Governors in most states appoint task forces to bring together pertinent state officials and key stakeholders to study an emerging, complex or controversial public policy issue and to develop recommendations for action. By its nature, a task force requires the utilization of significant time and resources, and typically signifies the governor’s acknowledgement that the issue is worthy of special consideration. For that reason, barring any other political considerations, it is unlikely that a governor would appoint a task force to study an issue of minimal importance or one that could be immediately resolved through a single piece of simple legislation.

When requesting the formation of a task force, it is important to demonstrate to the governor that the issue to be studied is complex or unlikely to be adequately addressed through the normal legislative process, that it involves multiple stakeholders and, most importantly, that the issue is significant to the health and well-being of the residents of the state.

**Function of the Task Force**

Getting the governor to appoint a task force can provide significant benefits. First and foremost, the task force can develop policy recommendations that will have a meaningful and positive impact on the emergency care environment in the state. Any such recommendations will likely carry much greater weight and have broader support from other stakeholder groups in subsequent efforts to enact these policy changes, as compared to standalone legislative efforts initiated by a single organization. Additionally, just the existence of the task force can help elevate awareness about the significance of this issue among policymakers and the public.

However, in planning for the creation of a task force, it is important to develop a plan that addresses the potential drawbacks that can occur in pursuing this approach. Appointing a task force to study an issue can simply be a delaying tactic that allows government officials to postpone making difficult decisions and defer taking meaningful action. To avoid this possibility, the task force must have a reasonable and definitive deadline to conclude its work and a specific charge to deliver its recommendations to the governor. Additionally, if an issue is being studied by a task force, it may provide an excuse for legislators or other officials to delay acting on any related legislative initiatives the chapter might be pursuing, pending the finalization of the task force’s recommendations. Factors such as the potential impact on a chapter’s current or pending legislative efforts, and the likelihood of success of those initiatives, should be considered when crafting the defined scope of the task force’s charge. Lastly, it is critical to remember that a task force has no authority to enact policy, only to make recommendations. Delivering unrealistic recommendations that have no chance of gaining sufficient support from the legislature or the governor may result in little more than a wasted opportunity. Creating reasonable goals and expectations for the task force, ensuring representation on the task force by a wide spectrum of stakeholders, and using the task force to help educate policymakers on the severity and scope of the problem will greatly enhance the prospects of developing recommendations that will result in positive policy changes.

**Enhancing Your Prospects for Getting the Governor to Appoint a Task Force**
A governor’s decision on a request to appoint a task force is likely to be based on a number of factors, including the seriousness of the issue, public attentiveness to the issue, the appropriateness of a task force in addressing the issue, and the political and public relations ramifications of appointing a task force. In some cases, chapters may have an opportunity to influence some of these factors to enhance the prospects of convincing the governor that a task force should be appointed.

The release of the State Emergency Medicine Report Card should help call attention to the seriousness of the issue by identifying key deficiencies in the state’s emergency care environment. Additionally, by engaging in effective media relations efforts associated with the release of the report card, chapters can help raise public awareness about the problems facing emergency medicine. The ACEP Public Relations Office will work with chapters to assist them in their media outreach efforts. The subsequent release of the IOM Report may bring additional public attention to the issue. If media attention and public awareness spike subsequent to either event, it would seem advisable to strike while the issue is hot. Timing your request for a task force in close proximity to an increase in public attention can only enhance your prospects for success. Additional potential drivers of increased media and public attention to emergency care are high-profile catastrophic events anywhere in the country (natural disasters), heightened concerns about such events (potential flu pandemic, terrorism preparedness), or local accidents/events involving unusually high numbers of people requiring emergency medical care. The governor is likely to be more receptive to the idea of taking some action such as the formation of a task force while there is active attention to the issue. Once public and media interest wanes, so might the governor’s interest.

Another tool that should improve your chances of getting the governor to act is the enlistment of influential allies in your effort. A request for the establishment of a task force will carry greater weight if the request is supported by a number of important stakeholder organizations. The state medical society, other state specialty societies, the state hospital association, EMS providers, paramedics, and nursing organizations including emergency nurses may be some potential allies who support your effort. In seeking allies, however, it is critical to remember that this task force will be focused on addressing problems facing emergency care. The chapter should determine the precise issues it wants the task force to study and not expand the work of the task force just to entice other organizations to support the effort. Depending on what issues the chapter determines should be studied by the task force, one or more of the organizations mentioned above may not be supportive of the effort. However, even if an organization is not likely to support the creation of the task force, they might still want to be a member of the task force if it is formed.

