

UNITED STATES OF AMERICA

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DEPARTMENT OF HEALTH AND HUMAN SERVICES  
AGENCY FOR HEALTHCARE RESEARCH AND QUALITY

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CITIZEN'S HEALTHCARE WORKING GROUP

PUBLIC MEETING

\* \* \* \* \*

Tuesday, August 16, 2005

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Conference Center at Harvard Institute of Medicine  
77<sup>th</sup> Avenue Louis Pasteur, Room 138  
Boston, Massachusetts

\* \* \* \* \*

1:00 p.m. - 4:15 p.m.

MEMBERS PRESENT:

- MR. RANDALL L. JOHNSON, Chair
- MS. CATHERINE G. MCLAUGHLIN, Vice Chair
- DR. FRANK J. BAUMEISTER, JR., Member
- MS. DOROTHY A. BAZOS, Member
- MS. MONTYE S. CONLAN, Member
- MR. RICHARD G. FRANK, Member
- MR. JOSEPH HANSEN, Member
- MS. THERESE A. HUGHES, Member
- MS. PATRICIA A. MARYLAND, Member
- MR. MICHAEL O'GRADY, representing Mr. Michael Leavitt, Secretary, Department of Health and Human Services
- MS. ROSARIO PEREZ, Member
- DR. AARON SHIRLEY, Member

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MS. DEBORAH R. STEHR, Member  
MS. CHRISTINE L. WRIGHT, Member

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## STAFF PRESENT:

MR. GEORGE GROB, Executive Director  
MS. JILL BERNSTEIN, Research Director  
MS. JESSICA FEDERER, Program Analyst  
MR. ANDY ROCK, Senior Program Analyst  
MS. CONNIE CHIC SMITH, Communications Director  
MS. CAROLINE TAPLIN, Senior Program Analyst  
MS. RACHEL TYREE, Program Analyst

## OTHER PARTICIPANTS:

MR. LARRY PATTON, Designated Federal Official  
MS. NANCY REAGAN, Associate of Joseph Hansen

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## P-R-O-C-E-E-D-I-N-G-S

1:07 p.m.

CHAIR JOHNSON: We'd like to welcome you all to our meeting this afternoon, and if we look at our agenda, we have three primary sections of our meeting.

The first will go from 1:00 until approximately 2:15 will be our Community Meetings Committee, and information from them and discussion regarding some of their matters.

The second will be from 2:15 until 3:30, in which we will discuss some of the activities that relate to the communications of our projects. We expect to take break at 3:00 and then reconvene at 3:15 for comments and input and questions of the Report Committee. We'll have some discussion of budget at 4:00 and then adjourn at 4:15.

We have a public forum that will convene at 5:30 p.m., and we ask that you, as Working Group members, be in the amphitheater at 5:00 for program instructions.

So that's our agenda. Any questions

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1 regarding the agenda? Okay. If not, we'll turn our  
2 discussion regarding community meetings over to Dr.  
3 Aaron Shirley and George Grob.

4 DR. SHIRLEY: Mr. Chairman, if it's okay  
5 with you, I would like to ask George if you would  
6 kindly summarize our deliberations for the Group.

7 MR. GROB: Our committee met to discuss  
8 concepts of our healthcare program. The general  
9 agreement we reached was on two fronts. Part of it  
10 has to do with the sense of strategy that we would  
11 have, and part of it had to do with the agreement on  
12 the numbers and the kinds of meetings that we had.

13 Then we left questions open for further  
14 staff work, to bring back ideas for the committee and  
15 the Working Group.

16 With regard to the kind of views we have,  
17 we agreed that we would have a mix of different types  
18 of meetings.

19 At the core of it would be ten meetings  
20 we're calling standard meetings, which would afternoon  
21 long meetings, involving up to 250 or even 500 people,  
22 of which a core of about 150 would be selected to be

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1 representative of the population in the captured area  
2 of the metropolitan area in which people live. The  
3 others would be walk-ins or others who come.

4 The meetings would be highly structured,  
5 would be facilitated, and would use modern technology  
6 in order to allow people to weigh in on issues that  
7 would be raised, and it would be possible to  
8 distinguish the answers of those questions from those  
9 who were selected to be representative, but others  
10 would also be able to participate in the meeting.

11 When those meetings were over, there would  
12 be a summary of results that would be available and  
13 accumulated over the life of our projects so those  
14 could be used. We're estimating ten of those meetings  
15 I'll call standard meetings.

16 We also have the option to have up to two  
17 very large meetings, which would be 1,000 people each,  
18 or a combination of four meetings of 500 people each,  
19 that could be used primarily at times when we wanted  
20 to draw a lot of attention to what we're doing to make  
21 that a very prominent national event, because of the  
22 size of the turnout of those meetings.

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1                   We tentatively thought that one of those  
2 meetings would be used for the opening meeting,  
3 because of the news attention that we want to gather  
4 for that purpose. We made no decision about the  
5 second of the large meetings that we're going to have.

6                   Coupled with that is another series of  
7 meetings, which would be less structured, but still  
8 would be formalized meetings, and they would be more  
9 typical of the kind of community meetings, the open  
10 mike meetings that people are accustomed to when they  
11 think of community meetings.

12                   An introduction to material, with a  
13 facilitated discussion involving the audience. They  
14 would be allowed to ask questions and make statements,  
15 and that we've made arrangements for being able to do  
16 up to 30 of those meetings in different locations.

17                   Another option for meetings that we agreed  
18 to would be what's called invited meetings, and I'm  
19 sorry I didn't say this, but self-initiated meetings  
20 where organizations around the country would be able  
21 to hold their own meetings, but we would provide a kit  
22 that they could use. It would be on the website, so

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1 they could have an organized meeting, and they would  
2 be able to hold their own meetings.

3 These meetings would be supplemented with  
4 electronic meetings, two very large webcasts, live  
5 webcasts, probably associated with some companies that  
6 have offered to help draw a group of people to those.

7 Another one, we didn't decide this for  
8 sure, but another option that was discussed was a  
9 meeting that would be associated with a large rural  
10 area, perhaps working out of South Dakota, and  
11 connected with other states, and using as well  
12 facilities from the Department of Agriculture's  
13 Outreach Service, who have offered to give us some  
14 assistance in that regard.

15 Then our website would be very active. It  
16 would include the opportunity for maybe one blog, a  
17 blog discussion for those who want to participate and  
18 allowed to chat. If we want to, an expert session if  
19 we want to do that.

20 We would be able to keep our website  
21 updated with current news and different things that  
22 could be prepared, that would be current and available

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1 at the website.

2 All those things that I mentioned would be  
3 facilitated by two large contractors. One of them  
4 would be *AmericaSpeaks*, and the other one would be the  
5 Public Forum Institute.

6 Each of those would be set aside in the  
7 budget of up to one million dollars each for those  
8 activities, and they would be responsible for  
9 preparing and carrying those out. We would be able to  
10 buy the items I just discussed.

11 Those are the meetings. Now connected to  
12 that was a strategy, and the idea of the strategy was  
13 that we would think of using two groups. One would be  
14 a highly formalized and to some extent scientific as  
15 we could make the results.

16 So that would be the ten meetings. The  
17 two large ones, and perhaps the webcast meetings. For  
18 those meetings, we would be able to draw information  
19 that could be compared when we were done. We would  
20 have representative audiences. We would select sites  
21 that would capture a good cross-section of the nation,  
22 so that when we were done, through analytic means, we

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1 could make a statement about what we found using  
2 scientific or nearly scientific methods.

3 On the other hand, up to 30 meetings,  
4 which should be more of an open-type discussion. We  
5 are trying to provide a great deal of variety for  
6 different purposes, such as reaching groups that are  
7 hard to reach, or people that like to volunteer to  
8 have certain kind of meetings.

9 The style of those meetings could be  
10 adapted to whatever the purpose for them was. So we'd  
11 have that option. So that when we were done, we'd be  
12 able to draw our results from a combination of what I  
13 would call analytic information, but also information  
14 from being very present in the communities, and  
15 talking with a variety of formats, combining basically  
16 qualitative and intense personal contact along with  
17 the more analytic things.

18 Supplementing the analytic side of that  
19 strategy would be a national, a representative of SEM,  
20 of a thousand individuals, answering the same  
21 questions that we can use as a basis of analysis. So  
22 that was the overall concept and strategy behind the

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1 meetings.

2           The final stage that was that we agreed  
3 that we need to select the cities or the sites,  
4 rather, and the schedules for the ten standard  
5 meetings at this one large meeting, and then the two  
6 webcast meetings, and that we needed to do that very  
7 soon. We agreed that we would discuss a process that  
8 would be used in order to make those decisions.

9           That process would include that our staff,  
10 using the help of consultants, and by discussing with  
11 those contractors I mentioned as well as a PR firm,  
12 that we hope to have reporting to us, would come back  
13 to this committee with options for our consideration,  
14 about where those meetings would be located and when  
15 the meetings would be held.

16           So when we agreed to that, what we agreed  
17 we needed was to consider what process would we use,  
18 in order to get those options considered by the  
19 working group as a whole, since we can't wait until a  
20 month from now, when we need it, in order to make  
21 those decisions.

22           So that brings us to the end result of

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1 what that process is. That's my summary of all this.

2 Thank you again.

3 CHAIR JOHNSON: Thank you. Questions or  
4 comments for Aaron or George or anybody would like to  
5 build on those comments?

6 MS. STEHR: I guess I have a question, and  
7 maybe our chat expert could weigh on this. What's the  
8 optimum size of the meetings for the chat thing?

9 MS. GOOLD: The exercise was designed for  
10 between nine and 15 people, but it's been used in the  
11 caller and, more to the point here I think probably,  
12 larger groups. The range --

13 CHAIR JOHNSON: Can I interrupt you for  
14 just a second?

15 MS. GOOLD: Yes.

16 CHAIR JOHNSON: Sir, are you able to --  
17 you're transcribing. Are you able to pick up her  
18 comments?

19 COURT REPORTER: I have a second mike here  
20 that's picking it up, yes.

21 CHAIR JOHNSON: It's picking it up. Okay,  
22 thank you.

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1 MS. GOOLD: Okay. The size of the group  
2 nine to 15 is considered to be ideal for group  
3 decision making, group interaction, small group  
4 conversations. But you can go bigger, you know.  
5 We've done it with 50. Five hundred would probably be  
6 a stretch.

7 On the other hand there is the web  
8 version. It can take larger numbers, both in a group  
9 and I think, importantly, you could have individuals  
10 participating in the web version and complement that  
11 with some face-to-face group meetings.

12 CHAIR JOHNSON: It's my understanding that  
13 you want to take some time on our agenda to talk about  
14 the chat process. Is this the time you'd like to --  
15 well, Aaron, I'm looking at you. Is this the time you  
16 and George would like to do that, or a little bit  
17 later in our allocated time for a community meeting?

18 DR. SHIRLEY: Probably now, while it's  
19 still fresh.

20 MR. GROB: Yes, because Susan agreed to  
21 stay. She has to travel shortly, but she agreed to  
22 stay for our discussion here, if there are any

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1 questions that people would like to ask.

2 MS. CONLAN: And move up to where  
3 everybody can hear you.

4 CHAIR JOHNSON: That would be good. Thank  
5 you.

6 MS. STEHR: So I guess I'm wondering, is  
7 this more appropriate for self-initiated meetings, or  
8 where does chat fit into this --

9 MS. GOOLD: What he was talking about?

10 MS. STEHR: Yes.

11 MS. GOOLD: Yes. I would think it could  
12 be used for both. Again, I don't think this applies  
13 to very large meetings. It applies only to those  
14 small meetings. It isn't really workable in that  
15 large group context. But I think for self-initiated  
16 meetings --

17 (Phone ringing.)

18 MS. GOOLD: There are a number of focus  
19 groups who are either using or planning to use Chat,  
20 and it would be possible to sort of leverage this  
21 group's community meetings with their activities.  
22 They want to start probably a domain using the chats.

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1 She knows about those groups.

2 It would be, I think, a relatively  
3 straightforward matter to say well whatever your plans  
4 are using chat with the working groups, you could use  
5 it to share with them, so they could have more groups  
6 perhaps and they could potentially sort of build in  
7 your own efforts by letting people use your tools and  
8 what-not. It's self-directed.

9 CHAIR JOHNSON: A related question. How  
10 long -- can you describe the length of each of these  
11 meetings, text, and how long your involvement would  
12 have to be in order to be effective?

13 MR. GROB: Okay. The ten so-called  
14 standard meetings will generally last either the  
15 morning or an afternoon, about four hours. The large  
16 meetings would basically cover either a day or four  
17 hours. You could organize it either way.

18 The meeting, the 30 meetings that would be  
19 adaptable could be any bit of time. It could be as  
20 short as an hour. That might be made available at a  
21 national conference. But they could also be extended  
22 out to, you know, two or three hours, probably though,

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1 not a whole lot longer.

2 MS. GOOLD: But that could be done,  
3 including the survey and the questionnaire.

4 MR. O'GRADY: Susan, a question about the  
5 process, and I can see how that tool could work. I  
6 work for unions, and when we do a bargaining we have a  
7 big group and we have a finite amount of money that we  
8 can spend for the next three years on that. So we  
9 make our choices.

10 But for this group and for what we're  
11 trying to do, how does that all relate when we don't  
12 know what a finite amount of money is? Do you have  
13 public programs, do you have private sector and you  
14 have individual. I'm struggling with how this  
15 process, with all these different varieties, might  
16 lead us to any conclusions that we could use.

17 MS. GOOLD: Well, I think there are a  
18 couple of ways you could do it. I think probably the  
19 most straightforward way would be to have one version  
20 of the exercise, and you could choose that finite  
21 amount of resources or something else, the average  
22 cost of a commercial health insurance plan across the

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1 country. You could choose a number of things that  
2 some time after we looked at it would be reasonably  
3 relevant.

4 Then people use -- everyone uses that  
5 version. One of the possibilities would be that for  
6 senior citizens, the relevant costs are very, very  
7 different, potentially. In our North Carolina  
8 project, we had Medicaid version, a sort of general  
9 version, and a senior citizen version. It turned out  
10 that the Medicaid version's relative costs were very  
11 close to the general version. So we used one for  
12 that.

13 But senior citizen was very different,  
14 very different. So if you like -- if you want to  
15 include 55 and over, there are two versions.

16 CHAIR JOHNSON: Mike.

17 MR. O'GRADY: Might I suggest that, you  
18 know, and along the lines of what you said, in terms  
19 of thinking about this and really where it would be  
20 the most effective, I am thinking along the web.  
21 People can play, people can't.

22 If we bought 500 people or 1,000 people

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1 together some place and said that you know, this may  
2 not be for everybody. So you wouldn't want it if they  
3 came down for a regular full meeting and all of the  
4 sudden they were told it's time to play a game.

5 I mean, you know, we're supposed to be  
6 kind of a not one-size-fit-all group. But the idea  
7 of, this seems to me, have a lot of value-added to  
8 kind of a website, where people are going. They can  
9 do it. They can do it when they want to, you know, in  
10 the privacy of their own home.

11 Then you could have that ability to do  
12 just what you said. You might want to have that  
13 caveat that says, you know, if you're a senior citizen  
14 thinking about Medigap coverage, this really isn't for  
15 you. Either these are another product or a whole --

16 MS. GOOLD: The numbers don't come out  
17 right.

18 MR. O'GRADY: Right, right. The long-term  
19 care switch is a little different here than it is for  
20 others. So, I mean, some of that kind of stuff. But  
21 I can see, you know, a very productive role for it.  
22 But I would hesitate to go full-scale in a big meeting

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1 of 1,000. Like you said, that's not what the design  
2 was for.

3 MS. GOOLD: Really, the face-to-face group  
4 activity, the sort of course training format  
5 frequently used is where a lot of action happens. A  
6 lot of what people find enjoyable, a lot of what you  
7 learned is from that group dialogue.

8 A group of 500 is not going to -- you're  
9 not going to it. So there is -- I mean the web  
10 version has both an individual version, just for  
11 individuals can do it, design their own plan, go  
12 through the help desk and get assistance, and then  
13 design it again.

14 You could also have a group exercise that  
15 takes place over time, and that time frame can be set  
16 for two, whatever. They can send it all in over the  
17 course of two weeks. People can play with it, they  
18 actually can read and suggest the decisions for the  
19 rest of the group.

20 There's a whole section for group  
21 dialogue. I don't think the dialogue is going to have  
22 quite the same effect as a face-to-face version. So

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1 but, you know, it's --

2 CHAIR JOHNSON: Catherine.

3 VICE CHAIR McLAUGHLIN: I wanted to  
4 capitalize on your remarks just now. I don't see this  
5 as mutually exclusive. I think the large group had a  
6 particular point, a particular goal. The web has a  
7 particular goal, reaching a lot of people. People can  
8 go where it's convenient for them.

9 But I -- when I read the legislation that  
10 created this group, and when I think about what we  
11 heard from Senator Hatch when he came to meet with us,  
12 and then again in Salt Lake City, they want us to go  
13 and talk to people.

14 As you said, the face-to-face is what we  
15 do. The 500 is not going to have us talking to  
16 people. One hundred and fifty is not even going to  
17 have us talking to people. I think that the members  
18 of this group have a fiduciary responsibility to going  
19 out and talking to people.

20 Whether it's ten people or 20 people or 40  
21 people, it is our responsibility. That's what we were  
22 charged with doing. We were supposed to go and talk

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1 to people and listen to them, learn from them, have an  
2 exchange, and we hope in the process alter their view  
3 about tradeoffs and about sacrifice and gains, which  
4 is part of what this particular project is about.  
5 There are other ways to do it like this one.

6 So I think that in this laundry list, it's  
7 not enough just to call self-initiate. I think  
8 personally that the members of the working group  
9 should step up to the plate, so to speak, and we  
10 should all be willing to go out and listen to people  
11 and talk to people.

12 It may be painful sometimes. It may be  
13 scary. You may feel as though, "Oh my gosh, they're  
14 going to ask me all these questions I don't have the  
15 answers to," or "Oh my gosh, they're going to start  
16 ranting and railing at me about the horrors of the  
17 medical care system.'

18 I think that it's frightening for some of  
19 us to do this, but it is our responsibility. When we  
20 agreed to be on this group, we agreed to do that.  
21 That's part of our job.

22 What I like about chat or something like

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1 chat is that it gives me a crutch, if you will, a kiss  
2 me -- I feel like I have a structure. I can go and  
3 meet with 20 people in a nursing home, or meet with 40  
4 students at the University, or meet with people in  
5 inner city Detroit or in downtown Flint who have been  
6 uninsured for 30 years.

7 I have a structure. I have something that  
8 I can move along, and it will make me personally feel  
9 much more comfortable about going out and engaging in  
10 these kinds of discussions with the American people.

11 So with all due respect, the web is great.

12 The 500 exciting, but I think there's an in-between  
13 where we sit and we listen to people that we agreed to  
14 do. It's time to step up to the plate and do it. I,  
15 for one, would feel much more comfortable if I had  
16 something like this, that gave me structure.

17 You know, I was talking to Joe earlier.  
18 You know, let's say I go into Detroit and I'm meeting  
19 with a lot of union guys, and we start on the game,  
20 and then they just say "You know, we want to talk  
21 about' -- if I feel comfortable and confident by then,  
22 I can abandon the game. But a game is something to

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1 start with.

2 My guess is I don't know what your  
3 experience has been; I'd like to ask you. A large  
4 percent of the time, they get into the game and want  
5 to finish it, and then we'll get the good data that  
6 George can use and that Richard can use to analyze.

7 But sometimes, you know, you can abandon  
8 it. But I, for one, feel much more comfortable and  
9 confident if I have some structure, and at the same  
10 time, the working group would benefit because we have  
11 data. For all the ones that we get all the way  
12 through the game, we actually have data.

13 MS. GOOLD: Well, one of the ways is the  
14 game structure, and the other group members will  
15 moderate some of what they're talking about, where  
16 someone's coming in and they have one particular issue  
17 that they want to pick on, their particular feeling of  
18 a friend or themselves or whatever.

19 The structure of chat can be used to  
20 moderate some of that. They have to talk to other  
21 persons, not just you. You don't have to be tied down  
22 that way. They get to talk to each other and say, you

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1 know, well that's well and go, but what about this  
2 over here --

3 MS. CONLAN: I saw somewhere that this is  
4 a particularly good medium for working with the  
5 disabled community. But then when I looked at the  
6 things that we didn't really get to explore, it seemed  
7 very dependent on visual and eye-hand coordination  
8 skills. So what does that mean that it's good for the  
9 disabled community?

