



Emergency Services  
Consulting *International*

Mayor Debbie Sutherland  
City of Bay Village

## **CONSULTING SERVICES CONTRACT**

This agreement made this 10th day of September 2009, is by and between the City of Bay Village, Ohio, acting on behalf of the Cities of Fairview Park, Lakewood, North Olmsted, North Ridgeville, Rocky River, and Westlake (collectively known as the Westshore Council of Governments), hereinafter called *COG*, and *Emergency Services Consulting International*, doing business as a corporation in Oregon, hereinafter called *ESCI*.

### **WITNESSETH:**

1. For and in consideration of payment, agreements, and scope of work described below, the *COG* and *ESCI* hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract documents.
2. Scope of Work. *ESCI* shall provide consulting services to develop a cooperative agreement for the consolidation of fire services according to the attached Scope of Work (**Attachment A**).
3. *ESCI* will furnish labor, materials, and other services necessary to conduct the negotiations between the entities. The *COG* and its participating cities shall provide to *ESCI* the information, data, and assistance required as requested by the *ESCI* project team.
4. Fees. The *COG* shall pay *ESCI* a total sum of one hundred thirty-seven thousand four hundred and ninety-two dollars (\$137,492.00). This amount is inclusive of all expenses for travel, lodging, meals, postage, and production incurred by *ESCI*.
  - a. The payment schedule shall be as follows:
    - i. 15% payment due upon signing agreement
    - ii. Monthly invoices as work is completed
    - iii. Payment shall be made within 30 days of receipt of invoice.
    - iv. Invoices will be sent to the City of Bay Village for processing on behalf of the Westshore COG.
5. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
6. The laws of the state of Ohio shall govern this agreement.
7. *ESCI* shall comply with all federal, state, and local laws applicable to the work under this agreement.
8. Termination. The *COG* may terminate this agreement for any reason up 30 (thirty) days' written notice to *ESCI*. Payment due upon termination by the *COG* prior to completion of all work will be on a pro rata basis of the total project costs, reflecting satisfactory project completion to date.



9. Amendment. This agreement may be amended by mutual written agreement of all parties.
10. Independent Contractor. *ESCI* is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to the payments under this agreement. *ESCI* is not currently employed by the City of Bay Village or the *COG* and will not be under the direct control of the *COG*. Because *ESCI* is an independent contractor, the *COG* will not be liable for any tax withholding, social security payments, state workers' compensation insurance, unemployment insurance, retirement system payments, or other similar expenses normally payable on behalf of employees of the *COG*.
11. Insurance. *ESCI* is insured in excess of \$2,000,000. Insurance certificates will be provided to the *COG* upon receipt by *ESCI* of this signed contract.
12. Indemnification. The parties mutually agree to the fullest extent permitted by law to indemnify and hold the others harmless from any damage, liability, or cost, including any costs of defense, to the extent caused by the indemnifying party, its employees, officers, or agents, intentional or negligent acts, errors, or omissions in the performance of this contract.
13. This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. None of the parties to this agreement have relied upon inducements, concessions, or representations of fact, except as set forth in this agreement.

IN WITNESS WHEREOF, the parties hereto have executed or caused to be executed by their duly authorized officials, the agreement in two (2) copies, each of which shall be deemed an original, on the first date written above.

