

City of Snohomish

REQUEST *for* **QUALIFICATIONS**

for Professional Consulting Services Relating
to Facilitation of an Ad Hoc Committee
Regarding Citizen Engagement



November 5, 2015

Submitted by:

NORTON ARNOLD & COMPANY



Facilitation
Public Involvement
Conflict Resolution
Environmental Mediation

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Seattle, WA 98107

206/269-0229 | Phone

Margaret@na-company.com

Larry Bauman
City Manager, City of Snohomish
116 Union Avenue
Snohomish, WA 98290

November 5, 2015

Dear Mr. Bauman:

I am pleased to submit this Statement of Qualifications for the Facilitation of the Ad Hoc Committee for Citizen Communications and Engagement.

My entire professional career has been devoted to public involvement. In the early 1990s I was a founding board member for the International Association for Public Participation, an organization that continues to thrive today. At the time we wanted to promote the clear distinction between public *relations* and public *participation* – the active involvement and influence of people in the issues, programs, and policies that affect their quality of life. It is not always easy for local jurisdictions and governmental organizations to determine why, when, and how citizen participation should be structured and implemented. I applaud the City of Snohomish for this important review, and look forward to working with the committee members to help them make recommendations for the future.

This SOQ includes projects that I have been working on for the past three years, but it's also important to note that I have helped a number of organizations revamp their public engagement efforts. Early in my career I was the supervisor for Seattle City Light's public involvement program, and made a number of significant changes that expanded that effort from routine citizen advisory committees to a broader level of diversified participation opportunities. I also worked with King County to analyze their public involvement, helping them transition from the staleness of long-standing citizen committees to a dynamic and flexible program that has served the County well for the past twenty years.

I have personally facilitated 33 advisory committees over the course of my 32-year career. These have ranged in duration from two meetings to seven years, in size from 9 to 21 members, and on topics as diverse as park planning, water supply, shoreline management, wastewater, and the risks of a public health laboratory. I've learned a great deal along the way about group psychology, the tools and tactics that help people work together productively, and the importance of committee influence in public decision making. I'm proud to report that every one of the groups I have facilitated has accomplished their mission, albeit with rough and rocky patches along the way that I have helped to mediate on the road to success.

I'm eager to put this experience to work for the City of Snohomish, and look forward to talking with you further about the important work of this new committee.

Sincerely,

A handwritten signature in dark ink, appearing to read "M. Norton-Arnold", written in a cursive style.

Margaret Norton-Arnold
President

Margaret Norton-Arnold

Facilitator/Mediator



SUMMARY

Margaret Norton-Arnold has thirty-two years of experience in facilitation and public involvement related to controversial issues, serving a variety of clients in a range of settings. She has extensive experience in consensus-driven processes and is a results-oriented mediator. Time and again she has proven successful in designing an effective group process, maintaining productivity and momentum, and facilitating a group to completion of their task, even when that means negotiating through seemingly intractable perspectives and positions.

Margaret founded Norton-Arnold & Company in 1995 and has served as its president since that time.

RELEVANT EXPERIENCE

Strategic Planning | Snohomish Health District of Snohomish County

Since 2014, Margaret has conducted numerous future planning processes for the Snohomish Health District, which delivers public health services county-wide. Her work began in February 2014 with the creation of a new strategic plan for the District. This has led, in turn, to additional projects related to the implementation of that plan and to the creation of a blueprint forward for the District, which has come under increasing financial stress due to funding shortfalls. Most recently, Margaret assisted the District in exploring new potential sources of funding, including additional property taxes. This work included extensive facilitation of the District's Board of elected officials, District managers, staff, and stakeholders. Margaret has also written and edited a number of documents as a part of this ongoing contract.

