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June 1, 2022

To: Johna Easley, Interim President and Chief Executive Officer
Frank Gresh, Interim Chief Operating Officer
Emergency Medical Services Authority
Oklahoma City and Tulsa, Oklahoma

FR: Sumption & Wyland
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RE: Concept Design – Systems Supports for Governance and Teams Effectiveness

Based on communications with leadership of the EMSA, Sumption & Wyland proposes a three-phase, four-step process for engagement with the EMSA as it frames governance and operations for its short-range and long-range future.

This memo is written as a concept and high level briefing of key elements of that work. Should the organization choose to engage Sumption & Wyland and frame a more comprehensive design based on this framework, a formal scope of work will be developed for as an initial step in the consulting engagement. The elements of the process are as follows:

PHASE 1: Board Leadership and Strategic Planning

Part 1: Board Leadership – Sumption & Wyland proposes a comprehensive governance assessment and analysis to determine board education/development in the following areas.

- Board roles and boundaries
- Unique elements of a public board
- Board/CEO/staff relationships
- Board member succession planning

Part 2: Strategic Planning (Tactical Planning and Long-Range Planning) – Concurrently with board assessment and development, Sumption & Wyland will lay out the structures of a short-range tactical plan to carry the organization forward for the next year to 18 months. Once developed, the tactical plan will support the organization's decision-making and direction while board, consultants, and staff work collaboratively to develop a three-year, five-year, and ten-year strategic plan for operations. The following elements would comprise part two of this plan:

- Market/planning readiness
- Design and use of short-term transition planning as part of success building
- Documents analysis

Established 1990

- Stakeholder review
- Planning sessions, design, writing and validation of strategic plan summary
- Design and structure of annual work planning processes to implement a long range strategic plan

PHASE 2: Communications and Problem-Solving

Part 3: Messaging and Streamlined Teams Operations – To address the issues involving significant change for the organization and its constituencies, a comprehensive communications and problem-solving set of policies and practices will be developed. This can begin as soon as a tactical plan is completed and act as a key structure for preparing the organization for its long-term future. The following key elements will be included in the planning work:

- Problem-solving
- Roles validation

PHASE 3: Style, Leadership, and Succession Planning

Part 4: Leadership Development and Readiness – Sumption & Wyland will complete a comprehensive leadership structure, internal organizational communications plan, succession plan, and coaching support structure to set the stage for leadership over the next ten years. The following elements will be included in that consultative work:

- Style & communication
- Succession planning
- Coaching for success

It is anticipated that the full consultation will take approximately 18 months (six three-month quarters) to fully implement. The following timeline provides a high level visual of how the work will be carried out:

*Assumes start date of July 1, 2022

Action Step	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6
Phase 1: Board Leadership and Strategic Planning						
Part 1: Board Leadership	Initiate	Ongoing	Ongoing	Complete		
Part 2: Strategic Planning (Tactical Planning and Long-Range Planning)		Initiate Tactical	Ongoing	Initiate Long-Range	Ongoing	Completion
Phase 2: Communications and Problem-Solving						
Part 3: Messaging and Streamlined Teams Operations			Initiate	Ongoing	Complete	
Phase 3: Style, Leadership, and Succession Planning						
Part 4: Leadership Development and Readiness			Initiate	Ongoing	Ongoing	Ongoing

Project Scope and Cost:

It is anticipated that it will take 18 months to complete all phases of the project. The total cost to complete all phases of the work will be \$72,000. The scope of work will include the following:

Consultations:	Delivered weekly in a standing briefing Virtual attendance at all board meetings Virtual attendance at selected staff and stakeholder meetings
Onsite Consultations:	At least six on-site consultations covering 2-3 days each Additional on-site meetings as needed to meet project goals
Research:	Comprehensive analysis of EMSA and national best practice
Assessment:	Comprehensive board analysis Comprehensive staff analysis Full scale education, policy, and practices recommendations
Writing:	Project Design development and monthly reporting Full written strategic plan suitable for distribution Recorded board education sessions for ongoing use
Education	Board education series delivery Staff education series delivery Coaching for key staff leaders
Communications:	Best practices recommendations for stakeholder communications
Related Expenses:	

All travel costs will be billed separately, as approved, using established Federal rates.

