

**JOINT POWERS BOARD  
OF THE HAILEY / WOOD RIVER FIRE PROTECTION DISTRICT**

**AGENDA**

*FOR THE REGULAR MEETING*

*ON*

*WEDNESDAY, MAY 9<sup>TH</sup>, 2018*

*4:30 PM*

*HAILEY CITY HALL*

*115 SOUTH MAIN STREET*

*HAILEY, IDAHO*

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1. Call to Order
2. Open session for public comments not to exceed three minutes per person and per topic
3. Consent Agenda
  - a. Approval of last Meeting's Minutes
4. Old Business
  - a. Bylaws amendment regarding Terms of Chair and Co-Chair, Succession to those positions, and Definition of a Quorum.
  - b. Continued discussion of Combined Budget  
\*(Budget discussion deferred until after Staff Recommendation Section 5 - A)
5. New Business
  - a. Staff recommendation to contract with ESCI to develop a Strategic Planning Process
6. Staff Reports/Other Business
7. Adjourn

**MINUTES OF THE MEETING OF THE JOINT BOARD OF THE  
HAILEY / WOOD RIVER FIRE PROTECTION DISTRICT  
HELD MARCH 7, 2018  
IN THE HAILEY MEETING ROOM**

The Meeting of the Joint Board of Hailey / Wood River Fire Protection District (WRFD) was called to order at 4:30 P.M. by Chair Seth Martin. Also present were board members, Jay Bailet, Linda Haavik, and Pat Cooley. Staff present included City Administrator Heather Dawson, Hailey City Clerk Mary Cone, City Fire Chief Craig Aberbach and WRFD Fire Chief Bart Lassman.

Open Session for Public Comments:

No public comment.

Neither Jay Bailet nor Martha Burke were present at the start of the meeting.

CONSENT AGENDA:

**4:32:16 PM Cooley moves to approve minutes with the addition of showing Haavik as present in the heading of the meeting minutes, seconded by Haavik. Motion passed unanimously.**

OLD BUSINESS:

4:32:59 PM Marten discusses options on revising bylaws to eliminate concerns with rotating of roles between entities. We received proposals from staff, the first proposal was to keeping section 3.1 mostly the same except changing August to February and swapping the even and odd language. In 3.2 changing the succession of co-chair to the opposite chair. The 2<sup>nd</sup> change suggests, switch august for February, remove odd and replace with "first" years. Martin describes the change to Section 3.2 in the 2<sup>nd</sup> proposal.

4:34:18 PM Cooley would like the party that has the chair position, (in case of resignation or removal) should stay in that position until the new year election changes this to the opposite entity. Cooley feels we should switch odd with even. And Cooley agrees, we should move August to February, for the election of chair, delete odd and replace with "first years." The party that hold the chair position should keep the chair position for the remainder of the year until election time in February.

Martin agrees with Cooley, likes it better than the odd/even language.

4:35:30 PM Haavik, as the language states right now, it looks like that the vice-chair would take over the chair position.

Discussion between board, want chair to stay with same party. Haavik, that is in the first option.

4:37:20 PM Cooley wants the parties that hold seats retain seats upon vacancy of chair or vice-chair position. Cooley likes section 3.1 from back page, and 3.2 from front page.

4:38:23 PM Martin not sure if the proposals were intended to mix and match.

4:38:51 PM Cooley suggests 3.1 on 2<sup>nd</sup> proposal, and 3.2 with 1<sup>st</sup> proposal.

Discussion between Martin, Cooley and Haavik on how to get language to state their intent.

4:41:40 PM Dawson understands their intent and lets them know that we can combine 3.2 1<sup>st</sup> page and 3.1 of 2<sup>nd</sup> page, by eliminating the last phrase in the sentence 3.1, "election to these positions shall continue to be alternated every year thereafter." Removing "except as described in Article 3.2." Dawson, further explains, it is not odd and even, just succession every year. Party holds position for the entire year, no matter if resignation or removal during the year.

4:42:45 PM Martin and Dawson discuss terms.

4:44:18 PM Cooley reiterates, he wants the same party to retain their chair position throughout the entire year.

4:45:25 PM Martin explains his side, party holds position for the entire year.

Dawson will bring changes to board in next meeting.

