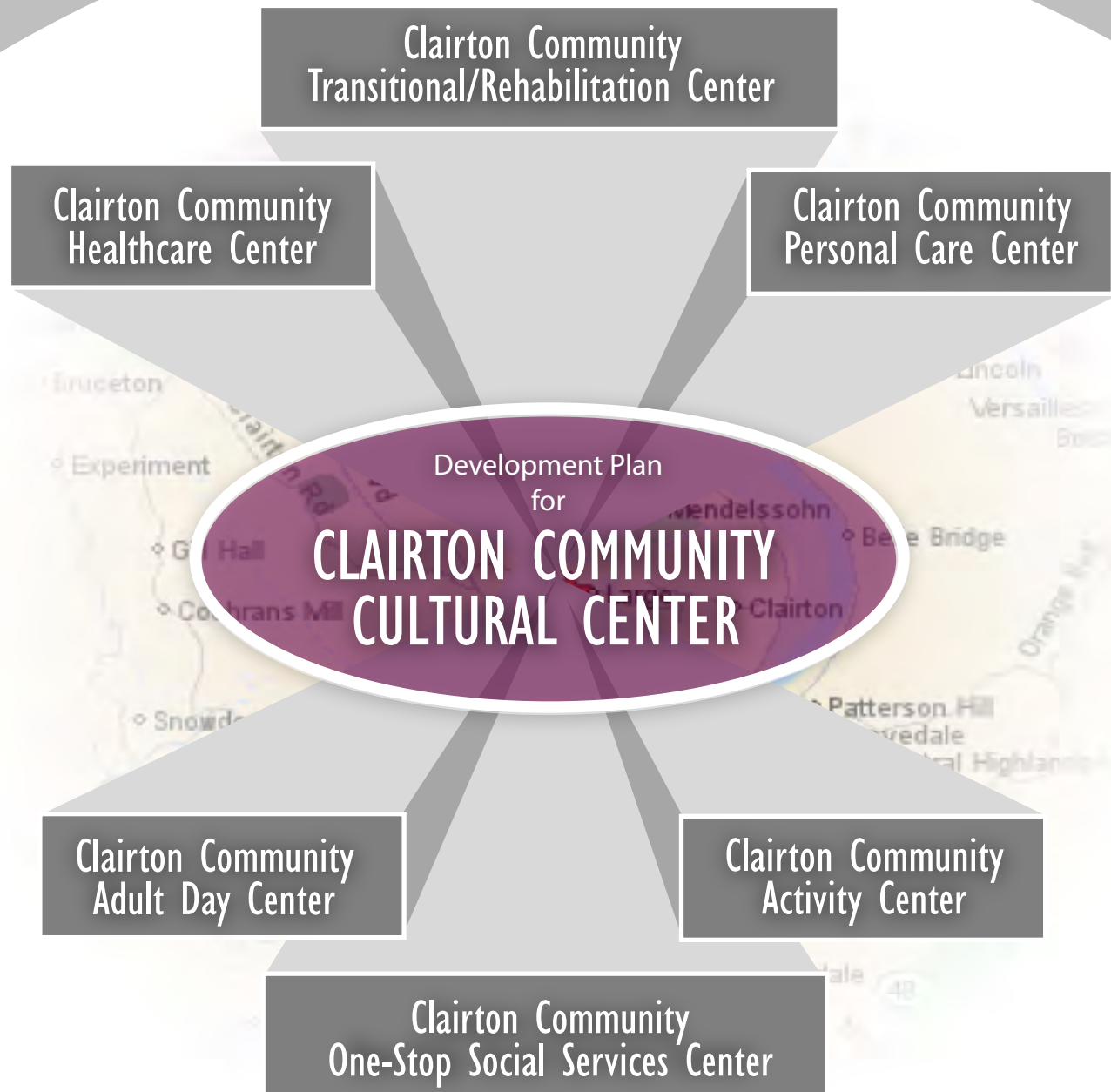


“Together, Let Us Rebuild Our City”



Prepared for the CITY OF CLAIRTON
with participation by:

