Memo #1

To: All Branch Managers From: Director of Marketing

Date: January 14, 1997 Re: Marketing Reps.

It has come to my attention that some of you people don't know exactly what a Marketing Rep is or what duties are included in the position of Marketing Rep and as to why it is necessary for us to hire any to begin with. A Marketing Rep's primary job is to bring in clients. He/she then needs to keep said clients happy. If he/she is not keeping said clients happy then said clients will no longer do business with us and the Marketing Rep is not doing his/her job correctly. The question has been posed, "How do you get clients?" That's the Marketing Reps job and that's what we hire them for. In the future please forward all questions of this and like nature to me, the Director of Marketing. Thank you.

Memo #2

interoffice memorandum to: Department Directors

from: County Manager

subject: Mismanagement/Corruption

date: November 25, 1997

During our staff meeting of November 5, 1997, I had an opportunity to discuss my personal and professional feelings and thoughts regarding recent events that surround our government. More specifically, the unpleasant experiences we have had as of late with continuing revelations of mismanagement, political patronage and worse yet, corruption in significant parts of our organization. In the past few weeks, subsequent to extensive media coverage on the pavement/repair contracts at the Water and Sewer Department, I have been approached by our Mayor and Commissioners, members of the media and residents of this community expressing their outrage and dismay at County government. All, without exception, told me (as I expressed to you during this meeting) that they are fed up with the ongoing reports on corruption. Frankly speaking, I too am fed up not only with these revelations but more so with our "business as usual" attitude, our perceived inability to act and the lack of professional and personal concern shown throughout the years for these issues.

While it is evidently clear that events at these departments Seaport, Planning, Development and Regulation and WASD, are not the makings of present management as some would like us to believe, it is also evident that those who throughout the years had oversight responsibilities for these areas failed to act. They are now shedding their responsibility by indulging in hollow rhetoric or pointing the finger in an opposite direction. Let's not fall in this trap. Our job as professional public administrators is to stay above this fray and stay the course by continuing to work to work through these difficult times in a professional manner.

That is what our community and out elected officials expect of us. That is what we must expect of ourselves and what I expect of you. We must say "enough". As we discussed, we are all on notice. I expect each of you (and your department management teams) to have a "zero tolerance" attitude towards any factual revelation of mismanagement, malfeasances, misfeasances and public corruption. I will hold departmental management accountable for these instances. In return, you must hold your managers and employees accountable as well. Furthermore, you have my strongest support when taking appropriate actions.

I want to take this opportunity and clarify a major misconception some of us have. We must be cognizant that when it happens at Water and Sewer, Planning Development and Regulation or the Seaport, it is not their problem, but ours. All of us are touched and stained by these unacceptable actions. As I stated, most of the cases I know may not directly be our doing, but we are here now; and it is up to us to make it right, and make it right immediately. At the same time we must not act hastily and capriciously for political expediency; we must be thorough, fair and deliberate in our actions irrespective of the unwarranted criticism to be expected from those with different agendas.

As department directors I asked you to look into your own organizations ant to take immediate corrective action if warranted. I expect directors to be aggressive when addressing these issues and ask that you enlist the support of the County Attorney's Office during these deliberations.

In closing, this community must be assured that we are all committed to the principles of good and responsive government, an open government. As you know I have worked and will continue to work towards this end. I will continue to support, cooperate and bring in outside agencies to help my effort in addressing these issues. It is our responsibility, it is our job. I have confidence we can do it and do it well. We will succeed and will restore the credibility of this government once again.

Finally, please provide a copy of this memorandum to all your employees. XX/xx

Memo #3

To: All Employees

From:

re: E-mail usage

We have become aware of a substantial amount of activity by employees and consultants using both E-mail and the Internet for inappropriate and non-work-related activities, including the forwarding of E-mail chain letters, non-business-related Internet surfing, downloading, and subscription to News Groups and Internet mailing lists reflecting personal interests. This is a reminder that the Company's computer resources, including but not limited to PCs and other Company hardware, E-mail and the Internet, and other software are to be used ONLY FOR COMPANY BUSINESS. Anyone using the Company's computing resources is subject to having all of his/her activities on the Company's computing resources monitored and recorded. Employees found in violation of the Company's policy will be subject to disciplinary action, not excluding termination, and non-observance by Consultants and other non-employees will jeopardize their status.