

# COLLABORENT

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September 30, 2015

## **Proposal for Project Administration Services Colorado Strategic Action Planning Group on Aging**

Dear Colorado Strategic Action Planning Group Executive Committee:

Collaborent LLC (Collaborent) is pleased to submit our response to the Solicitation for Project Administration Services. Our team would be very excited to provide the requirements as described in the Solicitation. We believe we have exactly the right expertise, experience, and interest to successfully support your committee in developing a comprehensive State strategy on aging. Our team brings the following qualifications to the Colorado Strategic Action Planning Group (Planning Group):

- **Experts in project management, facilitation, problem solving, and writing** – We employ a dynamic skillset to help groups reach useable policy recommendations and outcomes. Jessica Williams, our proposed *Project Administrator/Project Manager*, is a certified Project Management Professional with experience in project and program management; our team's inputs and techniques are based on industry best practices. Janesse Brewer, our proposed *Project Assistant*, is experienced in supporting diverse volunteer groups to reach consensus on issues where economics, health, quality of life, and other issues intersect. Jessica and Janesse have extensive facilitation, writing, and problem solving experience.
- **Understanding of how to support volunteer boards and committees** – We support and facilitate consensus-building to achieve shared and broad ownership in the outcomes. Jessica and Janesse have over 30 years of combined experience in assisting volunteer boards, committees, and work groups through meeting agenda design, focused research, and drafting of documents and reports. Our team is experienced and comfortable with highly technical issues and navigating sensitive policy questions that involve prioritization. We seamlessly takes care of the meeting logistics, note-taking, and between-meeting correspondence so that the committee can focus on substantive issues.
- **Expertise in decision analytics** – Jessica has consulted for nearly a decade with a big management consulting firm providing policy, economic, financial and market analysis, as well as decision modeling to government clients to inform important management decisions. Both Jessica and Janesse mediate complex, multi-party issues to help groups achieve consensus and reach decisions.
- **High-quality, on-time delivery** – As our references can speak to, we have a proven track record of meeting and exceeding customer expectations. It is the norm, not the exception, for our clients to choose to work with us repeatedly.
- **Committed team with a passion for issues that impact Colorado** – We are long-time Coloradans ourselves, we have family members who are already a part of the over-50 age group in Colorado, and we will be in that cohort within the next decade. Our personal and professional missions include bettering Colorado!

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Our approach includes the following:

- **A thorough and effective project plan and approach** - Together with the Executive Committee, we will discuss, design, and execute on the most effective plan to support the Planning Group in creating a State strategy to address the aging Colorado population. We will develop a straightforward project plan, track project milestones, and provide regular status updates and communications.
- **Ongoing and open communication and joint strategic planning** – We will discuss and establish Planning Committee wants, needs, and expectations up front and keep the dialogue open throughout the project to help create the ideal government-contractor team to accomplishing project objectives for the State.
- **A keen eye for efficiency and betterment** – We will continually strive to deliver the best product, including adjusting to the needs of the group and the State, as things naturally develop and fluctuate over time. We are a responsive and astute team, and we bring this awareness to our projects and client work.

In addition to this Solicitation, our team is very interested in the companion Solicitation to perform analysis as outlined in House Bill 15-1033. Our team has the capabilities and capacity to provide one or both groups of services for the Planning Group, including providing cost savings for the State if selected for both.

It would be our honor to support the Planning Group in developing a highly-effective and actionable State strategic plan for the aging population, to serve the people of Colorado today and into the future. We submit our proposal under the terms, conditions, and provisions of the solicitation and the assumptions contained herein.

Respectfully,



Jessica Williams  
CEO & Partner  
Collaborent

## Contact Information

Collaborent LLC is a Colorado woman owned small business. Please reach to Jessica Williams with any questions or requests for support by telephone at (303) 931-6113 or by email at [Jessica.Williams@CollaborentGroup.com](mailto:Jessica.Williams@CollaborentGroup.com). Address: 1526 Redwing Lane, Broomfield, CO 80020. Website: [www.CollaborentGroup.com](http://www.CollaborentGroup.com).

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*Response to Solicitation*

## **Project Administration Services**

*for the*

## **Colorado Strategic Action Planning Group on Aging**

September 30, 2015

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*Submitted to: Colorado Strategic Action Planning Group on Aging*

*Submitted by: Collaborent LLC*

*Nondisclosure Statement: This submission contains confidential information that the offeror believes to be exempt from disclosure under the Freedom of Information Act. The offeror requests that this information not be disclosed to the public, except as required by law, and that this information not be used by the government for any purpose other than to evaluate the response.*

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## Project Approach

### Introduction

During the next 25 years, the State of Colorado anticipates an unprecedented increase in the number and percentage of the population in over-50 and over-70 age groups. This significant demographic change in Colorado (and across the country) is due largely to the aging Baby Boomer population and will impose many economic and social changes as a result. In order to prepare for this demographic shift, Colorado must understand the *challenges* this will present to the State, including but not limited to the following:

- Shrinking state tax base as retirees exit the workforce;
- Increasing demand for Medicaid and other government relief programs;
- Increasing demand for healthcare services;
- Aging healthcare facility infrastructure; and,
- Financial insecurity of individuals related to the recent recession.

Concurrently, the aging population presents many *opportunities* for Colorado, including but not limited to the following:

- Increasing demand—and associated business opportunities—for services for the aging population, such as transportation, caregiving, and education;
- Increasing participation in community activities, civic engagement, and volunteerism;
- Enhanced quality of life for elders and all Coloradans; and,
- Facility construction and improvements.

"A failure on our part to prepare for demographic change will have substantial adverse effects on the economic welfare of our children and grandchildren and on the long-run

To support the aging population and the State, the General Assembly created, and Governor Hickenlooper appointed, the Colorado Strategic Action Planning Group on Aging (Planning Group) to develop a comprehensive State strategy on aging. The Planning Group is deeply committed to developing effective long-term strategies on issues affecting government agencies, Coloradans, the economy, infrastructure, and much more. In furtherance of the strategic planning effort, the Planning Committee is requesting project management services to support the creation of a State strategy for the retirement and aging of Coloradans. It is critical that the strategy be developed with accurate and broad focus so that vital government decisions are not based on shortsighted or faulty projections, which could result in inadequate planning and failing policies; and so that informed and strategic recommendations and decisions can be reached to better the Colorado economy and society for years to come.

It is with great pleasure that Collaborent LLC (Collaborent) submits this proposal to provide consulting support to help create a State strategy for addressing the challenges and opportunities associated with the aging population of Colorado. We will execute all duties and provide all deliverables as outlined in the Solicitation.