#### NEW BUSINESS:

4:46:53 PM Aberbach hands out Hailey's current fire budget to board.

4:47:15 PM Haavik discloses that her son works for Wood River Fire as Aberbach is handing out the draft budget documents.

Aberbach hands out several budget documents, the Hailey fire budget, Wood River Fire budget, separated the Wood River Ambulance budget and showed the total Wood River budget. One point for consideration is that the expenses for Wood River and revenue for Hailey have the same dollar amounts because of the contract for services (\$84,000), for the Assistant Wood River Fire Chief. This revenue to Hailey is broken up into several positions salaries. These reports include - adjustments and expenses related to calls. How is it shown going forward, Martin asks? Aberbach, that is not up to us.

4:49:50 PM Aberbach announces these are existing budgets how we are operating now. The goal is to get better efficiencies and maybe the budgets do not decrease immediately.

4:50:34 PM Cooley wants time to review the budget documents.

4:50:50 PM Aberbach, Wood River's budget is larger because of the ambulance contract "the F for Fire and A for Ambulance", Hailey's budget is on one page. We tried to group Wood River's budget to match as close as possible to Hailey's budget line items.

4:52:11 PM Martin plus minus on the right-hand side, do we ignore this item. Aberbach replies this is trying to show percentages of where the Hailey budget is in comparison to Wood River's budget.

4:52:39 PM Martin asks where the \$84,000 contract amount is shown in each budget? Aberbach, it shows under Contracted Labor in Wood River's budget. Hailey's isn't called out separate but it is built into the salary line items. On the revenue sheet, we see this coming in \$84,252 - the 3<sup>rd</sup> line on Wood River budget, shown as contract labor, split between ambulance and Fire department.

4:53:53 PM Dawson asks question about this contract for service expense. It is shown twice as an expense, on both budgets. This going forward would not an expense 2 times. Dawson asks if is there any redundancy in the ambulance and other budgets also?

Dawson added it is an embedded expense on both sides.

4:55:16 PM Chief Lassman, this is not a combined budget yet. Aberbach clarifies Dawson's comment, showing the expense in Wood River and the receivable on Hailey's budget.

Continue discussion in next meeting.

Cooley wants to better study and then come together to discuss at next meeting.

5:00:14 PM Lassman states, Wood River's goal in meeting the agreement language, that talks about the creation of a budget – by showing the operating budgets for Wood River and Hailey, he doesn't envision joining the funds at any time in as long as the joint powers board exist. This board's capacity, is to see some joint purchases to make efficiencies, i.e. in joint buying of uniforms, he does see this happening.

5:01:47 PM Haavik clarifies, each department would take these expenditures to their respective boards for their approval? Martin, confirms yes. And he sees adopting a budget by May as called out in the bylaws will be a challenge.

5:02:20 PM Martin envisions a model budget where you have personnel costs, Hailey and Wood River funds are separate.

5:02:44 PM Aberbach, according to Joint Powers Agreement (JPA), this group needs to establish a budget for operations, we are on track for this. We can have one operational budget and remain separate. Then, what are next steps towards consolidation. 5:04:08 PM Cooley asks what is the timeframe? Aberbach % over last year's budget.

5:04:36 PM Cooley you budgeting for next year right? Aberbach confirms, yes we are working on next year's budgets. Cooley, what do you expect from this board? Aberbach responds, after budgets are established, what governmental body are we going to work under, and can we start working towards that. Cooley asked, there is no deadline for budget? Aberbach, no there is not. The JPA states it would be nice to have by May or it could be extended out, Aberbach ends.

Jay Bailet joins the meeting.

5:05:34 PM Haavik, it doesn't matter on the numbers if we are doing an outline.

Cooley, a conceptual budget is more than a year out.

5:06:54 PM Aberbach states if a unified body, then we can have a combined budget.

5:07:11 PM Lassman, you may operate 5-10 years with separate budgets before combining funds.

5:07:41 PM Martin states, looking at budgets side by side can help us pinpoint efficiencies.

5:08:14 PM Lassman, if Hailey does not spend funds, assets go to General fund at end of year.

5:08:43 PM Dawson explains Hailey's budget and revenue. It is really not "back into the fund" if they don't spend it, then next year's budget is already set.