The Honorable Mayor Domenic Serapiglia

Mr. Ralph Imbrogno, Municipal Manager

Members - Clairton City Council

Project Steering Committee

Bennet I. Omalu, MD, MPH, FCAP, FACSP

Steve Pholar, West To West Coalition



Accounting and Consulting Solutions, Inc.
for Nonprofits, Governments and Small Businesses



EZ CONSULTING GROUP

Management Consulting • Financial Valuations
Business Development Services

TABLE OF CONTENT

PART I - NARRATIVE AND OPERATIONAL FRAMEWORK

Cover Letter	5
THE CLAIRTON COMMUNITY CULTURAL CENTER	6
EXECUTIVE SUMMARY	6
CENTER DESCRIPTION	10
THE LOCATION	11
MARKETING ANALYSIS	12
Marketing Plan	16
Advertising Campaigns	17
Positioning Strategy	18
Public Relations	19
S.W.O.T Analysis	20
KEY SUCCESS FACTORS	21
MANAGEMENT PLAN	23
The Board	23
Personnel	23
Chief Financial Officer (CFO)	25
Performance Measurements	27
Strategic Planning	28
CLAIRTON COMMUNITY COMPREHENSIVE HEALTH CARE CENTER (CCHC)	30
EXECUTIVE SUMMARY	30
BUSINESS DESCRIPTION	32
MARKETING PLAN	34
1. Our strengths and weaknesses	34
2. Creating Customer Value	36
3. Building Sustainable Patient Relationships	37
4. Advertising and Public Relations	39
REIMBURSEMENT AND RECIEVABLES MANAGEMENT	40
COMPETITION	41
MANAGEMENT PLAN	42
GROWTH PLAN	46
CLAIRTON COMMUNITY TRANSITIONAL/REHABILITATION CENTER AND CLAIRTON	
COMMUNITY PERSONAL CARE CENTER	47
EXECUTIVE SUMMARY	47
SERVICE DESCRIPTION	49
The Transitional/ Rehabilitation Unit	50
Personal Care Unit	52
MARKET ANALYSIS	54
COMPETITIVE ANALYSIS	56
MARKETING STRATEGY	58
PROGRAM STRATEGY	59
KEY SUCESS FACTORS	59
MANAGEMENT PLAN	61
Administrator	62
Director of Nursing	64
Licensed Clinical Social Worker (LSW)	65
Licensed Practical Nurses (LPNs)	66
Physical and Occupational Therapists	66
Registered Dietician	66
Speech Language Pathologists	66
Certified Nursing Aides (CNA)	67
CLAIRTON COMMUNITY ADULT DAY CENTER	68
EXECUTIVE SUMMARY	68

MARKET ANALYSIS	72
EXTERNAL ENVIRONMENT	73
THE LOCATION	75
MARKETING PLAN.....	75
<i>PROGRAM STRATEGY</i>	77
<i>BUSINESS STRATEGY</i>	80
MANAGEMENT AND PERSONNEL	81
<i>Program Director/Administrator</i>	82
<i>Registered Nurse</i>	82
<i>Physician Consults</i>	83
<i>Licensed Practical Nurse</i>	83
<i>Activities Director</i>	83
<i>Program Assistant/Aide</i>	84
<i>Transportation Coordinator (Driver)</i>	84
<i>Dedicated Aides/Volunteers</i>	84
CLAIRTON COMMUNITY ONE-STOP SOCIAL SERVICES CENTER	86
EXECUTIVE SUMMARY	86
DESCRIPTION OF SERVICE	87
MARKET ANALYSIS	89
<i>Marketing Plan</i>	89
MANAGEMENT PLAN	90
EXECUTIVE SUMMARY	92
DESCRIPTION OF SERVICE	93
MARKETING PLAN.....	95
<i>Positioning Strategy</i>	95
MANAGEMENT PLAN	96