## Our Understanding

Based on the Solicitation, the information shared during the pre-bid conference call held on September 23, 2015, House Bill (HB) 15-1033, and our experience with similar work and processes, we understand that the consultant project responsibilities will address the following high-level focus areas:

- **Perform Project Administration and Management:** Work closely with the Executive Committee, as requested, while also taking initiative to work proactively and independently in furtherance of project objectives. Perform project management and project support efforts, manage and integrate the work of other contractors, ensure compliance, manage budget, submit monthly project reports, etc.
- **Support Planning Group Meetings:** Organize, coordinate, attend, and record (via meeting minutes and other records) the Planning Group meetings.
- **Facilitate the Development of the Strategic Plan and Oral Report:** Perform research for and support the development of a comprehensive strategic action plan on aging in Colorado through the year 2030, to be completed by November 1, 2016, including the following key elements:
  - Identify and incorporate recommendations and findings from previous relevant studies and commissions.
  - Perform and incorporate specific research and analysis relating to demographics, economic, and state budget data.
  - Develop actionable recommendations that address those topics listed in the HB (i.e., options to address the long-term impact of the demographic shift, disproportional regional demographic shifts, financial security and retirement preparation, enhanced access to services and public education, and so on).
  - Help the Planning Committee prepare for an oral report to the Joint Budget Committee summarizing the work of the Planning Group and preliminary findings or recommendations.
- **Facilitate Stakeholder Communications:** Liaise with other state and local agencies and organizations, ensure opportunities for Coloradans to provide input, and support the external distribution of information, including website management.

## Our Approach

Our approach is designed to support and advance the goals of the Planning Group as outlined in the Solicitation, and with additional priorities that may arise from the Planning Group throughout the duration of the project. Our approach includes the following steps and elements:

### *Project Planning*

- **Facilitate an initial visioning session and project planning meeting** with the Executive Committee Chair (and limited key stakeholders, as desired by the Chair). We suggest the following topics be covered during this session:
  - Confirm the underlying project vision and overall goals;
  - Identify additional stakeholders and assigned roles;
  - Determine the format and content of final reports and deliverables to be produced;
  - Identify data to be collected determine how this data will play in policy recommendations;
  - Outline a preliminary schedule and key milestones;
  - Establish a project communication plan for project status and goals
    - Determine preferred method of communication
    - Define various project groups and individual group members to communicate with
    - Determine the frequency and content of communications delivered to each project group
  - Determine the need for a collaborative workspace to increase project efficiencies (SharePoint, Box.com, etc.).
- **Facilitate a formal project kickoff and coordination meeting with members of the Executive Committee and all key stakeholders**

Solicit interests, needs, and wants from members and discuss and agree upon shared expectations for Collaborent support. In coordination with the Chair, the Collaborent Team will develop an agenda and supporting materials for this session. Materials may include; project goals, a proposed timeline including key milestones, key inquiries to be explored with Colorado residents and outside resources, and recommendations for topics that require additional focus through work groups.
- **Develop a project schedule**, including milestones, document review timeframes, etc.
- **OPTIONAL**: Develop a set of customized decision-making protocols for the various project groups defined in the initial visioning session. Protocols are tailored for each group and their goals and are considered a best practice when working with diverse perspectives and complex policy.
  - Define the parameters of group consensus and outline a roadmap for group decision making
  - Develop methods for handling the potential circumstance when the group cannot reach consensus on planning decisions.
- **OPTIONAL**: Conduct a set of in-take interviews with members of the executive team or others important stakeholders. In-take interviews are considered a best practice and allow those supporting the effort to better understand the specific areas of interest, concern, and potential for common ground on issues where questions have a technical/research aspects as well as values and

components. Interviews are typically conducted with different stakeholders who are engaged in, or influential in, the process. The information is considered confidential and if it is presented publicly, it is done in aggregate form. Whether it is shared publicly or not, it ensures the project managers are developing support strategies, agenda, straw-man documents, and draft report language that helps to elevate and articulate issues in a way that will be broadly acceptable to the Executive Committee and the perspectives they represent.

### *Project Execution*

- **Perform research into applicable law, policy, regulation** including but not necessarily limited to HD15-1033, Older Americans Act, and the Affordable Care Act, as directed by the Planning Group.
- **In collaboration with the Chair, coordinate the meeting design for Planning Group meetings** including establishing objectives for each meeting and sequences and timely progress towards project goals. Our Team stands ready to help develop straw-man documents, presentations that tee up key questions and options, and other materials that can help advance issues and decision-making. To the extent it is helpful and appropriate, we have experience in designing meetings that assist groups in envisioning alternatives and prioritizing among a field of options.
- **Organize, coordinate, and participate in Planning Group meetings** including strategic meeting agenda development, designed to accomplish progressive and sequences progress over time to achieve goals. Our price proposal assumes that both team members will participate in every monthly planning meeting, but our team is flexible and we can reconfigure work to, for example, provide additional meeting facilitation support, if useful, or exchange hours so that additional support can be provided in other areas such as additional subcommittee meetings if meeting minutes is the primary service to be provided.
- **Develop and deliver meeting minutes and other records**, starting with professional templates that we design, or that the Executive Committee provides (depending on Committee preference), we will accurately capture meeting purpose, date, attendees, discussion topics, decisions, action items, and other areas of interest.
- **Perform additional research and analysis** to inform the development of the Colorado State plan, such as the New York Plan, the California State Plan on Aging, and others as directed by the Planning Committee and as is useful to or required by the project.
- **Draft documents and presentations** to be used by the Planning Committee in furtherance of project objectives. We author, edit, and consult on professional policy and communication documents that are ready for wide distribution and presentation to all levels of the public and government.



### *Project Management*

- **Communication:** Facilitate regular, open, and ongoing communication within with the government leads and the contractor team(s) with regular planned telephone meetings.
- **Project Management:** Track project budget and accomplishments of milestones on an ongoing basis, and raise and work through any unforeseen circumstances or issues early so that minor course adjustments can be made easily, early, and with no negative impacts to accomplishing project goals, with a project-long focus on delivering high-quality products on-time and on-budget. We are always responsive and respectful of our clients, and also perform very well under our own self-direction, understanding and carrying out the intentions and requests of our clients.

The Collaborent team will work side-by-side with the Executive Committee and other members of the Planning Committee and its subgroups, while also advancing project objectives on our own. Our team's explicit intention is to become a trusted partner to the Planning Committee, and will demonstrate our value through the consistent and high-quality support we will provide throughout the duration of the project. Client delivery and satisfaction is a top priority for our team.

## Project Management and Coordination

### Roles and Responsibilities

Collaborent carefully considered the needs of the project and selected an ideal team of two high-performing, experienced consultants with relevant experience to ensure effective, efficient, timely, and responsive support to the Planning Committee. The table below lays out the roles and responsibilities of the project team in the delivery of high-quality project management to support the creation of a State strategy for the aging Colorado community.