**On behalf of the City of Bay Village:**

*Deborah L. Sutherland*  
Signature

9.17.09  
Date

DEBORAH L SUTHERLAND  
Printed Name

MAYOR  
Title

**On behalf of ESCI:**

*Philip A. Kouwe*  
Signature

9-28-09  
Date

PHILIP A. KOUWE  
Printed Name

SR. VICE PRESIDENT  
Title



**Acknowledging on behalf of the City of Fairview Park:**

Eileen A. Patton

Signature

9.11.09

Date

EILEEN A. PATTON

Printed Name

Mayor

Title

**Acknowledging on behalf of the City of Lakewood:**

Edward Fitzgerald

Signature

9/17/09

Date

Edward Fitzgerald

Printed Name

Mayor

Title

**Acknowledging on behalf of the City of North Olmsted:**

Thomas O'Grady

Signature

9-9-09

Date

Thomas O'GRADY

Printed Name

MAYOR

Title

**Acknowledging on behalf of the City of North Ridgeville:**

G. David Biwock

Signature

9/9/09

Date

G. DAVID BIWOCK

Printed Name

MAYOR

Title



**Acknowledging on behalf of the City of Rocky River:**

Pamela E. Bobst  
Signature

9-9-09  
Date

Pamela E. Bobst  
Printed Name

Mayor  
Title

**Acknowledging on behalf of the City of Westlake:**

Dennis M. Clough  
Signature

10-2-09  
Date

DENNIS M. CLOUGH  
Printed Name

MAYOR  
Title



## Attachment A

### Project Work Plan

#### Phase 1: Project Initiation, Data Gathering, and Interviews

##### **Objective 1-A: Development of Project Work Plan**

ESCI will meet with and refine the proposed work plan with the management teams of the governments and organizations to gain a comprehensive understanding of the project's background, goals, and expectations. This work plan shall be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each objective to be complete
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This meeting will also help to establish working relationships, make logistical arrangements, determine a line of communications, and finalize contractual arrangements. Other agenda items to be discussed include data collection approach, interview plan and tentative schedule, interim milestones, meetings, deliverables, and a process to obtain pertinent reports and background material.

##### **Objective 1-B: Review of Background Information**

Obtain, review, and evaluate documents and information relevant to this project, including but not limited to:

- Applicable state and local laws, ordinances, tax regulations, etc.
- Current demographics, land use, and community comprehensive growth plans.
- Relevant contractual service agreement(s).
- Existing mission, goals, and objectives.
- Annual reports, operating budgets, budget history, and budget projections.
- Cost recovery and revenue systems.
- Relevant collective bargaining agreement(s).
- Service demand and response time data, NFIRS, and computer aided design (CAD) data.
- Station location and service boundary maps.
- All available reports on emergency service operations.
- Available GIS data for each community.
- An inventory of facilities, apparatus, and major equipment.
- Fire loss reports.
- Training records.
- Policy and procedure manuals and any employee/member handbooks.
- Any other information which may be necessary for the successful completion of the study.

Completion of this objective will generate the initial necessary and pervasive background information to provide a strong foundation for the baseline system evaluation and resultant



recommendations for improvement contained in the final report.

#### **Objective 1-C: Stakeholder Input and Agency Site Visits**

The ESCI project team will schedule site visits at each agency involved in this study to conduct interviews with and gather information from key personnel including:

- Appointed administrators/managers of the seven communities.
- Finance function managers for the seven communities.
- Elected officials of the seven communities involved in the study, where desired.
- Each fire agencies' chief officers and primary leadership.
- Representatives of the participating agencies' labor force or membership.
- Others as they may contribute to this project.

The project team will interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appointed officials, fire agency officials, and, where appropriate, representatives of the emergency services workforce.

From these interviews, ESCI will obtain additional perspective on operational, economics, and policy issues facing the agencies. In addition, the project team will learn more about availability of data necessary to meet projected goals.

### **Phase 2: Analysis of Existing Resources**

The regional emergency services feasibility project study and analysis begins with a full and complete agency evaluation of each organization being included in the study. This establishes a baseline of full disclosure as to the condition, capabilities, programs, processes, financial status, and organizational effectiveness of all agencies in the study. Once these areas are identified, documented, reviewed, and analyzed, observations will be made for specific improvements. These activities provide invaluable background information that becomes a foundation and guide for the future planning processes.

#### **Objective 2-A: Organization Overview**

An overview of the participating fire agencies shall be developed outlining:

- Governance and lines of authority.
- History, formation, and general description of each agency today.
- Chain of command.
- Operating budget, funding, fees, taxation, financial resources, and cost recovery.
- Current description of the fire suppression infrastructure.
- Quality and content of foundational policies.