PART II - FINANCIAL ANALYSIS

THE CLAIRTON COMMUNITY CULTURAL CENTER	98
<i>Summary of Key Factors</i>	98
<i>Estimated Space Configuration</i>	99
<i>Consolidated Sources and Uses of Funds</i>	100
<i>Consolidated Schedule of Assets, Liabilities and Net Assets (Equity)</i>	101
<i>Consolidated Schedule of Income and Expenses</i>	102
<i>Consolidated Schedule of Cash Flows</i>	103
CLAIRTON COMMUNITY COMPREHENSIVE HEALTHCARE CENTER	104
<i>Accountant's Compilation Report</i>	104
<i>Balance Sheet</i>	105
<i>Projected Income Statement</i>	106
<i>Projected Statement of Cash Flows</i>	111
<i>Notes to Financial Statement</i>	114
<i>Sources and Uses of Funds</i>	119
<i>Amortization Schedule</i>	120
<i>Break-even Income Analysis - Graphical</i>	122
<i>Expenses by Category - Graphical</i>	123
<i>Break-even Cash Analysis - Graphical</i>	124
CLAIRTON COMMUNITY TRANSITIONAL/REHABILITATION CENTER	125
<i>Accountant's Compilation Report</i>	125
<i>Projected Statement of Financial Position</i>	126
<i>Projected Statement of Activity</i>	127
<i>Projected Statement of Cash Flows</i>	133
<i>Notes to Financial Statement</i>	136
<i>Accounts Receivable and Payable Schedule</i>	139
<i>Breakeven Analysis</i>	142

<i>Schedule of Equipment and Furniture</i>	<i>143</i>
<i>Loan Calculator</i>	<i>144</i>
CLAIRTON COMMUNITY PERSONAL CARE CENTER.....	147
<i>Accountant's Compilation Report</i>	<i>147</i>
<i>Statement of Financial Position.....</i>	<i>148</i>
<i>Projected Statement of Activity</i>	<i>149</i>
<i>Projected Statement of Cash Flows.....</i>	<i>155</i>
<i>Notes to Financial Statement.....</i>	<i>158</i>
<i>Accounts Receivable and Payable Schedule.....</i>	<i>161</i>
<i>Breakeven Analysis</i>	<i>164</i>
<i>Schedule of Furniture and Equipment</i>	<i>165</i>
<i>Loan Calculator</i>	<i>166</i>
CLAIRTON COMMUNITY ADULT DAY CENTER.....	168
<i>Accountant's Report</i>	<i>168</i>
<i>Statement of Financial Position.....</i>	<i>169</i>
<i>Projected Statement of Activity</i>	<i>170</i>
<i>Projected Statement of Cash Flows.....</i>	<i>176</i>
<i>Notes to Financial Statement.....</i>	<i>179</i>
<i>Accounts Receivable and Payable Schedule.....</i>	<i>182</i>
<i>Breakeven Analysis</i>	<i>185</i>
<i>Schedule of Furniture and Equipment</i>	<i>186</i>
<i>Loan Calculator</i>	<i>187</i>
CLAIRTON COMMUNITY ACTIVITY CENTER	189
<i>Accountant's Compilation Report</i>	<i>189</i>
<i>Statement of Financial Position.....</i>	<i>190</i>
<i>Projected Statement of Activity</i>	<i>191</i>
<i>Projected Statement of Cash Flows.....</i>	<i>197</i>
<i>Notes to Financial Statement.....</i>	<i>200</i>
<i>Accounts Receivable and Payable</i>	<i>203</i>
<i>Breakeven Analysis</i>	<i>206</i>
<i>Schedule of Fixed Assets.....</i>	<i>207</i>
<i>Loan Calculator</i>	<i>209</i>
CLAIRTON COMMUNITY ONE-STOP SERVICE CENTER	215
<i>Projected Schedule of Revenue</i>	<i>215</i>

November 26, 2004

The Honorable Mayor Domenic Serapiglia
City of Clairton, Members of City Council
Municipal Manager, Mr. Ralph Imbrogno
City of Clairton, PA
Bennet I. Omalu, M.D, MPH, FCAP, FASCP

Re: Cover Letter – Narrative and Operational Framework - Clairton Community Cultural Center

Gentlemen/Ladies:

The enclosed development plan has been developed after extensive research, over fifteen years of business experience, determination of visual and operational strategies in existing establishments, and consultations with colleagues in the management field.

The economic revitalization of the Mon Valley especially the City of Clairton cannot move forward without an integrated social services component. Key findings from the National Advisory Committee on Rural Health have placed the integration of primary and behavioral health as the most critical criteria for improving sub-urban and rural human services. Integrating these services are some of the most effective strategies for maximizing the use of scarce health care resources while complementing the revitalization effort in the area.

