



Document Transmittal Memo

Date: November 9, 2009

To: Maureen Nakonek
City of Bay Village
350 Dover Center Road
Bay Village, OH 44140-2299

RE: Subaward No. 444882-WCG

- ☐ Enclosed please find 2 originals of the above referenced documents. Please have all copies signed by an authorized representative and return them to me at the address below. Upon receipt, 1 fully executed original of each agreement will be returned for your records.
- ☐ Enclosed please find 2 originals of the each above referenced documents, which have been signed by Kent State University's authorized representative. Please have all originals signed by an authorized representative, retain 1 original of each for your records, and return one original to me at the address below.
- ☒ Enclosed is a fully executed original of the above referenced document for your records.
- ☐ Subaward recipients, please complete collaborating institution's information in Attachment 3.

Thank you,

Becky Hayes
Kent State University
Research and Graduate Studies
134 Cartwright Hall
Kent, OH 44242-0001

CC: Iris Harvey



Document Transmittal Memo

Date: October 6, 2009

To: Mayor Deborah Sutherland
350 Dover Center Rd.
Bay Village, OH 44140

RE: Subaward Agreement No. 444882-WCG
Audit Certification and Financial Status Questionnaire

- ☒ Enclosed please find 2 originals of the above referenced documents. Please have. Both copies of the subaward agreement signed by an authorized representative and return them to me at the address below.
- ☐ Enclosed please find 3 originals of the above referenced document, which have been signed by Kent State University's authorized representative. Please have all originals signed by an authorized representative, retain 2 original for your records, and return one original to me at the address below.
- ☒ Please complete and return the Audit certification and financial status questionnaire.
- ☒ Subaward recipients, please complete collaborating institution's information in Attachment 3.

Upon receipt of a signed and completed subaward agreement and a completed audit certification and financial status questionnaire, 1 fully executed original of the subaward agreement will be returned for your records.

Thank you,

Becky Hayes
Kent State University
Research and Sponsored Programs
134 Cartwright Hall
Kent, OH 44242-0001

CC: Iris Harvey

Division of Research and Sponsored Programs
117 Cartwright Hall • P.O. Box 5190 • Kent, Ohio 44242-0001
330-672-2851 • Fax: 330-672-2658 • <http://www.kent.edu>

**AGREEMENT
BETWEEN**
Kent State University
AND
Westshore Council of Governments

444882-WCG

THIS AGREEMENT is made and entered into effective September 1, 2009 by and between Kent State University (hereinafter "University") located in Kent, Ohio 44242, and Westshore Council of Governments, Bay Village, OH 44140 (hereinafter "Subrecipient").

WHEREAS, University has entered into an agreement with The Fund for our Economic Future for the purpose of implementation of the EfficientGovNow (EGN) program.

WHEREAS, Subrecipient is a winner of the EGN competition and desires to perform the project as described in Attachment 5 and in accordance with the terms and conditions prescribed by University:

NOW, THEREFORE, in consideration of the mutual promises, covenants, and agreements set forth herein, the parties hereto agree as follows:

- 1) The period of Performance of the subaward shall commence on the Effective Date of this Agreement and terminate on the 31st day of December, 2010, unless terminated at an earlier date as provisions in this Agreement allow.
- 2) University hereby awards a cost reimbursable subaward to Subrecipient. University shall pay Subrecipient in an amount not to exceed \$100,000. The statement of work and budget for this subaward are as shown in Attachment 5. In its performance of subaward work, Subrecipient shall be an independent entity and not an employee or agent of University.
- 3) University shall reimburse Subrecipient as established in Attachment 5. All invoices shall be submitted using Subrecipient's standard invoice, but at a minimum shall include current and cumulative costs (including cost sharing), subaward number, and certification as to truth and accuracy of invoice. *Invoices that do not reference University's subaward number shall be returned to Subrecipient.* Invoices and questions concerning invoice receipt or payments should be directed to the appropriate party's Principal Investigator, as shown in Attachment 3.
- 4) A final statement of cumulative costs incurred, including cost sharing, marked "FINAL," must be submitted to University's Principal Investigator, as shown in Attachment 3, NOT LATER THAN sixty (60) days after subaward end date. The final statement of costs shall constitute Subrecipient's final financial report.
- 5) All payments shall be considered provisional and subject to adjustment within the total estimated cost in the event such adjustment is necessary as a result of an adverse audit finding against the Subrecipient.
- 6) Matters concerning the technical performance of this subaward should be directed to the appropriate party's Principal Investigator, as shown in Attachment 3. Technical reports are required as shown above, "Reporting Requirements."

