

SUBMISSION OF QUALIFICATIONS (SOQ)

by

**CONFLICT MANAGEMENT ASSOCIATES, LLC
("CMA")**

in response to

**The Town of Jackson's and
Teton County's RFQ**

for

**Facilitation
Services for the Comprehensive Plan**

**Conflict Management Associates, LLC
P.O. Box 8952
Jackson, WY 83025
Tel: 203-2045**

SOQ

by **CONFLICT MANAGEMENT ASSOCIATES, LLC**

in response to
**the Town of Jackson's and Teton County's RFQ
 for Facilitation, Communication, and Writing**

1. Submitting Entity CONFLICT MANAGEMENT ASSOCIATES, LLC ("CMA"), is a Jackson-based company, incorporated under the laws of Wyoming. As our name implies, we are dedicated to conflict resolution. We provide services in mediation, negotiation, arbitration, parenting-time expediting, and alternative dispute resolution ("ADR") design. We also provide training and continuing legal education seminars in alternative dispute resolution, which have been approved by the states of Wyoming, Idaho, and Colorado.¹

2. Services Offered in this SOQ This SOQ proposes to provide the **FACILITATION** services requested in the RFQ. (CMA is submitting 2 separate SOQs; we are also submitting an SOQ for **WRITING/EDITING**. These have been separated for ease of evaluation. We would be willing to provide either or both of these services.)

As a two-person team, we would provide valuable back-up to each other should the demand exceed one member's load. Additionally, multi-person input, checking, diversity of experience, and our team approach would ensure quality and continuity.

3. Project Team The following individuals would provide these services:

- ~ Gary Weissman -> Facilitation
- ~ Grace Robertson -> Project Management and Support

¹ Our website is **conflictmgmtassoc.com**.

4. Qualifications

a. Gary Weissman - Facilitation

1) EDUCATION: Gary Weissman has a Bachelor of Arts and a Certificate of African Studies from the University of Wisconsin and a law degree from Georgetown University.

2) RELEVANT FACILITATION EXPERIENCE: Facilitation is essentially multi-party mediation. A mediator assists parties to negotiate their own settlement and to resolve disputes by providing structure, timetables, and by ensuring constructive dynamics to achieve consensus.

Gary practiced law in Minneapolis from 1977 to 2008 and has been a mediator since 1983. He is the only person in Wyoming who is a member of the International Academy of Mediators.

Some of Gary's qualifying experiences are:

- ~ mediation of dozens of commercial, governmental, real estate, and family law cases in Hennepin County, Minnesota, and in Teton County, Wyoming
- ~ teaching alternative dispute resolution as an adjunct law professor at William Mitchell College of Law (in St. Paul, Minnesota) for 14 years (1993-2007)
- ~ training mediators in Minnesota, Illinois, Ontario, and Panamá
- ~ serving on the Minnesota Supreme Court Task Force which created mandatory alternative dispute resolution for the state of Minnesota and he also served on that Court's ADR Ethics Board for six years (2002-2008)
- ~ presenter of mediation, alternative dispute resolution and ethics at dozens of Continuing Legal Education seminars in Minnesota over a period of 25 years

4) RELEVANT BACKGROUND IN GOVERNMENT

- ~ MUNICIPAL Administrative Assistant to the Mayor of Trenton, New Jersey
- ~ STATE Director of Planning for Governor's Manpower Office in St. Paul, MN
- ~ FEDERAL Chief of the Commonwealth and Territories Branch of the Office of the
the
Economic Opportunity in Washington, D.C. and Chief of the Ex-Offenders
Program for the U.S. Department of Labor

5) LANGUAGES Gary speaks, reads, and writes Spanish

Facilitation: Over several decades I have acquired the requisite experience in facilitating large meeting of people in conflict:

- college days, as student body president at the University of Wisconsin
- helping to form a community action agency in Trenton, New Jersey (as assistant to the Mayor)
- working with sub-grantees in Puerto Rico (as a federal employee)
- facilitating regional center staff (as Planning Director for the Governor's Manpower Office in Minnesota)
- participating in the planning of continuing legal education institutes in Minneapolis;
- involvement in the design of conferences of lawyers, judges, accountants, psychologists, and mediators in Minnesota
- presiding at meetings of people with a variety of viewpoints as a lawyer and as a government official

- mediating difficult cases

c. Grace Robertson – Project management and support

1) EDUCATION Grace has an Engineering degree from the University of Wyoming and a Master of Science in Management from Stanford University.

2) RELEVANT EXPERIENCE Grace is a retired vice-president/general manager of The Boeing Company. She also held that position at McDonnell-Douglas Aircraft Company. In those capacities she:

- ~ Negotiated with suppliers, international customers, and government regulatory agencies
- ~ Participated in strategic planning
- ~ Served on the National Research Council's Aeronautics and Space Engineering Board

~ Managed major programs and large organizations

- ~ Explained complex programs and technical matters to media and the public

Before going into management, Grace was an avionics design engineer.

3) PROJECT MANAGEMENT and SUPPORT Even though the RFQ does not request this role, the anticipated scope, complexity, necessary coordination and deadlines of the work products warrant competent project management, back-up and support. Grace has the background, skill sets, and experience that will ensure quality and on-time results, which will minimize efforts required of the Town/County.