Cheasty Greenspace Mountain Bike Pilot Project | City of Seattle Parks and Recreation

From October 2014-February 2015, Margaret facilitated a Project Advisory Team for a proposed mountain bike trail in the Cheasty Greenspace area of Seattle. This has been a highly contentious process for the Seattle's Parks Department. Opponents argue that the Greenspace will suffer severe environmental harm from the trail, while proponents argue the importance of providing safe and healthy access to the outdoors for a typically underserved area of the city. Margaret facilitated the 12-member project advisory team, with those meetings observed by some 50 members of the general public. In the end, the advisory group indicated their 2/3 majority support for the construction of the trail.

Burke Gilman Multi-Use Trail EIS | City of Seattle

Margaret is currently the public involvement lead for an Environmental Impact Statement related to the "missing link" of the Burke-Gilman Trail; a 30-mile pathway that extends from Puget Sound to Lake Sammamish. The missing link is an undeveloped and very dangerous area of the trail that is flanked by numerous industrial and commercial enterprises. Although the City originally wanted the missing link to adhere to the industrial alignment, this decision has been appealed and lawsuits filed on numerous occasions. The City is now taking a fresh start with a comprehensive Environmental Impact Statement, and careful, neutral evaluation of three different trail alignments. Margaret is facilitating all public meetings and hearings, as well as small-group discussions, related to the EIS process.

Columbia River Treaty 2014-2024 Review | Bonneville Power Administration & U.S. Army Corps of Engineers

From 2011-2013, Margaret facilitated the regional Sovereign Review Team made up of representatives from 4 states, 10 federal agencies, and 15 Tribes. The group developed a recommendation

on the future of the Columbia River Treaty between Canada and the United States. The Treaty was originally written in 1963 with little attention paid to environmental and Tribal concerns. The group worked diligently to address these and numerous other issues in an often-contentious process. Margaret was able to successfully facilitate the group to full consensus on a recommendation that was submitted to the U.S. State Department in December 2013.

Willowmoor Floodplain Restoration | King County Flood Control District

Margaret facilitated a stakeholder advisory committee for the Willowmoor Floodplain Restoration project. This group of property owners, environmental interests, business and regulatory representatives assisted King County Flood District staff with every aspect of the project. The group provided input on design criteria, project alternatives, and a preferred alternative for the project. The advisory committee began their deliberations in August 2013, and concluded their work in October 2015.

Flood Control District Advisory Committee | King County

From 2007-2013, Margaret facilitated the Flood District's Advisory Committee. This group of elected officials provides ongoing recommendations to the District Board of Supervisors. They began their work in 2007 with recommendations related to the size of the tax levy for the District, as well as the apportionment between funding for King County and more localized jurisdictional projects. After the first year, the committee reviewed, and made recommendations regarding the District's 6-year capital improvement projects and anticipated budgetary allocations. Margaret assisted with the creation of meeting agendas, facilitated each meeting, and documented the meetings through written reports. Margaret also developed the groundrules and operational format for the committee.

Shoreline Master Program Update | Kitsap County

Margaret facilitated a Task Force of citizen representatives charged with providing advice integral to the Update. The group worked for a year to review and make recommendations related to shoreline goals, public access, and environmental designations. Contentious issues were centered on private-property rights and long-term environmental stewardship. Margaret developed the groundrules and operating parameters for the group, designed draft and final agendas for the meetings, facilitated all meetings, documented them, and wrote a series of products developed by the Task Force. The Update was adopted by the Washington State Department of Ecology, which highlighted the task force process as a core component of agency approval.

Everett Marshlands Subarea Plan | City of Everett

In 2008-09, Margaret facilitated a stakeholder committee for the Everett Marshland Subarea Plan. A decade earlier, environmental groups and tribal interests had sued the City of Everett over its proposal to install recreational facilities within the 1,065-acre Everett Marshland. The committee was composed of environmental interest groups, BNSF Railway, Puget Sound Power, private land-owners, the Departments of Ecology and Fish & Wildlife, Snohomish County, the Tulalip Tribe, and the City of Everett. Margaret helped the group identify common areas of interest, develop design criteria, and ultimately agree on a preferred alternative for land preservation, habitat restoration, and public access.