In addition to these natural allies, chapters should consider enlisting the support of non-traditional allies who may also benefit from improvements in emergency care. Patient organizations, senior citizen groups, and issue-oriented organizations that focus on public safety issues are some examples.

Chapters should also consider seeking the support of friendly legislators. A request for a task force that is supported by legislators, especially those in leadership positions and allied with the governor on key issues, can be extremely beneficial. One factor that should be considered when deciding which potential allies to approach is their relationship to the governor. Those with strong ties to the governor can provide obvious benefits. Organizations or legislators that have been in conflict with the governor may well be a liability to the effort.

**Making the Request to the Governor**
Once you have your allies lined up, scheduling a meeting with your governor to discuss the formation of a task force can still be extremely challenging. Your success depends largely on whether you have a previous relationship with the governor, whether you have a relationship with an influential person who can arrange such a meeting and whether the governor perceives your issue as a high priority and your chapter as key player in addressing the issue.

Absent a direct pipeline to the governor’s office, you may want to meet with your most politically connected allies to determine how best to approach the governor’s office and the prospects for persuading the governor to meet with you. Chapters that have state lobbyists may want to start by seeking their counsel. Chapters that have contacts in the state legislature or a strong relationship with another state government official might also solicit their advice. Legislative liaisons for state agencies often have access to the governor’s office. Chapters might also consider speaking with their state medical society’s executive or lobbyist, who also are more likely to have key contacts in the governor’s office. In many instances, a governor simply may not be accessible to you. But while you might not be able to meet personally with the governor, you should be able to schedule a meeting with the appropriate member of the governor’s staff. Most governors have staff members assigned to different policy areas. While they act as gatekeepers, they can be critically important in influencing a governor’s decision and should be treated accordingly.

Requesting a meeting with the governor or the appropriate member of the governor’s staff is likely to draw a response from the governor’s office and an invitation to meet, especially if the request is reasonable, deals with an important issue and is supported by other organizations or influential parties.

When requesting a meeting with the governor or his/her staff member, it is important to include a succinct and compelling overview of the general issue, its importance to the people of your state and an explanation of what you would like to accomplish in the meeting. A governor and his staff are not likely to schedule a meeting if they don’t believe a meeting will be productive or if they don’t believe the issue is important.

A letter should be drafted that formally requests a meeting and briefly highlights the severity and complexity of the problem that needs to be addressed. If you have enlisted allies that support the creation of the task force, the support of these organizations or individuals should be included in the letter (unless they object to inclusion) to demonstrate a broad-based desire for the governor to act. While ideally, the request for a meeting will be made in person with a member of the governor’s staff, providing a copy of the letter will be helpful in ensuring that your key messages regarding the importance of acting on this issue are not forgotten. The letter should come from a chapter leader and should include contact information where the leader can be easily reached whenever the governor’s office responds.

**Meeting with the Governor or His Staff**

In the best of circumstances, the amount of time available to meet with a governor or a member of his/her staff will be limited. Chapter leaders should develop a concise and captivating presentation that demonstrates the seriousness of the problem, illustrates what is at stake, outlines what can be done, and explains why a task force is necessary. After thanking the governor or the staff member for the opportunity to meet, chapter leaders should move quickly to discussing the issue. In doing so, the presentation should focus on patient access and/or patient safety. The issue must not be perceived as a “physicians’ problem” but as an issue with important consequences for the health and safety of the state’s residents. Other potential elements of an effective presentation that chapters might want to consider:
• Cite a few key facts, such as relevant and revealing information from the state report card, to support your argument. You don’t want to spend all of your time reciting data points. Instead, provide a copy of a few key resources (such as the report card) that the governor’s staff can review later.

• If possible, you may want to share a brief and compelling personal account that illustrates the real life impact that the issue has on patient access/safety.

• Talk about how this issue is impacting patient access/safety and the consequences of not acting to remedy the problem. If appropriate, you may talk about how certain issues could negatively impact the emergency medical response in the aftermath of a mass casualty event.

• Acknowledge the complexity of the issue and the need for multiple stakeholders to work together to develop workable solutions.

• Identify those allies that support the call for a task force.

• Provide recommendations (see below) on the specific tasks that should be assigned to the task force and the organizations/government agencies that should be represented on the task force. Offer these as recommendations and be reasonably flexible should the governor want to adjust the responsibilities and/or membership of the task force.