Role	Responsibilities
<b>Project Administrator / Manager (PM)</b> <i>Jessica Williams</i>	The PM will be responsible for performing project management, interfacing with the client, leading the contractor team, establishing a productive work environment, conducting day-to-day management, ensuring quality delivery, submitting monthly status reports, performing contract administration, and delivering on scope objectives* as outlined in the Solicitation.
<b>Project Assistant</b> <i>Janesse Brewer</i>	The Project Assistant's responsibilities will be to directly support the PM and execute on scope objectives*, while also listening to the Planning Committee and carefully crafting solutions that support project objectives.

*\* "Scope objectives" are assumed to be those responsibilities outlined the Solicitation Section 3 ("Duties and Responsibilities") and as listed in the "Our Understanding" section of this proposal. These responsibilities include but are not necessarily limited to coordinating and attending meetings, delivering meeting minutes and records, drafting and reviewing strategic plan and supporting materials, meeting with team members, conducting research, and performing analysis.*

The Project Administrator / Manager (PM) and the Project Assistant will stay in continuous communication and will work together seamlessly and in direct response to client needs to ensure optimized service. Jessica and Janesse both have longstanding, proven track records of delivering on time and on budget; additionally, the two-team members have worked together for the past four years on various efforts. In addition to our proposed core team, Collaborent also has established and ongoing working relationships with multiple other contractors if the Planning Committee desired additional expertise or a need arises for additional team members.

### Quality Control

Collaborent is committed to delivering high-quality services and products that meet the Planning Committee's needs the first time. Our approach to quality control provides focused planning, prevention and, when necessary, timely and effective correction of issues to ensure contract compliance and superior value of work products and services

(including activities performed by our subcontractor team members). Specifically, we implement the following quality control measures:

- **Thoughtful Coordination with Leadership:** We will closely coordinate with the Chair and other leadership to ensure that the committee work is designed and consistent with best practices in multi-stakeholder expert engagement.
- **Purpose, Scope, Goals, Background, and Assumptions:** We are proposing a highly experienced team who will be thoroughly briefed on project purpose, scope, goals, background, assumptions, and tasks. This reduces “ramp up” time and reduces the risk of errors caused by someone not being aware of the project processes, protocol, and expectations.
- **Quality Planning, Assurance, Monitoring and Control:** Our team’s inputs and techniques are based on industry best practices and are in line with the Project Management Institute’s recommended structure and process for quality management. Additionally, our PM will review all of our team’s deliverables for quality. Careful and sometimes multiple reviews may be performed for external communications and deliverables that may inform lasting policy decisions.
- **Roles and Responsibilities:** We believe that all team members have responsibility for quality control and quality deliverables. Adherence to Executive Committee direction, reviews for consistency, version control, basic grammar checks and correct math are shared across the team through a tiered review process, when useful.
- **Clear Lines of Communication:** Our PM is committed to and continually focused on clear and open lines of communication with our point(s) of contact on the Executive Committee. If we anticipate or see that the project could benefit from a course adjustment, we will proactively communicate with you to mutually agree upon on the best plan and path forward.

Our approach to quality control supports our ability to meet schedule milestones, stay within budget, meet and exceed Planning Committee expectations, and control risk. All project team members will understand the Planning Committee’s expectations regarding deliverables and support requirements, project milestones, and quality standards. Our team will match the right skillset to accomplish each task, we will ensure that deliverables are reviewed for accuracy, clarity and effectiveness, and delivered on time and within budget. We will follow up with the Executive Committee to ensure that our deliverables meet expectations. If problems occur, we will ensure efficient and effective support through timely problem identification and resolution.

Collaborent has a “one team” approach, in which subcontractors are seamlessly integrated and coordinated into all project activity, from task order planning to quality control. All staff members participate in contractor team meetings and client meetings, and collaborate regularly to share industry best practices. As the prime contractor, Collaborent is fully accountable for quality and deliverable performance.

## Appropriate Subject Matter Expertise and Experience

We have assembled a highly skilled project team to deliver project management services to support the Planning Group in creating a State strategy. We proposed *Ms. Jessica Williams* as our **Project Administrator/Manager (PM)** and *Ms. Janesse Brewer* as our **Project Assistant**. Complete resumes for Jessica and Janesse are listed in the appendix to this document.

### *Jessica Williams*

Ms. Jessica Williams is a strategic consultant and facilitator who brings an array of services targeted to navigate decision-making processes and deliver compelling and sustainable solutions. From 2002 to present, Jessica has focused her career on project management, analysis, and conflict intervention. She applies a multi-disciplinary approach, combining her expertise and skills in problem solving, dispute resolution, communication, and analytics to help clients solve tough problems and achieve objectives.

Jessica is a founding Partner and CEO of Collaborent (since 2013), where she facilitates collaborative conversations, negotiations, and agreements for people in organizations and businesses. Prior and for nine years, she was a management consultant with Booz Allen Hamilton, where she specialized in business strategy and analysis, decision modeling, and project management. She is also a member of Accord 3.0, a network of public policy consultants engaged in complex, multi-party problem solving. From 2002 to 2004, she worked in a leading commercial mediation firm, where she brought parties to the negotiating table and co-mediated multi-issue commercial disputes. Jessica has served as a mediator for the cities of San Francisco, California and Boulder, Colorado. She has experience in areas such as contracts, employment, energy, environment, infrastructure, leadership, natural resources, organizational transformations, technology, transportation, and more.

Jessica earned her MBA from the Daniels College of Business (University of Denver) and her B.A. from the University of California at Los Angeles with dual degrees in Economics and Psychology. She holds a Certificate in Conflict Resolution from the Justice Institute of British Columbia, Canada and she is a Project Management Professional certified through the Project Management Institute.

Highlights of Jessica's skillset as applicable to this project are as follows:

- **Facilitation:** Jessica has facilitated hundreds of meetings, decision-making processes, strategy sessions, and trainings for groups of 2 to 30 people at all organizational levels. She effectively navigates sensitive and high-pressure situations, quickly identifies key issues, and focuses participants on achieving objectives. Jessica balances competing interests, reconciles divergent viewpoints, and maintains a flexible and objective approach to enable productive dialogue and reach agreements.

- **Business Analysis and Report Writing:** Jessica has extensive experience applying various business analyses (economic, financial, and market) and related applications of scenario planning, alternatives analysis, feasibility determination, and modeling to synthesize large amounts of data into useful information, predict futures, and inform decision-making processes, including authoring supporting reports distributed to all organizational levels.
- **Project Management:** Jessica has expertise in project management and successfully applies theoretical fundamentals to fluid practice. She considers all aspects of project management (time, cost, scope, procurement, integration, human resources, quality, communications, and risk management) to meet the unique needs of each project. Jessica has served as project manager on dozens of projects with teams of between 2 and 14 people, annual budgets of up to \$1 million, and timeframes of 3 months to 5 years. She has a proven track record of successfully executing projects on time and on budget.