7) Matters concerning the request or negotiation of any changes in the terms, conditions, or amounts cited in this subaward agreement, and any changes requiring prior approval, should be directed to the appropriate party's Administrative Contact, as shown in Attachment 3. Any such changes made to this subaward agreement require the written approval of each party's Authorized Official, as shown in Attachment 3.

8) Each party shall be responsible for its negligent acts or omissions and the negligent acts or omissions of its employees, officers, or directors, to the extent allowed by law.

9) Either party may terminate this subaward with thirty days written notice to the appropriate party's Administrative Contact, as shown in Attachment 3. University shall pay Subrecipient for termination costs as allowable under OMB Circular A-21 or A-122 or 45 CFR part 74 Appendix E, "Principles for Determining Costs Applicable to Research and Development under Grants and Contracts with Hospitals" as applicable.

10) No-cost extensions require the approval of the University. Any requests for a no-cost extension should be addressed to and received by the Administrative Contact and Principal Investigator, as shown in Attachment 3, not less than thirty days prior to the desired effective date of the requested change.

11) The Subaward is subject to the terms and conditions of the Prime Award and other special terms and conditions, as identified in Attachment 2.

12) By signing below Subrecipient makes the certifications and assurances shown in Attachment 1.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers, as of the day and year first written above.

FOR SUBRECIPIENT:

FOR KENT STATE UNIVERSITY:

Name

Charlee Heimlich

Director, Sponsored Programs

Date

Date

**Attachment 3
Subaward Agreement**

Subaward No. 444882-WCG

UNIVERSITY CONTACTS

SUBRECIPIENT CONTACTS

Institution/Organization ("University")

Name: Kent State University
Address: 134 Cartwright Hall
Kent, OH 44242-0001

Institution/Organization ("Subrecipient")

Name: Westshore Council of Governments
Address:

EIN No.:

Reg. in CCR? Yes ☐ No ☐

DUNS No.

Congressional District

Administrative Contact

Name: Becky Hayes
Research and Graduate Studies
Address: Kent State University
134 Cartwright Hall
Kent, OH 44242-0001
Telephone: (330) 672-0712
Fax: (330) 672-7991
Email: rlhayes@kent.edu

Administrative Contact

Name: *DEBORAH SUTHERLAND, MAYOR*
Address: *350 DOVER CENTER RD
BAY VILLAGE, OH 44140*

Telephone: *440-899-3415*
Fax: *440-871-5751*
Email: *dsutherland@cityofbayvillage.com*

Principal Investigator

Name: Iris Harvey
Address: Vice President for University Relations
P.O. Box 5190
Kent, OH 44242-0001

Telephone: 330-672-7882
Fax: 330-672-
Email: iharvey1@kent.edu

Principal Investigator

Name: Lt. Christopher Lyons
Address: 28100 Wolf Road
Bay Village, OH 44140

Telephone: 440-871-3691
Fax: 440-871-3787
Email: clyons@cityofbayvillage.com

Financial Contact

Name: Carol Pakish

Address: 234 Michael Schwartz Center
Kent, OH 44242-0001

Telephone: 330-672-0990
Fax: 330-672-8328
Email: cpakish@kent.edu

Financial Contact

Name: *STEVE PRESUSI*
Address: *350 DOVER CENTER RD
BAY VILLAGE, OH 44140*

Telephone: *440-899-3452*
Fax: *440-871-5751*
Email: *SPRESUSI@CITY OF BAY VILLAGE, OH*

Authorized Official

Name: Charlee Heimlich, Director
Sponsored Programs
Address: 134 Cartwright Hall
Kent State University
Kent, OH 44242-0001
Telephone: (330) 672-2070
Fax: (330) 672-7991
Email: cheimlic@kent.edu

Authorized Official

Name:
Address:

Telephone:
Fax:
Email:

Attachment 1 Subaward Agreement
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Certifications/Assurances

1. By signing this Subaward, the Collaborator's Authorized Official on the face page of this Subaward is providing the Drug-Free Work Place Certification; and the Debarment and Suspension Certification pursuant to O.R.C.
2. Subrecipient agrees that it shall not discriminate by reason of race, color, religion, sex, age, national origin, or disability pursuant to O.R.C. Section 125.111.
3. Subrecipient represents that it has a written affirmative action program for the employment and effective utilization of economically disadvantaged persons.