5:09:33 PM Lassman a fire district can take unexpended funds into next year's operating budget. If there are areas we don't spend, as we don't need it, we just carryover those unexpended funds to next year's operation line item. We sometimes we move it to the capital reserve, Lassman states.

5:11:53 PM Dawson asks a question. Do you levy? Or tax. Lassman, it is a levy. Dawson, then there really is no difference, you appropriate expenses and you don't give back to the citizens, we (Hailey) just put funds in the general fund, you only have one department, easier for you to show this unexpended money.

5:13:22 PM Aberbach hands out a current Wood River organization chart in color. And a current Hailey organization chart. Everyone in black color are shown in both organizations.

STAFF REPORTS:

5:14:00 PM Martin gives a reminder that this board doesn't have the power to set policy only make recommendations to our respective agencies. There was some discussion last week about this topic (this discussion is not explained or parties that were involved). This board's power is in recommendation.

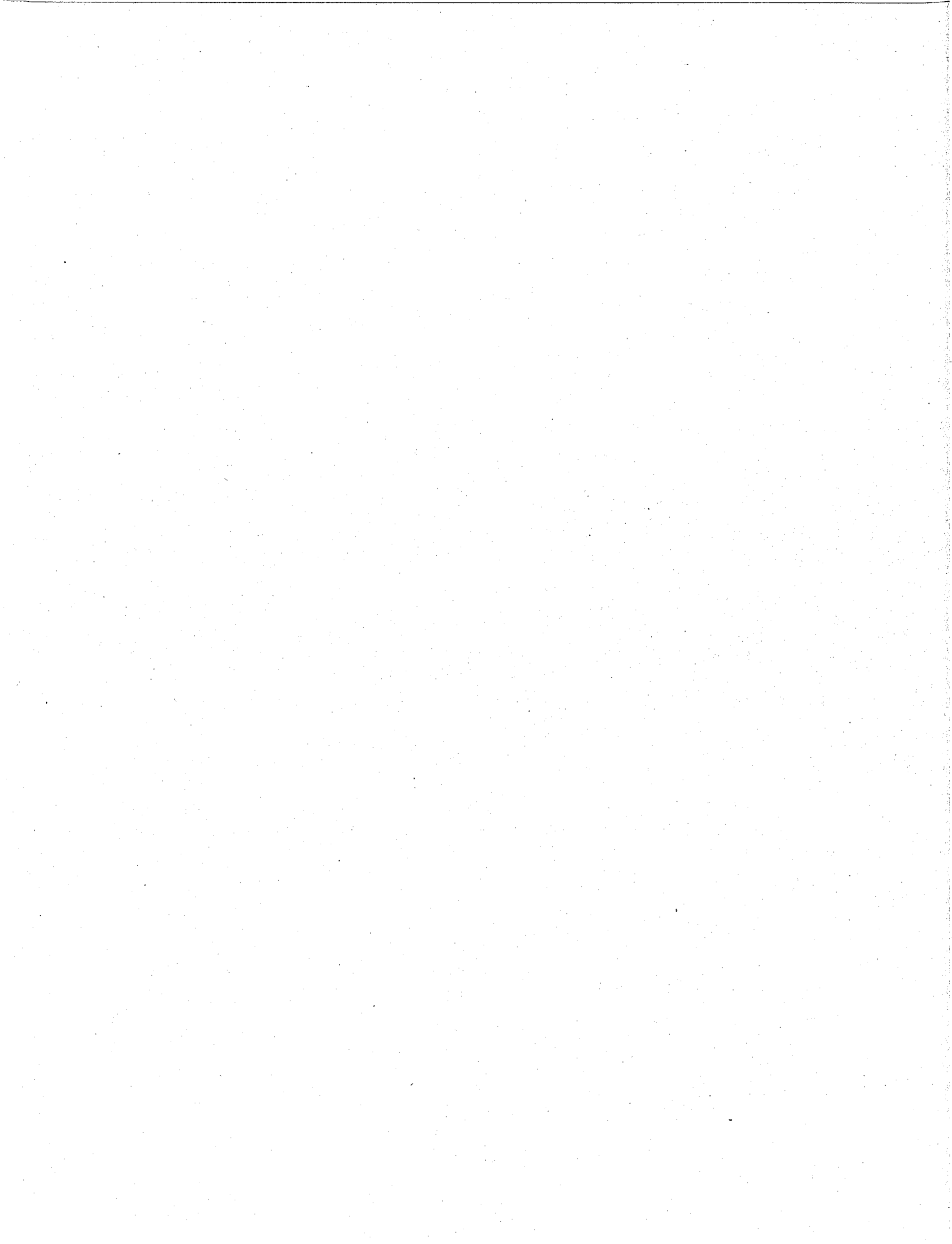
5:14:35 PM Haavik appreciates this comment. This board is not the governing board of the organizations.