### *Janesse Brewer*

Ms. Janesse Brewer is a senior practitioner with over 20 years experience supporting multi-stakeholder efforts aimed at policy outcomes. She has primarily worked on strategic planning and policy areas where science, data, cultural norms, trust, and values intersect. Janesse has conducted policy dialogues, site-specific mediations, and public engagement processes at local, state, national and international levels. She works almost exclusively with volunteer boards and committees focused on developing actionable strategies and policy recommendations. In Colorado, Janesse has worked with organizations such as LiveWell Colorado, Colorado Education Association, Rose Community Foundation, Donnell Kay Foundation, Town of Silverthorne, Pueblo Chemical Depot, Sierra Club, Colorado Department of Human Health and Environment, and Centura Health.

Having supported and facilitated hundreds of meetings and groups, Janesse has excellent organizational skills and takes pride in a well planned and executed meeting where participants can focus on the issues most important to our State, because the details have been addressed behind the scenes. Janesse has excellent meeting minute and report writing skills with years of experience focusing in on what are the most important, salient, and meaningful part of a dialogue and how policy solutions might be crafted for broad consideration. Results of such efforts have resulted in actionable strategies such as: recommendations and priorities for vaccine safety that were adopted by the National Vaccine Advisory Committee; priorities and strategies for LiveWell Colorado's obesity reduction issues generally and then specific blueprints developed for workplace wellness strategies; roadmaps for pursuing antibiotic resistance partnerships between state public health and agricultural departments.

Like Jessica, Janesse is also a member of Accord 3.0, a network of public policy consultants engaged in complex, multi-party problem solving. Janesse has a Masters of



Public Administration from the University of Colorado, Denver where she focused her study and research on complex public policy agreement-making.

### *Our Team*

We, Jessica and Janesse, are strategic partners who have teamed together for more than four years. Jessica (Collaborent) will prime this contract and Janesse (23.4 Degrees) will be a subcontractor. We have a longstanding record of success and a mutual commitment to our clients and to each other as strategic partners. Our respective small businesses are intentionally designed to have maximum flexibility and bring the perfect team of professionals to each client endeavor – which is exactly what we offer and bring to you as described in this proposal. The Collaborent Team brings deep expertise and experience with every capability listed in the Solicitation, including but not limited to those listed below.

### *Working with a Task Force or Similar*

The Collaborent team works extensively on task force type efforts that engage a diverse set of experts in problem-solving and advising. Here is a small set of examples:

- Designed, supported, facilitated, and drafted written and oral materials for the National Aquarium's volunteer BLUEprint Task Force comprised of members of the Board of Directors on issues pertaining to the future of their dolphins. A significant piece of this effort is premised on how Baby Boomers, Generation X, and the Millennial generation view the evolving role of aquariums.
- Designed, supported, facilitated, and presented drafting on best practices in reducing healthcare acquired infections (HAIs) at the state level. This series of projects engaged the Association of State and Territorial Health Officials (ASTHO), healthcare professionals, State officials, and consumer advocates on how to best reduce healthcare infections through best practices and education.
- Designed, supported, facilitated, and reported writing for Silverthorne's ARTvocates Group in advising on Silverthorne's arts and culture strategic plan. This group is comprised of elected officials, business leaders, artists, musicians, teachers, retirees, and other art/culture enthusiasts.
- Facilitated a variety of short- and long-term work groups within the National Park Service to accomplish various objectives and problem solve, including supporting the development of a long range transportation plan, assessing the financial feasibility of alternative transportation systems to inform policy decisions, accomplish federal real property reporting, develop risk management protocol, and more.

### *Managing and Communicating with a Variety of Stakeholders*

- Our team works on projects seeking to advance policy questions and issues. These policy recommendations are crafted with Collaborent team support, with 20 to 45 stakeholders engaged. Here are some examples: Worked with the Richard Lounsbery Foundation to explore the merits and feasibility of a cross-sector initiative to identify helpful strategies to address ongoing challenges with

- end-of-life care in the U.S. Thought leaders and subject matter experts were consulted to identify the specific areas of greatest need or clearest leverage on which a dialogue might focus, with an aim of advancing a better coordinated system for delivery of quality healthcare while preserving patient autonomy and human dignity
- Developed a citizen science framework for the U.S. Fish & Wildlife Service, a first-of-its kind framework developed with the input and participation of over 20 different stakeholder groups.
  - Supported and facilitated customized sessions designed to provide input into the development of a Center for Disease Control and Prevention research agenda for vaccine safety. To include vaccine advocates, vaccine hesitant parents, pediatricians, alternative medicine practitioners, ethicists, and representatives from state and federal government.
  - Facilitated a major servicewide IT system upgrade for the National Park Service, including facilitating stakeholder discussions with hundreds of system users plus IT contractors, developing servicewide communications, managing a public SharePoint site, presenting and training, developing OMB 300 and capital planning documentation for budget requests, and performing all aspects of project management.
  - Managed and communicated with a diversity of stakeholders in the Towne of Silverthorne interested in how art and culture infrastructure and programming can enhance quality of life in a community. As part of this process we have engaged community strategies that involve managing e-mail lists, customizing meetings for different types of expertise, reaching out to community organizations to ensure we have invited and engaged native Spanish speakers with translated materials and interpretation at public meetings, facilitated public meetings, and much more.

### *Developing Actionable Plans*

- Developed and facilitated the execution of dozens of plans for the National Park Service, in support of its leading asset management practices, which now serve as models for multiple government agencies.
- Created and facilitated the successful execution of numerous project plans to accomplish near-term goals relating to facility asset management with the Department of the Interior.
- Supported LiveWell Colorado's Worksite Wellness BLUEprint. This blueprint is a "living" strategy will guide LiveWell Colorado's efforts to positively affect Coloradoans health and wellness in the workplace. This effort consulted with over 150 expert stakeholder partners in an effort to understand the needs and best practices related to worksite wellness. This blueprint is designed to fit under the umbrella of the LiveWell Colorado Strategic Plan. Here is a link to the Blueprint:  
[http://livewellcolorado.org/uploads/ckfinder/userfiles/files/LWC\\_WorksiteWellnessBlueprint\(3\).pdf](http://livewellcolorado.org/uploads/ckfinder/userfiles/files/LWC_WorksiteWellnessBlueprint(3).pdf)

### *Working Independently yet Collaboratively with Partners*

- Served as project manager for 10+ government contracts with subcontractors, all with excellent and well-received results for clients.
- Supported a collective effort to develop a new public-private partnership effort in Rocky Mountain National Park (RMNP), including partnership development, fundraising, public and government communication development, long-term planning, and more; this effort involved working with elected officials, partner groups, volunteers, and RMNP.
- Worked with a team of five subcontractors and partners to develop BLUEprint, a strategic plan for the future of the National Aquarium, a \$55 million dollar organization in Baltimore, MD. Each subcontractor was responsible for different elements of the strategic plan. The plan and approach was seamlessly developed in coordination with the National Aquarium's leadership.