#### **Objective 2-B: Management Component**

Areas involving the day-to-day management of each participating agency will be evaluated and will include the following:

- Any existing strategic or master planning.
- Availability of standard operating guidelines or procedures (SOGs, SOPs), rules and regulations, policies, and compliance with risk exposures.
- The agency's self-assessment of critical issues.
- The agency's self-assessment challenges for the future.
- Internal and external communications processes and programs.
- Purchasing and financial controls.



- Security/document control.
- Reporting and records.
- Information technology systems and integration.

#### **Objective 2-C: Personnel Management**

The personnel management programs for each of the fire organizations shall be reviewed, analyzed, and specific observations will be made individually, and for any consolidation scenarios. The study shall focus on but will not be limited to:

- Existing ranks and titles.
- Compensation and benefits.
- Personnel reports and records.
- Disciplinary processes.
- Counseling services.
- The recruitment, application, and appointment process.
- Testing, measuring, and promotion process.
- Health and safety programs.

#### **Objective 2-D: Staffing**

Staffing levels of each participating agency will be reviewed. Areas to be considered include:

- Administration and support staff quantity and assignment.
- Suppression and operations staff quantity and deployment.
- Utilization of career or scheduled part-time paid personnel.
- Responsibilities and activity levels of personnel.

#### **Objective 2-E: Capital Assets and Capital Improvement Programs**

The status of the agencies' current major capital assets (facilities and apparatus) will be reviewed. An analysis of future needs will be conducted relative to the purchase of necessary capital improvement items, including:

**Facilities** - Tour and make observations in areas critical to current station conditions and future station considerations. Items to be contained in the report include:

- Design issues
- Construction/maintenance issues
- Safety issues
- Environmental issues
- Code compliance issues
- Staff facility issues
- Efficiency issues.

**Apparatus/Vehicles** - Review and make observations regarding inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Maintenance
- Regulations compliance
- Apparatus replacement plans

**Support Equipment** - Conduct an analysis of the existing equipment, its serviceability, future needs, and/or excesses.

Apparatus and vehicle analysis will be based on nationally accepted practices and standards, as well as response appropriateness. Completion of this portion of the objective will provide a



comprehensive basis for future apparatus and equipment planning, replacement programs, purchase, and deployment, and will include observations of necessary additions or reductions in the apparatus fleet.

#### **Objective 2-F: Service Delivery and Performance**

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include but not necessarily be limited to:

- Current Deployment Strategies and Performance – Review and make observations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:
  - Demand Study
    - Analysis and geographic display of current service demand by incident type and temporal variation.
  - Distribution Study
    - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems (GIS) software, with identification of service gaps and redundancies.
  - Concentration Study
    - Analysis of response time to achieve full effective response force.
    - Analysis of company and staff distribution as related to effective response force assembly.
  - Reliability Study
    - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete).
    - Review of actual or estimated failure rates of individual companies (to the extent data is complete).
    - Analysis of call concurrency and impact on effective response force assembly.
  - Performance Summary
    - Analysis of actual system reflex time performance, analyzed by individual components (to the extent data is available).
- Incident control and management.
- Current mutual and automatic aid systems.

The key components that comprise an effective emergency service delivery system will be identified in detail in the final report. In addition to the items listed above, system design will be presented and discussed along with emergency response modeling.

Delivery system issues will be identified and analyzed in detail specific recommendations will be offered. Theoretical response times will be shown and compared to actual response times to assist in the evaluation of the systems' current efficiency and to help in planning for system improvements.

#### **Objective 2-G: Support Programs**

Review and make overall observations involving support programs for the critical areas of training, life safety services, and communications. Items to be reviewed include:

##### **Training**

- General training competencies
- Training administration



- Training schedules
- Training facilities
- Training procedures, manuals, and protocols
- Training record keeping

#### Life Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and injury public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis

#### Communications

- Alarm systems and communications infrastructure
- Public Safety Answering Point (PSAP) and dispatch center capabilities and methods
- Dispatch center staffing

### **Phase 3: Analysis of Future Needs**

The project study continues with an assessment of the planning needs for delivery of emergency services during a 20-year planning period. The study presents a guide for necessary deployment of facilities, apparatus, and staffing to accommodate projected risk and workload based on the community's comprehensive land use plans. This section of the project is divided into two main tasks - the development of Future System Demand Projections and the preparation of Feasible Delivery System Strategy Changes.

