

Jim Reid's FACILITATION PROPOSAL

to
Facilitate Three Meetings of the Stakeholder Rule-Making Group

1. JIM REID'S EXPERIENCES ON COMPARABLE PROJECTS

Here are six examples of Jim Reid's facilitation of diverse groups of stakeholders who were addressing complex and controversial issues:

- **Surface Water and Aquatic Habitat Monitoring Advisory Committee**
August 2006 – March 2007

Jim designed and managed the process by which the Department of Ecology's Surface Water and Aquatic Habitat Monitoring Advisory Committee reached consensus on a set of recommendations that were submitted to DOE Director Jay Manning and the Governor's Monitoring Forum. The Committee, consisting of twenty-four representatives of local, state, and federal agencies, and private interests, reached agreement on: 1) the need to establish a Puget Sound Basin Coordinated Regional Monitoring Program; 2) the mutual interests of interested and affected parties that must be achieved by the program; 3) four framework questions to guide the program's future priorities and projects; 4) elements of the program to ensure success; 5) the parties that should participate in the program; 6) and the role of DOE and of State Legislature-granted funding in launching the program. In addition, the Advisory Committee defined the role and relationship of its proposed program to other water quality and salmon preservation initiatives in Puget Sound, and analyzed eleven regional monitoring programs across the nation to highlight qualities, characteristics, and features that might be emulated by the Puget Sound Basin program.

Jim guided the Committee to these agreements in seven Committee meetings and six meetings of three subcommittees. The group's success may be attributed to three primary factors: 1) Jim's initial interviews of the Committee members, which gained their trust in the process; 2) his use of interest-based negotiations, which helped the parties see they have more in common than they thought; and 3) a process and meetings that were open, transparent, inclusive, fair, equitable, and respectful of all participants.

Because of his success in helping the Advisory Committee reach agreement, DOE hired Jim in May 2007 to facilitate two committees that will implement the Committee's recommendations. The Governance Committee will convene starting in October to reach agreement on a governance structure by which interjurisdictional monitoring of surface water and aquatic habitat can be conducted around the Puget Sound. The Technical Committee begins its work in September with a mandate to reach agreement on two "pilot projects" that will implement the recommendations of the Advisory Committee for new approaches and strategies for monitoring surface waters and aquatic habitat.

- **Growth Management Act/Affordable Housing Task Force**
August – October 2006

The twenty members of the Growth Management Act/Affordable Housing Task Force were charged by Governor Gregoire with recommending strategies to expand the supply of affordable housing in Washington State. The Department of Community, Trade and Economic Development (CTED), which staffed the Task Force, hired Jim Reid to serve as its facilitator.

Jim designed and managed the process by which the Task Force reached agreement on twenty strategies that proposed: 1) using existing state funding more strategically for infrastructure to stimulate the development of new housing; 2) authorizing new local funding sources for housing; 3) rewarding local communities that accept higher density through a variety of incentives, and with new or more flexible planning tools; and 4) ensuring sufficient land capacity to accommodate growth.

To achieve these agreements, Jim: 1) conducted confidential interviews of the Task Force members and CTED staff; 2) helped them identify their mutual interests and common concerns; 3) developed the Task Force's work plan and meeting agendas; 4) produced meeting summaries and "working" papers; 5) organized three subcommittees; and 6) worked diligently "behind the scenes" to keep participants at the table and help them reach consensus.

- **State Legislative Task Force on Passenger-Only Ferry Service**
August 2005 – January 2006

To resolve a long-time dispute over the provision of passenger-only ferry service on Puget Sound, the Washington State Legislature's Joint Transportation Committee (JTC), in coordination with the Office of the Governor, appointed a nineteen-member Task Force to recommend strategies for maintaining or expanding service through public or private organizations or a combination of them. The JTC appointed Jim Reid to mediate the work of the Task Force, which consisted of four legislators and representatives of the Governor, the Transportation Commission, state, local, and private service providers, labor, and citizens.

Using an "interest-based" approach, Jim helped the Task Force members identify and agree on their mutual interests and five key findings. The members' common interests served as the foundation for agreement among them on a set of policy recommendations and the development of three service delivery alternatives. Jim also guided Task Force members to an agreement on the process by which an outside consultant was hired to independently analyze the options. While some Task Force members determined that it was not in their best interest to reach agreement on one option, they supported submitting the report with all the options to the legislature and requested that Jim present it to the JTC.