5:15:00 PM **Bailet moves to adjourn, seconded by Cooley, motion passed unanimously.**

Approved in the board's meeting on May 9, 2018.

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Seth Martin, Chairman

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Mary Cone, Hailey City Clerk



**BYLAWS FOR THE JOINT BOARD OF THE HAILEY/  
WOOD RIVER FIRE PROTECTION DISTRICT**

**PURPOSE**

These Bylaws provide direction to the members of the Joint Board of the Hailey/ Wood River Fire Protection District (“Board”) in the performance of the Board’s duties. The Board has been created under a Joint Powers Agreement, dated April 19, 2017 (“JPA”) between the City of Hailey (“Hailey”) and the Wood River Fire Protection District (“WRFPD”). Hailey and WRFPD are also individually referred to as “Party” and collectively as “Parties.” As required by the JPA, the Board creates these Bylaws outlining the rules of procedure for the Board when exercising its powers necessary to provide fire protection and prevention and emergency medical services and operations of the Parties.

**ARTICLE I - GENERAL PROVISIONS**

- 1.1 The Board and its members shall be governed by state statutes applying to public boards, members and officials, the JPA and these Bylaws.
- 1.2 An official copy of the Bylaws of the Board shall be available as a public record from the Hailey City Clerk and the Office of the WRFPD. Additional copies shall be provided to the members of the Board and made available to the public upon request.

**ARTICLE II - MEMBERS**

2.1 Number of Members.

The Board shall consist of five (5) voting members. Hailey shall select and appoint two (2) members to serve on the Board consisting of either two (2) Hailey City Council members or the Hailey mayor and one (1) Hailey City Council member. WRFPD shall select and appoint two (2) members to serve on the Board consisting of two (2) WRFPD commissioner members. A member of the Board appointed by one of the Parties may also be referred to as a “Party Member.” The fifth member of the Board (who shall be referred to as the “At-Large Member”) shall be selected by majority vote of the Party Members.

2.2 Qualifications.

Members of the Board shall be appointed without respect to political affiliation or religious denomination. The At-Large Member shall be a resident of Hailey or the WRFPD or the Southern District of the Blaine County Ambulance District for a minimum of two (2) years before appointment and shall remain a resident of Hailey or the WRFPD or the Southern District of the Blaine County Ambulance District during the term of the appointment. All members of the Board shall be eighteen (18) years or older to be eligible for appointment. All members of the Board shall



serve without compensation.

2.3 Terms.

The initial appointment for all members of the Board shall expire at midnight on December 31, 2017. Subsequent appointments shall be for one (1) year, provided that any expiring member shall hold a seat on the Board until his or her successor has been appointed. Vacancies occurring other than through the expiration of appointed terms or removal shall be filled for the remainder of the term by the Party that appointed the Party Member, or in the case of the At-Large Member, by the Party Members on the Board. Removal of any Party Member may only be made by the Party that appointed such Party Member. Removal of the At-Large Member may only be made by a majority vote of the Party Members.

2.4 Causes for Removal from the Board.

Causes for removal of members from the Board by a Party or by the Board, as the case may be, include, but are not limited to:

a. Failure to disclose a conflict of interest for purposes of disqualification when a member has a personal or monetary interest in the matter involved or will be directly affected by a decision of the Board.

b. When a member becomes incapacitated for a protracted period, or moves from Hailey or the WRFPD or becomes for some other reason no longer qualified for office and fails to resign.

c. Failure to attend three consecutive regular meetings of the Board, or four of any seven consecutive meetings, without the recorded consent of the Chair.

2.5 Resignations and Removal.

Members proposing to resign shall give reasonable notice of such intent to the Chair, stating in writing the effective date of resignation.