#### ***Future System Demand Projections***

ESCI will complete an analysis of community growth projections and interpret their impact on emergency service planning and delivery.

#### **Objective 3-A: Population Growth Projections**

An interpretation of available census and community development data will be provided, indicating:

- Population history
- Census-based population growth projections
- Community planning-based population growth projections

#### **Objective 3-B: Service Demand Projections**

Population growth projections and future land use plans, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

#### **Objective 3-C: Community Risk Analysis**

Land use and zoning classifications will be used, along with historical incident data, to analyze and classify and project community fire protection risk by geography. Target hazards, needed fire flow data, building height, and other risk-related factors will also be analyzed to the extent data is available.



---

### ***Feasible Delivery System Strategy Changes***

ESCI will develop and analyze various resource deployment strategies for providing emergency services with the specific intent of identifying the option that can deliver the optimum levels of service to the community as it will exist in the future, based on the previous projections of service demand and community risk. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

### **Objective 3-D: Review/Revise Standards of Response**

Using the previous analysis of community risk, ESCI will recommend any necessary revisions of these departments' standards of response and key performance objectives and will ensure that the standards are reasonable and consistent with industry practices and benchmarks.

- Classification of incident risk types for deployment planning
- Critical tasking analysis for identified incident risk types
- Needed fire flows for identified incident risk types
- Special equipment/apparatus needs for incident risk types
- First-due unit arrival response time objectives for incident risk types
- Effective force arrival response time objectives for incident risk types
- Dispatch call processing time objectives
- Company turnout time objectives

### **Objective 3-E: Long-term Strategy for Facilities and Apparatus**

ESCI will consider and analyze any long-range options for a regional approach to resource deployment that will maintain or improve the region's level of service towards the identified performance objectives and targets. This may include but is not necessarily limited to the following options:

- Specific recommendations regarding any relocation of existing facilities
- Specific recommendations regarding general location of future, necessary fire stations
- Specific recommendations regarding any potential elimination of existing fire stations
- Specific recommendations regarding selection and deployment of apparatus by type
- Specific recommendations regarding the deployment or distribution of any paid career or part-time on-duty personnel
- Specific recommendations regarding the deployment special units or resources

### **Objective 3-F: Projected Performance**

ESCI will evaluate and present (in graphical and descriptive format) the deployment option(s).

- Degree of effectiveness or efficiency benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences



---

### **Interim Deliverable: Development and Review of Report Draft for Existing Resources and Future Needs (Phases 1 through 3)**

ESCI will develop eight printed draft copies (plus an electronic version) of the Analysis of Current Conditions and the Analysis of Future Needs section of the report for review by the project committee. An adequate opportunity will be provided for review and to discuss any recommendations or revisions. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the agency evaluation draft prior to the beginning of the Opportunities for Cooperative Efforts study. The draft report will include:

- Detailed narrative analysis of each report component, structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix.
- Supportive charts, graphs, and diagrams, where appropriate.
- Supportive maps, utilizing GIS analysis as necessary.

### **Phase 4: Public Awareness and Input**

At the conclusion of Phases 1, 2, and 3, ESCI staff will facilitate two community meetings intended to provide information and gather input from members of the general public, community organizations, and neighborhood associations. In order to assess public sentiment toward potential future system changes, discussions will center on the following issues:

- Customer priorities for the community's emergency services
- Customer identification of current service strengths
- Customer identification of current service weaknesses
- Customer expectations for future service performance
- Customer methods for evaluating service quality
- Customer concerns
- General input

The project team will prepare survey instruments, questionnaires, and forms to be used during the community meetings. Professional graphics and a presentation of study objectives will be used to increase customers' understanding of their role in the process. The results of the assessment of current resources, projections of future demand and risk, and the fire service costs and existing funding sources will be summarized, presented, and discussed in these public input meetings. Data and input gathered from the meetings will be summarized within the study, as well as during meetings with internal stakeholders.