Jim employed such mediation techniques as: 1) "shuttle diplomacy" between meetings to help narrow and resolve differences between the caucuses' positions; 2) the use of a subcommittee that reflected the interests of all parties to efficiently develop draft recommendations; 3) public testimony from citizens and parties not seated at the negotiating table; and 4) gentle, respectful pressure to help the parties be more effective negotiators.

- **End Stage Renal Dialysis (ESRD) Methodology Advisory Committee**
January – December 2005

In late 2004 private and non-profit providers of kidney dialysis services in Washington State voiced displeasure with the Washington State Department of Health about inconsistent application of rules and regulations governing the approval or denial of their applications to provide service. Providers threatened to appeal to the Legislature or Courts to have their demands met; some were even considering recommending to the Legislature that the Department's Certificate of Need (CON) Program be abolished. With the concurrence of the providers, the Facilities and Licensing Services Division, which administers the program, hired Jim Reid to design and mediate a process by which they would try to resolve the dispute and prevent a legislative remedy or expensive litigation.

Jim designed an "interest-based" negotiations process and gained approval of this approach from the twenty-two members of the End Stage Renal Dialysis (ESRD) Methodology Advisory Committee. As the mediator of the negotiations, Jim helped the parties recognize and understand their mutual interests; developed agendas for all committee and subcommittee meetings; produced summaries of each meeting's key discussions, decisions, and agreements; helped the parties identify, develop, and analyze options for achieving their mutual interests; facilitated an agreement to hire an outside, independent consultant to assess two options; guided the consultant's work; conducted "shuttle diplomacy" behind the scenes to keep the parties at the negotiating table and to help them reach a final agreement; and wrote the "Working Paper" that outlined the consensus agreement.

- **King County Independent Task Force on Elections**
May 2005 – February 2006

The accuracy and fairness of the November 2004 gubernatorial election, the closest in Washington State's history, was disputed when the King County Elections Office found and counted 587 missing ballots during the second recount, reversing the outcomes from Election Day and the first recount. As a result of the public furor over the County's conduct of the election, King County Executive Ron Sims appointed a ten-member Independent Task Force on Elections to recommend improvements in the County's elections system and the office's culture, leadership and management. Jim Reid played a key role in helping the Task Force achieve its foremost goal: Restore public trust and confidence in King County's election system by ensuring that every legitimate vote is counted and that the outcome of every election is accurate.

As the Task Force's Chief of Staff, Jim worked with the Chair and Vice Chair to design and manage the process by which the Task Force reached agreement in July 2005 on fifteen recommendations for improving King County's and the State's elections systems, and improving the culture of the County's elections office. He also helped design and manage the Task Force's process in February 2006 when, at the request of Executive Sims, the members reconvened to assess the County's progress or lack of it in implementing those recommendations. As a result of this process, the Task Force reached consensus on ten recommendations. In both phases of the Task Force's work, Jim's sensitivity to the highly partisan nature of King County government enabled the Task Force to avoid stepping on "political land mines."

Jim designed and gained the members' approval of the work plan and ground rules; developed meeting agendas and summaries; helped achieve Task Force consensus on nine mutual interests and "The Task Force's Initial Findings;" wrote issue and briefing papers; helped design, administer and analyze an internet survey of elections office employees; worked with representatives of bargaining units to finalize the survey and gain their support for it; conducted confidential interviews of elected officials and community leaders; developed agendas for and helped facilitate meetings of the three subcommittees; maintained a mailing list of key stakeholders and interested citizens; assisted in developing strategies to transmit key messages through the media to the public; and acted as a liaison between the County Executive's Office and the Task Force. Jim also used his experience as a former public sector manager to offer strategic advice to Task Force members, particularly on issues of leadership, cultural change, and gaining support for their recommendations from the King County Executive and Council.

