



TO: J. J. Adame, Fire Chief

FROM: Michael McDonald, Assistant City Manager

DATE: March 17, 2008

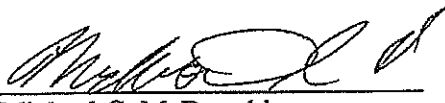
SUBJECT: Performance Improvement

This document is designed for me to formally express my concern about your leadership of the Fire Department. Although I think you have a wealth of technical information, I have a concern about your assertiveness and creating a vision for the organization; to this end, each Department Director must do their part. There have been many instances where I think you have deferred to your subordinates in situations where you needed to take a lead role as Fire Chief.

In the next 45 days, I need to see the following improvements:

- 1) Complete process improvements in projects, such as the payroll audit.
- 2) Leadership, which should entail less dependence and deferral to your Chief of Staff.
- 3) Development and inclusion of key executive managers in your organization.
- 4) Environmental change in the organization where it is clear who is directing the organization.
- 5) Renewed confidence from City Management that you are the Chief to lead the Fire Department into the future.

I recognize that it will be a challenge for you to achieve these mandates within 45 days; nevertheless, we are on an aggressive timeline to position this organization with an executive team that will lead this City into the future.


Michael C. McDonald
Assistant City Manager


J. J. Adame
Fire Chief