10 MS. GOOLD: Well, let's -- some of them  
11 have a different version. In the original, actually  
12 not as dependent on those skills. You do need to be  
13 able to read at about a sixth grade level, or someone  
14 who couldn't read, they would be offered the services  
15 of an assistant for the exercise, and have some visual  
16 skills.

17 Although we have, with the software, a  
18 program called, let's see -- something that enables  
19 them to have the larger computer screen software, it  
20 enables people with low vision skills to do it, on a  
21 special computer. Also we need to identify people who  
22 need that.

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1                   But by knowing this, we can accommodate  
2 all types of people. You know, you have the low  
3 vision that can be accommodated, some difficulties  
4 with fine motor integration.

5                   MS. CONLAN: So then what does that mean  
6 when it says this works particularly well with the  
7 disabled?

8                   MS. GOOLD: I'm sure what --

9                   MS. CONLAN: Oh. I guess I thought --

10                  MS. GOOLD: But we developed it to be --

11                  MS. STEHR: Well that's something George  
12 sent to people.

13                  MS. CONLAN: Okay. I guess I just saw it  
14 in writing, so I thought it was -- okay.

15                  CHAIR JOHNSON: Okay. Frank and then  
16 Bill.

17                  DR. BAUMEISTER: I just had a question  
18 about the cost of the materials in this program. You  
19 see where it says at self-initiated community  
20 meetings, that we want to encourage the use of this  
21 program. What kind of expenses would they incur?

22                  MS. GOOLD: Well, they have to spend a

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1 little bit. I mean, the software itself is cheap.  
2 Usually you can get it for laptops, which is not as  
3 cheap, although you can rent them, so it's pretty  
4 useable.

5 Actually, in most of the projects we've  
6 done, the major expense has been in recruiting and  
7 assembling the groups, and not so much in the user  
8 materials. So that tends to be the bigger obstacle.  
9 So that's going to be an obstacle --

10 CHAIR JOHNSON: Can we assume that -- I'm  
11 amending his question. Can we assume that the  
12 software can be downloaded on anybody's computer?

13 MS. GOOLD: Yes, yes, and there are  
14 cheaper ways of doing it. You have a computer lab at  
15 the public library as a source rather than laptops.

16 DR. BAUMEISTER: How about this little  
17 board game in the pamphlet?

18 MS. GOOLD: Yes. This version is  
19 relatively cheap for use. We have educators who are  
20 using it. The difficulty is in first creating it with  
21 a different content, you know, just make a new one.  
22 If you want to change the content, you have to make

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1 new one. It's not that big a deal.

2 Data collection, if you want to collect  
3 data. For self-initiated groups, that may not be an  
4 issue, if you don't care about what data is coming  
5 out. But data collection with this can be trickier.  
6 You have to find paper of some kind that you track it,  
7 enter it.

8 What I found in research projects is that  
9 it tends to be the loss between running laptops for a  
10 week to do, you know, eight or ten groups or whatever  
11 some place, and paying someone to enter data.

12 CHAIR JOHNSON: Can I ask a question  
13 before I go to you, Joe.

14 MR. HANSEN: Go ahead.

15 MS. GOOLD: Yes.

16 CHAIR JOHNSON: I still need a meeting of,  
17 let's say, 50 to 100 people, and the working group  
18 gets the people there. What's the cost?

19 MS. GOOLD: What's the cost? Who's  
20 facilitating it?

21 CHAIR JOHNSON: You tell us. What's your  
22 recommendation?

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1 MS. GOOLD: Well, I think when I talked to  
2 Theresa on the phone the other day, I said probably  
3 the simplest, most convenient and most consistent way  
4 of doing this would be to hire someone familiar with  
5 Chat, to go to all those places and facilitate.

6 I say it for a couple of reasons. One is,  
7 that way, whoever's there from the working group can  
8 listen, because facilitating is -- you know, you have  
9 to be --

10 CHAIR JOHNSON: Okay. I'm going to ask  
11 you to move on and answer the question because of our  
12 time.

13 MS. GOOLD: Okay.

14 CHAIR JOHNSON: So what's the cost?

15 MS. GOOLD: What's the cost?

16 CHAIR JOHNSON: Yes.

17 MS. GOOLD: I don't think I can answer  
18 that accurately. I did get something from a group in  
19 Minnesota that has a lot of experience with Chat.  
20 They've taken it to a lot of the National Education  
21 Association conferences.

22 I've got some figures in my briefcase.

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1 They are interested in doing this and willing to  
2 discount their prices substantially, because they  
3 think it's important and that it will generate a lot  
4 of interest in Chat, and they use that in their work.

5 But I can't answer off the top of my head  
6 here.

7 DR. SHIRLEY: I'm curious about the  
8 contradiction that both Mike and Catherine raised, and  
9 you actually said it, if we don't care about the data.

10 Because in Catherine's example, she talked about  
11 meeting with a group of uninsured. That's going to  
12 skew it to their interest, as opposed to this. So how  
13 do you deal with that?

14 Because I think it could be a useful tool,  
15 but how do you make it so that it really applies to  
16 what we're doing here?

17 MS. GOOLD: As a researcher, I can tell  
18 you that any time you gather data from groups of  
19 people who you convene to meet in groups, your data  
20 will be skewed, period. Well, that's not fatal,  
21 because all data has bias in it of one sort or  
22 another.

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1           So the more you can use representative  
2 sampling, the more something I call substantive  
3 representation, and that is you can gather groups,  
4 such that all the relevant interests are at the table,  
5 or at different tables.

6           I think you can overcome some of the  
7 weaknesses of that. You can't eliminate it  
8 completely, but I think you can ensure that you  
9 include enough a representation of folks in groups, so  
10 it overcomes all that. But can you get perfectly  
11 statistically generalizable information? No.

12           I'm not sure you can do anything, but the  
13 group exercise overcomes some of the weaknesses of  
14 surveys, for instance, where people answer things off  
15 the top of their head that they may not have thought  
16 about that much.

17           In this case, they have to think about it,  
18 and that overcomes some of the known weaknesses of  
19 surveys. However, it has weaknesses of its own.  
20 That's one thing.

21           DR. SHIRLEY: I like the exercise. I was  
22 just trying to figure out what we do with it after.

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1 MS. GOOLD: Yes.

2 CHAIR JOHNSON: Joe.

3 MR. HANSEN: Just 30 seconds. Having done  
4 -- I've done a bunch of these for senior citizens with  
5 the new Medicare bill, 150, 200 people at a senior  
6 center, and I would just really caution you to go into  
7 a group like that with this.

8 You know, they say the Citizens Working  
9 Group is coming to town and you've got an hour and a  
10 half to meet them at wherever, and you bring out  
11 something -- and the reporters stay for the first 15  
12 minutes, and the report is going to be "You brought out  
13 a game.'

14 I think you do what you want in terms of  
15 this one. I would much rather go into that sort of an  
16 environment with a well thought-out, pre-tested  
17 PowerPoint that sort of lays out the major things out  
18 there and do it.

19 I just think that -- I think this is a  
20 great tool in the right context. I would just -- I  
21 mean, you should do what you want, if this gives you a  
22 tool to move forward in this. But just be careful.

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1 Be ready to --

2 MS. HUGHES: But you do overlay on the  
3 game. Yes, and in California the press was --

4 MS. GOOLD: Plus there's a lot of  
5 simulation.

6 VICE CHAIR McLAUGHLIN: Simulation. So  
7 now how did the press respond to it in California?  
8 Theresa, you were of it from, through the press in  
9 California or when --

10 MS. HUGHES: Well, in California, I  
11 witnessed it at an ABD, blind and disabled population,  
12 get together with a stakeholders' meeting that the  
13 administration had called together, in conjunction  
14 with several foundations.

15 It was -- how it was received, the issue  
16 was managed care, the ABD population going into  
17 managed care, and the fear that the ABD population  
18 had, was very high, because they have specific  
19 providers that they've fought very long and hard to,  
20 you know, attach themselves with, and how would they  
21 have any control over anything.

22 So I believe your tool was used to give

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1       them some element of control, so that they could make  
2       recommendations off of it to the administration, in  
3       terms of how to serve these populations well and meet  
4       the goals of the administration.

5                   The press that was received from it, the  
6       press that I remember is that, one was that something  
7       to the extent that it took the sting out of making a  
8       move. I don't know that that's pertinent to every  
9       population, but I do know that the ABD population that  
10      then attended subsequent stakeholder meetings referred  
11      back to this exercise and -- as something "Well, I have  
12      more confidence if you use this thing that we did.'

13                   MS. GOOLD:       That's true, but -- so  
14      generally speaking, the feedback from the adult  
15      disabled MediCal who was participating in that project  
16      was favorable, especially at the time and right  
17      afterwards, and to some extent later on when the  
18      report was submitted to the administration.

19                   But there was also some feedback, and I  
20      think it's important to note that they had started  
21      with -- their total pile of resources was starting  
22      with 15 percent private funds, the state portion of

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1 what costs were.

2 So they were starting with the part that  
3 was actually 50 percent below what they have had  
4 before. So there was some -- some treat it like your  
5 games are making us do away with the system. This is  
6 an excuse for you to cut back on our programs.

7 There was some negative, there was some  
8 negative press associated with that particular  
9 context.

10 MS. HUGHES: Right, and that there was --  
11 yes, I apologize for getting that wrong. But yes,  
12 because there was negative press associated with the  
13 ABD population thinking they had to make the decisions  
14 for the administration.

15 MS. GOOLD: I don't know that that would  
16 be as applicable to this sort of a plan, however,  
17 because you're not starting Medicare benefits --

18 VICE CHAIR McLAUGHLIN: --the presentation  
19 this morning is why is it up to privately insured  
20 workers to trade two percent, four percent of their  
21 premium dollar for the uninsured?

22 If the game is set up that way, there may

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1 be some anger and frustration, right, that the game,  
2 you know, that in fact you may be -- wait. "You're  
3 making us do your dirty work for you." The same idea,  
4 that "You're making us give up something to pay for the  
5 uninsured. Why doesn't the federal government give up  
6 money for B-1 bombers for the uninsured." I just said  
7 that --

8 MS. HUGHES: In fact, that's one area that  
9 they --

10 VICE CHAIR McLAUGHLIN: Do we even have B-  
11 1 bombers any more?

12 MS. HUGHES: Yes. Was this isn't our  
13 responsibility; it should be somebody else's  
14 responsibility. Why should it be coming from us?

15 CHAIR JOHNSON: Susan, another question,  
16 if I could. Let's say that we had different working  
17 group members that wanted to use it. We're going to  
18 conduct a meeting, one of the self-initiated meetings  
19 and let's see they're two hours each.

20 Let's say that Joe would like to use this  
21 as a tool for doing that, but let's say Pat doesn't.  
22 Pat feels more comfortable using a PowerPoint

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1 presentation, and asking questions and getting the  
2 dialogue going, or with the flow kind of a discussion.

3 To what extent is there flexibility in  
4 your mind to do that, and the other area of  
5 flexibility is, would be around lengths of time. You  
6 said two hours would be the ideal. Is it possible  
7 that Pat might use this for an hour and Joe might use  
8 it for two or anybody else's same questions? Just  
9 examples.

10 MS. GOOLD: Okay. So I'll take the second  
11 question first, time-wise. I think it can be done in  
12 an hour. There's a couple of ways you can vary it.  
13 You can drop the second round; there are three rounds.

14 You can drop the final individual round. Obviously,  
15 you don't do data then, but from the -- especially  
16 that final individual round.

17 But the caution has to be not to, as much  
18 as possible, to constrain the amount of time for the  
19 group dialogue about the tradeoffs for the meetings.  
20 You can do it in an hour, as others have done it. You  
21 can do it two hours. An hour and a half is fine.

22 So that's the second question. That's

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1 pretty easy. How flexible is it in terms of-- and I  
2 think Catherine was alluding to this earlier. You  
3 start out with this, and then the conversation moves  
4 on to something else all together.

5 Or don't use it at all, in which case you  
6 just leave it at home. But if you wanted to use it as  
7 sort of a starting point, jumping off point and then  
8 have, drop the last two rounds, fine. I mean, it's  
9 going to affect -- there is going to be a tradeoff  
10 there in terms of there can only be collection of  
11 certain data.

12 But other than that, I don't see why we can't  
13 do that. Did I answer it.

14 CHAIR JOHNSON: Aaron.

15 DR. SHIRLEY: Yes. But we've talked about  
16 the legitimacy or non-legitimacy of data. But on the  
17 other hand, Catherine talked about going out and  
18 listening to people. I hope we're not assuming that  
19 when we go out and listen to the people, that  
20 everything, you know, what we collect is going to be  
21 so, you know, legitimate for scientific purposes.

22 But I can see --

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1                   CHAIR JOHNSON: I think that's the reason  
2 for the thousand-person survey that George mentioned  
3 this morning.

4                   DR. SHIRLEY: Okay. But I can see this  
5 instrument, some of the questions or activities being  
6 used to stimulate some very interesting discussions  
7 among the small, self-initiated meetings.

8                   MS. GOOLD: And in fact, I think I've done  
9 some analysis, not only analysis but dialogue, which  
10 is data of a different sort than a survey or that  
11 quantitative stuff on conclusions is what data we are  
12 trying collect.

13                   I think it's going to be very illuminating  
14 to learn, for instance, why people are arguing for and  
15 against the uninsured category or to the paper that  
16 will set deliberations about mental health parity and  
17 mental health and substance abuse services and  
18 arguments about coverage for those categories.

19                   I think that can compliment the other  
20 categories. If you look and see, for instance, that  
21 people change. Individuals are more likely to choose  
22 mental health coverage after the group dialogue than

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1 before.

2 But I want to know what's going on? What  
3 are they -- are they learning something? Are they  
4 feeling more that there's a responsibility to the  
5 community to take care of those who are uninsured?  
6 What is it that's going on? I want to know, so that  
7 that data is complimentary to the other.

8 MS. HUGHES: So you can work on the press  
9 as a --

10 (Laughter.)

11 MS. GOOLD: Basically, right.

12 MR. HANSEN: Well, I have one -- Pat, go  
13 ahead.

14 MS. MARYLAND: I was just going to ask a  
15 question. Actually, you stimulated a thought  
16 regarding we have an opportunity at these different  
17 forums to touch hopefully the hearts and minds of  
18 quite a few people from across the country.

19 During that time, and this is not  
20 necessarily a question directed to you but to the  
21 committee, but would we be using this as an  
22 opportunity to perhaps develop a standardized survey

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1 tool of some kind, that could be completed by those in  
2 attendance, whether those are the small meetings or  
3 the standard meetings or the larger meetings, where we  
4 try to elicit specific information about their  
5 thoughts?

6 It's very targeted questions that might  
7 feed back into helping us at least put together  
8 recommendations. Could we use this as an opportunity?

9 I'm sort of throwing that out, based on what you  
10 said, because I think we need something more  
11 structured to have some --

12 MS. GOOLD: You can add that. I mean, you  
13 could have that. We have a pre- and post-survey there  
14 to ask questions on that. But maybe you may not want  
15 to add to that.

16 MS. MARYLAND: It just was a thought.

17 CHAIR JOHNSON: Dottie.

18 MS. BAZOS: Well, I just wanted to address  
19 your question. I believe that one thing we were  
20 thinking is that when we did meet with the public, we  
21 would be focusing on the four questions that we've  
22 been charged to focus on, and that a survey would be

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1 developed, and we would be collecting standardized  
2 data in that way.

3 What I'm trying to come to terms with is I  
4 think Chat sounds great, and I've been concerned about  
5 how we would have discussions about tradeoffs. So  
6 this seems to be very interesting for that piece.

7 What I'm struggling with is how to marry  
8 sort of that discussion that Chat facilitates with  
9 some of the broader questions that we need to have  
10 answered, without overwhelming the public and getting  
11 off track.

12 MS. GOOLD: Well, your question about  
13 financing. Chat really does not do much for that.  
14 The only piece of that might be for the uninsured  
15 category. But it really --

16 MS. BAZOS: And the tradeoff piece, if I  
17 understand correctly -- but that's specifically around  
18 plans.

19 MS. GOOLD: Right.

20 MS. BAZOS: Or services in plans that you  
21 find in benefits.

22 MR. FRANK: It's not even services. It's

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1 benefit design.

2 MS. BAZOS: It's benefit design. So it's  
3 a little more narrow than I had been thinking would  
4 approach --

5 MS. GOOLD: Well, I think that the benefit  
6 design is what they start with, we all start with, and  
7 they then as they talk about it though, is what that  
8 means when you get sick, and what services are and are  
9 not available, restrictions on access, and not just  
10 for yourself but also on the members of the group.

11 So I think the tradeoffs are not just  
12 about sort of having this coverage versus that  
13 coverage, as it translates through the feedback  
14 mechanism and through the group dialogue into sort of  
15 the consequences and the tradeoff would happen at a  
16 personal level.

17 You can also set up the exercise, and this  
18 is what the meeting in California was about, in a  
19 different way completely, where categories can be not  
20 service categories but in, for instance, California,  
21 they're looking at different kind of health care  
22 needs.

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1 I think it's a little harder for ordinary  
2 folks to grasp. It's a little more abstract. The  
3 other is more concrete and then they get a hospital  
4 and say "Oh yes. So that means I can't see a doctor  
5 for X number of days.'

6 CHAIR JOHNSON: Can I pick up and ask a  
7 similar question using different words?

8 MS. GOOLD: Yes.

9 CHAIR JOHNSON: Because I'm trying to get  
10 my arms around this as well. Let's say that Deb, in  
11 the rural areas, finds a lack of physicians of certain  
12 types, pediatricians, oncologists, whatever, and let's  
13 say that that's a subject that those people want to  
14 talk about.

15 Let's say she also feels that end of life,  
16 "How do we treat end of life is another subject that  
17 they want to talk about. That's not a big issue in  
18 the game. So how would Deb incorporate, let's say,  
19 those two discussions, and maybe mental health care on  
20 top of all of those, and do all of those that are  
21 important in her location with the Chat game?

22 MS. GOOLD: Well, a couple of things. One

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1 is you can have -- you can tailor your categories. So  
2 you can have that in other projects. The end of life  
3 point is a little trickier.

4 If you have specific category of hospice  
5 care, but how would you, if you want to talk about any  
6 tradeoffs in terms of, you know, limiting life-  
7 sustaining treatment or what have-you, that would be,  
8 I think, more difficult to do, and I don't know if  
9 that is in there already.

10 One of the reasons we developed a Chat  
11 exercise is that I was struggling to think about how  
12 to talk to citizens, groups of citizens about limited  
13 resources and tradeoffs. The problem was that if you  
14 talk about just one thing or two things or three  
15 things, people always want to spend more money on  
16 those.

17 The whole idea was that if you're, you  
18 know, if you sort of include everything in order to  
19 realize that, if you want to increase access to  
20 obstetricians in rural areas, that might mean  
21 something else is not as good, or not as available or  
22 something.

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1 CHAIR JOHNSON: Aaron?

2 DR. SHIRLEY: I'd like to proceed with our  
3 evaluation of the extent to which we ask Chat to work  
4 with us. Give some thought to how Chat could be used  
5 in prioritizing, if we were going to use this process.

6 Prioritizing, determining where Chat could best fit,  
7 which category of meeting, which geographic area,  
8 which population group.

9 CHAIR JOHNSON: Do you want to try to get  
10 a sense from the committee of whether or not we want  
11 to use them? Is that something that's on your agenda  
12 today? Do we need to do that from a budget  
13 perspective and planning perspective?

14 MR. GROB: If it's possible to quickly  
15 determine what the boundaries are, whether they were -  
16 - I don't know how to put it. Is there a lot, is  
17 there a little. If any additional costs will come out  
18 of our other budget, but we get some immediate funds  
19 to use this for some of the costs.

20 I'm trying to think of way to quantify  
21 your question, because I think it would be --

22 CHAIR JOHNSON: Rosie has a comment she'd

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1 like to make.

2 MS. PEREZ: Yes. I just have maybe a  
3 follow-up question on where it would work. Has this  
4 been used in communities that don't speak English?

5 MS. GOOLD: Not yet, but it will be.  
6 Probably we need to plan for additional meetings,  
7 because the translators are not available yet.