When the first phase of the Task Force's work ended in July 2005, the County Executive's Office hired Jim to manage the process for implementing the Task Force's #1 recommendation—hire an outside, independent "turnaround team" to transform the culture of the elections office. Jim designed and managed the process by which the team was hired following a nation-wide search within the timeline prescribed by the County Executive. Jim wrote the job description and gained approval of it from the Executive and Task Force; strategically recruited viable, qualified candidates; facilitated the process by which applicants were screened and interviewed and the "turnaround team" was selected; gained the Executive's and Task Force's approval of the team; testified before a County Council committee and briefed individual Council members on the hiring process and selection; and helped design and manage strategies that produced favorable media coverage of the consultants selected to serve as the "turnaround team."

- **Lewis River Re-licensing Negotiations**
May 2002 – November 2004

The key to the successful resolution of the issues in this negotiation was Jim Reid's and his colleagues' ability to help the parties recognize the need for and embrace change. With Jim's and his colleagues' guidance, they came to understand that it was in their best interests to change policies, practices, and procedures that no longer served them well. The parties' representatives also recognized the need to change the dynamics between their organizations in order to achieve long-term policy and operational goals and objectives. Motivated by the need to change, the parties reached consensus on an agreement that will ultimately contribute at least \$300 million to the recovery of salmon and their habitat on the Lewis River.

Jim served as a member of a three-person team that mediated the Alternative Licensing Process (ALP) authorized by the Federal Energy Regulatory Commission (FERC) to re-license four hydroelectric projects on the Lewis River in southwestern Washington State. To launch the process, Jim interviewed representatives of each caucus, which included five federal, four state, and five local government agencies, two companies, two citizens groups, three Non-Governmental Organizations (NGOs), and two Native American Tribes. He also developed and conducted training on "interest-based" conflict resolution for seventy representatives of the parties. Their newly

acquired negotiating skills were tested when Jim and his colleagues guided them to reach agreement on the process, including the approach, schedule, ground rules, and communications protocols.

As a member of the mediation team Jim mediated formal negotiations sessions of the Negotiating Group and facilitated meetings of technical subcommittees and individual caucuses. He conducted behind-the-scenes "shuttle diplomacy" to help the parties narrow the issues, identify areas of agreement and communicate honestly and confidentially. His diplomacy was also employed to keep the parties from acting against their own best interests, particularly at times when they threatened to walk away from the negotiating table.

Jim also served as a "sounding board" and "coach" as the parties developed and tested their positions. He produced meeting agendas and summaries, policy and position papers, and periodic reports that summarized the overall progress of the negotiations. Finally, Jim designed and implemented strategies to engage key stakeholders, the public, and the media in the process.

2. JIM REID'S QUALIFICATIONS

Since opening The Falconer Group in September 1995, Jim Reid has:

- Mediated over twenty complex, multi-party disputes for state agencies, county and city governments, private businesses, and public-private task forces or committees. The negotiation processes Jim designed and mediated resolved disputes over issues such as environmental protection, wildlife preservation, transportation, economic development, parks and recreation, arts and culture, health care, and elections reform.
- Designed and facilitated strategic planning processes for over sixty clients, including state, county and city agencies, and non-profit organizations. Because of his success in helping clients produce results-oriented action plans, Jim has been rehired by more than one-third of his clients to assist them in implementing and/or updating these plans.
- Mediated workplace conflicts involving two to forty people. Jim's work helped rebuild teams, reestablish leadership, restore reputations, repair trust, reenergize employees and recapture momentum in accomplishing organizational goals.
- Worked with over one hundred elected officials from states, counties, cities and special purpose districts. Jim has demonstrated both respect for and skillfulness in advising, facilitating and staffing elected officials.
- Designed and conducted training for over five hundred senior leaders in the public sector on facilitation, negotiation, mediation, leadership, communications, and managing change.

Jim's success in resolving disputes may be attributed to his:

- Effective use of interest-based negotiations.
- Independence, neutrality, diplomacy, tact and courage.
- Experience working with a wide variety of negotiators, including policy representatives, technical representatives, scientists and lawyers.
- Ability to pace a process, including the ability to "close" agreements by knowing when to exert pressure to get the parties to agree.
- Expertise at "reading people" and their environments, including anticipating what they need to be successful.
- Skill in keeping confidences and serving as a "coach" or "sounding board" for all the parties.
- Comfort with conflict and productive use of conflict to develop more creative and higher quality solutions.
- Ability to work "behind the scenes" between formal negotiating sessions to broker agreements.
- Talent for identifying or creating opportunities for consensus.
- Ability to adapt productively to unanticipated events and changes in players.
- Familiarity with the issues and parties at the negotiating table.
- Exceptional organizational talents, including the use of meeting agendas, summaries and draft working documents or agreements to continually move negotiations forward and solidify support for evolving agreements.