• Explain that the nature of these issues and their applicability to multiple stakeholders can best be handled through the careful study and collaboration provided by a task force, but that the critical importance in resolving these issues requires the task force to fulfill its duties and make its recommendations in an expeditious manner.

You may want to consider having leaders of other allied organizations with you during the meeting. There can be some benefit in including representatives of a few other organizations, especially if they carry influence with the governor. However, it is important to ensure that the chapter leads the discussion, that the meeting remains focused on the emergency care issue and the formation of a task force, and that any substantive comments from others in attendance are planned and shared in advance.

**Recommended Responsibilities of the Task Force**

During your meeting, you will want to provide a written copy of your recommendations regarding the duties and membership of the task force. Determining the responsibilities of the task force will largely be a function of the significant issues that are specific to your state. While some of these issues will be highlighted in the state report card, chapters may also want to incorporate significant related issues that are already part of the chapter’s advocacy agenda. If such an issue is not likely to be resolved through normal advocacy efforts, utilizing a task force to develop recommended policy changes may give it the additional weight it needs to receive favorable attention and action.

In many states the creation of a task force occurs through an executive order issued by the governor, which outlines the key issues, lists the members of the task force and delineates the specific duties of the task force. Typically, those duties involve studying an issue, developing recommendations to address identified problems and reporting back to the governor. For the chapter, the first step should be determining the specific issues that should be studied and then identifying the appropriate stakeholders who should be represented on the task force. As stated earlier, the chapter needs to be able to show that these issues warrant the appointment of a task force by demonstrating that they are complex or currently unable to be resolved through the legislative process alone, that they require input from a number of stakeholders and that they have a significant impact on the residents of the state.
Using four of the categories that will be graded in the state report card, below are examples of possible task force responsibilities that address areas of weakness within each category.

**Access:**
If your state report card reveals a high number of annual ED visits and a comparatively low number of EDs, you may consider requesting that a task force study the capacity of the state’s ability to provide timely emergency care and its ability to effectively provide emergency care in the case of a mass casualty event. This task force would also be charged with developing recommendations to ensure capacity concerns are addressed. Your arguments to support the need for this task force could include the information from the report card and how it compares with other states, current crowding issues or access problems related to the issue and the critical need for the state to ensure that adequate surge capacity exists to provide appropriate emergency care in the event of a natural disaster or terrorist attack. Potential stakeholders who might be asked to serve on this task force could include representatives from ACEP, the state hospital association, the state medical association, the EMS State Medical Director, the state Department of Health and other relevant state agencies.

**Quality and Patient Safety:**
If your state ranks low on the percentage of population with access to Advanced Life Support ambulance services and the population with access to Enhanced 9-1-1 services, a task force could be charged with looking at recommendations to improve EMS systems and pre-hospital emergency care. If your state also lags behind in training for disaster response, you could expand that charge to study the state’s capacity to provide timely and effective emergency care. Potential stakeholders who might be included on this task force could include ACEP, the EMS State Medical Director, the state hospital association, the state medical association, the state Department of Health, the state Homeland Security Department and other relevant state agencies.

**Public Health and Safety:**
If your state has a high percentage of traffic fatalities and alcohol-related accidents, a task force could be charged with studying the underlying causes of these problems and developing recommendations to reduce the incidence of impaired and unsafe driving. Potential stakeholders who might be included on this task force include representatives from ACEP, the Department of Public Safety, the Department of Health, MADD, and other automobile safety organizations.

**Medical Liability Environment:**
If your state has not implemented meaningful medical liability reforms, there is a high likelihood that it is due to the political power of reform opponents. One of those opponents might well be your governor. In such cases, and given the politically charged nature of this issue, it is highly unlikely that the governor is going to appoint a task force and charge it with coming up with recommendations that could be in direct opposition to the governor’s position. However, most governors who oppose strong reforms still want to be perceived as doing something to address this crisis. The governor might be willing to appoint a task force to look at the narrow question of how to provide increased liability protection for physicians who provide life-saving emergency care or emergency care mandated by federal (and perhaps state) law. A governor who is opposed to comprehensive reform might want to narrow that charge even further to ensure that it doesn’t consider damage caps. But if your governor would not sign a bill that implemented caps anyway, a task force that recommends marginal improvements and recognizes the unique nature of emergency care may still be a meaningful step in the right direction. Possible stakeholders to
include on such a task force might include representatives from ACEP, other specialty societies that provide EMTALA-related care, the state medical association, patient safety organizations, the Department of Health, and even the state trial lawyers association. (Proposing trial lawyer inclusion can demonstrate good faith and offer some assurances to a governor who opposes significant liability reform efforts. Again, if you know that the governor or the legislature will not enact damage caps, efforts to do so through a task force have virtually no chance of succeeding in the long run. Including the trial lawyers on the task force may help you develop a recommendation for an incremental gain that you would not have gained otherwise.)