General terms and conditions:

1. The restrictions on the expenditure of federal funds in appropriations acts are applicable to this subaward to the extent those restrictions are pertinent.
2. OMB Circular A-110 equivalent as applicable.

ATTACHMENT 4 SUBAWARD AGREEMENT
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Special Reporting/Accounting Requirements

Per Attachment 5 of the Subaward Agreement, progress and final reports will be prepared in the format established by the Kent State University Center for Public Administration and Public Policy.

Cost share shall be reported with financial reports.

Attachment 5
Subaward Agreement

EGN Winners

Contractual Terms

1. Westshore Regional Fire District Project

Purpose: To begin the operation of a fully integrated and regionalized Fire and EMS systems among seven communities within five years.

Period: September 1, 2009 – December 31, 2010

Fiscal Agent: Westshore Council of Governments

Payments:

First payment, not to exceed \$75,000, would occur upon:

- Kent State University's receipt of a signed contract
- Confirmation that the Westshore COG has entered into a contractual relationship with Emergency Services Consulting International
- The receipt of a detailed budget to actual statement that indicates actual and projected expenses as compared to the project budget

Second payment, not to exceed \$25,000, would occur approximately four months after the first payment, upon:

- The receipt, review and approval by the Fund of a progress report consistent with a format established by Kent State University's Center for Public Administration and Public Policy that:
 - o shows progress against stated activity milestones as submitted in the EfficientGovNow program proposal for funding;
 - o identifies initial findings for collaboration and merger of fire districts;
 - o identifies any obstacles encountered
- The receipt of a detailed budget to actual statement that indicates actual and projected expenses as compared to the project budget

Deliverables and Final Reporting

A final report, per guidelines established by Kent State University's Center for Public Administration and Public Policy, is due no later than three weeks upon the completion of the project.

EfficientGovNow Proposal Form

PART 1

A. Lead Applicant Information

Name of local government:	City of Bay Village
Name of chief elected/executive officer:	Mayor Deborah Sutherland
Mailing address:	350 Dover Center Rd, Bay Village, OH 44140
Federal tax ID number:	34-6000207
Telephone number/extension:	440-871-2200
Fax number:	440-871-5751
E-mail:	dsutherland@cityofbayvillage.com
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

B. Lead Applicant Primary Contact

Name of contact person:	Lt. Christopher Lyons
Title:	Fire Marshal
Address:	28100 Wolf Road, Bay Village, OH 44140
Telephone number/extension:	440-871-3691
Fax number:	440-871-3787
E-mail:	clyons@cityofbayvillage.com

C. Co-Applicants

Note: Each application must include at least two governmental units working collaboratively on a government efficiency implementation project.

Note: If your project has more partners than space allows, please list the names of all entities involved in the abstract portion of this form. The amount of words used to note your partners will not count toward your limit of 250 words.

#1

Name of entity:	City of Fairview Park
Name of chief elected/executive officer:	Mayor Eileen Ann Patten
Mailing address:	20777 Lorain Rd, Fairview Park, OH 44126
Federal tax ID number:	34-6000988
Telephone number/extension:	440-356-4413
Fax number:	440-356-4454
E-mail:	mayor@fairviewpark.org
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

#2

Name of entity:	City of Lakewood
Name of chief elected/executive officer:	Mayor Edward FitzGerald
Mailing address:	12650 Detroit Avenue, Lakewood, OH 44107
Federal tax ID number:	34-6001633
Telephone number/extension:	216-529-6603
Fax number:	216-529-5652
E-mail:	Ed.FitzGerald@lakewoodoh.net
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

#3

Name of entity:	City of North Olmsted
Name of chief elected/executive officer:	Mayor Thomas O'Grady
Mailing address:	5200 Dover Center Rd, N. Olmsted, OH 44070
Federal tax ID number:	34-6002048
Telephone number/extension:	440-777-8000
Fax number:	440-777-5889
E-mail:	MayorOGrady@north-olmsted.com
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