2.6 Vacation of Office and Appointment of New Members.

When a member dies, resigns or is otherwise removed, the Chair will notify the applicable Party that a vacancy either exists or could exist. The vacancy may be advertised to secure letters of interest and resumes from interested candidates. The Board may provide a recommendation to the applicable Party for the appointment of a particular candidate. The vacancy shall be filled by appointment by the applicable Party or by the Board, as the case may be.

ARTICLE III – OFFICERS, COMMITTEES, STAFF, DUTIES

3.1 Regular Election of Chair and Vice Chair

Annually, as the first item of business at the regular meeting of the Board conducted in ~~August~~ February, the Board shall elect a Chair and Vice Chair for one year terms. In ~~the first odd-numbered~~ years, a member from WFRPD shall be elected as the Chair and a member from Hailey shall be elected as the Vice Chair. In ~~the following even-numbered~~ years, a member from Hailey shall be elected to be the Chair and a member from WFRPD shall be elected to be the Vice Chair. Election to these positions shall continue to be alternated every year thereafter.

3.2 Succession of Vice Chair to Office of Chair.

Should the Chair resign or be removed, the ~~Vice Chair~~ Party represented by the resigning Chair shall succeed to the office for the remainder of the original one-year term. Should the Vice Chair resign, ~~or be removed or succeed to the office of Chair~~, the Party represented by the Vice Chair shall fill the vacancy of the Vice Chair until the expiration of the original one-year term. Said election shall occur at the next regularly scheduled meeting of the Board at which a quorum exists.

3.3 Duties of the Chair and Vice Chair and Appointment of Temporary Chair to Preside at Meetings.

The Chair shall preside at all meetings and hearings. If the Chair is absent or unable to preside, the Vice Chair shall preside. If both are absent or unable to preside, the members present shall elect from among their number a Temporary Chair to preside. The Temporary Chair shall abide by all rules and policies set forth herein.

The Chair shall maintain order and conduct the meeting in accordance to the Idaho Open Meetings Law as set forth in Idaho Code §§ 74-201 *et seq.* as amended.

3.4 Agenda and Notice.

The Chair shall set the agenda for each meeting, unless a special meeting is called by three (3) members of the Board, in which case, the members shall prepare an agenda. ~~The Fire Chiefs for the Parties~~ Chair shall initially prepare an agenda and circulate the agenda to the members of the Board (to allow the members an opportunity to suggest revisions to the agenda) before the Thursday preceding the scheduled meeting. Notice of regular meetings shall be posted no less than five (5) calendar days and agendas for regular meetings shall be posted no less than 48 hours in advance of the meeting in accordance with the Idaho Code § 74-204.

## ARTICLE IV - CONDUCT OF COMMITTEE MEMBERS

4.1 Conflict of Interest.

Any actual or potential conflict of interest shall be governed by Idaho

## ARTICLE V - MEETINGS

### 5.1 Regular Meetings.

Regular meetings of the Board will be held at least four (4) times per calendar year. The regular meetings shall be conducted on the second Wednesday of February, May, August and November of each calendar year. Notice of meetings shall be posted at Hailey City Hall, Blaine County Courthouse and the Offices of the WRFPD in accordance with Idaho open meetings laws.

### 5.2 Special Meetings.

The Chair or three (3) members of the Board other than the Chair shall have the power to call a special meeting of the Board.

### 5.3 Open to the Public.

Except for matters subject to an executive session pursuant to Idaho Code § 74-206, all meetings of the Board are open to the public. The Board shall keep minutes and other appropriate written records of its resolutions, proceedings and actions.

### 5.4 Cancellation.

If no business is scheduled before the Board, or if it is apparent that a quorum of the Board will not be available, the Chair may cancel any meeting by giving notice to all members and presenters not less than 48 hours before time set for such meeting.

### 5.5 Quorum.

A quorum of the Board shall consist of three (3) members, with at least one (1) member present from each Party.

### 5.6 Voting.

An affirmative vote of a simple majority of the members of the Board present forming a quorum shall decide all matters under consideration. The Chair may vote on all matters. All actions and decisions of the Board should be formalized by the process of making and voting on motions. After the Board considers comments and documents involving any matter requiring a vote, the Board shall deliberate and then the Chair shall ask for a motion,

which requires a second before there is a vote. Following a motion and second, the Chair shall ask the members in favor of a motion to say “aye” and the members opposed to the motion to say “nay.” The minutes shall reflect the motion, second and vote of each member of the Board.