EDUCATION

M.A., University of WA Jackson School: International Studies with emphasis in environmental mediation.

B.S. Whitworth University: English Literature

Certified Mediator, UW Law School

Whistler Centre for Business and the Arts "Multi-Party Dispute Resolution"

MIT-Harvard Public Disputes Resolution Program "Dealing with an Angry Public"

Founding Board Member, International Association of Public Participation

RELEVANT PROJECTS: 2012-2015

Agency Name (1)

Snohomish Health District

Hourly Rates

Margaret Norton-Arnold: \$190

Heidi Keller: \$145

Summary of Roles/Responsibilities

Like health districts throughout Washington State and the nation, the Snohomish Health District has been subject to extensive budget reductions over the past several years. The District needed a new strategic plan to proactively guide it in anticipating continued budget reductions and to position the District to more effectively carry out new public health mandates in light of the Affordable Care Act.

Working as a team with co-consultant Heidi Keller, I facilitated a strategic planning process between February-June 2014. The work included the facilitation of numerous meetings and workshops with District management and staff, as well as the facilitation of the District's Board of Health, which is comprised of elected officials. In addition, we conducted interviews with District stakeholders. I wrote the draft and final Strategic Plans.

I have continued to work with the District since the completion of the Plan. I have facilitated a process with management and staff members to create a "Sustainable Health Futures" initiative that will fundamentally transform the public health programs and services offered in Snohomish County. My work has included the facilitation of numerous meetings and workshops, two retreats with the Board of Health, and a number of presentations to the Board.

Summary of Firm's Deliverables and Project Outcomes

- Facilitation of numerous meetings, workshops, and retreats with management, staff, and elected officials on the Board of Health.
- Completion of stakeholder interviews.
- Writing of draft and final strategic plans.
- Writing of draft and final "Sustainable Futures" document and transition program.
- Presentations to the Board of Health.
- The new strategies have received unanimous approval and adoption by the District Board of Health.

Duration of Relationship/Date of Local Agency Adoption

My work with the District has taken place over the past two years. The Board of Health unanimously adopted the Strategic Plan in July 2014, and unanimously adopted the Sustainable Futures plan in March 2015.

Contact Information

Pete Mayer, Deputy Director-Chief Operating Officer, Snohomish Health District.
425-339-5263 | pmayer@snohd.org

Agency Name (2)

King County Flood Control District

Hourly Rates

Margaret Norton-Arnold \$194.20
Spencer Easton: \$78.00

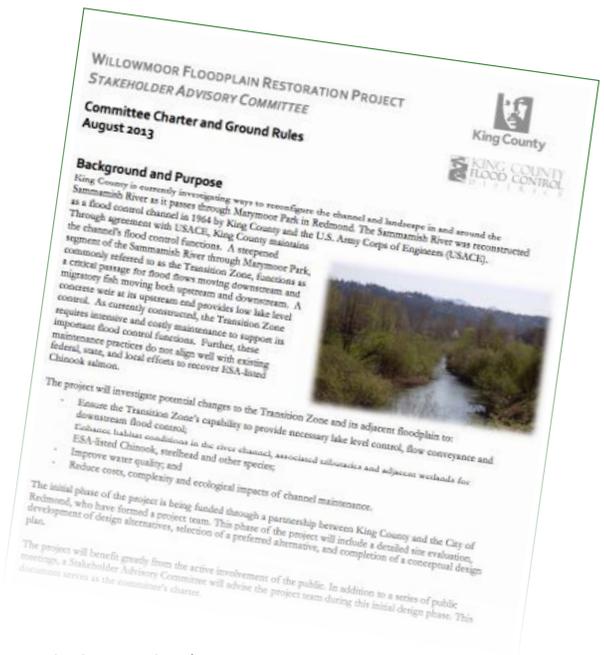
Summary of Roles and Responsibilities

King County is embarking on a project to make substantial improvements to the Sammamish River between Lake Sammamish and Lake Washington. The Willowmoor Floodplain Restoration project will make modifications to a weir installed in the early 1960s by the U.S. Army Corps of Engineers. The project also seeks to dramatically improve fish habitat in that area; it is a vital passage-way for salmon, but the water is currently too hot to ensure fish survival.