JAMES FALCONER REID

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P: 206.324.2061 F: 206.762.5493 E: falconer@seanet.com

Professional Experience

PRINCIPAL, THE FALCONER GROUP

1989-92; 1995-PRESENT

The Falconer Group helps individuals, organizations and communities resolve conflicts, create strategic partnerships, build dynamic leadership, make higher quality decisions and improve implementation. Jim Reid's expertise: interest-based negotiations; mediating complex, multi-party public policy conflicts; mediating workplace disputes; developing and mentoring organizational and community leadership; designing and facilitating strategic planning, team-building and stakeholder involvement processes; offering strategic advice on public involvement, customer service and communications with the public and media; and implementing negotiated agreements.

SENIOR LECTURER, GRADUATE SCHOOL OF PUBLIC AFFAIRS

1992-PRESENT

Teaches "Conflict Resolution & Consensus Building: Mediation and Negotiation as Instruments of Public Policy and Management" at the University of Washington's Daniel J. Evans Graduate School of Public Affairs. For the University's Cascade Center for Public Service, teaches an intensive course on mediation and negotiation for senior managers in public and non-profit agencies. Conducts training on leadership, team-building, reducing resistance to change, working effectively with elected officials and developing effective strategies and partnerships.

MANAGER, KING COUNTY PLANNING AND COMMUNITY DEVELOPMENT DIVISION

1992-95

Directed ninety people and a \$25 million annual budget to produce nationally acclaimed programs addressing growth management, land use, housing, economic development and environmental protection. Principal accomplishments: used conflict resolution skills to resolve complex public policy disputes and build lasting alliances; changed the organization's culture; improved customer service while uniting staff through a common vision and imaginative team-building techniques; directed innovative public participation strategies that empowered communities; and served as an articulate, credible spokesman or negotiator for King County in discussions with representatives of federal, state and local agencies, grassroots citizens groups, business community and media.

PROGRAM MANAGER, KING COUNTY PLANNING DIVISION

1984-89

Managed two projects that received national awards for creatively using conflict resolution strategies to protect natural resources, create affordable housing and resolve intergovernmental disputes. Both projects produced consensus among citizens, government agencies, interest groups and private businesses for creative and pragmatic solutions to complex and divisive growth-related problems.

Education

PUBLIC EXECUTIVE PROGRAM

1992

Cascade Center for Public Service, University of Washington

MASTERS OF PUBLIC ADMINISTRATION

1983

Daniel J. Evans Graduate School of Public Affairs, University of Washington

BACHELOR OF ARTS, PHI BETA KAPPA

1976

College of Liberal Arts, University of Minnesota

THE FALCONER GROUP

CLIENTS 1995 – 2007

State and Local Public Agencies:

