

From: [Fennessy, Brian](#)
To: [Myers, Meredith](#); [Cline, Preston](#)
Subject: RE: Lots to report
Date: Saturday, November 12, 2016 12:34:38 PM
Attachments: [REDACTED]

[image001.jpg](#)
[image002.jpg](#)
[image003.jpg](#)
[image004.jpg](#)
[image005.jpg](#)

Thanks for the feedback Meredith.....I'm pleased (but not surprised) our guys connected and participated so actively. Three of our best!

You missed a great week of weather out here. Santa Ana winds blew moderately and temperatures along the coast were in mid-90's. Single digit humidity without a cloud in the sky. Weather is cooler now, but will warm up again at end of week. Do you get holiday break??

As far as working with Rick; no problem. In fact, I may need your help with him and his group..... I attached the draft outcome of a study that was just completed and that I have shared with the Mayor's office and next week, our City's Human Resources Manager. When the FD inherited the Lifeguard Service 20-years ago, we never fully integrated and it was tough going for both sides. Over time, the firefighters and lifeguards have learned to work much more cooperatively, but this has more to do with attrition on both sides than it does with much real effort. Any effort that has taken place was forced.

Well, with this report (that I agree 100% on content), I will be pushing for full integration which will likely upset the LG workforce. It will start with Rick as he is an "at-will" unclassified employee and thus has no union protections. He will have it tougher than me as he will be the lightning rod when it comes to criticism. In the end, their work won't change much and they will continue to respond to emergencies as they have before. Biggest changes will be how we dispatch these responses and we will end the practice of their driving by fire resources enroute to an emergency that per their MOU contract makes protected work. The public won't understand if made public that they are not receiving the closest most available level of care.

In short, I expect this will rock their world! I also expect that Rick will be a good soldier and will put on a good face, but he is a very emotional leader (sometimes to a fault) and this will be hard on him personally. I have attached Rick's tracked comments. He was tasked by me to review and to identify any non-factual elements; not to add comment on his personal (biased) perspective. He did that in some areas, but did not in others where in my view, he is being defensive. Also, his recommending delays in "immediate" actions are not supported by me and my boss. I haven't spoken with him about this as I'm meeting with other City leadership in advance of what will likely be an honest, yet awkward conversation.

So, maybe we can discuss further and if you see an opportunity to assist, study, document this organizational change? Timing may be good for both of us with this coming.

Lastly, please don't share this with anyone as I haven't even spoken to Rick about the future. He and James have reviewed and commented on the draft, but we have not met as I needed to know if the Mayor's office would support this integration (they do per meeting this week) and that the Human Resources and City Attorney's office are on board as the LG Union (Teamsters) are likely to protest.

End of the day, we are one organization and what should have been done 20-years ago, never got done. The public will benefit from this integration.....it's the right thing to do. It can also be done without marginalizing the deep culture and proud traditions of the Lifeguard Service.....may need some help with this part.

Human behavior and factors.....good stuff!!!

BF

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From: Myers, Meredith [mailto:mereditm@wharton.upenn.edu]

Sent: Saturday, November 12, 2016 11:27 AM

To: Cline, Preston <prcline@wharton.upenn.edu>; Fennessy, Brian <BFennessy@sandiego.gov>

Subject: Re: Lots to report

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

From: Cline, Preston <prcline@wharton.upenn.edu>
Sent: Saturday, November 12, 2016 11:31:40 AM
To: Fennessy, Brian; Myers, Meredith
Subject: RE: Lots to report

[Redacted]

Preston B. Cline
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From: Fennessy, Brian [<mailto:BFennessy@sandiego.gov>]
Sent: Wednesday, November 09, 2016 11:37 PM
To: Myers, Meredith
Cc: Cline, Preston

Subject: RE: Lots to report

[REDACTED]

[REDACTED]

[REDACTED]

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From: Myers, Meredith [<mailto:mereditm@wharton.upenn.edu>]

Sent: Monday, November 07, 2016 4:25 AM

To: Fennessy, Brian <BFennessy@sandiego.gov>

Cc: Cline, Preston <prcline@wharton.upenn.edu>

Subject: Re: Lots to report

[REDACTED]

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[REDACTED]
[REDACTED]
[REDACTED]
Meredith

From: Fennessy, Brian <BFennessy@sandiego.gov>
Sent: Sunday, November 6, 2016 3:26:51 PM
To: Myers, Meredith
Cc: Cline, Preston
Subject: FW: Lots to report

[REDACTED]
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From: Cunningham, Zephaniah - FS [<mailto:zephaniahcunningham@fs.fed.us>]
Sent: Friday, October 28, 2016 11:08 AM
To: Fennessy, Brian <BFennessy@sandiego.gov>

Subject: Lots to report

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[REDACTED]

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[REDACTED]

Sent from my iPad



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