



OFFICE OF THE CHIEF

FILE NO.: 24-022
DATE: August 26, 2026
TO: All Personnel
FROM: Robert Logan, Fire Chief
SUBJECT: Letter to the workforce

I am honored, excited, and humbled to address you as your new Fire Chief. As I step into this role, I want to express my deep gratitude for your support in setting up the best opportunity of my life to lead such a phenomenal Department.

In taking on this responsibility, I am fully aware of the tradition of excellence that defines our department and the commitment each of you brings to serving our community. I am eager to work alongside you to continue building on our bravery, professionalism, and integrity legacy.

My immediate goal is to foster an environment where every department member feels valued, supported, and empowered. We can enhance our operations, strengthen our teamwork, and deliver exceptional service to those we protect.

Our most significant contribution as leaders within the San Diego Fire-Rescue Department lies in developing our workforce. I look at every single employee in this Department as a leader. The level of development achieved by our team not only impacts the quality of service we provide to our community but also offers every individual the opportunity for personal growth and development, elevating our service from very good to exceptional.

Our path to excellence relies on the collective skills of our team. You are not just part of the vision; **YOU ARE THE VISION!** My vision for the Department is to build a high-performing, mature team where each member shares responsibility and excels. Each member demonstrates professionalism, compassion, and effectiveness. Supervisors, you play a crucial role in reinforcing this vision and helping to develop a plan to achieve it. I want your continued candid feedback on how we can be better. Our goal is to create an environment

where our team members increasingly take on responsibility for the day-to-day management and operation of the Department.

In addition to the overarching goals set by our Executive Command Staff, I have specific expectations for fostering a mature, high-performing team with shared responsibility:

Emotional Well-Being

While the quality of service is crucial, so is the emotional well-being of our employees. We often face highly stressful situations, so it's vital to support your mental health and those around you. Please familiarize yourself with the Wellness programs, EAP, and FOCUS resources to support our team and families. I aim to confront challenging issues like suicide head-on. I am asking each of you to help me ensure that we eliminate the threat of suicide from our workforce to the maximum extent possible and to keep our families together!

Communication

Effective communication is vital. I want us all to make significant improvements in active listening. And I ask that you convey my expectations and remain responsive to each employee's concerns. You must continuously gauge the morale and dynamics of your crews and continuously strive for improvement to strengthen our workforce to serve the community better.

Evaluations/Career Assessment

Evaluations are not just annual reviews but a tool for maintaining accountability. Poorly documented evaluations undermine both the employee and the Department. Keep your team informed of their progress regularly, address performance issues promptly, and ensure evaluations are completed, discussed, and signed promptly. Assist your team with training, counseling, coaching and career development.

Discipline

It is important to me that disciplinary matters are handled swiftly and fairly. Administrative investigations and disciplinary actions should be managed efficiently, with respect for all involved. I expect confidentiality to be maintained to the greatest extent possible and that all employees are treated with dignity and respect without exception.

Appearance

I have always aimed to be your role model for maintaining a high professional standard in personal appearance. I ask you all to hold each other accountable for maintaining a positive public image and to take immediate corrective action when we fall short of this standard.

Balanced Supervision

Balance the focus on work output with attention to safety, interpersonal skills, and training. We can all improve at rewarding and recognizing good performances, especially exceptional ones. I challenge each of you to find creative ways to kick up the positive feedback, whether you are a supervisor or not. Many exceptional employees do outstanding work regularly, but not nearly enough recognition. Let's change this together.

Page 3
All Personnel
August 26, 2024

Supportive Confrontation

Address problems openly and honestly while disallowing personality conflicts to harm the work environment. Addressing issues professionally helps maintain the dignity and respect of all, enhances mutual influence, and allows for flexibility.

Community Involvement

Building solid relationships with the community is vital to me. It is paramount that all employees are courteous, respect citizens, and stay informed about community issues. I look forward to each of you implementing a "Problem-Oriented" approach as our standard customer service practice. This means proactively identifying problems, developing solutions, and following through with our community to ensure their needs have been met.

Excellence comes from our combined efforts. I look forward to collaborating with you, leading you in achieving our goals, and ensuring we all work toward the same end.