The Governor of Washington's Joint Natural Resources Cabinet
Washington State Department of Community, Trade and Economic Development
Washington State Department of Ecology
Washington State Department of Fish and Wildlife and the Fish and Wildlife Commission
Washington State Department of Health, Office of Facilities and Licensing Services
Washington State Department of Natural Resources
Washington State Department of Social and Health Services
Washington State Legislative Task Force on Local Parks and Recreation Operations and Maintenance
Washington State Legislative Task Force on Passenger-Only Ferry Service
Idaho Fish and Game Commission
Grant County Housing Authority
King County Executive and Cabinet
King County Independent Task Force on Elections
King County Arts Commission and the Public Art Commission
King County Office of Regional Policy and Programs
King County Department of Development and Environmental Services
King County Department of Natural Resources and Parks
King County Department of Transportation/Accessible Services Program
King Conservation District
Kitsap County Commission
Kitsap County Office of the County Clerk
Snohomish County Executive
Snohomish County Department of Planning and Development Services/Planning Division
Thurston County
City of Bainbridge Island Mayor and Executive Management Team
City of Bremerton Mayor and City Council
City of Burlington
City of Covington Mayor and City Council
City of Federal Way City Council, and the City Manager and Executive Management Team
City of Kirkland Department of Planning and Community Development
City of Lake Forest Park Mayor and City Council
City of Lynnwood Department of Parks, Recreation and Cultural Arts
City of Olympia
City of Redmond City Council and the Mayor and Senior Leadership Team
City of Redmond Arts Commission
City of Redmond Department of Finance and Information Services
City of SeaTac City Council
City of Seattle Office of Strategic Planning
City of Seattle Office of Housing
City of Shoreline City Council/City Manager and Senior Leadership Team
City of Shoreline Human Resources Department
City of Shoreline Departments of Planning and Development Services and Public Works
City of Shoreline Planning Commission
City of Snohomish
Sound Transit
Tacoma Housing Authority
Port of Anacortes
Port of Chelan County
Cowlitz County Public Utility District #1

FACILITATION WORK PLAN AND SCHEDULE:

PHASE I: LAY THE GROUNDWORK FOR A SUCCESSFUL PROCESS

Goals:

1. Get the Stakeholder Group members and DOH staff to trust the facilitator as a fair, independent, neutral facilitator with the skills to expertly manage this process.
2. Achieve the Group's "ownership" of the process.
3. Identify the mutual interests of the parties that can serve as a basis for future agreement.

Jim Reid's principal responsibilities and tasks:

- To establish my credentials and credibility with the members of the Stakeholder Group, send a letter of introduction to each of them that includes relevant information about my skills, experience and services.
- Conduct a confidential interview of the Office of Facilities and Licensing Services staff who will participate in the process to learn about the issues and problems from their perspectives, and to better understand the Department of Health's interests, needs and concerns about the substantive issues and the process.
- If my assistance is needed, help the staff draft and finalize the letter that invites representatives of the stakeholders to participate in the process.
- Conduct confidential Interviews of the representatives of the stakeholders to learn their opinions and perspectives about the key issues and problems, identify their interests, and hear any solutions that they may be considering proposing during the meetings. *(My preference is to meet face-to-face, but if that is not possible in all cases, a telephone interview will be conducted.)*
- At the end of each interview, ask the interviewees if they feel comfortable with me as their facilitator, and confident that I can effectively serve them.
- Based on the interviews, produce a summary of the key findings, including the issues, problems and challenges of greatest interest to the majority of participants, a clear problem statement, and a listing of the mutual interests of the group.
- Solicit reactions to the key findings and mutual interests.
- Draft the agenda for the first meeting and submit it to the Stakeholder Group members for review, comments and approval.
- In addition, develop and submit to them draft ground rules to guide the conduct of the meetings and the Group's decision-making. These ground rules will be based on ones I have used effectively in the past, but will be tailored to reflect the unique issues, personalities and circumstances of this process.
- Revise the agenda and ground rules per comments and send a final draft agenda and proposed ground rules to all participants about five days before the meeting.
- Work with DOH staff to prepare and organize written materials that accompany the agenda.
- If there are presentations at the meeting, work with the presenters beforehand to prepare and coordinate the presentations.
- Before the first meeting, call the Stakeholder Group members and DOH staff to ensure that they are prepared for the meeting, that they feel engaged in and supportive of the process, and that they are comfortable with the agenda and ground rules and how the meeting will be facilitated.
- Coordinate with DOH Facilities and Licensing Services staff as necessary.

Deadline:

These tasks will all be accomplished by Friday afternoon, 2 November to ensure that: 1) everyone is prepared for the first meeting the following week; and 2) the kick-off meeting is informative, productive, and interesting.

PHASE II: FACILITATE THREE PRODUCTIVE, CREATIVE AND FOCUSED MEETINGS

Goals:

1. Each meeting is productive, creative, and focused on finding solutions that work for everyone.

2. Use the parties' mutual interests and the evidence-based recommendations found in the cardiac care study to develop solutions that attain that standard.
3. Use meeting summaries to document key discussions, decisions and agreements, thus moving the process forward.
4. Work behind the scenes to help the parties reach consensus.