I began facilitating the Willowmoor Stakeholder Advisory Committee in August 2013, and just ended that work in October 2015. Working with King County's project team, I developed meeting agendas, facilitated all of the meetings, and wrote meeting reports. I communicated with committee members in between meetings, and also managed a committee website. The project is controversial in that Lake Sammamish property owners have extensive concerns about lake levels, while environmental interests and the tribes want to make certain that the transition zone has adequate volumes of cold water to help fish. The committee assisted with the development of project design objectives, and also reviewed and commented on project alternatives.

Summary of Firm's Deliverables and Project Outcomes

- Creation of stakeholder advisory committee charter.
- Development of nine meeting agendas; writing of meeting reports.



- Ongoing consultation and work with King County’s project team.
- Ongoing communication with stakeholder advisory committee members.
- Management of committee website.
- The committee’s work will inform and influence future District decisions.

Duration of Relationship/Date of Local Agency Adoption

My facilitation work for Willowmoor lasted from 2013-2015. The District’s Board of Supervisors (King County Council) will make a determination on a “preferred project alternative” during the first quarter of 2016.

Contact Information

Craig Garric, Senior Engineer, River and Floodplain Management Section, King County Department of Natural Resources and Parks.
206-477-4694 | Craig.Garric@kingcounty.gov

From Craig:

Margaret has served as the Stakeholder Advisory Committee (SAC) facilitator for the King County Flood Control District’s Willowmoor Floodplain Restoration Project. The SAC process, which lasted over 2-years and included nine intensive 3-hour meetings, involved guiding twenty-one stakeholders representatives with diverse and often competing interests through the identification, development and refinement of several project design alternatives. Margaret’s patience, persistence and expertise in facilitating the SAC process have been essential to its success.

Agency Name (3)

Port of Seattle

Hourly Rates

Margaret Norton-Arnold: \$195
Miranda Norton: \$80

Summary of Roles/Responsibilities

Managers at Sea-Tac Airport are wrestling with the dilemma of the best combination of ground transportation services at the airport. The Port has existing contracts with Yellow Cab and other service providers, but also needs to respond to pressure from Transportation Network Companies (TNCs), such as Uber and Lyft, to begin operating at the airport. Tensions are running high around this issue, especially as the highly-regulated taxi industry must cope with new competition from the essentially non-regulated TNCs.

I managed a stakeholder outreach process on this issue for the Port of Seattle. I designed and facilitated five meetings with various groups of ground transportation operator “classes,” including taxis, limousines, shuttles, and the TNCs. I also designed and facilitated a joint meeting of these operator classes. I wrote summaries of each of the individual meetings, as well as a higher-level summary of the overall process. When the Seattle Port Commission was reviewing ground transportation options at a recent meeting, approximately 400 people attended to share their opinions. At this meeting, I presented the results of the operator engagement program to the Commission.

Summary of Firm’s Deliverables and Project Outcomes

- Design, facilitation, and documentation of six outreach meetings with ground transportation operators.
- Presentation to the Seattle Port Commission.
- The Port Commission is using the process results to inform and influence their decisions about the future of ground transportation at the Airport.

Duration of Relationship/Date of Local Agency Adoption

This work took place in July-August 2015. The Port Commission is expected to act on staff recommendations in November 2015.