8 CHAIR JOHNSON: To what extent, how many  
9 of you would like to see is pursue this further,  
10 explore it further, getting the cost and then a sense  
11 from the Working Group members of how we might use it?  
12 May I see your hands?

13 (Show of hands.)

14 CHAIR JOHNSON: Okay. We have a sizeable  
15 number who would like to do that, although not  
16 everybody. So you would like to see how close we can  
17 come to a conclusion today, regarding --

18 MR. GROB: Well, about how much effort do  
19 we put into this compared to the other things that  
20 we're doing? That's a very general way of saying will  
21 we have the staff time and money? We have all those  
22 meetings we have to plan.

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1 DR. SHIRLEY: I would suggest that we not  
2 try to do that here, that within the next X number of  
3 days, we come up with some suggestions.

4 CHAIR JOHNSON: Okay. You as a committee  
5 want to come back to the Working Group with some  
6 thoughts regarding that, and in the interim, people  
7 get their feedback to you as a committee?

8 And would we have a deadline to get the  
9 information back to you by what date, Friday? I don't  
10 want to put words in your mouth --

11 DR. SHIRLEY: I had suggested earlier  
12 today that it would be good if our Community Meetings  
13 Committee could find 30 or 40 minutes while we're  
14 here, okay.

15 CHAIR JOHNSON: Okay.

16 DR. SHIRLEY: And if we can carve that  
17 out, I hope we might be able to come up with some  
18 recommendations.

19 CHAIR JOHNSON: Okay, thank you. And  
20 Dottie and -- Montye is first, and then Dottie.

21 MS. BAZOS: Okay. I would just like to  
22 ask that the Community Committee make their

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1 recommendation in light of what we've already talked  
2 about that might happen at the community meetings.

3 So that if you think about it, I know  
4 we've talked about developing a study guide that would  
5 sort of march through some of the things we've talked  
6 about in our report, and having surveys. So I think  
7 it's difficult for me to think about a decision about  
8 Chat separate from anything else.

9 So I'd like it within the context of what  
10 else we've thought about. Or, if it's a separate  
11 activity, that too. But I'd like that to be  
12 considered and weighed. Thank you.

13 CHAIR JOHNSON: Okay. Montye, and then  
14 Mike.

15 MS. CONLAN: I was wondering if it's a  
16 good use of your facilitator to maybe come, but I'm  
17 just going to use my own example. I have a support  
18 group, and I know other support group leaders.

19 Let's say we had a facilitator come, do  
20 the simulation with us, train us so that then we could  
21 go to our support groups and do it in those small  
22 groups. Is that a good way to operate or --

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1 MS. GOOLD: Yes. In fact, we designed the  
2 exercise so that we should be able to have  
3 facilitators trained beforehand, and participate and  
4 want to be able to facilitate the meetings.

5 MS. CONLAN: So then we would just pay for  
6 a facilitator, maybe, to come to my area, work with  
7 maybe a group this size or a little bigger, and then  
8 we could spread out and multiply that?

9 MS. GOOLD: We could, and one thing I  
10 discovered is that the facilitator is busy during the  
11 exercise. If you want to listen --

12 MS. CONLAN: I'm just talking about as a  
13 compromise, to save costs.

14 MS. GOOLD: But yes. Certainly for self-  
15 directed meetings.

16 CHAIR JOHNSON: Richard.

17 MR. FRANK: It's easy to confuse us. The  
18 hairline's the same, nose, skin color. You don't know  
19 what a burden it is.

20 (Laughter.)

21 MR. FRANK: The question I have is -- I  
22 think you've given us a really good idea on really the

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1 thing that this technology does really well, which is  
2 it seems to focus really on tradeoffs and benefits to  
3 society. That's really what it's built to do.

4 My question to the subcommittee, which I'm  
5 a member of, is that the most important tradeoff that  
6 we need to wrestle with as a working group? I don't  
7 know the answer, but I think that unless we answer  
8 that big picture question, getting into all the  
9 details about, you know, cost and stuff isn't going to  
10 be all that useful.

11 So I think that's the first question we  
12 have to ask, because you know, you've given us a  
13 really good idea of what the capability is in this  
14 area, and the question we have to ask ourselves is  
15 where does this fit into what we really need to find  
16 out from the American people, in order to do our work.

17 VICE CHAIR McLAUGHLIN: I was just going  
18 to say, Richard, the four questions, the very first  
19 one is what services do you want to be delivered? It  
20 seems that that's directly what this is about.

21 MR. FRANK: No, that's not -- I would say  
22 that's absolutely not true.

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1                   VICE CHAIR McLAUGHLIN: Well, it can be --  
2                   it can be absolutely designed to get, to elicit  
3                   responses to that question.

4                   MR. FRANK: Well, yes. I think we differ,  
5                   and that's why I think we should have a discussion in  
6                   the subcommittee about it.

7                   CHAIR JOHNSON: Okay, thank you. Any  
8                   other comments before we adjourn this discussion with  
9                   Sue? Well, we want to thank you for coming in today,  
10                  traveling from Ann Arbor.

11                  CHAIR JOHNSON: Okay. George has some  
12                  other things that he would like to go over with us  
13                  with respect to decision processing.

14                  MR. GROB: Well, this is the agenda item  
15                  that we left our committee meeting this morning with,  
16                  which is we need to now make decisions quickly about  
17                  the skeleton meeting, the 10, the 1, and the 2  
18                  webcasts, as to what the sites should be for those,  
19                  and the dates we're doing them.

20                  We were asked to provide some options for  
21                  the consideration of the Working Group. That would be  
22                  premised upon some discussions we had this morning

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1 about where members would be interested. But,  
2 actually, I think that the sentiment was really to  
3 have a strategy for it as well, and to give you more  
4 than option for that.

5 But we also said that we need to do this  
6 quickly, because we need to post those dates and sites  
7 on a website on October 6<sup>th</sup>. So the question is, what  
8 process would the Working Group like to use, in order  
9 to make that decision?

10 I'm talking about do you want the  
11 telephone meeting? Do you want the memos? Do you  
12 have a preference for how you all say yes or no to  
13 what we're going to do? We do need to do it long  
14 before we'll all meet again.

15 MR. HANSEN: George, is a place to start,  
16 was there some sites that are being discussed in  
17 committee that are with staff, that maybe you could  
18 just put out there as a place to start, on at least  
19 locations?

20 MR. GROB: Well, I took it and -- when I  
21 took it as a list to you before, I didn't know how to  
22 ask you whether it was everything that was -- I was

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1 assuming from the last meeting that we had, that if  
2 members wanted to have a meeting in their city, you  
3 know, one of these kind of meetings, that we would do  
4 it.

5 Now there are very few members that  
6 weighed in, that they would like to have one of these  
7 kind of meetings in their city. Most members said  
8 that their city wasn't as special as just trying to  
9 decide what a good group would be for the meetings.

10 So the only set of places that -- for  
11 which there had been any pre-decision made that was  
12 principle, that if members wanted to have one in their  
13 city, we would try to honor that.

14 So other than that, while we have ideas,  
15 we haven't come -- but it wouldn't take us long to  
16 come up with suggestions, based on a variety of  
17 principles. You know, you want to do north, south,  
18 east, west, rural, urban, this kind of group, that.

19 You know, there are a number of the usual  
20 analytic techniques, and you try them out and see what  
21 it gets you. We know, for example, if you use border  
22 cities, you know, in border states, you pick up two

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1 states that way, you know, to the extent to which you  
2 said you were in those states.

3 That's just the usual set of analytic  
4 things. So we could give you four mixes of the  
5 principles that we used.

6 CHAIR JOHNSON: So let me clarify. Your  
7 assumption earlier was that Working Group, most of the  
8 Working Group members would want to do one of the 30  
9 conventional small meetings. Is that correct, or you  
10 were thinking most would like to do some of the  
11 standard meetings, which are larger?

12 MR. GROB: No. My view, from you know,  
13 talking to people, that the mix that revealed itself  
14 in our meeting, that's what I was getting back from  
15 this. Some wanted, you know, a big one, but others  
16 wanted something more intimate.

17 But the principle I was using is that if a  
18 member wanted to have one of these big meetings in the  
19 city in which they live, then we would put that one on  
20 the list. Then all of the rest of the cities would be  
21 selected on an analytic basis. But again, I'm not  
22 held to that. That's what I thought you wanted to do.

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1 CHAIR JOHNSON: Mike, and then Deb.

2 MR. O'GRADY: I guess I just had one thing  
3 in terms of, because of the way that we've operated  
4 over the last hour. You sort of laid out a number of  
5 different things as we were walking through the  
6 budget, and how many meetings and how much and things  
7 like that.

8 There's only one thing that caused me some  
9 discomfort, or at least some concern, and that was the  
10 idea that it was laid out that we might let groups  
11 sort of go it alone or that there'd be outside groups,  
12 you know. Senator Wyden has talked about different  
13 things, you know, Starbucks.

14 That caused some concern from Brent, Mary,  
15 whatever. My experience has been that if we want to  
16 do things with groups we should. We should make sure  
17 they're balanced, but we need to control that process.

18 We do not want a runaway, that somehow,  
19 and I don't want to pick on a particular group, but  
20 it's sort of a little industry capture there, that  
21 they're saying it's the Citizens Working Group, when  
22 really no, it's a particular interest being

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1 represented, and they're sort of saying that.

2 So I mean, I think partnering with groups.

3 I think we balance it to meet someone like Brent's  
4 concerns, and then we move forward. But I think on  
5 any of that, just it still requires that threshold of  
6 our own involvement, to make sure it's still our  
7 meeting, that we haven't been captured by somebody  
8 else out there.

9 MR. GROB: Let me clarify. It's exactly  
10 what you're suggesting, that if we had the live  
11 webcast, it would be entirely under our control, the  
12 content and how it would be done. We would be getting  
13 assistance from those who want to participate, in  
14 terms of announcing the meeting, of promoting it in  
15 their place of business, you know, and things like  
16 that. But it would be under our control.

17 That would be true of all of the meetings  
18 that I've called the skeleton meetings, the  
19 fundamental ones. Where the groups could come in  
20 would be in two ways. One is, some organizations  
21 might make a request that we come and make a  
22 presentation and their meeting, in which case it's

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1 still us agreeing to go there. That would be like one  
2 of the 30 ones could be done that way, for example.  
3 That would be one way to get at some of those.

4 Then the other way would be if groups  
5 would simply flat-out like to hold their own meeting,  
6 they would -- we can't stop them anyway. So we would  
7 give them a kit on the Internet that anyone could pull  
8 down, should they simply want to --

9 MR. O'GRADY: I don't think they get to  
10 have our name associated with it.

11 VICE CHAIR McLAUGHLIN: Yes, because then  
12 it has our name on it. That's what he's getting at.

13 MR. GROB: Oh, okay. So you are --

14 MR. O'GRADY: Yes. I don't think you want  
15 to do that. I don't think you want to do a very  
16 particular group with a very particular policy they're  
17 pushing, somehow makes it appear that the Citizens  
18 Working Group is 100 percent behind their position. I  
19 think you just need to buffer it.

20 CHAIR JOHNSON: Okay. Deb?

21 MS. STEHR: George, could you get us like  
22 a list of those key members of Congress that are on

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1 those committees, and what states they're from, as a  
2 way to help determine where we will be, and then we  
3 could also, you know, we could group regionally,  
4 whatever, according to those key people. I think that  
5 would be real helpful.

6 MR. GROB: That's an excellent idea. That  
7 will be one of the criteria that we'll use. That's an  
8 excellent idea.

9 CHAIR JOHNSON: And Montye?

10 MS. CONLAN: I guess I'm looking at this  
11 still, and I know Dr. Shirley has done some work, and  
12 I was kind of interested in working through the  
13 extension agents for the distance learning. I don't  
14 see that on here, and how does that fit in?

15 I guess I would be interested in having  
16 Dr. Shirley tell us some more about that.

17 DR. SHIRLEY: Most states have a land  
18 grant college, and along with that goes, it used to be  
19 agricultural extension. They have considerable  
20 distant learning capabilities. The extension service  
21 in my state has offered their resources and assistance  
22 in whatever way we want to use them, as part of our

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1 getting out work and ideas out.

2 They have agreed that they would work to  
3 assist the states of Florida, Louisiana and Arkansas,  
4 in doing the same thing. They suggested that there's  
5 probably an extension service in every state. So  
6 that's an idea that we would like to pursue.

7 VICE CHAIR McLAUGHLIN: On television? Is  
8 that what --

9 DR. SHIRLEY: No, interactive.  
10 Interactive --

11 VICE CHAIR McLAUGHLIN: Computer.

12 MS. CONLAN: Like in a classroom, but the  
13 professor is somewhere else.

14 DR. SHIRLEY: They can set up --

15 VICE CHAIR McLAUGHLIN: Oh, so it's  
16 through a computer.

17 MS. CONLAN: It's like teleconference.

18 DR. SHIRLEY: T-1 lines.

19 VICE CHAIR McLAUGHLIN: Yes,  
20 teleconference.

21 DR. SHIRLEY: Something like that. They  
22 do distant learning. It's geared towards distant

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1 learning, but it's interactive videoconferencing.

2 MS. CONLAN: And they usually have sites  
3 at all the community colleges. It's called TWIV.

4 DR. SHIRLEY: They suggested that in  
5 Mississippi, they should traditionally do 100 to 200  
6 in a setting, like a typical classroom, and the  
7 instructors are someplace in a studio. There's a two-  
8 way interactive video.

9 But they say they could, after we  
10 described what we're trying to accomplish, that they  
11 could accommodate a facilitator at one spot, and the  
12 satellites around the state, and dialogue going  
13 between the facilitator at the site and the satellite  
14 sites.

15 VICE CHAIR McLAUGHLIN: Could you use that  
16 with Chat? If you had the facilitator in one central  
17 spot, but then all the materials went out to all the  
18 distance learning centers, that way you can save money  
19 on the facilitator but still let all of those people  
20 participate in that.

21 DR. SHIRLEY: That's a thought.

22 MS. CONLAN: It actually may be what you

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1 could do is dialogue scenario.

2 MR. GROB: In essence, that is -- the two  
3 models we had were we were thinking of -- there's two  
4 ways in which the facilities of the agricultural  
5 research center can be used. One of them is, as  
6 you're saying, as another version of the Starbucks  
7 kind of a version of a meeting.

8 In that case, we were thinking of  
9 combining it with the needs of Chris' group, that that  
10 would be an extension of a meeting there, using live  
11 webcam system extension to a meeting centered on  
12 Chris' area.

13 Now the other way that we could use it is  
14 simply as one of the 30 meetings with a meeting  
15 coordinator, you know, directing the meeting  
16 separately, and the other people would be  
17 participating from a distance through the usual  
18 learning thing.

19 So for that, you could use any variety of  
20 formats that you wanted. Whether Chat would work that  
21 best, we don't know if that will work.

22 VICE CHAIR McLAUGHLIN: I think had one

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1 more thing, Mike, that I heard about two weeks ago  
2 that in addition to Starbucks and Marriott, Borders is  
3 a potential, which Brent was happy about too, because  
4 there are a lot of readers, you know, and Borders has  
5 hot spots in odd places.

6 The Borders headquarters is in Ann Arbor,  
7 which is how I heard about this, that there's some  
8 possibility of that participation. So I think your  
9 point was we need to have several employers that are  
10 amenable to different populations, and it doesn't give  
11 an impression.

12 So I just thought I need to ask that,  
13 because I'm not sure George has informed the Community  
14 Meetings Committee that Borders is now on the table,  
15 too, as a possibility along with Starbucks and  
16 Marriott.

17 CHAIR JOHNSON: Whatever you heard  
18 regarding the process. We started this discussion 15  
19 minutes ago on what's the process going to be.

20 MR. GROB: Again, what I've focused on is  
21 to choose those ten regular, one big one, and two  
22 webcast meetings. I think the webcast was going to

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1 just be a small meeting. But for the 11 others, we've  
2 received instructions to give you options that provide  
3 an analytic basis.

4 So let's suppose that there comes a day in  
5 which we have a paper that shows four options, the  
6 basis, the pros and cons. I now need to get a  
7 decision from all of you in terms of how would you,  
8 what process do you want in order to discuss and  
9 consider the options we present to you, and then to  
10 say "Yes, we agree. We've all chosen this one"?

11 MR. O'GRADY: May I make a recommendation  
12 on that? If you took -- we're shooting, our target is  
13 like ten, for this sort of --

14 MR. GROB: Ten and one big one, yes.

15 MR. O'GRADY: Ten and one big one. If the  
16 staff could go through, lay out for various pros and  
17 cons 20, and then just e-mail it out to us and we rank  
18 order, and you can see sort of how different people  
19 are kind of voting for what they think.

20 I would say with a little, at least a  
21 paragraph or two of why the staff, sort of the pros  
22 and cons and lay it out. Some of them may even be

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1 logistical. We'd like to go to Kansas City because  
2 there's a big regional office and that means we've got  
3 infrastructure there that we can work off of and do  
4 our advance work.

5 I mean, it can be like -- or your point  
6 about let's pick a place where it's a couple of  
7 different states or a Four Corners sort of arrangement  
8 and do that.

9 MR. GROB: Right, right.

10 MR. O'GRADY: So, I mean, that would at  
11 least allow us all to sort of see the list, not just  
12 see ten, but see a number of them, see the pros and  
13 cons, what the staff was thinking about, and that  
14 would give me enough information, I think, to be able  
15 to start saying "Well, this looks like the first pick.  
16 This is number three,' you know, things like that.

17 MR. GROB: Then when we hear back from you  
18 all --

19 MR. O'GRADY: And of course, the chair  
20 heads the deal.

21 VICE CHAIR McLAUGHLIN: And this is just  
22 for the ten?

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1                   MR. GROB:    The ten, and -- but I keep  
2 saying 11, because I want to come back to that 11<sup>th</sup>  
3 one, which is a big one, because it's a much bigger  
4 decision.  But of all things, that's probably what I  
5 would make more than the others.  But let's stick with  
6 the ten for a moment.

7                   So then we hear back.  So my problem is,  
8 the question I'm raising is, how do I get a decision  
9 from the Working Group, if we're not convened here  
10 face to face?

11                  MR. O'GRADY:  But don't you -- well, I  
12 guess what I'm -- well, I think, I shouldn't put it  
13 that way.  What I think is if you said, if I got an e-  
14 mail and it's on Tuesday, and it said "By Thursday, I  
15 need you to get back to me and give me your ranking, 1  
16 through 20, of these 20 sites.'

17                  I could read a little blurb that said  
18 "This one, but this one has webcast facilities and  
19 we're not going to hit that anyplace else,' whatever  
20 the staff thinks is their sort of pros and cons here,  
21 for me to take the time and go through this and just  
22 rank order, and shoot it back to you, and then you can

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1 sort of see where the Working Group comes out.

2 VICE CHAIR McLAUGHLIN: Except we know you  
3 have to call Aaron and let him know that's coming. He  
4 told us that a couple of months ago.

5 MR. O'GRADY: Oh, I see.

6 VICE CHAIR McLAUGHLIN: If you're sending  
7 an e-mail, you have to call and let me know.

8 DR. SHIRLEY: There are some weeks I don't  
9 go down to the country.

10 (Laughter.)

11 MR. O'GRADY: Oh, all right. Special  
12 accommodation.

13 CHAIR JOHNSON: Okay. So what I'm hearing  
14 your suggestion is, Mike, is staff puts this together,  
15 and by X date they send this out. They give us two  
16 days, three days, whatever they feel comfortable with,  
17 so that they can get sufficient feedback from us  
18 regarding their recommendations.

19 If the feedback is strong enough and  
20 uniform enough, we'll move in that direction. But on  
21 the other hand, if there's disparity between the  
22 responses, then we have to --

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1 MR. O'GRADY: Yes. That's the way -- I'm  
2 seeing this as an options paper with a decision memo  
3 at the end, in effect. So if you find that we've got  
4 eight people here who all want to go to Detroit, take  
5 us to Detroit.

6 If you now find that there's something  
7 where we all want to go our hometown or wherever our  
8 little girlfriend's from something like that, well  
9 then you don't have a consensus.

10 (Laughter.)

11 MR. HANSEN: Or boyfriend.

12 MR. O'GRADY: Or boyfriend.

13 CHAIR JOHNSON: Okay. Montye, you had a  
14 comment?

15 MS. CONLAN: I just wondered, does that  
16 circumvent the committee? Are we, is the committee in  
17 there in the line of --

18 CHAIR JOHNSON: Yes. I think it does. It  
19 does mean the committee's going to be involved. Won't  
20 you be sharing that with the committee?