#4

Co-applicant (name of entity):	City of North Ridgeville
Name of chief elected/executive officer:	Mayor G. David Gillock
Mailing address:	7307 Avon Belden, North Ridgeville, OH 44039
Federal tax ID number:	34-6002305
Telephone number/extension:	440-353-0810
Fax number:	440-327-8593
E-mail:	dgillock@nridgeville.org
County or counties:	Lorain

Type of local government:

☐ City ☐ Fire district

#5

Name of entity:	City of Rocky River, Oh
Name of chief elected/executive officer:	Mayor Pamela E. Bobst
Mailing address:	21012 Hilliard Blvd.
Federal tax ID number:	34-6002316
Telephone number/extension:	440-331-0600 Ex 2580
Fax number:	440-895-3373
E-mail:	mayor@rrcity.com
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

#6

Name of entity:	City of Westlake
Name of chief elected/executive officer:	Mayor Dennis M. Clough
Mailing address:	27700 Hilliard Blvd
Federal tax ID number:	34-6003057
Telephone number/extension:	440-617-4190
Fax number:	440-617-4209
E-mail:	dclough@cityofwestlake.org
County or counties:	Cuyahoga

Type of local government:

☐ City ☐ Fire district

D. Project Abstract

Project goal:	The creation of a Fire District that will serve all Fire & EMS needs of a region covering more than 75 square miles and over 250,000 residents.
Total project budget:	\$650,000
Amount of award requested: (No more than 85% of total project budget)	\$100,000
Project title (no more than 20 words):	Westshore Regional Fire District Project
Project description (a statement that describes the project in no more than 250 words):	In a prescient move that demonstrated wisdom and a commitment to efficiency in governing, the leaders of Cleveland's west side suburbs decided in the early 1970s to form the regional Westshore Council of Governments (COG). COG has since compiled an impressive list of partnerships, including regional Sewer and SWAT Team projects, a district-wide Hazardous Materials & Technical Rescue Team, a regional Fire Investigation Unit, a regional approach to Fire and EMS training, and the flourishing regional dispatch center, WestCom, which opened in March of 2006. With this established history of success and the need for efficiency in governance becoming increasingly imperative, COG is proceeding with the comprehensive regionalization of its entire Fire and EMS operations. COG's objective is to fully integrate and regionalize its Fire & EMS operations within five years. In July of 2007, COG formed the Fire District Committee (FDC) to begin implementing this goal. With seven municipalities committed to this project, the regional Fire District will cover more than 75 square miles and serve over 250,000 residents. The intent of this Fire District is to provide the most cost effective solution to the emergency needs of its constituents by utilizing the economies of scale corporate model. Having completed an extensive nationwide search and Request for Qualifications, the FDC recently refined its candidate list to four potential business partners. By autumn of 2009, COG-FDC expects to employ one of these experienced firms to direct the multifaceted regional Fire District transition, and will apply grant funding toward this end.

PART 2

E. Project Information

1. KEY OBJECTIVES AND ANTICIPATED OUTCOMES (150-250 words for each question)

- What is/are the objective(s) of this project?
- What are the anticipated outcomes of this project (both financial and non-financial)?
- What are the expected benefits to the constituents of the applicants?
- What do you perceive to be the difficulties/obstacles to implementing this project?

I. Objectives

The ultimate mission of the seven fire departments proposing to merge into the Westshore Fire District is to provide the safest, most efficient, most professional possible response in serving the needs of our region, state, and nation. It is this mission, in fact, that has motivated fire department and municipal leaders within our region to examine the potential benefits of a greater level of cooperation among our agencies. Some of the principal objectives of this project include:

- 1) Focus on the citizens. The people whose Fire & EMS needs we serve are our *raison d'être*. Every effort we make toward a more efficient, comprehensive, responsive fire service begins and ends with the needs of our citizens;
- 2) Foster and formalize additional collaboration among the Westshore fire departments that currently provide the same services at nearly identical levels, and that also have common interests relative to growth, finance, and capital expansion;
- 3) The creation of a Fire District that will provide for increased efficiency, improved effectiveness, enhanced services, coordination of regional planning, standardization of programs and methodologies, and an improved ISO rating for the entire District.