Jim Reid's principal responsibilities and tasks:

- Facilitate three meetings, each lasting approximately six hours, of the Stakeholder Group.
- Pay attention that the room and table set-ups help ensure that the meetings are productive and creative.
- About ten days before each meeting, develop and submit a draft agenda to the Group members.
- Revise the agenda based on the Group's comments and submit the "final draft" agenda to all participants five days before the meeting.
- Within 48 hours of the adjournment of each meeting, send to all participants a summary of the key discussions, decisions and agreements, and ask that they review and send comments on the summary within three or four days.
- If needed, revise the draft summary; then send the final summary of each meeting to the participants.
- Between each meeting call the participants to ensure they continue to feel engaged in and supportive of the process, solicit suggestions for improving the process, and discuss proposals they may make at the next meeting and how they might most effectively make them.
- Serve as a "sounding board" for Group members as they develop and "test" their positions, providing feedback to ensure that at the meetings they present ideas and positions in a manner that ensure the other members accurately hear and understand them.
- Conduct behind the scenes or "shuttle diplomacy" to enable the parties to identify alternatives and reach agreement on solutions that achieve their mutual interests.
- Coordinate with Facilities and Licensing Services staff as necessary.

Deadline:

The three meetings will be held during November 2007 and January and March 2008.

PHASE III: SOLIDIFY THE CONSENSUS THROUGH THE FINAL REPORT

Goals:

1. Develop a report that accurately reflects the key discussions of the Stakeholder Group and contains their consensus recommendations.
2. Submit the report to the Department of Health during the third week of March 2008.
3. Use the consensus of the Stakeholder Group to build even broader support from other interested and affected parties, and to ensure that the public hearing results in few changes to the recommendations and a groundswell of public support for the report and recommendations.

Jim Reid's principal responsibilities and tasks:

- Evolve the summaries of the meetings into a report containing information about the process used by the Stakeholder Group and, most importantly, the consensus recommendations.
- Circulate the draft report to all participants and solicit their comments.
- Produce the final consensus report.
- Coordinate with the DOH staff and the stakeholder representatives on how the report should be presented at the public hearing.
- Attend the public hearing and, as appropriate, present information about the process and highlight the consensus recommendations.

Non-profit Organizations:

Daniel J. Evans Graduate School of Public Affairs, University of Washington
Cascade Center for Public Service, University of Washington
AIDS Housing of Washington Board of Directors
American Institute of Architects, Washington State Council
A Regional Coalition for Housing (ARCH)
Association of Washington State Housing Authorities
Greater Seattle Business Association
Hanford Joint Council for Resolving Employee Concerns
Livable Communities Coalition
Meydenbauer Center, Bellevue
National Association of Housing and Redevelopment Officials
Nativity House, Tacoma
Northwest Development Officers' Association
Olympic Peninsula Kidney Center Board of Directors
Pioneer Square Neighborhood Planning Committee
Pride Foundation
Rainier Communications Commission, Tacoma/Pierce County
Seattle Downtown Urban Center Planning Group
Seattle Goodwill Industries
Seattle-King County Workforce Development Council
The Coalition for Charitable Choice
The Communitas Group, Kitsap County
Washington Family Support Network
Washington Recreation and Park Association
Washington State Association of County Auditors
Washington State Association of County Treasurers
Washington State Finance Officers' Association

Private Businesses:

Kenmore Air Harbor, Inc.
PacifiCorp, Portland
Pacific Rim Equities
Nextel Communications, Inc.
Western Wireless
Wizards of the Coast

3. BUSINESS REFERENCES FOR JIM REID

Here are three references who can testify to Jim Reid's skills as a facilitator and mediator:

MELODIE SELBY 360.407.6489

Water Quality Program, Department of Ecology
P.O. Box 47600
Olympia, WA 98504-7600

Melodie was the Department of Ecology's lead representative on the 2006 Surface Water and Aquatic Habitat Monitoring Advisory Committee.

HEATHER BALLASH 360.725.2808

Policy Advisor, Director's Office, Department of Community, Trade and Economic Development (CTED)
906 Columbia St. SW
P.O. Box 42525
Olympia, WA 98504-2525

Heather was a senior policy advisor from CTED for the 2006 Growth Management Act/Affordable Housing Task Force.