Contact Information

Jeff Hoebet, Senior Manager of Airport Operations, Port of Seattle.
206-787-4073 | Hoebet.J@portseattle.org

Agency Name (4)

City of Seattle Department of Parks and Recreation

Hourly Rates

Margaret Norton-Arnold: \$195
Casey Rogers: \$80

Summary of Roles and Responsibilities

I facilitated a citizen’s project advisory team for a proposed – and highly controversial – mountain bike trail in the Cheasty Greenspace on Beacon Hill in Seattle. The 12-member group worked over five meetings to advise on trail layout, environmental considerations, and evaluation parameters for a pilot project. Their work was conducted with some 50 people observing every meeting.

I created a committee charter for the advisory group, designed and facilitated their five meetings, and wrote reports for each meeting. I also managed a com-

mittee website. This was a tense and highly emotional process. Many people in the area wanted the bike trail, noting that it is typically an underserved area of the city with limited recreational opportunities for children and families. Project opponents argued that the bike trail will ruin the Greenspace by causing irreparable environmental damage.

Summary of Firm’s Deliverables and Project Outcomes

- Design, facilitation, and documentation of five advisory committee meetings.
- The project is moving forward for environmental review and will eventually be approved by the Seattle City Council.



Duration of Relationship/Date of Local Agency Adoption

This contract was in place from September 2014-February 2015. The Seattle City Council will act on the project once the environmental review has been completed; likely in early 2016.

Contact Information

Doug Critchfield, Manager of the Natural Resources Unit, City of Seattle Parks and Recreation.

206-684-4108 | Doug.Critchfield@Seattle.gov

Agency Name (5)

Bonneville Power Administration/U.S. Army Corps of Engineers

Hourly Rates

Margaret Norton-Arnold: \$210

Fala Frazier: \$95

Summary of Roles/Responsibilities

From 2011-2013, I facilitated the 19-member Sovereign Review Team(SRT) charged with the task of developing a four-state regional recommendation on the future of the Columbia River Treaty between the United States and Canada. The region encompassed Washington, Oregon, Idaho, and Montana. SRT members included governors’ representatives from those states, representatives from 10 federal agencies, and 5 members representing a coalition of 15 Columbia River Tribes.

My client was the U.S. Entity, made up of the Bonneville Power Administration and the U.S. Army Corp of Engineers. The Entity is responsible for the management of the Treaty, which was signed in the early 1960s. The Treaty was designed to control flooding on the Columbia, and also enabled the construction of new hydroelectric dams in both countries. This was the first opportunity to potentially modify the Treaty.

As was typical of the early 60s, essentially no thought was given in the original Treaty to ecosystem function, particularly in relation to the protection of fish habitat. The Tribes had historically suffered from Treaty provisions, and wanted to use this opportunity to ensure that the Treaty would be modified to include stronger environmental protections. The governors' representatives were particularly eager to see increased water supply guaranteed through future Treaty provisions.



Tensions ran high. The Tribes felt that the Corps and BPA were not demonstrating enough flexibility or willingness to bend on river operations. The U.S. Entity, while supportive of the environment, also wanted to ensure reliable hydroelectric power and flood control.

Over the course of three years, I managed monthly meetings of the SRT, including agenda development, meeting facilitation, and reports. I also facilitated web-based meetings, and numerous small group discussions to reach agreement on the most contentious subject areas. I participated in the writing of the recommendation, which, in and of itself, required six months.

Summary of Firm's Deliverables and Project Outcomes

- Agenda development, facilitation, and documentation of 36 Sovereign Review Team meetings.
- Design and facilitation of web-based meetings and small issue group meetings.
- Assistance in writing the recommendation to the U.S. State Department.
- Ongoing communication with SRT members.
- The Sovereign Review Team reached unanimous agreement on the regional recommendation to the U.S. State Department.

Duration of Relationship/Date of Local Agency Adoption

My contract with the U.S. Entity ran from January 2011-January 2014. The regional recommendation was submitted to the U.S. Department of State on December 13, 2013.