21 MR. GROB: Yes, if that would be a good  
22 way to do it.

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1 MS. CONLAN: I'm sorry. I didn't  
2 understand.

3 MR. GROB: I said I think yes, I think  
4 that's the proper thing to do.

5 CHAIR JOHNSON: So it is amending your  
6 comment, but you would share this with the committee  
7 first.

8 MR. O'GRADY: Well, and seek committee  
9 input, in terms of what --

10 MS. CONLAN: Well, that's what I'm saying.  
11 Wouldn't you seek committee input first, or maybe  
12 have the group kind of, and all that information that  
13 came in from the entire group, go to the committee?  
14 The committee could say, you know, this is what we  
15 see. This is what we think and recommend, and then --  
16 just acknowledging the fact that we have a committee.

17 VICE CHAIR McLAUGHLIN: I think this goes  
18 back to what I said earlier, in that we have to rely  
19 on people to do the work for us. I don't know anybody  
20 here, and maybe I'm speaking out of turn, that this is  
21 their full-time job.

22 We have staff. We need to utilize them.

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1 They need to do the background work for us. They need  
2 to bring it back to the committee and make the  
3 decision, like Mike said. I don't have the time, you  
4 know, even if I was on that committee, to sit and look  
5 and investigate.

6 CHAIR JOHNSON: So am I hearing you say  
7 that you think the staff ought to get to the  
8 committee, get their feedback and then out to the  
9 Working Group?

10 VICE CHAIR McLAUGHLIN: Yes.

11 CHAIR JOHNSON: Are you all comfortable  
12 with that?

13 VICE CHAIR McLAUGHLIN: Yes.

14 MS. CONLAN: Yes.

15 CHAIR JOHNSON: Okay.

16 MR. GROB: I have one other thing.

17 CHAIR JOHNSON: Yes. We're just about  
18 done with this committee.

19 (Laughter.)

20 CHAIR JOHNSON: We have two more minutes.

21 MR. GROB: On that, I will also include  
22 the discussion of the choice of the one big one, on

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1 the assumption that that would be the first one, and  
2 that will part of our analysis.

3 CHAIR JOHNSON: And you want to talk about  
4 contracts, where we're at?

5 MR. GROB: Okay, and the contracts.  
6 That's the other thing --

7 DR. BAUMEISTER: Can I ask one question?  
8 If George is going to do all the work with staff, to  
9 narrow this group down to 20 or so, and you're going  
10 to send it out, why are you going to send it through  
11 committee, if everybody else is going to have to vote  
12 on it yeah or nay, and you're going to get input from  
13 everybody?

14 I just see a middle man here that's  
15 unnecessary, from my standpoint. This is a question I  
16 raised this morning. I think that --

17 MS. BAZOS: I've got one question.  
18 Richard sits on that committee and has brought up, I'm  
19 sorry Richard, several times that, you know, we need  
20 to know what we want as an outcome.

21 We need to make certain -- I'm a little  
22 uncertain, but I'm sure you've got it figured out, how

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1 you can take 50 sites, narrow it down to 20, and get  
2 to the outcome that we want, that's stratified the way  
3 we want it, that has the sample that we wanted.

4 So as long as I'm sure that Richard's  
5 weighed in, that he's going to get the outcome he  
6 wants, then I don't know what other role the committee  
7 would be playing. But I know that Richard sits on  
8 that committee and is responsible to make certain that  
9 the input we get from the community meetings gets us  
10 the output we want.

11 VICE CHAIR McLAUGHLIN: And Richard's  
12 asked the experts, so --

13 MR. O'GRADY: To answer Frank's question,  
14 I think the idea it is identifying that the committee  
15 has expertise beyond what the staff has, and that it  
16 should be -- I mean, I would -- I don't know that you  
17 need to be staff does all their work, stops, has a  
18 final product, turns it over to the committee. I  
19 would think it added some fungibility between them.

20 But this committee is focused on this. So  
21 I think that in terms of they've been thinking about  
22 this, exactly what we were talking about before with

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1 Christine, way more than I have. So I mean, you know,  
2 you want that value, you want that improvement in the  
3 product, and then it comes out and then people can  
4 sort of say --

5 But it might take you a couple of -- it  
6 might take more than one round, if all of the sudden  
7 you found they're all in, you know, Florida and  
8 Georgia. You'd go "Wait a second, guys. This is  
9 great, but you haven't balanced it the way you need  
10 to.'

11 CHAIR JOHNSON: Okay. This will be all.  
12 Richard's comment will be the amen to this session,  
13 and then we're going to go to Dottie and the  
14 Communications Committee.

15 MR. FRANK: I just had a suggestion on how  
16 you might use the committee, which was maybe that -- I  
17 mean, I've heard a lot of suggestions about the  
18 criteria that go into making up the list, some of  
19 which I think are a great idea and obvious, and some  
20 of which I think are really bad ideas.

21 It might be good to have the committee  
22 help you narrow the criteria upon which the staff will

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1 put together the list. Then go back and make sure --  
2 the committee can make sure that it went that way  
3 before it goes out to the Working Group, and tweak it  
4 a little bit, as Mike suggested.

5 Because I think that we've now got --  
6 you've probably got a list now of people who have been  
7 taking notes, of 47 items, you know, and it's hard to  
8 pick when you've got 47 criteria 20 places.

9 CHAIR JOHNSON: Okay, thank you Richard  
10 and George, and thank you, Aaron. I appreciate your  
11 initiative here.

12 (Simultaneous discussion.)

13 CHAIR JOHNSON: Okay. Dottie, ready to  
14 go?

15 MS. BAZOS: I'm ready. Okay.  
16 Communications Committee. First, I think it's in  
17 order that we thank Rachel for all the work that she's  
18 done on the Communications Committee.

19 (Applause.)

20 VICE CHAIR McLAUGHLIN: When's your last  
21 day, Rachel?

22 MS. BAZOS: Thursday, and we're not

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1 leaving her seat empty for long. I'd like to welcome  
2 Connie Smith, who's going to be the Director of  
3 Communications. So welcome.

4 (Applause.)

5 MS. BAZOS: I think everyone met Connie  
6 today, so poor Connie. Okay. I'm going to have to  
7 change this agenda a little bit, so I'm just going to  
8 do it my own way.

9 First of all, I'd like to make a request  
10 of the Communications Committee members that we meet  
11 tomorrow morning for breakfast, to do some of the work  
12 we didn't get to do today. So I'd like to meet at  
13 6:30 at the gym, ready to roll.

14 (Laughter.)

15 MS. BAZOS: We can meet tomorrow morning  
16 -- what time is our meeting, 8:30?

17 MS. HUGHES: The hearing starts at 8:30.

18 MS. BAZOS: So I'd like to meet at 7:00.

19 MS. HUGHES: Where?

20 MS. BAZOS: Wherever the breakfast --  
21 right around in the lobby, and we'll find a place  
22 right there. We'll meet for one hour and then we'll

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1 be over here for 8:30. So let's say 7:15, 7:15, so  
2 that we can get some decisions made.

3 Okay. In the lobby at 7:15, so Catherine  
4 and I don't get lost, and we'll come over here and  
5 have bagels and juice and coffee. Finish up our  
6 meeting.

7 Okay. What we have for a report today --  
8 tomorrow, what our agenda will be is we need to talk  
9 about upcoming events that we have. We have our  
10 report that Catherine's going to talk about today, and  
11 we're going to actually publicize that the report is  
12 done some time early in October. A tentative date's  
13 been set, October 6<sup>th</sup>, and that still is tentative as  
14 far as I understand, unless it's changed in the last  
15 week.

16 What I understand is that Senator Wyden is  
17 confirmed, that he can come to that rollout, but we're  
18 waiting to hear from Senator Hatch. George, is that  
19 still true?

20 MR. GROB: That's still true.

21 MS. BAZOS: Okay, that's still true. So  
22 the date might change. So we need to make a lot of

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1 decisions about what that day is actually going to  
2 look like, who's going to attend that meeting, what  
3 are we going to do at that event, if our website's  
4 going to be up on that event, how are we going to  
5 bring people to the website?

6 So those are the kind of discussions we're  
7 going to have tomorrow. We're going to make decisions  
8 on that. We're going to at least make the list of  
9 work, meaning for the staff to get working on, to get  
10 ready for that day.

11 All right. So that takes care of that one  
12 big thing. George, I'd like you to talk a little bit  
13 about -- I missed the last phone call, so I'm a little  
14 bit behind.

15 But on the last phone call when you redid  
16 the budget, we made an agreement that you would  
17 contact the PR firms, write some contracts, and  
18 actually make it possible for us to contract with PR  
19 firms to do some work around getting the ten-pager  
20 done, around getting the website looking really good.

21 Can you just tell us what's happened with  
22 that and what your time line is for that?

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1 MR. GROB: Yes. We put out bids using the  
2 expedited bid process to three firms. They were  
3 Edelman, Oglesby and I forget the initials, GMMP?  
4 GMMB. We are awaiting their response.

5 MS. BAZOS: And when are we supposed to  
6 hear from them?

7 MR. GROB: We are supposed to get their  
8 responses, I think, by Thursday. We received a call  
9 from our contract officer, that suggested a couple of  
10 them would have difficulty meeting that date, and  
11 we're talking about giving them a few more days, or  
12 clarifying whether we've received correct information  
13 from them.

14 So we're certainly hoping to receive their  
15 proposals by the end of the week or Monday. We're  
16 pursuing this one, so that we hope we can able to  
17 select very quickly. That's our plan.

18 MS. BAZOS: All right, that's great. So  
19 does anybody have any questions about that or need to  
20 be brought up to speed about that? Okay.

21 The other things, the one big piece that  
22 the Communications Committee has been working on is

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1 getting our website ready, and Andy's done a lot of  
2 work on that. We've looked at a couple of things on  
3 the website using GPO, and one is the logo that we  
4 will use.

5 Our committee has looked at the logo. We  
6 actually found one that we think that we really like.  
7 We were going to approve it for the committee to look  
8 at today, and I think Andy, what do we make -- we  
9 decided to wait until -- we'll wait until the  
10 committee sees it tomorrow and then send it around. I  
11 think that's probably the best thing to do, because we  
12 haven't seen it.

13 At the same time, we've got another draft  
14 of a website page completed. We've all -- our  
15 committee members have all put input into the page  
16 that GPO's been working on. We're getting closer to  
17 what we like. So Andy's brought another draft page  
18 for us to look at. We'll look at that tomorrow as  
19 well.

20 In addition to the logo and the website  
21 front page that we're looking at, the GPOs developed,  
22 we are going to ask and we all agreed that we would

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1 ask one of the PR firms to also give us, to look at  
2 that and kind of see if they can even make it a little  
3 bit better for us. So to give us a couple of other  
4 options that we could review.

5 So that's where we are with the website  
6 and the logo. The committee -- yes, Pat. Okay.

7 MS. MARYLAND: The front page that we  
8 talked about, the slide show specifically, did we --  
9 was there any opportunity to make that slide show  
10 interactive, in terms of with the music and just a  
11 little bit about, you know, the conditions facing  
12 people of all ages, health conditions facing  
13 individuals of all ages? Remember the slide show?

14 MS. BAZOS: Well, we were talking about  
15 within the --

16 MS. MARYLAND: Yes, yes.

17 MS. BAZOS: The face page that changes.

18 MS. MARYLAND: Within the face page,  
19 exactly.

20 MS. BAZOS: Andy, do you know?

21 MR. ROCK: Yes. I don't know if  
22 interactive was the right word, but it would be a

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1 revolving. So we'd have words and pictures. What  
2 those pictures and words are still would have to be  
3 done. We haven't done that yet, but that can be done.

4 MS. MARYLAND: The audio piece is not  
5 there.

6 MR. ROCK: The audio is the tricky part.  
7 It was pointed out by a member of the work group, as  
8 well as the technical people, that you start limiting  
9 the number of people who can access it.

10 So if you look at it further, there's sort  
11 of a technical issue about whether we have really a  
12 small audience at that point.

13 MS. BAZOS: Okay. All right. So we're  
14 getting closer to having a website page, and I would  
15 hope that we would have one. Why don't we just talk  
16 right now about when we get this website page and logo  
17 from Andy and look at it tomorrow, should we send it  
18 to the whole committee, so you can look at and just  
19 weigh in, give us your comments?

20 Those comments, then, will probably go to  
21 the PR firm. So does that make sense to everyone in  
22 the group as a process? Yes.

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1                   MR. O'GRADY:     Can I ask one little  
2 clarifying question?

3                   MS. BAZOS:    Yes.

4                   MR. O'GRADY:    Andy, in terms of this, and  
5 as Andy knows, we spent a lot of time working on our  
6 web page back at ASPE (phonetic). One of the things,  
7 he's absolutely right in terms of if you want to go  
8 the full kind of Media Player. You limit your people.

9                   Would you just explore a little bit, to  
10 see if there are -- I mean, a more generic .wav file,  
11 that will allow some of the things that Pat's trying  
12 to get to, but again, we stay at the same level of  
13 technology of anybody who really has a good web  
14 browser, can sort of, you know, if they have Netscape  
15 or whatever the Microsoft product is called, that they  
16 can get to.

17                   Because that may be able to give you -- I  
18 mean it won't be full symphony, but it will at least  
19 do an intro.

20                   MR. ROCK:     Sure.

21                   MS. BAZOS:    Oh, okay. Anything else for  
22 the process to the website, or the PR firms, sorry?

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1 Okay.

2 The other piece of work that we have been  
3 working on is lots of members have been going out and  
4 talking to folks in their own communities and with  
5 their own organizations. So they've asked us, through  
6 Jessica actually, to put together packets,  
7 introductory packets of who we are, what we're doing,  
8 how to get hold of us, those types of things.

9 Jessica's done a wonderful job. We have  
10 those packets. They are in draft. I think that what  
11 I will do is Jessica, do we have enough for everybody?

12 MS. FEDERER: Yes, we have them.

13 MS. BAZOS: I'd like to hand them out to  
14 the whole Working Group as drafts, for your input.  
15 Once we agree on what should be in the packets, and  
16 I'll tell you what's in them now.

17 Let's see. There's a letter from the  
18 Working Group members. There's a little fact sheet  
19 about who we are, what is the Citizens' Working Group,  
20 a chart, a little page about how you can make your  
21 voice heard, and then there's our bios.

22 So that's what's in the package. Jessica

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1 can make these available to everyone. She's also been  
2 working on developing, once we get the logos, we'd all  
3 be able to have thank-you notes for people, business  
4 cards and what else are we working on putting  
5 together, so that it would all go in a little package,  
6 so that you could just hand --

7 You know, if you met with somebody, you  
8 gave them a package and they wanted something, you can  
9 give them your business card and you'd write them a  
10 thank-you note if you had a meeting with their  
11 organization.

12 So it would all be pretty standard with  
13 our new logo on it. This is sort of the basic of what  
14 I think a lot of us need to have in our offices, if  
15 we're going out and someone asks us who we are and how  
16 we can get in contact with you. We'd just hand them  
17 this package of information.

18 So the process for you getting back to us  
19 on this should be -- got a suggestion, Mike?

20 MR. O'GRADY: No, not me. I've already  
21 spoken enough. Richard has a suggestion.

22 MS. BAZOS: Richard has a suggestion?

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1 MR. FRANK: Ask Mike.

2 MS. BAZOS: Ask Mike. I think that  
3 Jessica, you can send everyone these electronically,  
4 right?

5 MS. FEDERER: And if you also have edits,  
6 just to write them out and give them back to me, and  
7 I'll make them. Or if you'd like, I'll send out the  
8 e-file and we'll offer this on our internal Intranet,  
9 where you can access this and do track changes and  
10 send that back to me.

11 MS. BAZOS: Okay. Let's agree that we  
12 need input. If you're going to give input, we need it  
13 by next Friday. If we don't hear from you, we're  
14 going to assume that it's fine. We'll send an e-mail  
15 out that says that. So if you're late, you're late.

16 MS. FEDERER: And once I do the final  
17 edits, that's that.

18 MS. BAZOS: Then once we get input from  
19 everyone and we've redrafted these so that it's the  
20 wording and the language is what you like, then we  
21 will send you in hard copy as many packets as you  
22 request, so that you can have them in your office.

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1 We'll also put them up electronically if you just want  
2 to download them. All right. So this is meant as a  
3 tool for you.

4 VICE CHAIR McLAUGHLIN: By Friday, is that  
5 this coming Friday?

6 MS. BAZOS: Yes. What is today? Today is  
7 -- so next Friday.

8 VICE CHAIR McLAUGHLIN: By next Friday?

9 MS. BAZOS: By next Friday.

10 MS. WRIGHT: The 19<sup>th</sup> or the 26<sup>th</sup>, Dottie?  
11 26<sup>th</sup>?

12 MS. FEDERER: The 26<sup>th</sup>.

13 MS. BAZOS: Okay, by the 26<sup>th</sup>.

14 VICE CHAIR McLAUGHLIN: Okay. I have a  
15 general question. On the letter from the Working  
16 Group and the "Health Care in the United States," and  
17 I guess that's it, how much do you think that should  
18 coincide with the report? Are these considered  
19 separate documents, or should the language and the  
20 information and the -- given in the letter and the  
21 health care go with the report?

22 MS. BAZOS: It should coincide, and it

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1 doesn't.

2 VICE CHAIR McLAUGHLIN: Well, I want to  
3 know whether -- yes. I want to know whether the  
4 Working Group thinks that that should be the case, and  
5 if it is, then the Report Committee needs to get back  
6 to you, because it doesn't coincide.

7 MS. BAZOS: So using those same numbers?

8 MS. WRIGHT: It should coincide.

9 MS. BAZOS: I should coincide.

10 VICE CHAIR McLAUGHLIN: I mean, if people  
11 think that's the case, then I will intervene and try  
12 to make sure that that's the case, because it's not  
13 the case now.

14 MS. BAZOS: Okay. So let's hear from  
15 everyone. I agree that it should coincide. All  
16 right. So Catherine, send us the right information --

17 VICE CHAIR McLAUGHLIN: It's just not the  
18 numbers. It's the wording, it's the tone, it's the  
19 ordering. I mean, the report is set up differently.  
20 So to the extent we want it to be the same, then we  
21 have to have sign-off from the Working Group on the  
22 report, to then do this, right?

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1 CHAIR JOHNSON: Who is this to be used  
2 for?

3 MR. HANSEN: It's kind of a press kit,  
4 right?

5 MS. BAZOS: Right.

6 MS. FEDERER: Well, we have it as a  
7 separate press kit. It was a request of the Community  
8 Committee, meeting with organizations like their  
9 alumni associations to their schools, their history  
10 teacher for their child. But when people ask what is  
11 the -- what is the Citizens' Health Care Working Group  
12 do, just so that you have something to give them at  
13 this point. Because at this point --

14 VICE CHAIR McLAUGHLIN: Well, in that  
15 case, I think we can't do it by next Friday, unless  
16 the Working Group moves real quickly on the report and  
17 we have a sign-off from everybody on the Working Group  
18 by next Friday for the report.

19 I think it's the chicken or the egg thing.  
20 I think what you have in here, I mean, it's not time-  
21 sensitive. Next Friday is sort of an arbitrary  
22 deadline, I gather, or --

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1 MS. FEDERER: Are you asking me?

2 MS. BAZOS: Yes, it's arbitrary.

3 VICE CHAIR McLAUGHLIN: So can I request  
4 that you wait until the report is done?

5 MR. O'GRADY: Or do you want to simply  
6 remove those things that you think are report-  
7 dependent?

8 MS. BAZOS: Well, this is what I'm  
9 thinking --

10 VICE CHAIR McLAUGHLIN: Remove the letter  
11 and those two pages.

12 MS. BAZOS: Well, those are the two things  
13 that we were going to look at in the committee, that  
14 all of us looked at quickly. So why don't we --

15 CHAIR JOHNSON: I'm wondering if this kind  
16 of information should be part of the review with the  
17 public relations firm, and that's more where we might  
18 want to more closely align our language with the --

19 MS. BAZOS: And just put everything  
20 through them.

21 CHAIR JOHNSON: Pardon me?

22 MS. BAZOS: And just put everything

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1 through them, like the ten-pager and this?