GENE BAXSTROM 360.786.7398

Senior Analyst, Joint Transportation Committee, Washington State Legislature
531 15th Ave. SE
Olympia, WA 98504

Gene served as the senior staff person to the 2005 State Legislative Task Force on Passenger-Only Ferry Service.

4. PROPOSED APPROACH TO ACCOMPLISH THE PROJECT'S GOALS

Below is a draft work plan and schedule outlining Jim Reid's proposed approach to gathering information, identifying and gaining agreement on the key issues and problems, and developing and achieving consensus on a set of recommendations for the development of rules for elective percutaneous coronary interventions in facilities that do not have onsite cardiac surgery.

I am available throughout this autumn and the winter of 2007-'08 to help the Office of Facilities and Licensing Services and the Stakeholder Committee achieve the project's 31 March 2008 deadline.

GOALS OF THE PROCESS:

1. Submit to the Department of Health's Office of Facilities and Licensing Services a report that includes consensus recommendations of the Stakeholder Committee for the development of rules for adult elective percutaneous coronary interventions in facilities that do not have onsite cardiac surgery.
2. Ensure that the consensus of the Stakeholder Group means that few changes to the Group's recommendations are made as a result of the public hearing, and that most of the speakers at the hearing voice support and enthusiasm for the Group's report and recommendations.
3. Use the rule-making process to build stronger partnerships between the Office of Facilities and Licensing Services and the key stakeholders so that the implementation of the rules proceeds effectively and cost-efficiently, with the stakeholders' full support, understanding and participation.

Deadline:

The final meeting will be held during the first week of March 2008. The report should be finalized shortly thereafter. The Department of Health will then determine the date of the public hearing.

5. COSTS AND FEES

In 2005 the Office of Facilities and Licenses Services paid Jim Reid \$23,952.50 to facilitate the process by which the End Stage Renal Dialysis (ESRD) Methodology Advisory Committee reach agreement on a set of recommendations that were translated into rules governing the expansion of existing or the building of new kidney dialysis facilities. While there were a couple more meetings than envisioned in this process, the expectations are just as high and the approach will need to be almost identical. Therefore, this proposed budget reflects the experiences of the 2005 rule-making Committee process.

BUDGET NOTES:

- The Falconer Group's hourly rate is \$165, a rate that has been in effect since 2003. The rate will not change during the time of this project.
- The Falconer Group does *not* charge for travel time.
- The Falconer Group would expect to be reimbursed for expenses such as mileage, airplane tickets and hotel/food if out-of-town, overnight stays are required.
- Other expenses the Falconer Group would expect to be reimbursed for are parking, copying and printing. (I have sufficient minutes on my monthly cell phone plan that I would not expect to seek reimbursement from the Department for long distance telephone calls.)

THE COST ESTIMATE:

The estimates of hours and costs listed below reflect the key responsibilities and tasks of facilitator Jim Reid that are outlined for each phase in Section 4 above.

<u>Phase</u>	<u>Hours</u>	<u>Cost</u>
I. LAY THE GROUNDWORK FOR A SUCCESSFUL PROCESS	57.0	\$ 9,405.00
<ul style="list-style-type: none">▪ <i>Assumes one formal interview of the Facilities and Services Licensing staff, and twenty interviews of the key stakeholders who will serve on the Stakeholder Group.</i>▪ <i>Assumes each interview lasts 90 minutes.</i>		
II. FACILITATE THREE PRODUCTIVE, CREATIVE, FOCUSED MEETINGS	44.0	\$ 7,260.00
<ul style="list-style-type: none">▪ <i>Assumes three meetings each lasting six hours.</i>▪ <i>Assumes that Jim Reid arrives 45 minutes before each meeting to set up the room and greet the participants, and stays for 30 minutes after each meeting adjourns to talk with the Group members.</i>▪ <i>These figures do not include time to prepare for the first meeting; that time and cost are included in the hours and costs of Phase I.</i>		
III. SOLIDIFY THE CONSENSUS THROUGH THE FINAL REPORT	20.0	\$ 3,300.00
TOTALS:	121.0	\$19,965.00