### *Working on Issues Related to the Work of the Planning Group*

We have worked on a number of related issues to the topic of aging in Colorado, including the following:

- Assessment of how to best configure and reuse a U.S. Department of Veterans Affairs campus in Denver, considering the aging and growing general population and veteran population and associated economic and societal needs.
- Strategic planning and analysis to accommodate needs related to transportation and accommodation for elderly (and other) visitors to national parks, considering demographic trends, technology, physical ability, access, and other issues.
- Socioeconomic analysis of demographics, social, and economic needs of the U.S. Bureau of Land Management, to inform services, infrastructure, and other requirements for the government.

Additionally, we are aware of some of the issues associated with Colorado's (and the nations) aging community as they impact the work of the Planning Group, including but not limited to the following:

- **Healthcare.** A facet of this work will explore the implications for healthcare. Our team has worked on a number of healthcare issues to include: hospital infections, vaccines, nutrition, exercise, and other lifestyle-related topics.
- **Workforce.** Changes to the workforce due to projected future retirements. A number of our projects have focused on or acknowledged/addressed the workforce implications due to baby boomer retirement in the education, healthcare, government, and high tech sectors.
- **Infrastructure.** With the rise in retirees and longer life expectancy, there is an associated need for infrastructure, such as hospitals and long-term care facilities, to support this important part of the population.
- **Social Participation.** Considering how to engage the aging population, in activities post-retirement that will be fulfilling to the participants as well as useful to the community.

## Budget

Collaborent is pleased to submit the below budget to provide project management services to the Planning Group. This proposed project budget is submitted under the terms as described in the Solicitation. This offer is valid for a period of 60 calendar days from the date of submission. Collaborent would be happy to work with Executive Committee to adjust level of effort where desired to meet the client needs.

## Contract Type

Collaborent proposed to perform tasks under this contract on a firm fixed price. If the government would prefer a labor hours basis or other contract type, Collaborent is open to discussing this.

## Period of Performance

The period of performance will be contract award through December 31, 2016.

## Other Direct Costs

Open market, or incidental, other direct costs (ODSs), with a fixed unit price will be determined with the Government on a fair and reasonable determination in accordance with all appropriate competitive practices pertaining to the purchase of such items.

## Assumptions

For this proposal, we are incorporating the following assumptions:

- There will be 12 Planning Group meetings per year.
- There will be up to an additional 4 subcommittee and advisory group meetings per month with a duration of no more than 2 hours per meeting.
- ODC costs do not include printing costs, per the Solicitation.
- Collaborent intends to use the services of 23.4 Degrees during the performance of this effort. We assume that acceptance of our proposal constitutes consent to subcontract and precludes the need for further notification.

## Project Budget

Our preliminary budget for all proposed services includes \$85,635 for personnel costs, including total 345 hours for the PM at an hourly rate of \$165 and 174 hours for the project assistant at an hourly rate of \$165, totaling to 519 collective project team hours. Our preliminary budget includes \$2,500 for ODCs, which can be modified based on Government needs. The total preliminary budget for all proposed services outlined in the solicitation is \$88,135, as shown in the table below.

		<i>Project Administrator</i>	<i>Project Assistant</i>	<i>Total</i>
<b>I. PERSONNEL COSTS</b>	Hours	345	174	519
	Price Per Hour	\$ 165	\$ 165	--
	Total Price	\$ 56,925	\$ 28,710	\$ 85,635
<b>II. PRODUCTION OF REPORTS OR OTHER MATERIALS, OR OTHER PROJECT EXPENSES</b>	ODC Line Item	To be billed on a cost reimbursable basis		\$ 2,500
<b>TOTAL PROPOSED BUDGET</b>				<u>\$ 88,135</u>

## References

We have a number of references and have selected the following three to provide a broad and diverse perspective:

### **Tim Harvey**

*Former Chief, Park Facility Management Division at National Park Service*

Telephone: (301) 832-0331

Email: [TimHarvey1950@gmail.com](mailto:TimHarvey1950@gmail.com)

Work completed: Provided direct and ongoing consulting services to this government client for over nine years, including wide and varied support including the following:

- Provided contracted project management services for multiple work groups and lines of business, with groups of between 4 and 12 members;
- Facilitated hundreds of meetings, with participants of up to 30 people and multiple day meetings;
- Performed various policy and data analysis for dozens of efforts, including analysis to inform branch management and investment decisions, as well as to successfully justify budget requests to the Office of Management and Budget and to support policy recommendations;
- Developed and presented dozens of briefings to high-ranking agency officials;
- Drafted and prepared dozens of service-wide communications; and,
- Developed and managed multiple internal and external project websites.

### **Peter Adler, PhD**

*Former President, The Keystone Center*

Telephone: (808) 888-0215

Email: [padleraccord@gmail.com](mailto:padleraccord@gmail.com)

*Note: Dr. Adler will be out of the country until October 8, 2016, but will have access to e-mail. Please contact Dr. Adler via e-mail to arrange a conversation.*

Founder of Accord3.0, which Jessica and Janesse are both current organizational members of. Worked as teammate and collaborator on high-profile policy projects with aggressive deadlines and critical budget objectives, including national and international projects.

### **Robin Camarote**

*CEO, Robin Camarote LLC*

Telephone: (301) 442-0734

Email: [robin\\_camarote@craftandatlas.com](mailto:robin_camarote@craftandatlas.com)

Work completed: Strategic partner on various government projects, including the following types of work for nine years:

- Strategic communications to all levels of government;
- Advanced analysis on a wide variety of topics, including transportation, environment, energy, government funding and taxes, and more; and,
- Facilitation and training for commercial and government clients.



## Conflict of Interest

The Collaborent team, including its subcontracts, has no conflict of interest with this solicitation.

## State Contract

Collaborent has reviewed the model contract for personal services for the State of Colorado and does not request any exceptions to the State's contract.

## Insurance

Collaborent will obtain and maintain insurance in the kinds and amounts outlined in the model contract.

## APPENDIX: Resumes

# JESSICA WILLIAMS

Denver, Colorado • (303) 931-6113 • Jessica.Williams@CollaborentGroup.com

## PROFESSIONAL STATEMENT

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I bring a diverse array of consulting services targeted to deliver compelling and sustainable solutions and to navigate important decision-making processes. I am committed to engaging my clients in critical thinking and creative insights that enable proactive and pre-emptive strategies. My work is founded in my personal and professional values of awareness, equanimity, excellence, integrity, synergism, and truth.