2 CHAIR JOHNSON: Yes. So we have similar  
3 language, similar messaging.

4 MS. BAZOS: Well, I agree. I think what  
5 happens, though. Okay, here's the immediate problem,  
6 is we've got committee members that have said "I'm  
7 already being asked by a lot of people to give them  
8 information."

9 So is there some -- are one of thee fact  
10 sheets okay? I mean, could we look at one of these  
11 fact sheets, like "What is the Citizens' Health Care  
12 Working Group?"

13 VICE CHAIR McLAUGHLIN: Right.

14 MS. BAZOS: Could something like that be  
15 given out to people?

16 VICE CHAIR McLAUGHLIN: Right, right.

17 MS. BAZOS: And nothing else yet? Could  
18 we agree on one?

19 VICE CHAIR McLAUGHLIN: And "Make Your  
20 Voice Heard." I mean I think those we could get back  
21 to you on. And the bios. Make sure you read your  
22 bios. I'm not a math teacher.

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1 MS. BAZOS: Well, I think that there's a  
2 mistake in your bio --

3 (Laughter.)

4 MS. BAZOS: So okay. Then I think that's  
5 a good compromise, because that would then get people  
6 something. Is that fine, or do you think we should  
7 wait until we have the final logo?

8 CHAIR JOHNSON: What is it that our people  
9 are looking for?

10 MS. FEDERER: The concern that I've heard  
11 a number of times is the individual members are going  
12 out and seeing people or people are approaching  
13 individual members, or organizations are calling me in  
14 the office or individuals are calling us.

15 That is everything that we want to give to  
16 someone that is not through a PR firm. We essentially  
17 have to say "I'm sorry, I don't have anything to give  
18 you until we get lot of this." I know it's a process  
19 to get all of that.

20 If there was something that we could just  
21 agree on to have and perhaps it's a preliminary, that  
22 we can give to the organizations that calls up to the

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1 office every single day and they say "Who are you,  
2 what are you doing, how can I get involved."

3 Things like that, we really need to have  
4 something to hand out. I know a lot of them are  
5 probably going to ask us, and they're going to say  
6 "What can I do to help," and we don't have really  
7 anything that we can provide.

8 It's frustrating on our part, because then  
9 if they go away with this negative impression, and it  
10 may be months again before they want to be interested.

11 So it would be helpful if we have something of this  
12 length.

13 VICE CHAIR McLAUGHLIN: Right. But I  
14 guess, then, what Dottie was asking is from your  
15 perspective, Jessica, and the staff, when you get  
16 these calls, "What is the Citizens' Health Care  
17 Working Group," "Make Your Voice Heard," and then the  
18 bios. Would that be --

19 MS. FEDERER: That would suffice. I could  
20 take out the first two pages, no problem.

21 MS. BAZOS: All right, and then why don't  
22 we take the first two pages and take a shot at them

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1 tomorrow in the committee meeting?

2 VICE CHAIR McLAUGHLIN: You want to wait  
3 until the report, right?

4 MS. BAZOS: Wait until the report is done?

5 VICE CHAIR McLAUGHLIN: Right.

6 DR. BAUMEISTER: Yes, yes, so it's clear.

7 VICE CHAIR McLAUGHLIN: Right.

8 DR. BAUMEISTER: I mean, you're quoting  
9 figures we may change, and then they'll be this  
10 inconsistency.

11 MS. BAZOS: Oh yes, you're right.

12 DR. BAUMEISTER: So let's just go ahead  
13 with it. You get your product out, with a review by  
14 Friday, and you've got what you need, and the report  
15 is consistent.

16 VICE CHAIR McLAUGHLIN: Right, right.

17 MS. BAZOS: Okay.

18 VICE CHAIR McLAUGHLIN: Okay.

19 MS. BAZOS: Okay. A decision is made.  
20 I'm happy about that. The other thing that Jessica  
21 has done is she put together press packets. This is  
22 just all the press that we've been able to garner

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1 since we started. So since 7/15 until 8/11, and she  
2 has a package for everyone.

3 She said she'd be handing these out on a  
4 monthly basis, just so that we can all see what we  
5 look like in the press. No decision to be made about  
6 that.

7 (Simultaneous discussion.)

8 CHAIR JOHNSON: Dottie, while you're  
9 talking, I'd like to -- Connie, do you -- we'd like to  
10 have you come and participate here a little bit, so  
11 you're not sitting like you're in the back row, but  
12 you're -- if you're going to assume Rachel's  
13 responsibilities, I'd like to have your active  
14 participation.

15 VICE CHAIR McLAUGHLIN: Maybe she wanted  
16 to stay back there.

17 (Laughter.)

18 CHAIR JOHNSON: I don't think so, right?  
19 I don't think so.

20 (Simultaneous discussion.)

21 CHAIR JOHNSON: Okay.

22 MS. BAZOS: All right. I am most anyone -

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1 - Frank? I'd like to ask Frank to give us an update  
2 on Oregon.

3 DR. BAUMEISTER: We have a program  
4 planned. The date of the presentations will be on the  
5 23<sup>rd</sup>, which is on a Friday, and unfortunately, Randy is  
6 not going to be there. Randy had a previous  
7 commitment. He's going to go to China for a  
8 conference. Randy is going to be there on the 20<sup>th</sup>, to  
9 participate in another conference.

10 So we've got two days there in between for  
11 a Working Group meeting, a committee meeting,  
12 whatever. I've put together or we're in the process  
13 of putting together a presentation with the original  
14 authors of the Oregon Health Plan, some of the  
15 instrumental players in the development of it, some  
16 people who have edited the piece and who are  
17 organizing and structuring and carrying out community  
18 meetings.

19 They can, I think, give us some insight  
20 into the difficulties inherent in the process. That's  
21 basically it. I think it will be enlightening,  
22 educational, stimulating and Portland, of course, in

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1 the fall is a beautiful setting.

2 MS. BAZOS: Is there any help that you  
3 need from staff that you're -- do you want to ask for  
4 right now?

5 DR. BAUMEISTER: I think we'll need  
6 significant help from staff.

7 MS. BAZOS: So are you able to take the  
8 lead on it? You'll be working with Carolyn and  
9 Connie?

10 DR. BAUMEISTER: Right.

11 CHAIR JOHNSON: For people to plan their  
12 schedules, when are you thinking that the listening  
13 event will end on Friday, the 23<sup>rd</sup>?

14 DR. BAUMEISTER: Early afternoon.

15 CHAIR JOHNSON: Which means that some of  
16 you, if you have to get back to the East Coast or your  
17 locations, may have to leave before the meeting is  
18 ended. Or if you're going to -- an alternative might  
19 be for you to stay over that night and go back the  
20 next day.

21 So just kind of an alert to you, to  
22 sensitize you to the nature of that, because if you're

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1 coming from a time schedule that's three hours behind  
2 the East coast time.

3 As I looked at even returns from the  
4 Midwest, the last flight for me to return to the  
5 Midwest is at 1:19 in the afternoon, which means in  
6 order for me to catch a flight, I've got to leave at  
7 11:30, at the latest.

8 DR. BAUMEISTER: And that would be the  
9 22<sup>nd</sup>.

10 CHAIR JOHNSON: Yes. If you wanted to  
11 return to the Midwest or East coast, you'd probably  
12 have to leave at the same time on Friday, if you need  
13 to be back by Friday. The alternative, of course, is  
14 to stay over and maybe those who are in the West coast  
15 and Midwest, maybe down in Houston.

16 MS. BAZOS: Another question is, we have  
17 those two days. We have September --

18 DR. BAUMEISTER: 21<sup>st</sup> and 22<sup>nd</sup>.

19 MS. BAZOS: 21<sup>st</sup> and 22<sup>nd</sup>. So the agenda  
20 for those two days, have we thought about those and  
21 what we want on -- what do we want, as committee  
22 members, for those two days? What were we --

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1 CHAIR JOHNSON: Tentatively, what we had  
2 thought of in a call that Frank and Dottie and George  
3 and I have had, Catherine, is to have the meeting  
4 begin in early afternoon on the 21<sup>st</sup>, which would give  
5 some travel time for those of you who want to come out  
6 in the morning of the 21<sup>st</sup>, understanding that it will  
7 be a long time to continue much into the late or even  
8 early evening.

9 But that would give us a start on the 21<sup>st</sup>.  
10 Then we'd have all of the 22<sup>nd</sup> to meet, all day long.  
11 We had earlier been contemplating committees meeting,  
12 as I recall, on the 21<sup>st</sup>, but is that in concrete?

13 VICE CHAIR McLAUGHLIN: Well actually  
14 Randy, I remember that call. You have to leave like  
15 11:30 on the 22<sup>nd</sup> on Thursday, and so I was  
16 recommending that we have a full Working Group meeting  
17 or at least part of Wednesday afternoon while you're  
18 still there.

19 The committees can meet Thursday afternoon  
20 when you're not there. But I personally would prefer  
21 that you're there for the full Working Group meeting.  
22 So I think it would be better to have a couple of

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1 hours Wednesday afternoon for the full Working Group  
2 meeting.

3 CHAIR JOHNSON: Okay. Okay. So that's  
4 the Oregon event.

5 MS. BAZOS: All right. Committee members,  
6 is there anything else that we need to talk about?

7 MS. WRIGHT: So you're going to back the  
8 travel day up to the 20<sup>th</sup>?

9 CHAIR JOHNSON: Travel day would be  
10 probably the 21<sup>st</sup>, in the morning. But if you can't  
11 make the start of the meeting, you'd have to figure  
12 out --

13 VICE CHAIR McLAUGHLIN: Well, there's a  
14 three hour or maybe two hour time.

15 (Simultaneous discussion.)

16 MS. WRIGHT: Yes, I was lucky. There's a  
17 morning flight. I think Chicago east, there's a  
18 morning flight.

19 MS. BAZOS: Pat has something from our  
20 committee.

21 MS. MARYLAND: Yes. I'd like to just  
22 commend you, Dottie, for great leadership. I think

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1 you have really stepped up to the plate and provided  
2 great leadership for this committee. So thank you for  
3 that.

4 VICE CHAIR McLAUGHLIN: Pat, you took the  
5 words right out of my mouth. That's what I was going  
6 to say too. Thank you. Thank you, Dottie.

7 MS. BAZOS: Thank you very much. I'm  
8 honored.

9 MS. CONLAN: I want to just say to you and  
10 Jessica thank you for this packet. That was some  
11 discussion. I think it really fills a need and I'm  
12 glad you went ahead and worked on that.

13 MS. BAZOS: Okay, we're trying and we'll  
14 get there. It is a little slow, but that's okay.  
15 That's what committee process is all about.

16 CHAIR JOHNSON: Okay. Anything else for  
17 the Communications Committee? If I can, then, what  
18 I'd like to do is take you to the schedule that each  
19 of you should have received. This is a little bit off  
20 our agenda time, but some questions that we got into a  
21 little bit this morning, and would like to proceed to  
22 have some further discussion on it right now.

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1 MS. HUGHES: Is there a paper copy of  
2 that?

3 (Pause; simultaneous discussion.)

4 CHAIR JOHNSON: Here are some questions  
5 that we're going to ask you. We're going to ask you  
6 about the possibility of moving the first community  
7 meeting to some different dates, and then the  
8 possibility of adding a full Working Group meeting in  
9 October.

10 The third question is many of the meetings  
11 are on Thursdays and Fridays, where we meet in the  
12 future. For those of us who have traveled on  
13 Thursdays and Fridays, that raised the question, is  
14 that a wonderful two days to plan our meetings, or  
15 should we make them other than a Friday, so we're not  
16 getting into Friday afternoon air traffic and  
17 potential cancellations and so forth? So those are  
18 the questions.

19 MR. GROB: Could we start with that last  
20 one first?

21 VICE CHAIR McLAUGHLIN: Is it possible to  
22 stagger the days? I know that I'm teaching a course

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1 that meets every Friday morning this fall, and I  
2 suspect that there may be people who clinic every  
3 Friday. But then there's, on the other hand, we'll  
4 meet every Wednesday. So I was wondering if we can  
5 vary it? Does it always have to be on the same day?

6 MR. GROB: The answer was that we had set  
7 -- it's so hard to find out when everybody is  
8 available. So we had sent out to everyone. So in  
9 the near term, in the meantime, we said "Please, just  
10 put these meetings on your schedule so that you begin  
11 turning other people down."

12 So the question you're asking is whether  
13 we should try in the future to try to recognize  
14 planned events by the members, so they know and see if  
15 we can accommodate them. So when you were asking sort  
16 of like some on one end, some the other, we need to  
17 actually try to get a sense of members who have  
18 immediate commitments.

19 CHAIR JOHNSON: Let me test something.  
20 Catherine's indicated a Friday conflict, and I've also  
21 indicated traveling on Friday kind of a conflict or  
22 potential conflict, because of the air travel.

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1           To what extent would you all feel  
2 comfortable to avoid that, of trying to do a Thursday  
3 or Wednesday and Thursday types of meetings, or  
4 Tuesday and Wednesday? Mike is shaking his head.  
5 Yes, he likes that idea. How about the rest of you?  
6 Is that okay? What are your thoughts? Joe, do you  
7 have comments?

8           MR. HANSEN: Yes. Anything you can do to  
9 avoid Sunday night or Friday is good. I fly a lot.  
10 Those are the two worse times.

11           CHAIR JOHNSON: Yes, Catherine.

12           VICE CHAIR McLAUGHLIN: The only thing I  
13 want to make sure we remember is at the beginning of  
14 this, when we started the committee, you asked us to  
15 provide you with our calendars, scheduled dates, and  
16 some of us have board meetings on certain dates that  
17 we have to attend.

18           So I am a little concerned that if we  
19 change it, I may not be cognizant of some commitments  
20 that we just have to make, and that we've already so  
21 notified the committee early on our blackout dates for  
22 us. So I think that's the only challenge that we'll

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1 have for some of us.

2 MS. BAZOS: Yes. I think the blackout  
3 dates, that's why I'm saying they varied. They were  
4 sometimes Friday, sometimes Monday, sometimes -- I  
5 mean, it varied, according to issues, different  
6 issues.

7 MR. GROB: I'd like to remind all of you  
8 of the experience we were having with that, which is  
9 we did try to get the blackout dates, and then of  
10 course, the fact that life is so uncertain and even  
11 that would change. So we did do that.

12 Then the idea that you presented to us was  
13 instead of blacking out dates, go the other way, that  
14 mark these dates on your calendar, and then when other  
15 people are asking if you're available, you'd say "No.  
16 I've got a meeting of the Working Group."

17 So by putting this all in advance, we went  
18 away from that blackout date to a more proactive way  
19 of setting those meeting dates. But I think what  
20 you're saying is that, and I'd be glad to do this, I  
21 could send out a schedule in which we now use  
22 Wednesday and Thursday, or Tuesday and Wednesday, and

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1 send that to all of you.

2 Then you could see whether you have  
3 standing commitments, like you always have a meeting  
4 on the first Wednesday of every month or something  
5 like that.

6 Then if I did that, then we could also do  
7 that. I'll lose one meeting time. I'll miss that  
8 one. But as a general rule, I'm going to miss them  
9 all, so could you try the other one or something like  
10 that. If you want to, I'll send you out two. I'll  
11 send you one where we go Tuesday-Wednesday, and one  
12 where we go Thursday-Friday.

13 (Simultaneous discussion.)

14 VICE CHAIR McLAUGHLIN: Aaron was saying  
15 that the ones that you sent up here, he just checked  
16 his calendar, were all Thursday-Friday dates.

17 MR. GROB: Yes, that's right.

18 VICE CHAIR McLAUGHLIN: So that's how  
19 you're --

20 MR. GROB: Shall we change that? That's  
21 the question. Should we change that? Tuesday-  
22 Wednesday, or Wednesday-Thursday. So to avoid that

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1 Friday problem, basically. So if you want me to send  
2 you two schedules out, or you want me to just try one  
3 and see what happens? What would you prefer to do  
4 that?

5 VICE CHAIR McLAUGHLIN: I think you just  
6 try one and just let us know. If we have standing  
7 meetings, we'll let you know.

8 MR. GROB: Yes. You'd say "Oh, this one's  
9 not working. Maybe try the other one." How about a  
10 simple preference? Do you want Tuesday-Wednesday or  
11 do you want Wednesday-Thursday? You don't care?

12 CHAIR JOHNSON: Flip a coin.

13 MR. GROB: Okay. I'll pick one. I'll  
14 send you one out; we'll see how it flies. Then if we  
15 -- it turns out that we're locking somebody out pretty  
16 regularly, we'll then try the other one.

17 CHAIR JOHNSON: What is the planning  
18 period we're talking about?

19 MR. GROB: The rest of the project. That  
20 was the idea. Let's lock our dates in now, rather  
21 than always trying to go the other way with it.

22 VICE CHAIR McLAUGHLIN: Right, right.

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1 CHAIR JOHNSON: Okay.

2 MR. GROB: Then the next question is more  
3 particular one, and that refers to two things, is the  
4 need for a meeting during October, because what's  
5 going on here, what's driving this question is that  
6 we're tentatively, in our planning against October 6<sup>th</sup>,  
7 as the rollout of the report.

8 Don't forget that we will have just come  
9 off of a meeting in Oregon, the 20<sup>th</sup> of September. The  
10 next thing we were going to do was rollout the first  
11 community meeting on November the 1<sup>st</sup>.

12 So what that left us was a long period,  
13 assuming that the whole Work Group would be there for  
14 the community meeting, especially the first one.  
15 That left us with about five or six weeks with no  
16 meeting, and then on the other hand, if we tried to  
17 stick one in much sooner, then we'd have meetings one  
18 on top of the other.

19 So we tried to, you know, come up with --  
20 I mean, what we come up with is the following  
21 proposal, is that we have a working group meeting on  
22 the 18<sup>th</sup> and 19<sup>th</sup>, and then move our first community

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1 meeting back to November 8<sup>th</sup> and 9<sup>th</sup>.

2 So the purpose there was to put them  
3 about, you know, put them almost a month, not a little  
4 shy of a month, between the two meetings, and then  
5 roll that back a little bit. That was a suggestion.

6 CHAIR JOHNSON: Can I build on that a  
7 little bit? What was the October date?

8 MR. GROB: October the 18<sup>th</sup> and 19<sup>th</sup>, and  
9 then November the 8<sup>th</sup> and 9<sup>th</sup> for the first community  
10 meeting.

11 CHAIR JOHNSON: Now we had also talked  
12 about this, in full disclosure so we can see if you're  
13 all on board. We had contemplated the possibility of  
14 having a Working Group meeting at the time right  
15 around the rollout of the report, which was October  
16 6<sup>th</sup>.

17 Initially, in just George's discussions  
18 with myself, we had thought it's too early to do a --  
19 potentially too early to do a community meeting right  
20 after the September 20<sup>th</sup>, 22<sup>nd</sup> and 23<sup>rd</sup> meetings.

21 That's why we contemplated having that  
22 meeting be on the 18<sup>th</sup> and 19<sup>th</sup>, and it would only then

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1 assume that maybe the Report Committee participated in  
2 the press event, that the whole Working Group would  
3 not come to the press event on the 6<sup>th</sup> of October, just  
4 from an expense perspective and so forth.

5 So let's test that with you all, and see  
6 how you feel about that as well.

7 MS. STEHR: I think it's more important  
8 for all of us to be at that report, at the report  
9 launch. I think it is anyway, don't you?

10 CHAIR JOHNSON: And share your rationale  
11 on that?

12 MS. STEHR: Just because we're doing the  
13 report, and we're literally being introduced, pretty  
14 well being introduced to the country. I think it's  
15 important that we're there.

16 MS. CONLAN: I think Deb's right, and I  
17 think it's important to be there as an entire group.

18 CHAIR JOHNSON: Would you want to -- if we  
19 vote on it, amend your comments then, with if we have  
20 a Working Group then instead of later in October? You  
21 want to comment on that?

22 MS. CONLAN: I'm open for any date. I

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1 have no job, so I have no conflict.

2 CHAIR JOHNSON: Were you going to comment,  
3 Rosie?

4 MS. PEREZ: I stepped out to the bathroom,  
5 so I missed this. Where is the launch going to take  
6 place?

7 CHAIR JOHNSON: In D.C.

8 MS. PEREZ: Okay.

9 VICE CHAIR McLAUGHLIN: But it's still  
10 before the launch of the community meeting.

11 MS. PEREZ: Yes, the report. So it's  
12 going to take place in D.C.?

13 VICE CHAIR McLAUGHLIN: Its schedule now  
14 would be October 6<sup>th</sup>. That's what Dottie was saying,  
15 that we haven't heard from Senator Hatch's office yet,  
16 but that's when it's now scheduled. That's a  
17 Thursday, correct?