Again, if one of these areas is of particular concern to the chapter and perhaps part of the chapter’s current or prospective advocacy agenda, you may choose to focus on that particular issue. You can include more than one issue from different areas in your recommended charge for the task force, but you will probably need to show a strong correlation between those issues. If they are perceived as unrelated, the request may be rejected as too broad for a single task force. Be prepared to narrow the scope of your request if it is necessary to get final approval. Your willingness to be flexible in your request to accommodate the governor and his objectives (as long as they are consistent with the chapter’s overall goal) may be critical in getting a task force approved.

Sample Letter to Potential Allied Organizations Seeking Support for a Task Force

Dear ________:

On December 9th, the American College of Emergency Physicians released the second “National Report Card on the State of Emergency Medicine” which identified some critical deficiencies in our state’s emergency care environment. One of the issues of greatest concern is __________.

Emergency physicians in our state have long recognized the severity of this problem and we are hopeful that in the aftermath of the release of the Report Card, we can help spur action to address this critical issue in a meaningful way. It is our belief that through a collaborative effort with other stakeholders we can develop effective solutions to this problem. To that end, we will be asking the governor to establish a task force to study this issue and develop recommendations to address this ongoing threat to the health and safety of the residents of our state. We are asking your organization to support us in this effort and to join us in calling for the governor to appoint this task force.
Please let us know if you would be willing to support us in our request and if we can tell the governor that your organization is among those that believe a task force should be created to address this critical issue.

(Language to be inserted for communication to stakeholders that you believe should also serve on the task force: Additionally, due to your significant role in this issue and the valuable input you can provide, we would also like to recommend to the governor that your organization should be represented on the proposed task force. Please let us know if you would be interested in having a representative serve in this capacity should a task force be appointed.)

We intend to present our request to the governor in the next few weeks so we hope you will respond to this request by __________. If you should have any questions or would like to discuss this issue further, please feel free to contact me at any time at ____________.

Thank you for your consideration. We hope you will join us in calling for action to address this vital issue.

Sincerely,

ACEP Chapter President

Sample Letter of Request for a Meeting with the Governor-Access Issue

The Honorable _____________
Office of the Governor

Dear Governor ________:

The “National Report Card on the State of Emergency Medicine” recently issued by the American College of Emergency Physicians (ACEP) identified some critical deficiencies in our state’s emergency care environment. As the premier association of emergency physicians in the state, the ________ chapter of ACEP would like to work with your office to develop a collaborative approach to investigating the underlying causes of these deficiencies and identifying ways to address the significant problems that threaten access to quality emergency care for the residents of our state.

(Insert paragraph providing overview of the particular areas of greatest concern identified in your state’s report card.)
Emergency care is an essential community service that our citizens expect to be available to them when a medical crisis hits. Unfortunately, external forces are threatening access to quality emergency care and everyone involved in the emergency care system shares in the responsibility to ensure that critical deficiencies are addressed.

We understand the numerous competing demands that are placed on state government. We also recognize the difficulty and contentiousness that are often associated with legislative proposals that impact multiple constituencies. That is why we want to work collaboratively with your office and other key stakeholders to develop workable proposals that effectively address these critical issues and enhance the emergency care system to benefit all residents of our state.

To that end, we are requesting a meeting with you at your earliest convenience to discuss the possibility of establishing a task force to look into these serious problems and develop recommendations to address them. We would like to meet to provide you with additional information on these critical issues and discuss how they can best be addressed through the focused work of a governor’s task force consisting of representatives of relevant government agencies and key stakeholders.

(Insert paragraph on any additional organizations or individuals who have agreed to support your chapter’s call for the creation of a task force.)

If we fail to act, further deterioration of our fragile and overburdened emergency care system is likely, a scenario that could needlessly place lives in jeopardy. We hope for the opportunity to meet with you soon to begin the work of ensuring that such a catastrophe never occurs. Please feel free to contact me at any time to arrange a meeting date that fits into your schedule. I look forward to hearing from you and to working with your office to address this critical need.