## WORK EXPERIENCE

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### Collaborent, CEO & Founding Partner

Denver, Colorado

2013–Present

Jessica supports people in businesses and organizations to collaboratively engage in mutually beneficial negotiations and agreements, and to resolve related conflicts. She focuses on collaborative problem solving, consensus building, and accelerated decision-making processes in the areas of environmental and natural resource management, land use, public policy, and commercial ventures.

Merging her dispute resolution experience and passion with her substantive business background and analytical approach, she supports clients in pursuing more productive and effective decision-making processes as the means for solving tough problems. Jessica also provides mediation training and coaching.

### Booz Allen Hamilton, Associate

Denver, Colorado

2006–2015

Jessica delivered management consulting services to a diverse set of public and private sector clients to solve complex challenges and advance mission objectives. She provided expert support in facilitation, business analysis, and project management. She brought in-depth knowledge in the areas of commercial business, environment, facility and infrastructure management, land use, transportation, public policy, and public-private partnerships. Jessica led teams of people, participated in mentoring, and engaged in business development efforts.

## University of Denver, Graduate Assistant

Denver, Colorado

2004-2006

Jessica was a Graduate Assistant in the Department of Business Ethics & Legal Studies, where she served as the lead member of a 12 person team responsible for launching an exciting speakers' series, *Voices of Experience*, bringing business leaders such as Jack Welch to audiences of more than 500 people to discuss and debate current issues in leadership. In this role, she chaired meetings, directed public relations efforts, spoke publicly, implemented project management, managed budgets, and participated in fundraising of more than \$100 thousand.

## Gregorio, Haldemen, Piazza, et al., Co-Mediator & Case Manager

San Francisco, California

2002-2004

Jessica worked in a top commercial mediation firm specializing in the mediated resolution of complex, high stake legal conflicts including intellectual property, anti-trust, securities, construction, employment, contract, class actions, environmental, entertainment, insurance, malpractice, mergers and acquisitions, and international civil disputes. Jessica facilitated the successful settlement of many complex commercial disputes resulting in six-figure settlements by negotiating the terms under which parties agreed to participate in settlement negotiations and assisting those parties to engage in mediated settlement negotiations. Clientele included high profile leading national and multi-national companies and law firms.

## EDUCATION

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**MBA**, Daniels College of Business, University of Denver, Denver, CO 2006

- Earned dual concentrations in Values Based Leadership and Strategic Organizational Change
- Graduated Beta Gamma Sigma international honor society (highest honors for business school)

**BA in Economics and Psychology**, UCLA, Los Angeles, CA 2000

## CERTIFICATIONS & RELEVANT EXPERIENCE

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### Certifications

- Project Management Professional, Project Management Institute 2009
- Certificate in Conflict Resolution, Justice Institute of British Columbia, Vancouver, Canada 2002  
(Comprehensive, multi-disciplinary training in interest-based alternative dispute resolution with an emphasis on mediation and negotiation; 232-hour competency-based program at post-secondary level with professional coaching by practicing negotiators, mediators, and arbitrators)

### **Community Involvement**

- Denver Metro Chamber of Commerce committee member 2010-2014
- Emcee, Better Business Bureau, Denver, CO 2006
- Mediator, City of Boulder, Boulder, CO 2004-2005
- Mediator and Trainer, Community Boards, San Francisco, CA 2002-2004

### **World Travel**

- Including Africa, Australia, Central and South America, Europe, India, South East Asia *Various*

### **Select Projects**

**FACILITATION:** Jessica has significant facilitation experience of meetings, group discussions, decision-making processes, and more.

### Meetings & Work Groups

- Provided logistics planning, agenda development, facilitation, and documentation for hundreds of client meetings resulting in effective and efficient processes and advancement of objectives.
- Provided facilitation of, and project management for, various National Park Service (NPS) work groups, including long range transportation planning, alternative transportation systems, federal real property reporting, IT capital planning, and cost estimating, resulting in knowledge sharing, increased productivity, and high levels of participant engagement.
- Facilitated potentially contentious panel discussion between NPS park executives and private sector commercial visitor service provider executives, resulting in increased emotional intelligence and enjoyable exchanges where all parties gained valuable insights and strategies on how to work most effectively together.
- Planned and facilitated “war room” offsite for NPS capital planning efforts, resulting in enhanced team performance, cohesion, and morale, as well as developing high-quality reports that were delivered to the Office of Management and Budget (OMB) to meet critical federal reporting deadlines and gain approval of federal budget requests of \$10 million+.
- Facilitated successful and lively executive training and training facilitation to groups of 30+ NPS park superintendents and division chiefs on commercial services management, applying expertise in executive coaching, adult learning, and group dynamics.



### Decision-Making Processes

- Facilitated the development of a Citizen Science framework for the U.S. Fish and Wildlife Service, contracted through the U.S. Institute for Environmental Conflict Resolution. This involved facilitating a wide and large group of 45+ stakeholders to identifying a rigorous and widely-supported set of criteria for science and engagement protocols and best practices, which the Service is using to increase in the number of refuges collecting relevant and scientifically credible data, increase the effectiveness of the agency's public engagement and education initiatives, and increase in the Service's ability to partner with other agencies and entities.
- Helped draft a Quadrennial Fire Review report for the U.S. Forest Service and the U.S. Department of the Interior (DOI) to inform forward-looking policy and planning processes for wildland fire management, including looking at issues like water quality and quantity, air quality, health, climate change, and more through historic trend analysis and strategic planning exercises.
- Facilitated various decision-making processes on U.S. DOI visitor services, capital investments, planning, and infrastructure management strategies resulting in profitable commercial endeavors, successful federal reporting, and securing federal funding.
- Performed hundreds of stakeholder interviews for research, data gathering, fact-finding, and stakeholder involvement processes for various projects with the NPS, U.S. Department of Veteran Affairs (VA), and oil & gas industry leaders. Results included recommendations for services and facility uses that were followed and data findings that were reported to the public. (2006-2015)
- Facilitated policy evaluation processes for NPS Alternative Transportation Systems and related DOI transportation policy, resulting in policy recommendations.

**BUSINESS ANALYSIS:** Jessica has performed various business and data analysis to inform high-level decision-making processes.

- Performed a cost benefit analysis for a VA facility re-use assessment to inform management decision-making regarding the future use of a 600 thousand square foot / 13 acre medical facility in Denver, Colorado. Analysis included financial, regulatory, environmental, transportation, demographic, community use, land use, facility, and constructability costs and benefits.
- Delivered pro forma financial analysis and modeling for 8 NPS alternative transportation systems to identify total cost of ownership and to complete breakeven analysis in order to project funding requirements and available

revenue streams, as well as to assess policy implications and develop funding strategies.