II. Anticipated Outcomes

In exploring and implementing the Westshore Fire District, we can anticipate, in addition to the inevitable challenges that we will encounter, substantial progress in a number of areas that are crucial to the success of any such endeavor:

∞ Positive Information & Education: everyone involved in this process, from mayors to council members, from fire chiefs to firefighters, will have the opportunity to examine in great detail the guiding principles and particular functional procedures that each of our departments use during daily operations. This process will allow us to evaluate these principles and procedures, to identify areas of strength and weakness, and to incorporate the very best elements into the newly forged cooperative alliance;

∞ Optimal Communication: this process will provide an unparalleled opportunity for improved communications among everyone involved. Use of both formal and informal communication methods to reach both internal and external audiences will encourage and perhaps even create more open and direct lines of communication. This kind of communication will also help to overcome obstacles such as obsolete notions of jurisdictional boundaries;

∞ Improved Stakeholder Involvement: employing the aforementioned practices of informing, educating, and communicating, we expect that the Fire District will experience success because it will actively solicit the widespread support of all stakeholders. With all potentially affected parties invited to participate in the process, we can be very optimistic about our chances for endorsement, support, and long-term success;

∞ Enhanced Services & Service Levels: by distinguishing the services and service levels that the Fire District will provide, it will be much easier to design systems and programs that will meet these established goals. Ultimately, this will enable the Fire District to guarantee quality services that are delivered efficiently and effectively at a reasonable cost to the citizens.

III. Expected Benefits to Constituents

The benefits we expect to accrue to our constituents directly correspond to the objectives and anticipated outcomes outlined above. Constituents can look forward to an even more focused and amplified commitment to serving their Fire & EMS needs, opportunities for information and education about their fire service, newly created lines of communication, increased involvement as stakeholders, enhanced and clearly defined services and levels of service, coordinated regional emergency planning, and improved ISO ratings. A key economic benefit of this cooperative Fire District project will be realized in a cost savings of four percent, or \$1.33 million, of the region's Fire Department budgets. This savings will materialize because training will be centralized and accomplished on-duty, and a number of daily vacancies on shifts due to illness or injury can be filled with other on-duty personnel within the region. Traditionally, these two areas have been the primary source of Fire Department overtime expenditures. All of these aforementioned advantages that accompany the formation of the Westshore Fire District will result in additional benefits by positively impacting constituents' insurance rates, attracting new business investment, and positioning this region to enjoy increased property values and continued economic growth.

IV. Potential Pitfalls & Obstacles

Obstacles can enter the picture at practically any juncture and at nearly any level. Although not all obstacles are within our power to control, the manner in which we choose to react to them is within our control. That is to say, if problems are left unaddressed or inadequately settled, they will fester, grow, and possibly even ruin a cooperative effort. On the other hand, if such problems are recognized and attended to early and intelligently, they can usually be resolved. A number of difficulties are common and should be anticipated in the pursuit of a regionalized Fire District:

1) Fear of change. For most of us, when we get up in the morning, get ready for work, and leave for the office, we have a behavioral pattern based on the expectation that things are going to be essentially the same as they were yesterday. A cooperative approach that leads to a Fire District will bring with it a lot of change. The key to addressing this successfully is a clear vision for the organization, effective communication of that vision, and stakeholder involvement in attaining that vision;

2) Politics. The activities and relationships involved in managing governmental affairs, as well as their underlying motivations, can create havoc in a consolidation or cooperative effort. Political issues must be addressed with solid data, effective planning and strategy, constant communication, and a bit of savvy;

3) Power & Control. Who will be in charge of the Fire District? How about the new union? Who will get to make decisions that will determine the service levels of the new Fire District? What will the roles of the seven fire chiefs be? How about the seven mayors and their city councils? Such questions dominate the issues involved with power and control. The best answer to these questions is a well-written contract that addresses all of these specifics in a clear and concise fashion.

2. IMPLEMENTATION PLAN AND PROJECT MANAGEMENT

Use the table below to provide a detailed schedule and work plan to implement your project. Use the questions below to guide your plan.

- What are the key activity-based milestones to be achieved in order to fulfill the objective(s) of the project stated above? (e.g. establishment of a council of governments, memorandum of understanding, intermunicipal agreement, approval by ordinance, resolution or other official action.)
- How will these activities be completed?
- What is the expected timeline of these activities?
- When will the project start and what is the expected end date?
- Who will manage these activities and the full completion of this project?