Sincerely,

State ACEP Chapter President

Sample Letter of Request for a Meeting with the Governor-Liability Issue

The Honorable _____________
Office of the Governor

Dear Governor ________:

The “National Report Card on the State of Emergency Medicine” recently issued by the American College of Emergency Physicians (ACEP) identified the medical liability crisis as a critical threat to our state’s emergency care environment. As the premier association of emergency physicians in the state, the ________ chapter of ACEP would like to work with your office to develop a collaborative approach to investigating and addressing this serious problem that is impeding access to quality emergency care for the residents of our state.
Emergency care is an essential community service that our citizens expect to be available to them when a medical crisis hits. Unfortunately, the medical liability crisis is seriously undermining patient access to quality emergency care. Emergency medicine is, by its very nature, a high-risk specialty. Emergency physicians and specialists who provide on-call services to the emergency department must make immediate lifesaving decisions and take decisive action, often without the benefit of a previous relationship with the patient or any knowledge of the patient’s medical history. Those treated in emergency departments for life-threatening conditions are fortunate that these physicians are willing to provide these services and incur these risks. Unfortunately, because of the inherent risks involved in saving lives, these physicians are also incurring skyrocketing liability insurance costs.

Emergency physicians are finding it increasingly difficult to absorb these costs, especially given the amount of uncompensated and undercompensated care they provide to the uninsured and underinsured population. The liability crisis and the escalating premium costs also make it far more difficult to attract new emergency physicians to the state. Additionally, specialists who provide critical on-call services to emergency patients now have increasingly strong incentives to stop providing emergency services because of the liability costs associated with doing so. For the sake of the residents of this state, something must be done to mitigate the impact this crisis is having on patient access to timely, quality emergency care.

We recognize the contentious nature of the debate over medical liability reform and the political realities that have thwarted efforts to enact comprehensive reform. While we fully support those reform efforts, we must also speak up on behalf of the patients who seek care in our emergency departments. Their access to quality emergency care is being jeopardized and it is incumbent upon all parties to recognize the seriousness of this issue and to take steps to insure that patient care is not further compromised due to the liability crisis. We must recognize the unique nature of emergency care, its lifesaving importance and its inherent risks, and seek ways to mitigate the impact of the liability crisis on access to emergency care in our state.

To that end, we would like to work collaboratively with your office and other key stakeholders to develop workable proposals that effectively address this critical issue. We are requesting a meeting with you at your earliest convenience to discuss the possibility of establishing a task force to look into the impact this issue is having on patient access to quality emergency care and to develop recommendations to ensure that this access is preserved. We would like to meet to provide you with additional information on this critical issue and discuss how it can best be addressed through the focused work of a governor’s task force consisting of representatives of relevant government agencies and key stakeholders.

If we fail to act, the impact of the liability crisis on our emergency care system is likely to worsen, a scenario that could needlessly place lives in jeopardy. We hope for the opportunity to meet with you soon to begin the work of ensuring that this does not occur. Please feel free to contact me at any time to arrange a meeting date that fits into your schedule. I look forward to hearing from you and to working with your office to address this critical need.

Sincerely,
State ACEP Chapter President

Sample Letter of Request for a Meeting with the Governor-Patient Safety Issue

The Honorable _____________
Office of the Governor

Dear Governor ________:

The “National Report Card on the State of Emergency Medicine” recently issued by the American College of Emergency Physicians (ACEP) identified some critical deficiencies in our state’s emergency care environment. As the premier association of emergency physicians in the state, the ________ chapter of ACEP would like to work with your office to develop a collaborative approach to investigating the underlying causes of these deficiencies and identifying ways to address the significant problems that threaten access to quality emergency care for the residents of our state.

(Insert paragraph outlining the areas of greatest concern identified in your state’s report card.)
Emergency care is an essential community service that our citizens expect to be available to them when a medical crisis hits. Unfortunately, external forces are threatening access to quality emergency care. Everyone involved in the emergency care system shares in the responsibility to ensure that critical deficiencies are addressed to help foster and protect quality care and patient safety.

We understand the numerous competing demands that are placed on state government. We also recognize the difficulty and contentiousness that are often associated with legislative proposals that impact multiple constituencies. That is why we want to work collaboratively with your office and other key stakeholders to develop workable proposals that effectively address these critical issues and enhance the emergency care system to benefit all residents of our state.