ESCI will provide facilitation staff for the public meetings but will expect the associated municipalities to assist with logistics, scheduling, meeting locations, and public advertising. Meetings will be held on two consecutive evenings.

### **Phase 5: Analysis of Opportunities for Cooperative Efforts**

ESCI will use the completed evaluation of each agency and the assessment of future fire protection infrastructure needs to identify opportunities and feasibility for cooperative efforts. We will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire service consolidation efforts.



Items in this section of the report include but are not limited to the areas listed below. The detailed information provides elected officials and organization leaders with the information necessary to make important decisions regarding emergency services consolidation.

#### **Objective 5-A: General Partnering Strategies**

The various partnering strategies are described, beginning with a do-nothing approach and ending with complete consolidation of the agencies into a new emergency service provider. The following alternatives will be evaluated and discussed:

- Complete autonomy
- Advanced auto aid systems
- Functional consolidation
- Operational consolidation
- Legal unification or merger

#### **Objective 5-B: Options for Shared Services**

The study takes into account the many shared issues that face each agency and how such matters affect the effort to construct a regional model for efficient service. These issues are identified and analyzed. Within each presented option for shared services, ESCI will evaluate and discuss the following:

- Level of cooperation
- Estimated timeline for completion
- Affected section, i.e. administration, operations, support services
- Affected stakeholders
- Objective of strategy
- Summary of strategy
- Guidance
- Fiscal considerations
- Social considerations
- Policy actions

#### **Objective 5-C: Fiscal Analysis**

ESCI uses computer-driven model budgets for each agency to allow a comparative examination of the actual public costs for each fire agency and as a tool for analyzing the financial effects of any type of consolidation. Budget modeling is also used to measure the effects of the proposed change(s). Funding mechanisms are identified and comprehensive financial outcomes are provided for each consolidation strategy offered.

- Review and analyze department budgets and revenues
- Review separate budgets
- Develop projected consolidated budget
- Identify financial issues of consolidation
- Identify areas of short and long-term savings and costs

Fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. ESCI will determine the fiscal state of each agency, and develop recommendations for improving the financial resources available for emergency services. All recommendations are consistent with the municipalities' financial capability to provide adequate, cost effective services to citizens. In addition, budgeting practices are thoroughly examined and alternate methodologies may be suggested.



In addition to the fiscal state evaluation of each agency, ESCI will present an evaluation of various funding alternatives to assist the region in the sharing of the cost of providing any consolidated or merged emergency services. Presented alternatives will include but not necessarily be limited to the following:

- Funding based on:
  - Redirected funds
  - Charitable foundations
  - Mill levy
- Cost allocation based on:
  - Area
  - Assessed value
  - Deployment
  - Service demand
  - Fixed rate
  - Population
  - Multiple variables

#### **Objective 5-D: Findings and Recommendations for Action**

Any cooperative venture among the agencies presents the organizational leaders with a series of challenges. Successful implementation of this proposal will require that significant matters be addressed regardless of which form of consolidation is chosen. Those issues will be identified here.

- Findings - Feasibility of each option will be presented.
- Preferred Option - The preferred option or options will be presented and discussed at length.
- Policy Action - Necessary policy action by the elected bodies will be described.
- Timelines - The recommendations outlined in this section provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process.
- Process Issues - Strategic planning, legal considerations, management and governance, funding, and other issues will be provided in detail.

#### **Interim Deliverable: Development and Review of Report Draft for Cooperative Services Feasibility Section (Phase 5)**

ESCI will develop and produce eight printed draft copies (plus an electronic version) of the *Opportunities for Cooperative Efforts* section of the report for review by the project committee to discuss recommendations and revisions. Client feedback is a critical part of cooperative efforts feasibility portion of this project. An adequate opportunity will be provided for review and discussion of the draft feasibility report prior to completion of the full final written report.

#### **Phase 6: Presentation of Final Project Report**

ESCI will complete any necessary revisions of the report, including an overview and summary of any public input or feedback received in Phase 4. ESCI will then produce 20 quality bound final versions of the full written report and one unbound copy. An electronic version of the report will also be provided in pdf file format.