Activity milestone	How to be completed	Timeline	Manager
Formation of an intermunicipal Council of Governments	Formal written contract to share services and expenses	Accomplished	Westshore Council of Governments (with a rotating Chairperson)
Request for qualifications and interviews of potential consulting firms	A nationwide search using objective, measurable criteria, and an invitation to select firms to make a presentation	Accomplished	Mayor Deborah Sutherland Chairperson, Westshore Council of Governments
Hire an experienced consultant to guide the process	Formal legal agreement among the Westshore COG, particular to this effort	Accomplish by 10/2009	Mayor Deborah Sutherland Chairperson, Westshore COG
Comprehensive evaluation of current financial, personnel, legal, and service level conditions	Review of all available data, stakeholder input, and site visits by consulting firm	Accomplish by 02/2010	Project Manager of consulting firm
Formulate & endorse a Strategic Plan for interagency cooperative services as the Westshore Fire District	Formal legal agreement among the Westshore COG, dedicated to this phase of the project	Accomplish by 04/2010	Project Manager of consulting firm & current Chairperson of the Westshore COG
Formation of Task Forces to develop and implement action plans that correlate with the goals identified in the Strategic Plan	Fire chiefs to head up task forces and select individuals from each organization as members of these teams	Accomplish and report results by 12/2010	Fire Chiefs of the seven involved municipalities
Formally begin operations as Westshore Fire District	Intermunicipal legal agreement by the Westshore COG that establishes a governing board for the new Fire District	Accomplish by 06/2011	Chief, Westshore Fire District

3. FACTORS FOR SUCCESS

Explain why you believe this project will accomplish its objectives. Share any research or prior collaboration experience that leads you to reach this conclusion.

This project will accomplish its objectives because it has talented and committed leadership, goals that are desirable *and* attainable for improving the efficiency of the region's fire service, and an informed and intelligent constituency that will undoubtedly support the project.

The Westshore Council of Governments has an established history of highly successful collaboration. Indeed, the formation of the Westshore Council of Governments in the early 1970's is evidence of an intelligent and efficient approach to regional issues, as well as a compelling proof of nearly 40 years of regional collaborative experience. Since its inception, the Westshore COG has compiled an impressive list of collaborative endeavors. These include:

- ∞ The regional Rocky River Waste Water Treatment Plant and Sewer System
- ∞ The Westshore Enforcement Bureau, which encompasses both a regional SWAT Team and Bomb Squad
- ∞ A number of jointly owned and operated community parks
- ∞ A district-wide Hazardous Materials & Technical Rescue Team
- ∞ The regional Westshore Fire Investigation Unit
- ∞ In cooperation with Cuyahoga Community College, a regional approach to Fire and EMS training
- ∞ The flourishing regional dispatch center, WestCom, which opened in March of 2006

In addition to these successful and remarkable efforts, the routine and nearly seamless manner in which the individuals from the Westshore fire departments work together is a testament to the old motto held in common by both the U.S. Marine Corps and the U.S. Fire Service: "improvise, adapt, and overcome." Because the individual Westshore cities have only been able to field relatively small fire departments, and because the last four decades have seen run volume for the local fire service nearly double, the Westshore fire departments have been forced to rely upon each other on a daily basis for assistance in meeting the emergency needs of the citizens. Thus far, this has been accomplished despite some significant differences in administrative approaches and standard operating procedures among these individual departments. Additionally, this mutual aid, despite being commonplace, is still classified as a mode of operations that is a deviation from the norm. However, a regional Fire District will more effectively organize all of these collaborative elements and efforts, standardize administrative and strategic methodologies, and legitimize assistance across jurisdictional boundaries as the normative system of operations.

Even a casual glance at the history of collaborative efforts among fire departments yields an abundance of evidence that this type of regional fire district project is well worth the effort. Particularly in the area of cooperative services and mergers, the fire service is a veritable wellspring of success stories. Consider the following examples, which constitute only a small sampling of available data:

- ∞ Seminole County EMS/Fire Rescue District—merged six fire departments into a county-wide Fire District (Seminole County, FL, 1974)
- ∞ Orange County Fire Authority—merged 18 cities into a Joint Powers Fire Authority, serving over 3,000,000 constituents (Orange County, CA, 1995)
- ∞ Tualatin Valley Fire & Rescue—merged three municipal fire protection services into a single entity (Tualatin Valley, OR, 1988)
- ∞ Poudre Fire Authority—merged two fire departments into a single district providing fire services to more than 140,000 citizens (Fort Collins, CO, 1981)
- ∞ Frankfort Fire District—functionally consolidated three fire departments, with plans to fully merge in the future (Frankfort, IL, 1995)
- ∞ Valley Regional Fire Authority—merged three municipal fire departments into a single Fire Authority, serving more than 60,000 residents (King County, WA, 2006)

4. REPLICABILITY AND BROADER IMPACT

Describe the extent to which you believe this project can be replicated throughout the region.