Contact Information

Rick Pendergrass, Vice President of Energy Marketing, Bonneville Power Administration.

503-230-7666 | rpendergrass@bpa.gov

From BPA President Steve Oliver (since retired):

I really appreciate all of the work and help you provided to the Columbia River Treaty review as a result of your facilitation. Your understanding of the individuals and issues developed massively along the way, which I think was true for all of us. Even though there were a couple of bumps along the way, which I think there have to be in this messy of a process, you did a huge amount of the work, and you get a huge amount of the credit, I think, for helping us get there. And I really appreciate that.

Agency Name (6)

King County Flood Control District

Hourly Rates

M. Norton-Arnold: \$194.20

Fala Frazier: \$90

Summary of Roles and Responsibilities

In 2007 the King County Council enacted a new Flood Control District funded through property taxes. The District's mission is to design and build projects that will protect the County's residents and businesses from the impacts of flooding. Between 2007-2013, I facilitated the Flood Control Advisory Committee composed of elected officials from cities, unincorporated areas, and the suburban cities. Many of the committee's issues were highly contentious, most notably the allocation of taxes and benefits, preferred approaches to flood control, and the interrelationships between habitat restoration and flood protection.

I worked with County staff to develop the committee process and charter. I designed the meeting agendas, facilitated all meetings, and wrote meeting reports.

Summary of Firm's Deliverables and Project Outcomes

- Agenda development, facilitation, and documentation of all advisory committee meetings
- The Flood District's Board of Supervisors (King County Council) relies heavily on the committee's recommendations as it made annual decisions about the District's projects and budget.

Duration of Relationship/Date of Local Agency Adoption

I facilitated the advisory committee from 2007-2013. Every year, the District Board of Supervisors uses the committee's recommendations as it makes decisions about flood control projects and budgets.

Contact Information

Brian Murray, Countywide Policy and Programs Supervisor, Department of Natural Resources and Parks.

206-296-1906 | Brian.Murray@KingCounty.gov

From Reagan Dunn, Chair of the King County Flood Control District:

Since the Flood District was formed in 2007, 76 levee construction projects have been completed, 160 parcels covering 350 floodplain acres have been acquired, 177 at-risk structures have been removed from the floodplain, 54 homes have been elevated to better withstand flooding, and 26 farm pads have been constructed to help farmers withstand flooding. This considerable benefit to the people of King County could not have been achieved without the thoughtful input and guidance of the Advisory Committee, made possible by your expert facilitation.

SUMMARY OF TYPICAL APPROACH

I begin all committee facilitation projects with a clear and detailed charter for the group. This includes an overall mission statement, groundrules, and a “facilitator’s pledge” that I issue to all of the groups I work with. This pledge describes the style and process I will use in facilitating the meetings, and also stands as a testament to my neutrality.

The charter also includes a “scope of work” for the committee that spells out a full schedule of all meetings – their time, date, subjects to be covered, and anticipated outcomes. While there does need to be flexibility in order to meet emerging needs or changes, providing this schedule in advance reassures committee members that their time will be used well and productively. A draft of this scope is used for discussion during my committee member interviews, and is also discussed at the first meeting. After questions and possible modifications have been discussed, a “final charter” is produced that serves for the duration of the committee process.

I conduct phone interviews with all committee members prior to the first meeting. This enables me to understand their perspectives and priorities, providing background information to guide my facilitation approach. One of the questions I ask during this interview process relates to previous committees that members may have served on: “What are your pet peeves about committee experiences, and what do you want me, as your facilitator, to do to ensure a positive experience for you?” This is a highly-revealing question and can be invaluable in structuring the overall process.