Formal presentations of the project report will be made by ESCI to the agencies and/or governmental units at a joint meeting of the communities and agencies involved in the study. The final report will include the following:



- An executive summary describing the nature of the report, the methods of analysis, findings, and critical recommendations.
- Supportive audio-visual presentation.
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- Opportunity for questions and answers, as needed.

### **Phase 7: Implementation Strategic Plan Facilitation**

ESCI will facilitate the development of an implementation strategic plan utilizing a planning team that includes representatives of each elected body and various levels of the represented governments and fire agencies. The strategic planning process will involve a two-day strategic planning “retreat” to be held on consecutive days at an appropriate location within the area suitable for both full group sessions, as well as breakout small group work sessions. ESCI will provide two trained facilitators for this workshop that were also a part of the feasibility study team.

#### **Task 7-A: Unified Vision and Values**

ESCI’s experienced facilitators will guide the local planning team in the development of a unified vision for the future of fire and emergency medical services in the region, as well as a set of core values that will guide any unification process moving forward including the impartial treatment of the stakeholders and agencies:

- Vision statements describe the way the cooperating entities view fire protection and emergency medical services delivery at some point in the future
- Values enumerate the principles or shared beliefs that are core to how the individual participating cities and agencies will treat each other, their employees, and the public throughout the process and in the future

ESCI will facilitate discussions that ensure participation by all present in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the unification implementation efforts.

#### **Task 7-B: Internal and External Assessments**

ESCI will guide the local planning group through the honest and objective assessment of internal issues and the assessment of external challenges that will be faced throughout the unification implementation process, also known as the SWOT Analysis.

##### ***Internal Assessment-***

- Strengths of the organization
- Weaknesses of the organization

##### ***External Assessment-***

- Opportunities facing the organization
- Threats challenging the organization

Analyzing the strengths, weaknesses, opportunities for, and threats to the unified vision is the next critical step in the strategic planning process. Strengths are important as they represent areas of the existing systems and processes to be built upon, and weaknesses are areas to be identified as potential sources for improvement through the unified vision. Many of these strengths and weaknesses will have been identified through the feasibility study completed by ESCI and these will be discussed and reviewed.



Opportunities are vital to the future of the unified system and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. Other critical issues facing the implementation of any unified vision may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as issues critical to the health and success of any future unified fire and EMS system.

#### **Task 7-C: Unification Implementation Goals and Objectives**

ESCI will direct the local planning team in the establishment of goals and objectives, critical tasks, and timelines that are imperative to any unification implementation effort. This task will involve:

- Establishment of key standing committees that will be oversee critical aspects of the unification process, including the evaluation and consensus on policy-level issues and overall strategy.
- Establishment of implementation goals that address the key unification benchmarks over a one to three-year timeframe
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful
- Identification of necessary working groups that will address specific areas of the implementation at the governance, finance, administration, operations, and support services levels.
- Development and assignment of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Development of reasonable time for completion

Attainment of this task will be demonstrated by the establishment of realistic goals and objectives for the organizations at this stage of the process. In order to meet the established unified vision of the organizations, the establishment of these goals is essential to providing the unified organization and the individual members with a clear direction.

The goals and objectives established during this process will become implementation benchmarks and should be updated on a continuous basis as priorities change and as specific goals and/or objectives are achieved. The goals and objectives can then be used to identify what has been achieved and to denote changes within the system.

#### **Task 7-D: Process Issues**

ESCI will direct the local planning team in discussions regarding the identification of process issues that will be faced in the process of implementing the unified vision. These basic process issues will need to be addressed through a common set of practices reached by consensus of the entities. The process issues may include:

- Internal communications and information dissemination
- External communications and public information dissemination
- Decision-making criteria and consensus methodology
- Public input
- Stakeholder input
- Employee involvement
- Others



---

**Task 7-E: Publication of Final Strategic Plan Report**

Following the two-day planning workshop, ESCI will compile the results of the strategic planning work sessions and produce 14 publication-quality bound, final versions of the written Strategic Plan document. An electronic version of the document will also be provided.