18 MS. BAZOS: A Thursday morning was what --

19 CHAIR JOHNSON: Correct.

20 MS. BAZOS: Thursday morning on October 6<sup>th</sup>  
21 was what was being proposed for the report launch.  
22 Well, the one thing that we really haven't talked too

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1 much about that I wanted to talk to the committee  
2 about tomorrow, with help from the staff, is what does  
3 it really look like to launch a report and is it  
4 important?

5 I mean, I think we need to ask the  
6 question. Is it important for all of the members to  
7 be there, or I mean, I know that at one time -- sorry  
8 Rosie. I can only think on this very linear path.

9 One time we had talked about the biggest  
10 event for us truly is when we go out to communities.  
11 I mean, I would like to see all of us there on that  
12 big event, where we're really listening, and that the  
13 report is sort of lead-in to that.

14 So it this a tradeoff we have to make, I  
15 guess, is a question? We need to get used to the word  
16 tradeoff, much as I don't like it. But is there a  
17 tradeoff, and Mike, maybe you could tell us a little  
18 bit about this politically.

19 What does it look like? What do people  
20 usually do? Should we all be there? Or is it  
21 something where, you know, it's like a press release  
22 and doesn't really matter?

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1                   MR. O'GRADY:    Yes, except the Capitol,  
2 Washington Monument.  I think it varies quite a bit,  
3 in terms of what you think it is.  It will be an  
4 important time.  Hopefully, we will have the contract  
5 with whoever is going to handle our broader messaging  
6 in place then, because it's important how you roll  
7 something out.

8                   I think the report is -- the report is  
9 important because you have something tangible, where  
10 actually it's a deliverable, if you want to think of  
11 it that way.

12                   It gives then, if you're talking about the  
13 media, you're talking about they have something to  
14 then write a story around.  So I think the report can  
15 be fairly important, especially if you're going to  
16 have -- if you think you will be able to get both  
17 Senators there.  That also makes it certainly more of  
18 an event than if it's just us.

19                   I mean, it's hard to know -- I mean, this  
20 kind of a group, this sort of -- you know, I've been  
21 involved with a number of different commissions and  
22 what-not.  It's extremely hard to predict.

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1 I've been on ones that we thought, you  
2 know, we were crying in our beer at the end. We  
3 thought we had failed. It turned out we changed  
4 legislation for the next five years. And other ones  
5 where we thought we had a great, you know, outcome and  
6 it was wonderful, and nobody did anything with it.

7 So it's very hard to predict what will be  
8 the pivotal, you know, what is the real essential one?

9 I think you should probably if there's the money to  
10 do it, you should try and have as many as the people  
11 who can there, with the notion, though, you want a  
12 real, clear message, and therefore it may be people  
13 sitting on the stage or whatever we have as a venue.  
14 But it may just be one or two people talking.

15 So it's worth your while to make the kind  
16 of, you know, when we talk about these logistics and  
17 trying to catch a flight in Sioux City and make it  
18 over to whatever, I think we should just be -- it  
19 should be planned out enough, that people know "Boy,  
20 am I coming all the way across the country for a half  
21 hour event, and I smile and get my picture taken, and  
22 then I go back to the airport."

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1 CHAIR JOHNSON: But there's -- build on  
2 your comments a little bit, Mike. I think the  
3 question wouldn't necessarily be do we come across the  
4 country for a half hour event, because potentially we  
5 could build in a Working Group meeting around that  
6 time.

7 If we do that, then the tradeoff is we've  
8 juts had a Working Group meeting a week and a half  
9 before that, or two weeks before that, and is that --  
10 is there more value in having the full Working Group  
11 meeting along or around the 15<sup>th</sup> or 18<sup>th</sup> of October,  
12 where we've had more developments.

13 That may be a tradeoff that we're asking  
14 the Working Group to make.

15 MR. O'GRADY: Right, and I think as a  
16 general rule on any of these meetings, it is that you  
17 want enough content and what-not that people, if  
18 they're going to do these kind of logistics, that it's  
19 really pretty, you know, it's pretty packed full of  
20 stuff.

21 VICE CHAIR McLAUGHLIN: Yes. It really is  
22 two weeks later.

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1 DR. SHIRLEY: I don't have a calendar, so  
2 I don't know about that. Two things. If all of us  
3 were present at the rollout, is it possible that this  
4 will have more impact and once it goes out, folks say  
5 "Oh, that's what they were talking about?" You know,  
6 once we start distributing this, something would have  
7 preceded this, that got some national attention,  
8 number one.

9 Number two, even if we didn't have a  
10 formal meeting if we were all here, it might be a good  
11 time for us to have some time together under a less  
12 stressful environment and get to know each other.

13 CHAIR JOHNSON: Are you bringing in the  
14 catfish again?

15 DR. SHIRLEY: I'll bring catfish,  
16 watermelon, the whole works. But it might be an  
17 opportunity to be here, be there all together without  
18 the stress of having to go through this. You know,  
19 just a little R&R together.

20 CHAIR JOHNSON: Well first, Debbie has her  
21 thing up.

22 MS. STEHR: Yes. I've had my thing up for

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1 a long time.

2 CHAIR JOHNSON: Go ahead, and then Dottie.

3 MS. STEHR: Well, I'm going to stress  
4 again, I think, the importance of the whole group  
5 being there, because number one, it's being held at  
6 the National Press Club. It's an opportunity for many  
7 of us to meet with our Washington bureau staff of our  
8 papers from back home, of our major papers back home.

9 It's just an opportunity, really, for every one of us  
10 to get introduced to the media.

11 I'm questioning do we really need to have  
12 the big, formal Working Group meeting mid-October and  
13 just do a short meeting after -- you know, do an after  
14 the report release and do a revamp, was it worth it,  
15 that kind of thing, you know, something and skip the  
16 mid-October meeting, and maybe just do a conference  
17 call that week or something.

18 I think it would be kind of nice to have a  
19 little break in between meetings.

20 CHAIR JOHNSON: Okay. Dottie.

21 MS. BAZOS: No, that's okay. I wasn't --  
22 it's not important.

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1 CHAIR JOHNSON: Okay. Any other comments?

2 MS. HUGHES: Yes. I would just like to  
3 say that we're going to have the community meetings  
4 all done, everything's going to be done before they,  
5 you know, by the time this October 6<sup>th</sup> meeting happens?

6 Because if it's not and there's all this lead time  
7 that's been needed to get these meetings on board,  
8 then when is that going to be done? Is that going to  
9 just fall on the staff, so that nobody else has to  
10 worry about doing it? So you're just all busy, and  
11 then I don't -- all's I have to do is show up, or is  
12 that going to be a parallel track, where -- or is that  
13 going to be a sequential track?

14 I mean, I don't see this first community  
15 meeting coming off on the 1<sup>st</sup> or the 9<sup>th</sup> or the 8<sup>th</sup>,  
16 without any -- some type of interaction. I mean, I  
17 think that there's as much work going into the  
18 community meetings, that went into the hearings and  
19 that went into the communications, unless I have  
20 missed something today.

21 CHAIR JOHNSON: Probably more, probably  
22 more.

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1 MS. STEHR: So when is that going to be  
2 done?

3 VICE CHAIR McLAUGHLIN: I heard George  
4 talk about swallowing the pillows.

5 MS. STEHR: Well, that's what I mean. If  
6 we're talking about -- maybe I think I'm missing  
7 something here.

8 MR. GROB: See if I can say something that  
9 makes sense. This is simply done kind of on  
10 logistics, but the advantage of, and this is not the  
11 kind of reasoning, Debbie's reasoning, which has a  
12 different, I think, to look at the value of the  
13 members being here for other reasons you mentioned.

14 If one looks at it from a narrower  
15 perspective, and I don't know that that's a legitimate  
16 way to look at it, from the point of view of money and  
17 the point of view of planning and work, it would be  
18 more logical to have a work group meeting in the  
19 middle of October, you know, a little bit before the  
20 community meeting's done, than one at the very  
21 beginning of October, since we're just a week or two  
22 away from having had a meeting.

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1           So that is exactly what the dilemma is, is  
2 the choice between what you want to invest in the  
3 opportunity and value of a mid-October meeting, to  
4 nail down and make the crucial decisions about this  
5 event that will occur with the community meetings?

6           Or do you want to associate it, sort of  
7 give that up, if you will, and then have everyone here  
8 for many other reasons? I think the symbolic  
9 importance, the getting together at the early meeting.

10           Right now, it would be difficult from a  
11 logistical point of view to do both the forward rolls,  
12 you know, to do both, and just from the point of view  
13 of doing it twice. You have a meeting on September  
14 20<sup>th</sup>, then a meeting October 6<sup>th</sup>, then coming back and  
15 meeting the 18<sup>th</sup> and then coming back and meeting on  
16 the 8<sup>th</sup> and 9<sup>th</sup>. That's exactly what we're talking  
17 about.

18           MS. HUGHES: Then I guess that what occurs  
19 to me is that because we don't know what -- October 6<sup>th</sup>  
20 was chosen as the date, so that is a given that we  
21 have to work around.

22           If that is the given that we have to work

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1 around, I just have a feeling that, and it's just a  
2 hunch and, you know, take it for what it is, that it  
3 is important for us as a working group to be in D.C.  
4 when the report's kicked off.

5 I can't -- I mean, to me, it -- you just  
6 look at it publicly. If we had the Report Committee  
7 there, I mean they've done all the work and I  
8 certainly am not going to take center stage for any of  
9 that, because they've all done that.

10 I just -- but I think that if we're a  
11 collaborative group, then we're working  
12 collaboratively, even if it's just to support them.  
13 If we want the media to have four people there  
14 representing the whole group, I don't think -- my  
15 hunch is it's not going to look good.

16 CHAIR JOHNSON: Okay. Let me see if I can  
17 summarize what I've heard. Joe, I'm sorry.

18 MR. HANSEN: I'm concerned what Therese  
19 says, that you know, more than just October 6<sup>th</sup>, are  
20 we going to be ready for the community meetings and  
21 everything else like that. I'm not even sure we're  
22 going to be ready for October 6<sup>th</sup>.

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1           But also what Mike said, I think Mike is  
2 very -- and I've had some experience with this too,  
3 about the photo op piece and all that. You know, it  
4 can make a difference or not.

5           But have we heard from -- we don't have a  
6 PR consultant on board yet, do we? We just picked the  
7 October 6<sup>th</sup> date because it was a good date? I guess  
8 I'm asking you, George. Have you got any professional  
9 advice on this?

10           MR. GROB: Well, I'll tell you why the  
11 date was picked and I'll tell you what work we've done  
12 around the PR aspects of it. The origin of the date  
13 had more to do with their overall schedule. This was  
14 at the Mississippi meeting that we had this, the  
15 origins of it.

16           Because we need to have about six months  
17 of community meetings, which have to end like mid-  
18 April, so we can prepare sort of preliminary  
19 information. So basically it was driving backward,  
20 and the fact that we have to have it all wrapped up by  
21 September 30<sup>th</sup>, and there are some periods of time that  
22 we must respect.

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1           So when we began to move that back, there  
2 was an extremely strong sentiment, among all the  
3 Working Group members, that the community meetings  
4 would be the really big important stretch, and they  
5 asked me to redo the schedule so that we allowed six  
6 months in there for that.

7           So you do that, and you end up then  
8 getting pushed back, basically, to October, the early  
9 parts of October, to get that report out. So once  
10 just the logistics of just getting all this activity  
11 in the period we had for it, you ended up basically  
12 with about the 1<sup>st</sup> of October as a kind of, you know,  
13 the dates that we needed to get the report out.

14           From that point, then it became a day at a  
15 time, trying to find out well, on what day could we  
16 both get Senator Hatch and Senator Wyden? On what day  
17 could we get a prestigious site for it, mainly the  
18 reporter's building. So that began driving that, and  
19 that's how we ended up with October 6<sup>th</sup>. It was the  
20 only day that we could find both Senators available, I  
21 think the symbolic thing.

22           So that's where that came from. Now in

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1 terms of the current thinking of the PR for that, that  
2 of course is a real good start, having that location,  
3 and I think Deb got that right. All the reporters  
4 from around the county are there basically. It's a  
5 prestigious location.

6 Having the two Senators there, that's  
7 really a very good thing. We began then to think of  
8 other supplementary kinds of things, and we had some  
9 ideas about it. For example, we might be able to get  
10 on some -- do a TV round and have a few places where  
11 there's some other TV.

12 But that's what we also said. Well, let's  
13 get a firm in here as well, to give us other advice as  
14 to how to roll that report out. In addition to that,  
15 there is the question of how do we tell the world in  
16 advance that it's going to happen, not that they wake  
17 up that morning and find out that it's there. But how  
18 do we queue other players? Again, a firm would be  
19 needed. Then that got us back from this date on.

20 How can you get a firm to work for you in  
21 a few weeks, when the bidding process usually takes  
22 much longer than that? So you've basically got the

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1 squeeze at both ends. That explains why the dates are  
2 the way they are.

3 MR. HANSEN: There's a follow-up, and  
4 maybe I misunderstood. But originally, it was, when  
5 this discussion started, it talked about the Report  
6 Committee and the Chairman. I'm assuming that others  
7 will be in there, and then now let's include everybody  
8 else.

9 Has any thought been given to maybe just  
10 doing the Report Committee in Washington and having  
11 other, and maybe eight or ten other sites, wherever  
12 the committee could be, so we don't have to --

13 I'm in Washington, you know, so it doesn't  
14 make a difference to me, so Frank doesn't have to come  
15 from Oregon for that, or stuff like?

16 MR. GROB: We did give some thought to  
17 that, and we found that that was extremely difficult  
18 to do, logistically intense, just very, very hard to  
19 do. Originally, one of the ideas that was proposed  
20 would be to do a three-city event that would be more  
21 or less simultaneous.

22 But then as we began to work our way

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1 through the logistics, it just became near-impossible.

2 That's why we began to substitute the idea of maybe  
3 getting, or paying our way onto some of the morning TV  
4 programs, you know, that kind of thing. But that  
5 again was considered.

6 So it just seemed, when we began to work  
7 with some of the details, that that really wouldn't  
8 work very well. With them, it all conspired to  
9 present us with a dilemma that we're now facing.

10 MS. BAZOS: And that is one question that  
11 we did already go, unofficially or informally to a PR  
12 firm to ask. Does it make sense to have a rollout of  
13 the report in multiple cities, and they said no. We  
14 went to Peter --

15 MR. GROB: We went to five firms and asked  
16 them that question. They said don't do it.

17 MR. HANSEN: My concern is that, you know,  
18 in Washington, you know, if there's a bomb scare,  
19 you're dead. You're going to lose it all.

20 CHAIR JOHNSON: One more comment, and then  
21 I'd like to kind of summarize what I've heard and see  
22 if I'm hearing correctly. There's one hitch to

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1 George's just-now discussion, and that is Senator  
2 Hatch will be hearings, and is reluctant to come to  
3 the Press Club.

4 So they would like to suggest we actually  
5 do the press conference on Capitol Hill, which would  
6 also be similarly prestigious. It might be an  
7 opportunity for Deb or me to invite our local  
8 staffers, staffers for our Senators from our state, to  
9 come to the rollout as well. But just an alert to  
10 that as a change.

11 What I've heard, I think, is that at least  
12 a good number of us would like to participate in the  
13 press conference, rolling out the report. So I'm  
14 hearing that we think that that's really important,  
15 and that there's sufficient substance to have a  
16 meeting at that same time.

17 In fact, we'd almost prefer to have a  
18 meeting at that time, as opposed to later in October,  
19 because of the challenges of going in October. We'll  
20 have sufficient content related to the community  
21 meetings at that time.

22 So then if we were to consider that, well,

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1 before we do that. Is that a correct sense of you as  
2 a working group?

3 VICE CHAIR McLAUGHLIN: Yes.

4 CHAIR JOHNSON: Okay. Then if I can go  
5 one step further, then would it be our preference to  
6 have a meeting on the 5<sup>th</sup> and the 6<sup>th</sup>, or the 6<sup>th</sup> and 7<sup>th</sup>,  
7 keeping in mind that the 7<sup>th</sup> is a Friday?

8 VICE CHAIR McLAUGHLIN: Also, when we  
9 talked about the rollout and we were discussing the  
10 5<sup>th</sup>, 6<sup>th</sup> or 7<sup>th</sup>, I'd let you know that on the 7<sup>th</sup> at 11:00  
11 a.m., I have to be in Ann Arbor to introduce the  
12 president of the university.

13 CHAIR JOHNSON: Okay. So from Catherine's  
14 perspective and the earlier comments perspective on  
15 traveling on Friday, the 5<sup>th</sup> and 6<sup>th</sup> would probably be  
16 better than the 6<sup>th</sup> and 7<sup>th</sup>. Is there anybody who could  
17 not do that, based on what you know right now?

18 MR. FRANK: I can only be there for the  
19 5<sup>th</sup>. I won't be there on the 6<sup>th</sup>.

20 CHAIR JOHNSON: You will not be there on  
21 the --

22 MR. FRANK: The 6<sup>th</sup>.

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1 VICE CHAIR McLAUGHLIN: I think it's  
2 critical that you're there on the 5<sup>th</sup>.

3 MR. FRANK: I just can't. I have to  
4 teach. My day job.

5 MS. CONLAN: Well, it's like Friday's my  
6 day job.

7 (Simultaneous discussion.)

8 CHAIR JOHNSON: Okay. Any further  
9 comments? Richard, are you comfortable with us going  
10 ahead and having the launch without you being there?

11 MR. FRANK: Oh, absolutely. Yes. I mean,  
12 I just -- I don't -- I think Senators Wyden and Hatch  
13 are a lot more important to this than any one of us.

14 CHAIR JOHNSON: Okay. Thank you. Okay,  
15 and then should we leave the 1<sup>st</sup>, George, and Working  
16 Group. Should we leave the November 1<sup>st</sup> date in place,  
17 then, for the first community meeting, and look to  
18 have a Working Group meeting on the 2<sup>nd</sup> as well?

19 Community meeting on the 1<sup>st</sup> and then we  
20 can digest that and have some discussion regarding  
21 that and think about --

22 MS. HUGHES: How the other ones are going

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1 to proceed?

2 (Simultaneous discussion.)

3 VICE CHAIR McLAUGHLIN: I didn't know we  
4 were going to start with dates for this, and my  
5 calendar is back at my hotel. So I can't -- I don't  
6 know about my dates.

7 CHAIR JOHNSON: Okay. So part of what  
8 we'll do, George, is grab our calendars, look around  
9 those dates as well.

10 MR. FRANK: You know, a lot of it depends  
11 on where it is.

12 VICE CHAIR McLAUGHLIN: You have to speak  
13 forcefully. Yes, exactly.

14 MR. FRANK: We don't need to get into  
15 individual calendar issues.

16 CHAIR JOHNSON: Okay, thank you. We've  
17 gone over our time for the Communications, but a good  
18 discussion. Thank you. Why don't we take 15 minutes,  
19 and then we'll reconvene on the report.

20 (Whereupon, a short recess was taken.)

21 CHAIR JOHNSON: We're reconvening the  
22 committee, and our objectives for the next several

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1 minutes, actually the next 45 minutes, will be hear  
2 Catherine's comments on the report. So let's proceed  
3 with that.

4 VICE CHAIR McLAUGHLIN: Okay, guys. We  
5 need your help on the report. We need to come back.  
6 All right. I know that we had scheduled a discussion  
7 about the report content, and about issues to be  
8 resolved.

9 Unfortunately, none of us got the hard  
10 copy of the report until a couple of hours ago. So  
11 that conversation is obviously not going to take  
12 place. We do need to come to some kind of agreement  
13 about the actual content of the report, and we need to  
14 come to agreement soon.

15 We have got to have this report pass  
16 through Senator Wyden and Hatch's office; we need to  
17 have it read by other people to do like what's called  
18 a GAO or CRS kind of check, to make sure every fact is  
19 correct, that we haven't referenced something  
20 incorrectly.

21 It needs to be translated into Spanish.  
22 There are a lot of things that need to be done before

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1 we can put this on the website. We are behind, for a  
2 variety of reasons.