I’m a believer in committee “products” rather than “reports.” After each meeting, I will write a brief report documenting the results, but the more important work will be a product that committee members can contribute to as their homework assignment in advance of the next meeting. For the Communications and Citizen Engagement group, for example, we might craft a draft “desired outcomes” document at the first meeting, which all members would work to refine prior to the second meeting. As draft recommendations begin to emerge, we will develop a running tally of them rather than wait until a later meeting to begin working on recommendations. A more wide-ranging survey to a broader group of interested stakeholders would be another product that the entire group can contribute to. It’s important to keep groups engaged and actively working in order to achieve maximum productivity.

I’ve found that three-hour meetings are the most effective in maintaining interest and productivity. This timeframe gives the group ample opportunity to engage in detailed discussion, as well as produce the types of draft work product that enable everyone to consistently experience forward movement on the key issues. Meetings that are spaced two-three weeks apart allow for ample preparation time but also help to maintain a sense of momentum.

It’s important to maintain communication between meetings, and to provide plenty of time for member review of both the agenda and any work products.

These materials should be distributed one week to ten days in advance of every meeting. All of my meeting agendas include a “discussion guide” that poses the questions and issues we will be working on for that meeting. These agendas also include goals for each meeting.

Debriefs and ample planning time with associated staff members are crucial to success. For this project, I will schedule telephone debriefs with the City Manager and Economic Development Manager on the day after every meeting. We will also hold telephone and in-person meetings as needed throughout the process. All agendas and meeting materials will be submitted first to these two individuals, who will review and approve of them before I send anything to committee members.

Depending on the size and volume of the materials under discussion, it can be useful to maintain a committee website throughout the process. I use an organization called “OneHub” for this service. It is inexpensive (about \$30 per month), extremely user-friendly (even I can do it), and offers a single source for all of the committee’s work. In addition, I like to have direct contact with members throughout the process; I use email to provide information between the meetings, distribute the agendas, meeting minutes and work products, and generally maintain the sense of forward movement.

My clients say they appreciate my “fair but firm” facilitation style. It’s important that all of the voices around the table are heard. I am effective in gently redirecting those members who may want to take up too much air time. If a member has been quiet throughout the meeting, I call on him or her to share their opinion. I am highly focused on the intended goals and results of each meeting and have a great deal of experience in maintaining the group’s energy toward the completion of those goals.



Fun! Meetings need to be enjoyable. A sense of humor helps. I also like to craft exercises and games that help the group complete its work. I have asked committee members, for example, to actively draw their visions for park and habitat restoration projects on large maps. I use option games to help people work through the pros and cons of various alternatives. Visual, tactile exercises such as these help people work outside of the box and creatively tap into their ideas.

Especially with a topic such as citizen engagement, and given that this committee is of relatively small size, it will be very important to maintain communication with a broader range of Snohomish citizens. I have considerable experience in facilitating groups while the general public is watching – for the recent work on the Cheasty bike trail, for example, some 50 people regularly attended to watch the

12 committee members carry out their work. While this is extreme and can be stressful for committee members, it is always best to operate these processes in the spirit of full transparency. The city should offer regular updates about the committee on its website; it's also good that a City Council member will serve as a liaison on the group, so that committee activities can be shared at the Council meetings. The committee may want to consider the allotment of 10 minutes or so of public comment at each meeting, and may want to make its draft recommendations widely available for public comment prior to their submittal to the City Council.

Of course the most important aspect of any group process is the degree to which members agree to, and can buy off on, any final recommendations and results. We will identify up front whether or not the group will work until unanimous consensus has been achieved, recognize that majority/minority opinions may be the best we can hope for, or land somewhere in between. The trick, at this point, is to craft the group's final recommendations in a manner that effectively incorporates all opinions and that also provides a platform for give-and-take. This is where one-on-one discussions and mediation techniques come into play; actively discussing, editing, and massaging the recommendations so that all members feel comfortable lending their support to their final product.

2016 RATE SCHEDULE

M. Norton-Arnold: \$195 per hour

I also use several individuals for note-taking at meetings; we can determine whether or not we want to run the process with a note-taker. These people are generally billed out at \$80-\$85 per hour.