- Conducted two alternatives analysis for major DOI IT investments, quantitatively evaluating financial and non-financial costs and benefits associated with alternative IT solutions to achieve mission and business objectives. Results were used to inform and enable effective management decision-making.
- Assessed market and financial analysis for myriad commercial visitor services and business operations within 12 national parks, including performing market, return on investment, internal rate of return, and net present value analysis to assess feasibility and developing fee recommendations. Recommendations were followed and reports were incorporated into public prospectus documents that resulted in business operations that supported both visitor access and critical resource protection objectives.
- Supported socioeconomic impact analyses for three Environmental Impact Statements (supporting NEPA processes) for the DOI Bureau of Land Management, including researching and analyzing public involvement, demographic, social, cultural, economic, land use, and other data; assessing environmental justice considerations; and conducting a detailed analysis of the impacts to socioeconomics, businesses, communities, and visitor uses. Results were used to determine various land use alternatives.
- Led economic feasibility analyses for the NPS, including prospective new commercial visitor services at Channel Islands National Park and commercial real estate leasing at Fort Vancouver National Historic Site. Efforts included conducting industry and stakeholder research, evaluating market and financial feasibility of proposed alternative uses, and developing an investment analysis and pro forma model to conduct scenario planning and financial feasibility forecasting, which supported management decision-making processes and park General Management Plan and Master Plan development.
- Performed risk analysis and designed risk management processes for NPS infrastructure management, specific to health and safety risks and natural and cultural resource risks. This includes facilitating all work group meetings; performing needs assessment and data trend analysis; designing a comprehensive risk management process; developing best practices and communications; and identifying performance metrics and benchmarks to meet organizational objectives.

- Conducted a cost analysis for a U.S. Air Force Prompt Global Strike Analysis of Alternatives Cost Estimating Working Group to help determine the most cost-effective solution for a prompt missile attack by estimating lifecycle costs of planes, submarines, and intercontinental missiles, including incorporating cost risk, sensitivity, and cost-effectiveness analysis.
- Supported economic impact analyses of the oil and gas industry in the States of Colorado and Wyoming, respectively, including estimating direct and downstream economic impacts of the oil and gas production, development, private mineral royalty payments, and extraction taxes and performing a complex economic input-output analysis.

**PROJECT MANAGEMENT:** Jessica is an experienced project and program manager. Two highlighted accomplishments are below. In addition to these examples, Jessica has served as project manager for dozens of successful projects.

- Project Management for Software Upgrade: Jessica provided project management for an integrated client and consultant team supporting a major NPS software upgrade of an enterprise facility asset management software system with 36 interrelated systems and processes valued at \$10 million (annual funding requirements). Activities included developing and maintaining a project charter, project management plan, and budget; facilitating team and stakeholder meetings; developing service-wide communications; coordinating the development and distribution of user training; and completing project tracking and reporting activities. Jessica received an award of excellence from the NPS for project leadership of this effort.
- Program Management: Jessica provided program management of a federal Indefinite Delivery/Indefinite Quantity (IDIQ) contract for business advisory services to the NPS Commercial Services Program, as well as providing project management and delivery for IDIQ task orders. She helped identify opportunities, wrote winning proposals, managed multiple contracts and budgets, reported to firm leadership, liaised and brainstormed with clients, assigned and managed teams, and performed project and contract closeout. Jessica received an award of excellence from Booz Allen for program leadership.

## **Janesse Brewer**

### **Principal, 23.4 Degrees**

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**Core competencies:** Outcomes-focused Multi-Stakeholder Efforts, Planning, Mediation, Facilitation, Coaching and Mentoring, Stakeholder Engagement, Public Engagement, Conflict Resolution, Research, Report Writing, Project Management, & Logistical Support.

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Janesse is a senior practitioner with over 19 years of experience in mediation, facilitation, and stakeholder engagement. She works primarily in the areas of environment, agriculture, education, art, and health. She has worked on a number of mediations where science, data, cultural norms, trust, and values intersect. Janesse has conducted policy dialogues, site-specific mediations, and public engagement processes at local, state, national and international levels. Recently she has led efforts on issues including antibiotic resistance, STEM education, enhancing and improving teacher and principal career pathways through policy and partnerships, workforce safety issues, healthcare-associated infections, emergency preparedness, vaccine safety, biotechnology, siting of facilities, environmental clean-up, nuclear power, NEPA scoping issues, worksite wellness, and obesity reduction.

#### **Education, Training, and Certificates**

**University of Colorado**, Masters of Public Administration (2010)

**University of Colorado**, Bachelor of Arts in Environmental Conservation and Communication, (1994)

#### **EMPLOYMENT**

##### **23.4 Degrees**

Keystone, CO (2013-present)

##### **The Keystone Center**

Keystone, CO (1997-2013)

##### **The Keystone Science School**

Seasonally (1991-1995) and permanently (1995-1997)

## Experience

### **Arts & Culture Strategic Planning**

Communities with arts & culture amenities enjoy higher community attachment by their residents, which links to economic growth. Janesse Brewer and Jessica Williams are leading a team to support the development of Silverthorne Colorado's arts & culture strategic plan. The Plan will be adopted by Town Council and used to guide the strategic direction, activities, and future investments in regard to improving resident and visitor quality of life through arts and culture. (Completion date anticipated: December 2015)

### **Articulating State Health Agency Action Steps to Address Antimicrobial Resistance**

Several recent national resources present strategies and recommended actions that public health partners can take to address antimicrobial resistance (AR). State health agencies can help fight antimicrobial resistance by coordinating and facilitating prevention activities, monitoring resistance across the state, leveraging existing partnerships and resources, and developing policies to address improved antimicrobial prescribing and use (stewardship). This effort seeks to: 1. Review existing national resources, recommendations, and state examples of activities; 2. Articulate concrete action steps and tactics that state health agencies and partners can use to prioritize and address AR; 3. Identify capacity needs at state level and any perceived gaps in current and proposed solutions; 4. Identify and share best practices to elevate HAI/AR priorities, build capacity, and achieve goals within the health department and the state. (June 2015)

### **National Aquarium BLUEprint**

The National Aquarium long-range planning effort, BLUEprint, seeks to synchronize future aquarium investments and programming to best meet the Aquarium's elevated focus on ocean conservation. This effort involves the National Aquarium's Board and appointed Task Force, Studio Gang Architects, Zubatkin Owner Representative, and 23.4 Degrees. Central to discussion about the Aquarium's future is discussion of the highest, best use of the Aquarium's real estate, including Pier 4, which presently houses the Aquarium's eight resident dolphins. Janesse has assisted the senior leaders at the National Aquarium and their Board to develop a decision-making framework regarding the dolphins' future. Under consideration are three options: 1. Re-furbish Pier 4 for the eight resident dolphins; 2. Re-locate the dolphins to other existing



facilities; or 3. Design a dolphin sanctuary, potentially with a diversity of other partners. (Completion date anticipated: December 2015)

