263 N. Common St.
Shreveport, LA 71101
318/673-6652

Visit our web site at www.shreveportfire.org
>>> <JGRoutley@aol.com> 12/14/07 8:48 PM >>>
Greetings to one and all...

I have to apologize for being semi-distracted for the past couple of weeks. In addition to the usual travel schedule, my mother has been in the hospital and requiring a lot of time and attention. I may have to cancel the trip to Charleston that is scheduled for next week....leaving Kevin to manage a solo.

The situation in Charleston is frustrating to all of us. While there appears to be a high level commitment at the Mayor level to do "whatever we recommend" --- the execution is not meeting our expectations.

We have made plenty of offers to provide technical assistance and coaching, but Rusty and O'Donald are determined to do it on their own....and the CFD is not going to get fixed as long as they are in control. We have given them ample opportunity to prove themselves. I think that we have to tell the Mayor that the process is going to derail unless they bring in some new talent.

Do we all agree that the recommendation has to be an all new leadership team...starting with a chief and a deputy chief from outside the CFD? I think that our position should be that the Phase 3 Strategic Planning process is a waste of time unless there is a new management team in place. If we are all in agreement, I will deliver that message next week.

I don't want to put anything on paper until our insurance deal is done. (It is supposed to be "in process"....but they seem to have a different sense of urgency down there.) I will deliver the message face-to-face.

What role do we each want to play if we go with that plan? Do we want to take an active part in building a new management team? (It might look ugly if

Subj: Re: Charleston Strategy
Date: 12/15/07 12:14:04 Eastern Standard Time
From: Brian.Crawford@ci.shreveport.la.us
To: jgroutley@aol.com, kevin.roche@earthlink.net, peter.piringer@montgomerycountymd.gov, tesendelbach@msn.com, LynbrookFD379@yahoo.com

Just one more thought that I would like to share with the group. It was spoken by Gen. George Patton:
 "A good plan violently executed now is better than a perfect plan next week."

I look forward to the Mayor's response and based on his reception and subsequent action or inaction of our position will guide me in my decision to remain through a Strategic Planning initiative. Gordon I believe that when you address the Mayor this trepidation on some of the Panel to continue following the delivery of the Phase II report should be made very clear.

To this end I wish you all a very Merry Christmas and Gordon you and your family are in my prayers.

-----Original Message-----

From: <JGRoutley@aol.com>
To: Crawford, Brian <Brian.Crawford@ci.shreveport.la.us>
kevin.roche@earthlink.net
peter.piringer@montgomerycountymd.gov
tesendelbach@msn.com
LynbrookFD379@yahoo.com
Creation Date: 12/14 8:48 pm
Subject: Charleston Strategy

Greetings to one and all...

I have to apologize for being semi-distracted for the past couple of weeks. In addition to the usual travel schedule, my mother has been in the hospital and requiring a lot of time and attention. I may have to cancel the trip to Charleston that is scheduled for next week....leaving Kevin to manage a solo.

The situation in Charleston is frustrating to all of us. While there appears to be a high level commitment at the Mayor level to do "whatever we recommend" --- the execution is not meeting our expectations.

We have made plenty of offers to provide technical assistance and coaching, but Rusty and O'Donaid are determined to do it on their own....and the CFD is not going to get fixed as long as they are in control. We have given them ample opportunity to prove themselves. I think that we have to tell the Mayor that the process is going to derail unless they bring in some new talent.

Do we all agree that the recommendation has to be an all new leadership team...starting with a chief and a deputy chief from outside the CFD? I think that our position should be that the Phase 3 Strategic Planning process is a waste of time unless there is a new management team in place. If we are all in agreement, I will deliver that message next week.

I don't want to put anything on paper until our insurance deal is done. (It is supposed to be "in process"....but they seem to have a different sense of urgency down there.) I will deliver the message face-to-face.

What role do we each want to play if we go with that plan? Do we want to take an active part in building a new management team? (It might look ugly if any of us are looking for a job in Charleston as an outcome, but if anyone is interested, I will offer my support.)

This shouldn't change the plan for the investigation report. My plan is that