Gentlemen,

We have faced significant challenges over the past year that have impacted our culture, how we communicate and perhaps most significantly, how we trust. I have reflected seriously on each of these and I can’t help but feel that I can do better. WE can do better. I believe the people and communities we serve, deserve nothing less.

While we may not see eye to eye on many things, one thing I am pretty sure that we can agree on is that none of us do what we do with the notion of getting rich. At our core, I believe that each of us do what we do, based on a call to serve.

I want to take a step toward rebuilding a culture where we all look forward to coming to work, and where trust is the foundation of our strength as an agency. To this end, I invite each of you to join me in beginning this process on 22 October.

I have also invited an organization to join us with significant experience working with the Fire Service up and down the west coast, and in particular with agencies where trust is strained or even broken. Rob Nielsen, CEO of All American Leadership will facilitate our discussions. Rob has a reputation for impartiality, understanding, candor and integrity. His team of experienced senior leaders (<http://www.allamericanleaders.com/team/>) have developed high trust, high performance teams, in some of the most challenging environments around the globe.

In advance of our meeting, to help Rob develop context and to fully understand our current situation, he has asked each of us to share our perspective through his confidential assessment tool: <http://bit.ly/2m7A22L> It shouldn’t take more than 10-15 minutes. The more candid and direct we are, the more complete Rob’s understanding will be. Rob will aggregate our responses anonymously through word clouds and share them with us on the 22nd, using them as a stepping off point for our dialogue.

Thanks to each of you in advance for sharing your candid input in this process. I look forward to seeing you on the 22nd.

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Dear participant,

We are looking forward to seeing you in a couple of weeks at the WSFM conference. This year, one of our keynotes will provide us a unique look at the culture of the Fire Service through our lens, the Washington State Fire Marshals. We have been given access to one of the most cutting edge culture assessment tools available today, with our collective results to be shared during the conference on the 21st. (Rob Nielsen, “The Power of Ethos in the Fire Service. New Leadership in a Changing World. [www.allamericanleaders.com](http://www.allamericanleaders.com))

We invite you to share your thoughts and perspective through this link: <http://bit.ly/2lv6kEE>

It shouldn’t take you more than 10-15 minutes to complete the assessment. This powerful tool looks at the domains of Trust, Communication, Accountability and Alignment around common Purpose and Values. Thank you for participating in this unprecedented examination of our profession.