Beyond the examples of successful mergers and consolidations of fire services provided above, there are dozens upon dozens of additional similar cases. The facts relative to the common sense of regionalizing fire services are plain—utilizing economies of scale and implementing National Fire Protection Association standards to attain a safer, more efficient fire department is the most intelligent and logical course of action for neighboring jurisdictions looking for ways to streamline their operations. These types of mergers and consolidations are taking place across the nation, and there is every reason in the world to believe that the same processes can be replicated with outstanding success here in Northeast Ohio. The Westshore region intends to lead the way, demonstrating that through hard work, exceptional leadership, and meticulous planning, a regionalized fire district can become a reality.

In fact, some of the steps already taken by the Westshore region are already being benchmarked and reproduced by some of our neighboring communities. A prime example of the Westshore leadership in this arena is our Central Dispatching Center, also known as WestCom. Having only opened its doors for business in March of 2006, the efficiency and operational precision of WestCom have already attracted quite a bit of attention. For instance, the central dispatching center for Cleveland Heights, Shaker Heights, and University Heights, in need of an overhaul, contacted WestCom for some advice and input. Now known as EastCom, this dispatch center is up and running more efficiently than ever before, with a brand-new communications system and a renewed focus on its primary mission. Another local example is just to the south of our region, where seven other cities (Berea, Brooklyn, Brook Park, Middleburg Heights, Olmsted Falls, Parma, and Parma Heights) have been exploring the possibility of merging into a fire district. Having determined that they needed to temporarily slow down the process of merging, they are still in fact moving forward with a regional dispatch center, modeled after WestCom. Finally, the head of the Westshore Communications Committee was recently contacted by Springfield Township, Ohio, where news of the successes of WestCom had reached the ears of the municipal and fire department leaders. Springfield Township intends to send representatives in the near future to benchmark WestCom, and to try to implement the same central dispatching system in their local region.

With the benefits and successes of regionalizing fire services on a nationwide scale, as well as the demonstrated leadership of the Westshore region in fire service cooperative alliances, the conclusion is clear: the sooner the Westshore Fire District is fully operational, the more quickly similar regional fire service districts are likely to emerge.

5. COMMUNITY ENGAGEMENT

Describe any efforts to involve other public/private community partners (beyond any partners' financial commitment) in the implementation of the project.

The municipal and fire service leaders of the Westshore region are absolutely convinced that, for a project of this magnitude to be successful, all stakeholders must be invited and encouraged to participate in the process. Therefore, our municipal and fire service leaders plan to involve community groups, civic leaders, private industry representatives, and the citizens themselves to actively engage in the creation and formation of the Westshore Fire District. We will accomplish this in a variety of ways, including requests for advice from business and civic leaders with valuable experience to offer, appeals to local foundations to financially support our efforts, and the facilitation of a series of community meetings at which we will provide information and gather input from all stakeholders. These community meetings will be centered on some of the following issues:

- ∞ Customer priorities for the region's emergency services
- ∞ Customer identification of current service strengths
- ∞ Customer identification of current service weaknesses
- ∞ Expectations for future emergency service categories, levels, and performance
- ∞ Methods for monitoring, evaluating, and improving service quality
- ∞ Concerns particular to a specific group or to individuals

The project team will prepare survey instruments, questionnaires, and forms for use during community meetings, as well as for use by those who are not able to attend these meetings. We will use professional graphics, a thorough presentation of objectives, and a clearly communicated list of potential benefits and obstacles in order to increase the community partners' understanding of their role in this process. Data and input from these community meetings will be analyzed and summarized for use by municipal and fire service leaders during the entire Fire District project. Above all, the project team intends to remain committed to our highest priority and principal stated objective: "Focus on the citizens."

F. Budgetary Summary

1. PROJECT BUDGET

Use this table to show all expected sources of revenue. (See Page 8 of the Entry Kit for an example.)