### **Workforce Development, Education, and Public Outreach**

With monies from the National Science Foundation and other donors, Janesse is advisor and facilitator to a high-level group of workforce development, education, and astronomy specialists from the U.S., Japan, India, Canada, and China. The advisory group seeks to develop a plan for a world-class workforce development and education program that is commensurate with the anticipated scientific discoveries from the Thirty Meter Telescope (TMT). The group is particularly focused on STEM education in the U.S. and the equivalent workforce pipeline needs of the international partners. Efforts have focused on inventorying current needs and capacity within partner countries, identifying goals and outcomes for the TMT Board's review and approval, building out pilot projects to better understand how to operationalize efforts, and identifying funding and scheduling milestones. (On-going)

### **Protecting and Promoting Public Health & the Food Supply while Reducing Antibiotic Resistance**

Janesse Brewer designed and facilitated an inaugural meeting between state public health and state agricultural officials focused on finding collaborative solutions to reducing antibiotic resistance while maintaining a strong public health and food supply. (2014)

### **Tourism, Leadership and Captive Cetaceans**

Sir Richard Branson and Virgin Holidays convened a multi-stakeholder dialogue with the goal of understanding the intersection of tourism, entertainment, and captive whales and dolphins. Janesse designed and facilitated the stakeholder engagement process with participants from civil society, business, academia and business associations. Virgin sought to understand the best available science and current thinking as it relates to the: 1) Role of captive cetaceans for education, raising awareness and entertainment; 2) Welfare and breeding of captive cetaceans; 3) Reintroduction of captive cetaceans into the wild and/or sanctuaries; 4) Elements that need additional discussion in order to fully operationalize the Pledge; and 5) Intersection of leadership, tourism and captive cetaceans. (2014)

### **LEAD Compact -- expanding and enhancing career pathways**

The Licensing Educators for Academic Development (LEAD) Compact was formed to help inform legislation which seeks to be responsive to the changing

workforce and educational landscape. A group of bi-partisan legislators are dedicated to using the LEAD Compact's recommendations as the basis for introduced legislation for the 2014 Colorado session. (2013)

### **LiveWell Colorado – A Blueprint for Worksite Wellness**

Janesse led a Keystone team that designed, facilitated, and drafted the worksite wellness blueprint for LiveWell Colorado. This blueprint is a “living” strategy will guide LiveWell Colorado's efforts to positively affect Coloradoans health and wellness in the workplace. This effort consulted with over 150 expert stakeholder partners in an effort to understand the needs and best practices related to worksite wellness. This blueprint is designed to fit under the umbrella of the LiveWell Colorado Strategic Plan. (2009)

### **LiveWell Colorado – A strategic planning effort for a multi-million dollar non-profit organization**

Janesse led a team designing and facilitating a strategic planning effort for LiveWell Colorado, a new multi-million dollar non-profit organization dedicated to improving the health and wellness of Coloradoans by reducing obesity. LiveWell Colorado's inaugural Board of Directors includes Colorado's Lt. Governor, the President of Colorado's Health Foundation, Kaiser Permanente, Colorado Department of Public Health and Environment, Rocky Mountain Health Plans, and other prominent health leaders. The strategic planning process sought the input and guidance of over 800 interested stakeholders. (2008)

### **Qualitative Study of the Implementation of Legal Interventions to Reduce Healthcare-Associated Infections**

Janesse led a suite of stakeholder engagement projects addressing the problem of healthcare-associated infections (HAIs). Through a partnership with the Centers for Disease Control and Prevention (CDC), the Association of State and Territorial Health Officials (ASTHO), and Columbia University, the team examined how the mandatory public reporting of infection rates and other legal interventions influence state public health departments and other policymakers in their efforts to reduce HAIs. A publication is anticipated in 2014. (2012-13)

### **Reducing Healthcare-Associated Infections – what are the effective policy levers?**

At the request of the Centers for Disease Control and Prevention and the Association of State and Territorial Health Officials, Janesse led a team focused on assessing the evidence that certain reporting policies are resulting decreasing incidents of healthcare-associated infections. The team designed and facilitated a

series of stakeholder and public engagement meetings for the Association of State and Territorial Health Officials and the Centers for Disease Control and Prevention regarding healthcare-associated infections. The focus of these sessions was on inventorying the policies in various states and which of those policies seemed to be most effective. Of particular interest was understanding the evidence for effectiveness of various policies including the public reporting laws. (2011)

### **Vaccine Safety Stakeholder and Public Engagement**

Janesse led a team of seven staff in an effort to garner stakeholder and public input on the Center for Disease Control's draft scientific research agenda regarding vaccine safety. Vaccine safety remains extremely controversial with the promise of preventing major diseases versus the suspicion by some stakeholders that vaccines may lead to long-term debilitating injuries to include autism spectrum disorder. (2008-2011)

### **Reducing Healthcare-Associated Infections**

Janesse led a ten person team for a series of stakeholder and public engagement meetings at the request of HHS regarding healthcare-associated infections during the summer of 2009. While considered largely preventable, healthcare-associated infections currently exact an annual cost of 99,000 deaths and \$26 billion dollars in the U.S. These five meetings convened healthcare professionals, state and local government officials, consumer advocates, and community members to inform the government's action plan for significantly reducing these infections. (2009)

### **Keystone Forum on Obesity and Foods Consumed Away From Home**

Janesse was senior team member during the convening phase of a national dialogue on the role of foods consumed away from home (i.e., prepared meals purchased outside the home) in the problem of, and solution to, the obesity crisis during the convening assessment phase. In the Spring of 2004, the U.S. Food and Drug Administration asked Keystone to design, convene, and facilitate the Forum. Leaders from government, industry, academia and civil society organizations met several times to identify feasible strategies for addressing obesity, and developed specific recommendations for the successful implementation of those strategies. A major purpose of the Forum was to assess and propose means for improving on the existing knowledge base. (Convening phase was Spring 2004-January 2004, Dialogue completed in 2006)

**Colorado Mountain College Community Forums following September 11**

Janesse facilitated an on-going series of community forums on topics of current interest following the September 11 terrorist attacks. (2001)

**Jefferson County Mediation Services Program**

Janesse was a volunteer co-mediator for community and neighborhood disputes in suburban communities. Efforts included assessing the conflict's feasibility for mediation; identifying and contacting potential parties; identifying issues; preparing tentative ground rules; facilitating negotiations; and drafting final summary reports. (1997-1999)

**Rocky Mountain Mediation Services**

Janesse volunteered as a co-mediator for community and neighborhood disputes in mountain communities. Efforts included assessing the conflict's feasibility for mediation; identifying and contacting potential parties; identifying issues; preparing tentative ground rules; facilitating negotiations; and drafting final summary reports. (1997-1999)