5.5 Agenda, Order of Business.

Order of business on each agenda shall be generally as follows:

1. Call to Order
2. Open session for public comments not to exceed three minutes per person and per topic
3. Approval of Minutes
4. New Business
5. Old Business
6. Staff Reports
7. Executive Sessions
6. Adjourn

The Chair in his or her sole discretion may modify the order of business.

ARTICLE VI - AMENDMENT OF BYLAWS

6.1 Amending Bylaws.

These Bylaws may only be amended by a majority ~~four/fifths~~ four/fifths (4/5<sup>th</sup>) vote of the Board.



# **ESCI** Emergency Services Consulting International

*Providing Expertise and Guidance that Enhances Community Safety*

## **Strategic Planning Process – Customer Centered**

The strategic planning process results in a three-to-five year work plan, intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process includes representation from every major interest group in the organization. Each person in the department should feel that their interests are represented by someone in attendance on the planning team.

Typically, all members of the department are invited to submit responses to an electronic survey, which includes their individual, anonymous feedback on a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis well in advance of the planning workshop. Each member identifies issues for each category they believe are the strengths and weaknesses of the agency, and what are believed to be opportunities or threats facing the department. The results of the survey and specifically the SWOT Analysis are shared with the planning team on the first day of the workshop.

As a customer-centered process, ESCI works with the department to identify the right mix of external stakeholders (citizens) to invite to a “citizens’ forum”, with a target of 20 participants. This two-hour session occurs the night before the two-day planning workshop with an internal planning team of 12-20 participants. The fire chief provides a ten-minute overview of the service to the citizen attendees (boundaries, stations, staffing levels, response times, budget, call types). ESCI then facilitates the citizen forum, walking the attendees through a survey to gain insights into their expectations of the fire department. The results of this forum are shared with the internal planning team the next morning to ground the participants in meeting the customers’ needs.

On the first day of the planning workshop, the agency’s mission, vision, and values are reviewed and if needed, modified or created if they didn’t previously exist. The planning team then reviews the results of the compiled SWOT analysis and collectively identifies the top issues for each category. Once compiled, the planning team identifies broad themes. These themes form the strategic initiatives of the strategic plan.

After the strategic initiatives are created, the planning team is broken into small groups to develop goals which, if successfully completed, accomplish the strategic initiatives. The smaller groups facilitate deeper conversation, brainstorming and discussion than larger groups allow. However, each small group reports out to the full planning team to “cross-pollinate” ideas and concepts. This also creates buy-in from the larger team.

Once the goals have been identified, the small groups are mixed to avoid group-think and begin developing measurable objectives for each goal. Again, these are reported out to the full planning team for refinement. The small groups are also asked to create an “outcome statement”, which describes the intended outcome for the objective. The outcome statement may be a performance metric (e.g., Unit turn-out times improved by 20% over 2017 times) or a simple outcome (e.g., A promotional guidance document exists which assists upwardly mobile members prepare for promotional exams).

Once the initiatives, goals, objectives, critical tasks and outcomes have been identified, timelines are established. ESCI will facilitate assignment of timelines, ensuring relatively balanced workload over the life of the plan. ESCI will then compile the results of the two-day workshop and provide a draft for the department to review. After any necessary revisions, the report will be finalized, printed and provided to the agency for adoption and implementation.



## **Scope of Work**

### **Customer-Centered Strategic Plan Facilitation**

#### *Phase I: Project Preparation*

##### **Task 1-A: Project Initiation & Scheduling**

ESCI will develop a project plan and converse with the community's project liaison to gain a comprehensive understanding of the organization's background, goals, and expectations for the strategic plan process. The project plan will be developed identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

This meeting will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

#### *Phase II: Customer-Centered Environment Assessment*

##### **Task 2-A: Member Survey**

In order to provide all internal personnel with an opportunity to participate in this data gathering event, ESCI will work with the client to develop the internal survey. The survey will allow ESCI to gather detailed feedback related to several aspects of the members' priorities, opinions, and expectations related to the organization and its future.