Name of revenue source	Revenue amount
Bay Village	\$33,124
Fairview Park	\$34,216
Lakewood	\$79,443
North Olmsted	\$73,437
North Ridgeville	\$110,883
Rocky River	\$40,450
Westlake	\$83,447
Private Donations	\$95,000
Requested grant amount	\$100,000
Total revenue	\$650,000

Use this table to show all expected project expenses. (See Page 9 of the Entry Kit for an example.)

Name of expense	Total cost	Amount of award funds to be used	Basis of cost estimate (e.g. how you ascertained these costs)
Consultant Services	175,000	100,000	Cost estimates provided by interviewed consultants
Legal Services	54,000		Outside legal counsel (i.e. other than Law Directors) at \$200/ hour. Estimated 15 hours/month for 18 month project
Capital Expense: Westshore Fire District Training Center – Renovation	250,000		We plan to renovate an existing building within the District to be used for all training. This renovation will be far less expensive than construction.
Capital Expense: Westshore Fire District Administrative & Fire Prevention Offices – Renovation	116,000		Again, we plan to renovate an existing building within the District to serve as our Administrative Center
Capital Expense: Westshore Fire District Apparatus Maintenance Garage - Renovation	55,000		Once again, renovating an existing garage to suit the needs of the District will save relative to construction costs
Total	650,000	100,000	

2. ANTICIPATED COST SAVINGS (See Page 10 of the Entry Kit for an example.)

Name of government unit	Budget	Functional category	One-time savings	Recurring annual savings
Bay Village	\$2,800,000	Fire & EMS Services		\$112,000
Fairview Park	\$2,400,000	Fire & EMS Services		\$96,000
Lakewood	\$8,800,000	Fire & EMS Services		\$352,000
North Olmsted	\$4,900,000	Fire & EMS Services		\$196,000
North Ridgeville	\$4,100,000	Fire & EMS Services		\$164,000
Rocky River	\$3,000,000	Fire & EMS Services		\$120,000
Westlake	\$7,200,000	Fire & EMS Services		\$288,000
Total	\$33,200,000			\$1,328,000

ANTICIPATED DURATION:

WE EXPECT SAVINGS TO OCCUR FOR 25+ YEARS AFTER IMPLEMENTATION IS COMPLETE.

3. ANTICIPATED USE OF COST SAVINGS

Provide a description of how the anticipated savings will be used toward a specific reduction in taxes (e.g. tax rebate to citizens) OR for economic competitiveness areas such as business growth and attraction, talent development, and/or economic growth through racial and economic inclusion.

Approximately eight per cent (\$100,000) of the recurring annual savings will be used to hire a regional Westshore Sustainability Manager. This individual will increase operational efficiency and sustainability best practices thereby reducing costs throughout the Westshore region. The Sustainability Manager will be responsible for creating, implementing, managing, and maintaining various sustainability policies, programs, and projects, which will impart significant benefits to our constituents, including cleaner air, cleaner water, reduced carbon footprints, lower municipal energy costs, and the redirection of tax dollars into similar community priorities such as economic development and related sustainability projects. We also anticipate that the energy-saving programs and policies instituted and administered by the Sustainability Manager will reduce regional General Fund Utilities expenditures by 1% (or \$1.29 million) within the first year of implementation. This relatively small annual re-investment, then, will yield an additional recurring annual revenue that will effectively double this project's annual recurring cost savings.

A portion of the remaining \$2.5 million in annually recurring savings will be used to hire and train additional Fire District personnel, which will be necessary to fulfill nationally recognized standards for safety and staffing levels. The remaining part of the savings will be used for tax incentives to attract business development to the region, focusing on the fields of Information Technology and Medical Research.

G. Application Submission

By submitting this form, it is understood that the necessary legal authorities support and endorse the application of this proposal.

H. Application Certification

By submission of this application under the 2009 Government Collaboration Initiative, I hereby certify that all components of the proposal are reasonable and necessary for the conduct of the project, and the prudent analysis has been undertaken to ensure that all costs are consistent with current prevailing costs for such goods and services in the area benefiting from the project.

I certify that I am duly authorized to submit this proposal on behalf of all applicants and co-applicants.

LEAD APPLICANT PRIMARY CONTACT

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Date:	05/30/2009

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