To that end, we are requesting a meeting with you at your earliest convenience to discuss the possibility of establishing a task force to look into these serious problems and develop recommendations to address them. We would like to meet to provide you with additional information on these critical issues and discuss how they can best be addressed through the focused work of a governor’s task force consisting of representatives of relevant government agencies and key stakeholders.

(Insert paragraph on additional stakeholders who agreed to support the creation of a task force.)

If we fail to act, access to quality emergency care may suffer; a scenario that could needlessly place lives in jeopardy. We hope for the opportunity to meet with you soon to begin the work of ensuring that these problems are effectively addressed and that quality emergency care and patient safety are given the high degree of attention and support that they deserve. Please feel free to contact me at any time to arrange a meeting date that fits into your schedule. I look forward to hearing from you and to working with your office to address this critical need.

Sincerely,

State ACEP Chapter President

Sample Letter of Request for a Meeting with the Governor-Public Safety Issue

The Honorable _____________
Office of the Governor

Dear Governor __________:

The “National Report Card on the State of Emergency Medicine” recently issued by the American College of Emergency Physicians (ACEP) identified some critical deficiencies in our state’s emergency care environment. As the premier association of emergency physicians in the state, the ______ chapter of ACEP would like to work with your office to develop a collaborative approach to investigating the underlying causes of these deficiencies and identifying ways to address the significant problems that threaten the health and safety of the residents of our state.

(Insert paragraph outlining the areas of greatest concern identified in your state’s report card.)
A state has no higher responsibility than protecting the health and welfare of its citizens. The facts suggest that an opportunity exists to assume that responsibility by addressing this critical deficiency. As emergency physicians who see the devastating human impact of this problem, we want to share in the effort to find reasonable and effective solutions.

We understand the numerous competing demands that are placed on state government. We also recognize the difficulty and contentiousness that is often associated with legislative proposals that impact multiple constituencies. That is why we want to work collaboratively with your office and other key stakeholders to develop workable proposals that effectively address these critical issues of concern and further protect the safety and wellbeing of the residents of our state.

To that end, we are requesting a meeting with you at your earliest convenience to discuss the possibility of establishing a task force to look into these serious problems and develop recommendations to address them. We would like to meet to provide you with additional information on these critical issues and discuss how they can best be addressed through the focused work of a governor’s task force consisting of representatives of relevant government agencies and key stakeholders.

(Insert paragraph on additional stakeholders who agreed to support the creation of a task force.)

If we fail to act, more lives will be needlessly endangered. But if we undertake an effort to devise acceptable and effective solutions to this problem then we have the opportunity to live up to the highest calling of physicians and public servants alike...protecting the lives of the people we serve. We hope for the opportunity to meet with you soon to begin discussing this important work. Please feel free to contact me at any time to arrange a meeting date that fits into your schedule. I look forward to hearing from you and working with your office to address this critical need.

Sincerely,

State ACEP Chapter President

Outline of Task Force Request Letter

(For Hand Delivery during Meeting with the Governor or his Staff)

Dear Governor ______:

The _____ Chapter of the American College of Emergency Physicians respectfully requests that a governor’s task force be established to study (insert specific issue to be studied) and to develop recommendations to address this serious problem. The importance of this issue and the need to address it in a timely and effective manner is widely recognized in the health care community and this request for the formation of a task force is supported by organizations including (list allies that have been identified and agreed to be mentioned as supporters.)

Our request is based on the serious impact this issue has on the health and safety of the residents of our state and the need for focused, deliberative collaboration among key stakeholders to develop recommendations that offer effective solutions. Some of the key factors supporting the need for this task force include:

- Cite Relative Report Card Findings
In order to ensure a timely, focused and effective effort in addressing this critical issue, we recommend that this task force be charged with the following specific responsibilities:

- **Study the Issue(s) that the Chapter has Defined**
- **Develop Recommendations to Address the Issues that the Chapter has Defined**
- **Deliver those Recommendations to the Governor by a Date that the Chapter has Defined**

Developing effective recommendations to address this issue requires the input and cooperation of key stakeholder organizations and pertinent state government agencies. We recommend that representatives from the following organizations and agencies be included as members of the task force:

- **List Suggested Members Including Your Chapter**

We thank you for your serious consideration of this request and we stand ready to work with your office in any way we can to help bring this important project to fruition. Please contact us at any time if you should have any further questions.

Sincerely,

ACEP Chapter President