3 Let me update you just a little bit of  
4 what we've done since Salt Lake City. In Salt Lake  
5 City, I got comments from about a third of you on the  
6 previous version of the report. The Report Committee,  
7 well me; I was the only one who spent the weekend in  
8 Salt Lake City, so I represented the Report Committee  
9 and the staff, spent 11 hours on Saturday and 12 hours  
10 on Sunday in one room, and we still talked to each  
11 other Sunday night. That's really remarkable.

12 MS. CONLAN: Some of us were there.

13 VICE CHAIR McLAUGHLIN: I haven't gone  
14 there yet, Montye. Going through line by line,  
15 literally line by line, and saying "Okay, this  
16 sentence, did George have any comments on this? Did  
17 Randy have any comments? Did Mike have comments? Did  
18 Don have comments? Did Richard have comments,"  
19 etcetera.

20 For about three hours, Montye and Therese  
21 were there representing their own comments on it, and  
22 they can tell you that we did sit around and

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1 faithfully consider every single person's comment on  
2 every single sentence that was handed to us, either in  
3 an e-mail or in written comments or oral comments the  
4 day before, and try to be responsive to those comments  
5 and check for new data on the Internet. We were all  
6 working on the Internet and making changes.

7 We then went back to Houston, some of us  
8 went to Houston. Jill went back to Washington and  
9 during that next week tried to get some new examples  
10 to satisfy some members' concerns to reorganize some  
11 things and make some changes.

12 We then sent the revised version of that  
13 report to all the members of the Report Committee.  
14 The members of the Report Committee then got back to  
15 us with, and Randy also at that time, with "Gee, this  
16 looks a lot better. I like it. Here are a few more  
17 comments."

18 So Jill by now is in Spain. Page had left  
19 to go back to Houston, but Rebecca and I toiled away,  
20 trying to respond to that set of comments.  
21 Simultaneously, George talked to some woman named Joy  
22 to look at it for editing, and was reading it himself,

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1 and said "You know, it really doesn't grab us. It  
2 doesn't really tell a story. I think it needs to be  
3 reorganized."

4 So Monday a week ago, George and Rebecca  
5 proposed a new organization. So this is not changing  
6 the content of any of the paragraphs, but it is  
7 changing the tone. It's changing how it's organized.

8 So last Wednesday, we sent the third  
9 version of the report, the original report that you  
10 guys saw, the 25 pager in Salt Lake City to the Report  
11 Committee, asking for their feedback by Friday. We  
12 heard from two people and we're working on those  
13 comments, in the hopes of sending that to you Friday  
14 night.

15 In the meantime, Jill got back from Spain,  
16 and Jill and George had a conversation, and we decided  
17 that we really need to plot the graph into the proper  
18 place. You may remember in the report in Salt Lake  
19 City, a lot of people got confused, because it was in  
20 a Word document and some of the text boxes were on the  
21 wrong page. Some of the graphs weren't even there.

22 I mean, there were a lot of problems. So

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1 we needed someone with some expertise to do that, and  
2 that person started doing it, but did it on the  
3 reorganized report, not the other one.

4 So Friday afternoon when Jill came back  
5 and we started talking, we realized that no one was  
6 working on the report that the Report Committee had  
7 seen and had made recommendations, and that instead,  
8 the staff was working on the reorganized report. That  
9 took a lot of time.

10 So Jill, I actually worked until 1:30  
11 Saturday morning and 2:30 Sunday morning, and Jill  
12 worked all weekend, even though she was taking care of  
13 six parrots and two cats. It just didn't happen,  
14 because of technical difficulties.

15 So I'm apologizing for the fact that the  
16 report that you see before you arrived at such a late  
17 date. It's also the case that this report has not  
18 been seen by the Report Committee, because the Report  
19 Committee saw the other organized version last  
20 Wednesday night, and gave me comments.

21 They have not seen this report at all.  
22 This is the first time they have seen it as well. So

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1 with that caveat, we can't really -- I guess we're  
2 going to ask you to read this version of the report,  
3 which is, as I said, organized differently, and give  
4 us your feedback.

5 I'm going to have to get feedback,  
6 obviously, from the Report Committee as well, whether  
7 you even like this reorganized format, or whether you  
8 prefer the other format, which you guys saw last  
9 Thursday, and try to come kind of consensus.

10 It's gone very awkward, because of these  
11 two organizational structures. But what I can tell  
12 you is that the actual paragraphs are the same. It's  
13 just that the opening sentences, sometimes, are  
14 different, because when the plop the paragraphs in a  
15 different order, you know, you have to change.

16 MR. O'GRADY: Uh-huh, the flow.

17 VICE CHAIR McLAUGHLIN: The flow. So if  
18 you do read the one that's been given to you, which is  
19 the only one that has the text boxes and the graphs  
20 embedded, you will be able to respond to us with all  
21 of your concerns about numbers being used, examples  
22 being used, references being made, the ideas.

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1                   What you won't be able to do is say  
2 whether you like this organization better than the  
3 other one. But I'm hopeful that the Report Committee  
4 can assume that responsibility, because now to get the  
5 staff to do all of this on the other version is going  
6 to take days.

7                   So please read this version and give us  
8 feedback.

9                   MR. O'GRADY: Do you have an electronic  
10 version of that too?

11                   VICE CHAIR McLAUGHLIN: Excuse me?

12                   MR. O'GRADY: Do we have an electronic  
13 version of that too?

14                   VICE CHAIR McLAUGHLIN: We can get --

15                   MR. FRANK: Jill?

16                   VICE CHAIR McLAUGHLIN: Jill can send you  
17 an electronic version. Yes, it's a PDF file. That's  
18 the other thing. We had to wait for Will to show up  
19 because he --

20                   MR. O'GRADY: It's a little tough to do  
21 track changes and edits on a PDF.

22                   VICE CHAIR McLAUGHLIN: You cannot do

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1 track changes in a PDF file. Now she sent me a Word  
2 version of it that I got this morning, and I haven't  
3 experimented yet with how to do it. The problem is,  
4 Mike, whenever you make changes, the graphs pop and  
5 they just -- they show up on another page or they're  
6 not even visible any more.

7 So electronic versions, tracking changes,  
8 it's just not going to work. So I hate to say, we  
9 need you to work on the hard copy, or save -- and this  
10 is what I did with Jill -- I saved the Word document  
11 Friday without any of the graphs and texts in it, and  
12 then made comments on the text.

13 If you want to do that, that's cool too.

14 CHAIR JOHNSON: Can I clarify my  
15 understanding of that?

16 VICE CHAIR McLAUGHLIN: Yes.

17 CHAIR JOHNSON: Is your last statement to  
18 suggest that the Word document that you had on Friday  
19 includes everything that's here except for the text?

20 VICE CHAIR McLAUGHLIN: No, no.

21 CHAIR JOHNSON: Is there a document that  
22 does include --

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1 VICE CHAIR McLAUGHLIN: I just got a Word  
2 document this morning that includes everything, right.

3 CHAIR JOHNSON: Without the graphs?

4 VICE CHAIR McLAUGHLIN: Yes. I should  
5 tell you that unless you have a pretty powerful  
6 computer, it's going to take a very, very long time to  
7 download this.

8 MS. CONLAN: In PDF?

9 VICE CHAIR McLAUGHLIN: In PDF or Word. I  
10 actually went and brushed my teeth, washed and brushed  
11 my hair, everything lese this morning while it was  
12 downloading on my laptop, and I have a pretty big  
13 laptop. So it's just not -- yes. It's the nature of  
14 the best, because of all those graphs.

15 CHAIR JOHNSON: Let me clarify again.  
16 Going to the tracking changes.

17 VICE CHAIR McLAUGHLIN: Yes.

18 CHAIR JOHNSON: Is there a way that we  
19 could get an electronic copy, even if it didn't  
20 include the graphs, so that we could give you tracked  
21 changes?

22 VICE CHAIR McLAUGHLIN: I could ask them.

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1       They don't have that now. I can ask Jill to try to  
2       create a Word document without any of the tables or  
3       text boxes in that document.

4               MR. GROB:        Could I make a technical  
5       suggestion for you?

6               VICE CHAIR McLAUGHLIN:  Yes.

7               MR. GROB:        I've been following what Jill  
8       has been doing very carefully every day, looking at  
9       where we were. At the time that I received this PDF  
10      file, she also sent me a Word version that is probably  
11      the same on you have. You might have a more recent  
12      one.

13              When I compared the Word version to this  
14      one, the PDF was better. For the Word, they still had  
15      -- it was largely okay, but it did have a couple of  
16      pages where, you know, a text box was on top of the  
17      text.

18              VICE CHAIR McLAUGHLIN:  Yes, right.

19              MR. GROB:        So I figured if we got you  
20      this, when you could really see what it looks like,  
21      and see how it goes, that it occurred to me that Jill  
22      is probably still working on it.

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1           So it would be easier for us to send, if  
2 you would like to do the track changes, I'm thinking  
3 that it would be easier for us to send you the one  
4 with the graphics that looks like this, just realizing  
5 that when you do track changes, you're going to screw  
6 the graphics up.

7           VICE CHAIR McLAUGHLIN: Right. No, no, I  
8 know. Actually George, what I was going to say, is  
9 this will give you the visual of what goes with what,  
10 and what we should send you is a Word document without  
11 any of the graphics, so that it doesn't become so hard  
12 --

13           (Simultaneous discussion.)

14           MR. GROB: That's fine. My technique in  
15 this was I had the Word document open and I had the  
16 PDF open and for the look, I look at the PDF and for  
17 the track changes I look at the Word.

18           VICE CHAIR McLAUGHLIN: Exactly, exactly.  
19           So what I'm going to ask Joe to do is to send  
20 everybody to create, because she doesn't have it, to  
21 create a Word document without any of the graphics and  
22 text boxes, to send to all of you, so you can track

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1 changes.

2 MR. GROB: If it's goofy and moves around

3 --

4 VICE CHAIR McLAUGHLIN: No. Also just a  
5 downloadable problem. There may be people who aren't  
6 -- literally are not going to be able to download this  
7 on their computer. It's huge. It's just huge.

8 MR. GROB: Okay.

9 VICE CHAIR McLAUGHLIN: So then the  
10 question is, how much time to give you? When George  
11 and Randy and I talked last week about the process, we  
12 thought we were going to have gotten this Friday  
13 night. We would have had the weekend. We were going  
14 to give you until this Friday.

15 At lunch I grabbed Randy and said, you  
16 know, George and I have to do the working backwards in  
17 time, in order for us to be ready for the launch, da-  
18 da, da-da, the Spanish, the Joy, editing. I throw  
19 that back to you. What deadline?

20 MR. GROB: Here's what I did? So I worked  
21 on that, you know, in the light of this, and let me  
22 tell you some principles I used and then let me sketch

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1 out. I didn't even have a chance to type it up it was  
2 so hot. But let me tell you the principles I used  
3 first.

4 The principle I'd like to use is to still  
5 aim to have it ready to go on the 29<sup>th</sup>. Now as  
6 outrageous as it seems, let me explain the technique  
7 for it. I think I can trade staff time, having them  
8 work weekends, and giving them days off while you're  
9 on your cycle of the review. Because they just truly  
10 can't keep it up forever.

11 MR. O'GRADY: Sure.

12 MR. GROB: So that was one solution I came  
13 up with, is that having -- basically getting comments  
14 from you at two and three-day intervals, and then  
15 letting them rework it on the weekends while they take  
16 those couple of days off, taking their weekends in the  
17 middle of the week.

18 The reason for aiming for the 29<sup>th</sup> is  
19 because of what Catherine has said, that I think that  
20 if we do not have something that what we say it is by  
21 the 29<sup>th</sup>, I don't think I can get the Spanish done and  
22 get it reformatted to fit the new style --

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1           You know, we'll have a report style that  
2 will go with the website. That will take a bit.  
3 We'll actually have to have some copies printed. You  
4 know, we can't just say "Well, Mr. Senator, it's on  
5 the web."

6           You know, we'll probably have to send  
7 some sets out to some people. That's a decision we  
8 have to make as to, out of courtesy, who do we send  
9 things to. So there will be a bit of that.

10           So that forced me back to the 29<sup>th</sup>. Let me  
11 lay out, and if you could take notes, I'll be happy to  
12 -- you know, after we discuss this, then I'll be happy  
13 to send you a schedule for review for everybody, to  
14 see if this would work for you.

15           I'm going to try to keep a calendar in  
16 front of me, to make sure that it is saying that, but  
17 here's what we came up with. Okay. Well, today is  
18 the 16<sup>th</sup>, right? So today what we would do is begin  
19 our review, and give you until the 19<sup>th</sup> to respond  
20 back. Now the 19<sup>th</sup> is Friday.

21           VICE CHAIR McLAUGHLIN: What I was told we  
22 were ask them to do when they were going to get this

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1 last Friday. That cannot work. We're going to be  
2 here all day tomorrow on hearings. That gives them  
3 Thursday, and they have jobs.

4 That's just not feasible.

5 MS. STEHR: How about Wednesday of next  
6 week?

7 MS. WRIGHT: Yes. Give us the weekend at  
8 least.

9 CHAIR JOHNSON: There is an issue that we  
10 have. We will need to get your feedback back, and  
11 have the Report Committee and staff work on your  
12 feedback, and then another copy back to you, for you  
13 to say "I'm okay with this."

14 And so if in fact you're going to have two  
15 reviews of this, that's the reason for pushing those  
16 dates.

17 VICE CHAIR McLAUGHLIN: Let me talk a  
18 little bit about the responses. One response is in  
19 fact things that you're uncomfortable with, things  
20 that you want changed, as input. The other thing that  
21 we need from you is sign-off.

22 All along we've been talking about this is

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1 a consensus-building format, and the Report Committee  
2 in Salt Lake City, and Brent's not here but three or  
3 four members are here, agreed quite strongly and told  
4 Randy and George this afterwards, and told all of you  
5 that we believe that people need to sign off on this.

6 Just like we personally believe that  
7 people need to sign off on the communications strategy  
8 and on the community meeting strategy.

9 But as the first thing out of the block,  
10 that's the report, for this consensus-building  
11 process. We have had discussions about what that  
12 means you are signing off on.

13 If it means you're signing off on every  
14 word, this won't be finished for ten years. If it  
15 means you're signing off for every sentence, five  
16 years. Every paragraph, one year.

17 I mean, it cannot be at that level of  
18 detail. It just cannot be. So when we ask you to  
19 give us feedback, it has to be at higher level. It  
20 cannot be at that level or we will not do it.

21 There are several things that we have  
22 talked about -- well, not Mike, but Richard and I

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1 talked about a little bit with Brent, of overall  
2 issues to sign off on.

3 One clearly, and I was hoping to have a  
4 discussion about this today, but we've gotten a lot of  
5 time scrunched significantly. But one is the overall  
6 tone.

7 You'll see right away that the report, the  
8 whole beginning, is different from what you saw in  
9 Salt Lake City, and that's responding to the concerns  
10 of some members of the Working Group about the overall  
11 tone. To simplify things greatly, let me tell you the  
12 spectrum.

13 On one end of the spectrum is Chicken  
14 Little. The sky is falling, we've got to grab the  
15 public by the throat, shake them. If we don't do  
16 something now, the world as you know it will end, and  
17 it's going to end soon. All right? That's at one  
18 end.

19 The other end is you know, we're the envy  
20 of the world. Our system looks really great. We just  
21 need to tinker around a little bit, for 15 percent of  
22 the coverage, and even some of them don't really need

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1 coverage. They're healthy and young. Just a few of  
2 them.

3 We have a few people that don't get what  
4 they need. We have some, you know, unhappy people,  
5 but most people are happy, and we have some medical  
6 errors, but most people, you know, we're living  
7 longer, we're doing great.

8 So I'm deliberately having two polar  
9 opposites. Where do we want to be on that spectrum,  
10 in terms of the overall tone? It's a very important  
11 decision that this Working Group has to make.

12 The Report Committee has been juggling  
13 back and forth about this, and responding to comments  
14 made by individuals. But the Working Group has never  
15 talked about this as a full group. What is the tone  
16 that you think we need to strike?

17 Now I will tell you the 25-pager is only  
18 one version, remember? We talked about the ten-pager,  
19 which was what was going to be at the big rollout in  
20 October. That was going to be mass produced. In  
21 that, the tone can be slightly different. But they  
22 have to at least be compatible with each other.

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1           It also will influence the communications  
2 strategy. It will influence the community meetings,  
3 what we do -- do we go out to the community meetings  
4 and say "Chicken Little," or do we go out and say  
5 "Everything's pretty good, but what do we see  
6 changed?" Where are we on that spectrum?

7           The second is the focus of the report, the  
8 main focus of the report. Is it high and rising  
9 costs? Is it quality problems? Is it lack of  
10 coverage, whether it's uninsured or underinsured?

11           We've been talking about those three  
12 things, but as you read the report, you'll see what is  
13 your opening salvo? What do you -- you know, you  
14 can't do justice to all three of those topics. So  
15 again, where do you want to be in terms of that  
16 mixture? What emphasis do we want?

17           Do we want to have the Dave Walker  
18 emphasis on costs? Do we want to have the Brent James  
19 emphasis on quality? Do we want to have the  
20 Mississippi emphasis on the uninsured? Where do we  
21 go? And do we treat them all equally?

22           That's what we've sort of done now, but

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1 some people aren't happy about that. Some people want  
2 the balance changed. I need your feedback on that.

3 The third is the whole issue of tradeoffs.

4 We talked a little bit with Chat today with tradeoffs  
5 for benefit design. What tradeoffs conceptually do we  
6 want to put into the report? Do we want to put  
7 anything about tradeoffs so far?

8 How explicit do we want to be about  
9 tradeoffs? Do we have to introduce this, or is that  
10 really what we introduce in the community meetings?  
11 That the report just says "This is the state of the  
12 world," and you know, you've got to know if we keep  
13 going the way we're going, there are going to be some  
14 problems, and we're going to have to make some hard  
15 choices.

16 So I need feedback from you. The  
17 committee needs feedback from you. How explicit do we  
18 want to get about tradeoffs? Right now, it says  
19 "Where does the money come from, where does it go,  
20 what does it buy, who's using those services, where  
21 are they using them, you know, how well is the system  
22 working?"

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1                   It doesn't really do a lot about  
2 tradeoffs. Is that okay, or do we need to put more of  
3 that in?

4                   The fourth thing is criteria for  
5 inclusion, and we have gone around the bush about this  
6 several times, and it is really very difficult.

7                   One way to treat all of this is just to be  
8 very much at the conceptual level, the 15,000 foot  
9 level, and talk about, you know, "Boy this is  
10 happening and that's happening, and if we do this,  
11 then it is likely that," and talk about what's likely  
12 to happen, what is probably happening now.

13                   Then do we talk about relationships just  
14 in the positive-negative? Do these two things, will  
15 this have a positive effect on coverage? Will this  
16 have a negative effect on quality? Will this -- all  
17 right. Talk about it at a very broad level. Or do we  
18 actually bring in numbers, you know, data and numbers.

19                   If we do data and numbers, what standards  
20 do we use for inclusion? What are the standards of  
21 evidence? The committee's talked about this a bunch.  
22                   How do we decide on what numbers to put in that

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1 report, what evidence is sufficient to make it in the  
2 report?

3 We have had this discussion as a working  
4 group from the very beginning, back in April, that we  
5 have to be careful, and we have to make sure we can  
6 stand behind every single number. There was a lot of  
7 agreement to that back in April, in our very first  
8 group meeting.

9 But when you read this report, I want to  
10 hear from you, are there numbers in here that you go  
11 "Wait a second. Where does that come from?" Or "Why  
12 can't we have some numbers? We had hearings about  
13 this. We heard from experts here, experts there."

14 I want you to start thinking about that.  
15 But I will tell you that to date, what the Report  
16 Committee has done, and it's a blending of Mike's  
17 experience with CRS and in the government, and Richard  
18 and my experience and Brent's experience as part of  
19 the peer review process, we have decided to only  
20 include numbers that have been really through a peer  
21 review process, and that there is general agreement  
22 among the experts that this is -- these are legitimate

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1 numbers.

2 Those are very high standards, and even  
3 though, there are some numbers in there that not all  
4 members of the Working Group feel comfortable about.  
5 I mean that the Report Committee feel comfortable  
6 about. So how loose can we get? I'd like some  
7 feedback from you on that.

8 The fifth one that I want feedback on is  
9 this solutions, what's being done now. We heard a lot  
10 in hearings about different solutions, different  
11 things done in Jackson, things done in Salt Lake City,  
12 things done in Houston, things done -- well, here are  
13 things that come tomorrow.