To ensure respondent anonymity, ESCI will obtain survey responses confidentially. This will be accomplished using an internet-based survey accessible only by the intended participants. The survey results will be delivered directly to ESCI. ESCI's Survey Manager will develop and produce an executive summary of the survey results, and the project manager will provide the results to the internal planning team, identifying trends and common themes.

##### **Task 2-B: Public Meeting and Assessment of Customer Needs and Expectations**

ESCI facilitators will assist the department in identifying external customers/key members of the community. Once identified, invitations will be mailed and ESCI will convene these external customers/community leaders for the purpose of addressing the issues outlined above and gaining a realistic view of external customer needs and expectations. The project team will organize these meetings after normal working hours to accommodate citizen work schedules. ESCI has found through experience that 80 to 90 percent of the invitees attend these sessions and actively participate. At a minimum, we recommend the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community

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- Members of civic organizations
  - Media representative(s)
  - Multiple citizens who have been actual recipients of fire and EMS services
  - Representatives of neighborhood organizations and/or homeowner associations
  - Representatives of non-profit organizations
  - Representatives of local industry
  - Other citizen-customers as identified by the strategic planning group

ESCI will facilitate these group meetings with the presence of one organization representative, usually a chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer. In addition to facilitating the session(s), ESCI may utilize surveys and questionnaires to gather necessary information. This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. More and more, the public is demanding the accomplishment of specific objectives and services with fewer resources. This step ensures that the public concerns are recognized by the organization and incorporated into the long-range strategic planning processes and arms influential members of the public with important background information about their public safety agency that they might not have been exposed to under normal circumstances.

The process will seek to identify:

- How customers prioritize the services provided by the organization
- Areas of customer concern about the organization
- Customer expectations
- Customers positive attributes of the organization
- How “good service” is measured by the customer

### *Phase III: Planning Workshop*

ESCI will facilitate the development of an organizational strategic plan utilizing a local planning team (12 to 20 persons) that includes representatives of the elected body and various levels of the organization itself. The strategic planning process will involve a two-day strategic planning “retreat” to be held on consecutive days at an appropriate location within the community suitable for both full group sessions, as well as breakout small group work sessions.

#### **Task 3-A: Vision, Mission, and Values**

ESCI’s experienced facilitators will guide the local planning team in the development of meaningful vision, mission, and values:

- Vision statements describe the way the organization views itself in the future
- Mission statement describes the purpose for which the organization exists
- Values enumerate the principles or ideas that are important to the members

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 organization.



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### **Task 3-B: Internal and External Assessments**

ESCI will guide the local planning group through the honest and objective assessment of internal issues and external challenges, 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 organization is the next critical step in the strategic planning process. Strengths are important as they represent areas of the organization to be built upon, and weaknesses are areas to be identified as potential sources for improvement. Opportunities are vital to the future of the organization 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 department 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 the organization.

### **Task 3-C: 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 the organization and the participation of individual members.

- Establishment of organizational goals that address the identified concerns of the external and internal customers over a one to five-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
- Development 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 organization. In order to meet the mission of the organization, the establishment of these goals is essential to providing the organization and the individual members with a clear direction.

The goals and objectives established during this process will become management tools 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 community and the organization. Fastidiously following these goals and objectives will provide the department with the necessary direction and guidance into the future. This should also support the department by reducing the number of distractions for the organization and its members.

### **Task 3-D: Outcome/Performance Metrics**

ESCI will direct the local planning team in discussions regarding the establishment of performance measures that assist the organization in measuring their progress toward the organizational vision. This will be an ongoing process, and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the organization becomes more focused on measuring achievement and outcomes.

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*Phase IV: Published Strategic Plan Document*

**Task 4-A: Compose Draft Strategic Plan for Client Review**

ESCI will develop and provide the client with a draft strategic plan electronically for review and comment. Any changes noted on the draft will be addressed by ESCI, which will then finalize the report.

**Task 4-B: Publication of Final Strategic Plan Report**

ESCI will produce ten (10) publication-quality bound, final versions of the written Strategic Plan document. An electronic version of the document will also be provided. The final printed and bound reports and the electronic version (cd/dvd) will be shipped to the client via FedEx or similar delivery method. If the client desires a public presentation of the strategic plan, the project manager will provide it for an additional fee as agreed to by the client.