The doctrines customized for the Clairton Community Cultural Center and all its component services have been taken from available industry specific best practices and functional guidelines. Graphical outlines and illustrations are concepts derived from knowledge and contemporary research results on productivity and efficiency based management doctrines as well as concepts derived from organizational design for value creation. Concepts on contemporary marketing strategy including competitive analysis and positioning strategies are derived from standard knowledge obtained from graduate level studies on market intelligence, value creation and competitive performance metrics.

The attached development plan narrative and operational frameworks contain functional planning and business process fundamentals to ensure viability. To ensure success, it is essential that components and preliminary outlines presented in the enclosed plan be implemented in totality.

Sincerely,

Ezuma C. Ngwu
President/CEO

THE CLAIRTON COMMUNITY CULTURAL CENTER (THE C4)

EXECUTIVE SUMMARY

The most pertinent single change in the Commonwealth of Pennsylvania in the post-industrial age (1950 – 2000) and in the second half of the twentieth century was the relatively sudden decline and collapse of the Steel Industry. The region that was most adversely affected was the South-Western Pennsylvania, especially the Monongahela Valley Region (Mon Valley Region). There was a consequent debilitating socio-cultural and socio-economic devastation of the local communities. Since the late 1980's there has been a major concerted effort by the Commonwealth of Pennsylvania, local municipal governments and the local communities to bring about positive change and recovery. Pursuant to Act 47 of 1987 (the Financially Distressed Municipalities Act), the Commonwealth of Pennsylvania has commissioned a development recovery plan, which involves short-term strategies for the socio-economic and infrastructural recovery of the Mon Valley.

The Clairton Community Cultural Center (The C4) represents a distinctive, a contemporaneous, a highly innovative, and a novel social developmental model and concept, which comprises a multidisciplinary and multifaceted approach to the global rejuvenation of the Mon Valley. The objective of this model is to re-establish community self-esteem by instigating, activating and stimulating strong, viable and sustained socio-economic, socio-cultural and socio-medical growth and positive-indices outcome in the City

of Clairton in the Mon Valley. This developmental model is an all encompassing and consolidating model, which integrates all facets of life of the community. While other proposed community development models do not involve community health care propositions, we believe that the health of a community is the soul of that community. Community Health is not simply the absence of maladies but the complete totality of prevailing well being of a community. It is not surprising therefore, to learn that the Mon Valley has been designated as one of the most medically underserved regions in the United States with the worst levels of community health indices. For a developmental model to make significant impacts on the lives of the communities in the Mon Valley, therefore, a comprehensive community health care plan must become a vital component of the model. Persistent community health indices will diminish community well being and minimize social inducement of every development program.

The Clairton Community Cultural Center (The C4) will be the first of a series of similar models, which we plan to establish in each local municipality of the Mon Valley. This model will not only induce socio-economic and infrastructural growth and recovery, it will also induce socio-cultural and socio-medical rejuvenation and re-affirm the self-esteem of each local community. Each model will be fine-tuned to specifically address the identity, unique character and sensitivities of each local community, driven by the local municipal government and guided by an appointed Community Advisory Board. The Clairton Community Cultural Center (The C4) will comprise the following six independent but parallel entities, which will all be located in a single building or contiguous campus:

1. The Clairton Community Comprehensive Health Center
2. The Clairton Community Adult Day Care Center
3. The Clairton Community Rehabilitation/ Transitional Care Center
4. The Clairton Community Personal Care Residence/ Center
5. The Clairton Community One-Stop Social Services Center
6. The Clairton Community Activity Center

This comprehensive business plan and ancillary documents describe in detail the strategic role of each entity in relation to the fulfillment of the set developmental objectives, and the social and environmental impacts of The C4. Each entity addresses the characteristic needs of the resident community of the City of Clairton and peripheral sister communities. These needs are community-specific and are evolving in nature. They are determined and guided by findings of community targeted research, by specifications of the local municipal government and by specifications of the community advisory board.

The consolidation of these parallel and independent entities into one cultural center will enhance integration of resources especially human resources and staffing. A Vital resource management strategy will be the cross-training and placement of staff in multi-function positions to serve two or more of the above entities concurrently. This strategy will maximize resource utilization and productivity.