14 Do we want to have again, the 15,000-foot  
15 level here are things that are being tried, that are  
16 conceptual, or do we want actual examples of things?  
17 If we want actual examples of things, again, what are  
18 the criteria for inclusion? Do we need to have  
19 evidence, good, solid evidence that those examples are  
20 doing something, that they're accomplishing something?

21 It's one thing to hear about a program  
22 that people are doing, but as someone who's done a lot

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1 of evaluations, I can tell you it's often not until  
2 five or ten years later that you know whether it did  
3 any good, whether there was any effect. Not just  
4 long-term effect, but any effect at all.

5 So what are the criteria for including  
6 specific examples? You know, does it have to be  
7 something that's done for a large group of people? If  
8 it helps ten people, do we put it in? Where are the  
9 cutoffs if we're going to include actual examples,  
10 rather than more generic, these are the kinds of  
11 things that people are trying, experimenting with or  
12 doing.

13 So those were the five issues that we  
14 thought of, that we would like feedback from you on,  
15 and want to have consensus on and some kind of sign-  
16 off.

17 Now how far below that we go for sign-off  
18 is the discussion that we need to have, but the Report  
19 Committee wanted sign-off on those five things. If  
20 the Working Group feels as though the sign-off has to  
21 go even at a lower level, paragraph by paragraph, we  
22 can talk about it.

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1                   But that was the level that we thought, at  
2 a minimum, we would like consensus on. That's where  
3 we are.

4                   CHAIR JOHNSON: May I assume that either  
5 you or George will get out the five questions, so that  
6 those of us who --

7                   VICE CHAIR McLAUGHLIN: Sure. I wrote  
8 these on the plane yesterday, so George hasn't seen  
9 them yet. I'm sorry, George.

10                  CHAIR JOHNSON: Maybe the committee has.  
11 If you've just written them on --

12                  VICE CHAIR McLAUGHLIN: Richard and I  
13 talked about it at length, and these reflected the  
14 conversations we had in Salt Lake City, over a three  
15 hour dinner.

16                  MR. FRANK: With some additions. There's  
17 one -- can I just weigh in for a second on this? The  
18 first one you cited about the sky is falling versus  
19 everything's great, I don't know that we have a lot of  
20 leeway on that. I've seen people go in both  
21 directions.

22                  Oh, to really motivate these people -- it

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1 hurts your credibility. Oh, everything's great, when  
2 we know everything's not great. It hurts your  
3 credibility. Credibility is very, very important to  
4 this group, and therefore how -- now we may disagree.  
5 You know, every group has its Eeyore, but we may  
6 disagree on that.

7 VICE CHAIR McLAUGHLIN: Don't worry about  
8 me.

9 MR. O'GRADY: But I think in terms of it's  
10 got to be someplace in that middle, to just protect  
11 the integrity of this group, that we're not, you know,  
12 advocates on one side or the other, that we're looking  
13 at these hard problems and taking a very even-handed  
14 approach.

15 VICE CHAIR McLAUGHLIN: That's what we've  
16 tried. Now I should tell you -- I mean, when you read  
17 it that's the current tone, and this is the fourth  
18 iteration for us, those of us who have been doing all  
19 the writing, and Don, who also for Mike. So there  
20 have been five of us actually, and that is tone now of  
21 this report.

22 But I should tell you that it was hammered

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1 out with some agreement between us, and there are  
2 people who aren't happy with that. They want it  
3 further on one end or the other.

4 The communications -- not the  
5 Communications Committee -- but we've heard from some  
6 communications people that the press will ignore this,  
7 because it's so even-handed.

8 Well, at what point do we want to get the  
9 press's attention? With the 25-pager, or with  
10 something else? So that's something that we as a  
11 group -- the Report Committee made its value judgment  
12 about what it thought the role of the report should  
13 be. It did not think the role of the 25-pager was to  
14 grab the reporters by the throat and get them all  
15 excited.

16 It thought it was the opening salvo for  
17 the debate, the discussion with the public. Sort of  
18 these are the facts, this is what we know. That it  
19 was not meant to grab reporters. It was meant to  
20 provide information for the public.

21 But that's the Report Committee and that's  
22 what we're doing. It's not our job to worry about

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1 communications.

2 CHAIR JOHNSON: Mike, I don't think most  
3 of us would be here if everything was even-handed. I  
4 mean, that's a wrong word and it's not intended to  
5 reflect on Catherine's comment. We're here because we  
6 think the system is broken, I think.

7 If the public's not aware of that, if we  
8 don't believe that, obviously it reflects my own bias  
9 here, but if people don't understand we have a  
10 problem, then we don't have to tradeoff anything. We  
11 can continue going as we're going.

12 MR. O'GRADY: But I think the best, one of  
13 the nice parts about this to your other point there,  
14 about you know, there's three main themes here, and  
15 they ought to treat it, I think, pretty even-handedly  
16 at this point.

17 But they are sort of the three aspects of  
18 that if everything was peaches and cream, we wouldn't  
19 be doing this. There's no doubt about that. Those  
20 are three -- they're sort of my top three of concerns.

21 So, I mean, different people will weigh in  
22 on different things and feel the whole report should

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1 be on the uninsured or the whole report should be on,  
2 you know.

3 I think if you put Frank alone in the  
4 room, you'd probably have the whole report on kind of  
5 quality and the whole health information technology.

6 VICE CHAIR McLAUGHLIN: Right, right.

7 MR. O'GRADY: But I mean it's -- right  
8 now, there's a nice balance between different issues  
9 that are pretty important to the American people.

10 CHAIR JOHNSON: I'd like to ask a question  
11 of the Report Committee, based on Catherine's  
12 comments.

13 **(Tape change.)**

14 VICE CHAIR McLAUGHLIN: You know, the  
15 suggestion is that they might begin to sort through it  
16 or that we're promoting it. We don't leave any space  
17 for the real work that I think we have to do, which is  
18 to listen.

19 And you know, I think at the end of the  
20 day, it is very hard for people to leave space to  
21 actually listen. I think that's what we have to do,  
22 is leave space.

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1 CHAIR JOHNSON: I know that we, at least a  
2 bunch of us, including Montye and me, would like to  
3 comment more on this. If you can hold your comment,  
4 Montye, we have to break at 4:15, and we need to talk  
5 about the schedule, okay.

6 So George has recommended that we get back  
7 to him on the 19<sup>th</sup>. Let me go back to that and make  
8 sure we're all hearing his proposal. Then what would  
9 happen after the 19<sup>th</sup>?

10 MR. GROB: Again, a schedule for the  
11 report versions. On the 19<sup>th</sup>, then, we'd get it from  
12 you. On the 23<sup>rd</sup>, we would then get you the next  
13 version. That would be -- the 23<sup>rd</sup>, Tuesday.

14 MR. O'GRADY: George, this is comments on  
15 the report we're talking about, by the 19<sup>th</sup>, or --

16 MR. GROB: Yes, it was.

17 MR. FRANK: This Friday.

18 MR. GROB: This Friday, that's right.  
19 That can't be done?

20 VICE CHAIR McLAUGHLIN: It's  
21 impracticable.

22 MR. FRANK: They need a little more time.

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1                   MR. GROB:  Yes, okay.  I tried to -- what  
2 I tried to do was to work in two whole reviews and  
3 time the process.  So if we -- the alternative is to  
4 work in one full review  of the report.

5                   MR. FRANK:  I just think that if you want  
6 a thoughtful job done, people have to be able to sit  
7 for two hours, and after being here through Wednesday  
8 --

9                   CHAIR JOHNSON:  We don't go home until  
10 Wednesday.

11                  MR. FRANK:  Right.  We don't go home until  
12 Wednesday night.  So that would mean Thursday you're  
13 digging out half the day anyway, and so you'll have no  
14 time.  So you need at least a weekend, so you can have  
15 a couple of hours to --

16                  CHAIR JOHNSON:  So if we do that, if we  
17 think that we -- if we play that out, then what would  
18 be your suggestion of the staff working on it, and  
19 getting another copy to us for review?

20                  MR. FRANK:  Well, I mean, I guess my  
21 reaction would be, and I'm just talking about myself,  
22 and so assuming that I'm not that much different from

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1 anybody else except in appearance, would be --

2 (Simultaneous discussion.)

3 MR. FRANK: I'm trying to lighten it up  
4 here anyhow. But I would say that, you know, I would  
5 be ready to get written comments back Monday, by COB.

6 VICE CHAIR McLAUGHLIN: But then when does  
7 it get revised?

8 MR. FRANK: Well, I'm just telling you,  
9 I'm just telling you when I can get a thoughtful job  
10 done to you, and I'm not worrying about the other  
11 thing, because I'm trying to at least tell you what I  
12 think I can do, and we can --

13 CHAIR JOHNSON: Richard, play that out  
14 then. When would you expect to hear from staff  
15 regarding their feedback or their consolidation of the  
16 information, feedback and so forth, and out to us with  
17 -- okay, here's what we heard, and this is the next  
18 rendition.

19 MR. FRANK: Well, I mean I'll make a  
20 statement based on the last version of the report that  
21 I saw, which was the Word version last Wednesday or  
22 Thursday.

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1 VICE CHAIR McLAUGHLIN: Wednesday night.

2 MR. FRANK: Yes, Wednesday night. I  
3 thought that I had some comments, but I thought it was  
4 not even a day's worth of work fixing what I needed to  
5 fix.

6 VICE CHAIR McLAUGHLIN: Yes, but everybody  
7 should --

8 CHAIR JOHNSON: But you have 14 people and  
9 there are different comments.

10 (Simultaneous discussion.)

11 MR. FRANK: Right, right. No, no, that's  
12 right. But on the other hand, if the past is any  
13 indication of what the future's going to be, then I  
14 think that I tend to be on the high end of comments,  
15 in the distribution, and that therefore there's maybe  
16 2-1/2 days of work to do or, you know, because I  
17 assume that a lot of my comments that also overlap  
18 with the comments that other people had made.

19 CHAIR JOHNSON: Can you turn that around  
20 by the 24<sup>th</sup>?

21 MR. FRANK: I mean, this is just -- this  
22 is my guess, based on what I saw last Wednesday night.

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1 CHAIR JOHNSON: Can we look for a  
2 compromise that you have your comments in by the start  
3 of the day on the 22<sup>nd</sup>, not the close of the day, so  
4 that the staff can have that day to work through their  
5 comments.

6 MR. FRANK: Well, you can ask everybody  
7 else. I can accommodate you on that.

8 MS. HUGHES: I can't accommodate that. I  
9 go back. I have a report that's due in Sacramento at  
10 close of business on the 22<sup>nd</sup>, and I'm working through  
11 the weekend on that report. So you know, I trust what  
12 the report -- I trust what you've done and what you've  
13 done.

14 I mean, I'll be real honest and say I  
15 trust that. I do believe that there should be --  
16 what?

17 MR. FRANK: A big mistake.

18 MS. HUGHES: Big mistake. Except for the  
19 fact that you tried to balance it, you tried to keep a  
20 balance in the report. I appreciate the efforts for  
21 the balance, and that's what I trust. My only comment  
22 would be, because I can't give any other comment on

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1 it, is that we have a balance of the three issues that  
2 are there, if we have three issues that are of  
3 importance, in my opinion is they need to be equally  
4 balanced.

5 That's all I can give, because I cannot  
6 meet any of the time lines for this.

7 CHAIR JOHNSON: Okay. If we were to do  
8 that, could the staff turn it around by the 24<sup>th</sup>?

9 MR. GROB: Yes.

10 CHAIR JOHNSON: Okay. If the staff turns  
11 it around by the 24<sup>th</sup>, then Richard and Mike and  
12 everybody else --

13 (Simultaneous discussion.)

14 CHAIR JOHNSON: When will we have our  
15 feedback to the staff again?

16 MR. FRANK: So they turn it back around to  
17 us on the 24<sup>th</sup>, which is what date?

18 CHAIR JOHNSON: It's a Wednesday.

19 VICE CHAIR McLAUGHLIN: Wednesday.

20 (Simultaneous discussion.)

21 MR. GROB: We can get them back to in two  
22 days.

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1                   VICE CHAIR McLAUGHLIN: All right. You're  
2 saying comments back by Monday morning, the 22<sup>nd</sup>?

3                   MR. FRANK: Staff gets back to us by close  
4 of business the 24<sup>th</sup>, and then you want -- you're  
5 proposing that we get back to you the night of the  
6 26<sup>th</sup>?

7                   MR. GROB: I'm wondering whether by that  
8 time, we could be asking you for your concurrence at  
9 that time?

10                  VICE CHAIR McLAUGHLIN: I just will tell  
11 you that, I mean, Dottie's going on vacation. Next  
12 Wednesday through Friday are my only three days of  
13 vacation this entire summer, and I'm going to Canada  
14 and I'm not taking my laptop and I'm not taking my  
15 cell phone.

16                  We have expensive theater tickets, every  
17 matinee every evening with our children. I'm not  
18 doing it. So I'm just letting you know. I just want  
19 to get out there. We originally thought, and I bought  
20 those last February.

21                  We originally thought that this was going  
22 to resolve by next Wednesday, and for a whole bunch of

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1 -- before I left for vacation, my three days. For a  
2 whole bunch of reasons, that's not going to happen,  
3 you know. I'm just saying I get back late Friday  
4 night, next Friday night. I can look at it Saturday.

5 But you will not hear from me by close of business  
6 Friday, because I'm going to be in Stratford, Ontario.

7 Dottie's going to be her only vacation next week too.

8 MR. FRANK: We trust you. Can you trust  
9 us?

10 VICE CHAIR McLAUGHLIN: No.

11 (Laughter.)

12 VICE CHAIR McLAUGHLIN: If you trusted me,  
13 you would sign off right now. That's not true. If  
14 you trusted me, you would just sign off right now.

15 CHAIR JOHNSON: So let's push that to the  
16 29<sup>th</sup>.

17 VICE CHAIR McLAUGHLIN: The 29<sup>th</sup>. That's  
18 fine.

19 CHAIR JOHNSON: Can we test with you the  
20 29<sup>th</sup>? Can we get your concurrence by the 29<sup>th</sup>? Okay.

21 MS. HUGHES: So we can -- all of our  
22 editorial changes, not editorial, but comments, at the

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1 50,000-foot or 15,000-foot level, to you by the 29<sup>th</sup> or  
2 22<sup>nd</sup>?

3 MR. FRANK: 26<sup>th</sup>, right? The final ones  
4 are the 26<sup>th</sup>. There are two rounds.

5 VICE CHAIR McLAUGHLIN: The things that  
6 would prevent you from signing off we need by first  
7 thing next Monday morning. By what we need by first  
8 thing the following Monday morning is I'm willing to  
9 sign off.

10 MS. HUGHES: Okay.

11 MR. FRANK: Or I don't.

12 MS. HUGHES: Okay, very good.

13 VICE CHAIR McLAUGHLIN: Right.

14 CHAIR JOHNSON: Hopefully, it's yes.  
15 Okay, and the staff will get their version out to us  
16 by the 26<sup>th</sup>.

17 MR. FRANK: We need an explicit vote,  
18 right? I mean, the staff will --

19 VICE CHAIR McLAUGHLIN: By Monday morning  
20 the 22<sup>nd</sup> --

21 MR. FRANK: But what I'm saying is that if  
22 you don't hear from us, because our computers are

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1 turned off or because whatever, the staff will have to  
2 start and make us give them an answer; is that right?

3 Well, I just don't want -- what I'm -- the  
4 question I'm raising explicitly is that silence, what  
5 does silence imply?

6 CHAIR JOHNSON: Concurrence.

7 MR. FRANK: Yes. Well, what I'm saying is  
8 I'm uncomfortable with that, I think.

9 CHAIR JOHNSON: Let's say that you've sent  
10 -- the staff has sent it out, and let's say the follow  
11 it up with a telephone call on Monday. We need to  
12 have yours here, and still there's no response, and on  
13 Tuesday there's no response, and on Wednesday there's  
14 no response.

15 MR. FRANK: Well, here's my dilemma. I'm  
16 very sympathetic to that, and it would piss me off  
17 too. But here's my dilemma, is that it's hard for us  
18 to go dancing out to the American people, saying we  
19 really want to hear from you and we're here to listen,  
20 when we haven't fully made -- when we haven't gone,  
21 you know, 110 percent of the road listening to each  
22 other, right?

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1           Because it seems to me that what you've  
2 got to be able to do is say "Everybody had a chance,  
3 everybody had a vote. We did this based on votes, you  
4 know, and everybody's voice and weighed in here."  
5 There's no room for ambiguity.

6           I'm saying that just because I totally  
7 understand --

8           CHAIR JOHNSON: Yes, and I don't think  
9 this is going to happen, but I'll think on it, what  
10 Richard said. He turns off the computer and he turns  
11 off his telephone calls, and he's at this highfalutin  
12 meeting out in Las Vegas, or wherever it is, and he  
13 just doesn't respond.

14           So maybe what we're saying here is we need  
15 to have every one of you respond, be purposeful about  
16 doing that.

17           MR. FRANK: Right. It has to be both ways  
18 that the staff and everybody will make a super effort,  
19 but we have to make super efforts too.

20           CHAIR JOHNSON: Right. Are you okay with  
21 that? How do the rest of you feel about that? At  
22 this point, it's kind of quiet.

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1 MR. O'GRADY: One thing, just a slight  
2 exception to that, would be my somewhat odd rule on  
3 this working group.

4 (Simultaneous discussion.)

5 VICE CHAIR McLAUGHLIN: It's every  
6 appointed member.

7 MR. FRANK: It's every appointed member.

8 VICE CHAIR McLAUGHLIN: You don't count  
9 anyway.

10 MR. O'GRADY: Okay, thank you.

11 MS. HUGHES: That's fair enough.

12 MR. FRANK: Yes. I think you want to wait  
13 for the --

14 (Simultaneous discussion.)

15 VICE CHAIR McLAUGHLIN: But I do want your  
16 comment.

17 MR. O'GRADY: Yes. Oh, I can comment.

18 VICE CHAIR McLAUGHLIN: But only appointed  
19 members sign off.

20 CHAIR JOHNSON: I have one other thing on  
21 the report, and that is that I'd just personally like  
22 to thank both George and Catherine for their work on

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1 this. Both of them worked really hard, and the hours  
2 that they've put in, the several versions that they've  
3 looked at.

4 You've looked at and shared your  
5 perspective. You've listened and you responded, and  
6 you responded by e-mail to each of us who responded  
7 with our thoughts, and so I think we owe you a debt of  
8 gratitude on this, both of you and others from the  
9 staff.

10 (Applause.)

11 CHAIR JOHNSON: Having said that, we still  
12 need to have your comments, and as objective comments  
13 as we can. So okay.

14 One last thing, and then we're going to  
15 close. George prepared a budget. We have reviewed  
16 that budget on a telephone call five weeks or on the  
17 5<sup>th</sup> of August, and what we said is we wanted to bring  
18 it to you at the full working group to either express  
19 formal approval or get your feedback. So I'd like to  
20 ask if in fact first, George, you have any other  
21 comments regarding that.

22 We'd like to get it formally approved or

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1 formal feedback that we not approve it.

2 MR. GROB: I'll just leave it at that.

3 CHAIR JOHNSON: Is there anybody here who  
4 would have heartburn and resist approving that budget  
5 that was presented on the 5<sup>th</sup>?

6 VICE CHAIR McLAUGHLIN: What are the  
7 implications of some of the community meetings? I  
8 mean are we -- is the budget flexible enough to adjust  
9 to --

10 MR. O'GRADY: That would be my solution,  
11 and my solution was to make it flexible within the  
12 framework.

13 MS. WRIGHT: So I so move that we accept  
14 the budget as presented.

15 CHAIR JOHNSON: Thank you.

16 MS. HUGHES: I second the motion.

17 CHAIR JOHNSON: Any discussion?

18 (No response.)

19 CHAIR JOHNSON: All in favor say aye?

20 (Chorus of ayes.)

21 CHAIR JOHNSON: Opposed?

22 (No response.)

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1 CHAIR JOHNSON: Thank you. Okay. We'll  
2 adjourn our meeting. We'd like to reconvene at 5:00  
3 in the Amphitheater, and y'all have instructions where  
4 to go for that. Any other comments?

5 (Whereupon, at 4:25 p.m., the meeting was  
6 adjourned.)

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