All of my experiences required that I be a good team member, doing whatever is

necessary to achieve on-time, high quality results. In particular, I will bring these strengths to the teams and the activities:

- A strong sense of *customer focus*. My on-going involvement with, and knowledge of, various Jackson Hole communities would be reflected in all my efforts, as our community is the ultimate customer of the Comprehensive Plan.
- Expertise in *planning and control*, which will be applied to benefit the teams, processes, and activities involved.
- Effective *illustrations, graphs and diagrams* to aid in the understanding and effectiveness of both processes and the Comprehensive Plan.
- Meticulous *attention to detail*.
- *Experience* with large-scale, complex activities and products.

5. Statement of Availability Both Weissman and Robertson live in Jackson Hole and are available December, 2010, throughout 2011² and the first half of 2012.

6. Insurance and Indemnification We acknowledge that the contract between the Town/County and CMA will include a provision holding the Town and the County harmless from liability and indemnifying the public entities for any personal or property damage injuries arising from our conduct.

Workers Compensation insurance is unnecessary because there are no employees: Gary Weissman and Grace Robertson are co-owners of, and partners in, CMA.³

² Weissmans disclose that they will be in Ecuador the month of February, 2011.

³ Thereby exempted under Wyoming Statutes, section 27-14-102(a)(vii)(B).

Similarly, unemployment insurance is not warranted because CMA has no employees, as defined in Wyoming Statutes, section 27-3-102(a)(vii).

CMA does not currently have liability insurance (because we have not envisioned any cause of action arising from the work we currently do). However, the RFQ has prompted us to investigate procuring liability insurance should we be awarded the contract, and required to do so. We are currently awaiting the response from an insurer.

7. Local Knowledge

a. Residence Both of us are residents of Teton County. The Weissmans have owned property in the Valley since 1980, were annual visitors here for 27 years, and moved here permanently in July, 2008. Robertson grew up in Casper and has lived in Jackson Hole for 10 years. Prior to that, she was a part-time resident for 30 years.

b. Community Involvement We have become involved in the Jackson Hole community:

- ~ Gary Weissman is a member of the Citizens Mounted Unit, a member of the Jackson Hole Writers Group, a member of the Teton Back Country Horsemen, a volunteer at the Visitors Center, an usher at the Grand Teton Music Festival, a volunteer at the City/County Animal Shelter, a tutor at the Teton Literacy Center, a volunteer for Horse Warriors, and is a member of the Management Committee of his [Teton Village] Homeowners Association
- ~ Grace Robertson serves on the Teton Literacy Program Literacy Council and is a member of her homeowner association's Architectural Committee. She is a literacy tutor and received the Founders Award for her literacy commitment to the

community. She has previously been a member of Global Business Roundtable (Jackson Hole Center for Global Affairs), manager at H&R Block and prepared tax returns for the library's Volunteer Income Tax Assistance program.

c. Commitment Even though we have no stake in any *particular* outcomes for the Comprehensive Plan (see Paragraph 8, below), we live here and have a commitment to Jackson Hole. As residents we care -- without bias --- that the processes result in a Comprehensive Plan which arises from a consensus of the town, county, and public, and which guides the future well.

8. No Conflicts Neither CMA or either of us has any disqualifying personal, private, or business interest in the outcome of any Comprehensive Plan or policy decisions.

9. Acknowledgements CMA recognizes that it will not be reimbursed for the preparation of this SOQ and acknowledges that this application constitutes public data under Wyoming's Public Records Act {W.S. section 16-4-201(vi)(A)&(B)}.

10. Letters of Reference

a. Gary Weissman Attached are letters of reference attesting to Gary Weissman's mediation skills (and his writing ability) from a law professor and a program attorney at Minnesota Continuing Legal Education. (Another letter is pending.) Their contact information is:

Prof. Leslie Sinner-McEvoy, Esq.
9329 Colorado Ave.
Bloomington, MN 55438
(612) 384-4743
email: LSinnerMcEvoy@minncle.org

Prof. Linda Mealey-Lohmann, Esq.

1280 Belmont Dr.
Woodbury, MN 55125
(651) 738-4839
email: Mealey.lohmann.mediation@comcast.net

Timothy Morrow, Esq. (letter pending)
Minnesota CLE
2550 University Ave. W. - #1605
St. Paul, MN 55114
(651) 227-8266
email: tmorrow@minncle.org

b. Grace Robertson Attached are letters of reference addressing requisite skills from the Teton Literacy Program director and Aspen Management general manager

(Architectural Committee team member). Contact information is contained in the letters

Respectfully submitted,

CONFLICT MANAGEMENT ASSOCIATES, LLC
P.O. Box 8952
Jackson, WY 83002

email: weissman.gary@gmail.com
or gmrobertson@bresnan.com

tel: 203-2045 (business line)
733-5395 (Robertson home)
699-4861 (Weissman cell)

November 16, 2010

Attachments:

- ~ Letters of Reference for Gary Weissman (2)
- ~ Letters of Reference for Grace Robertson (2)

Mealey-Lohmann Mediation & Arbitration Services

1280 Belmont Drive
Woodbury, MN 55125
612-791-2218

Mealey.Lohmann.Mediation@comcast.net

November 15, 2010

Letter of Reference for Gary Weissman

Dear Jeff Daugherty,

I am writing in support of the application of Gary Weissman in connection with his SOQ for Facilitation and Writing of the Town's and County's Comprehensive Plan.

I am an attorney in Minnesota and work as a mediator and arbitrator in my own business, Mealey-Lohmann Mediation and Arbitration Services. I am also an Adjunct Professor at William Mitchell College of Law, St. Paul, Minnesota (sixth year), where I teach Alternative Dispute Resolution and Advanced Mediation Skills. I first met Mr. Weissman many years ago through William Mitchell College of Law, where he was teaching ADR as an adjunct professor, until his retirement in 2007.

I believe that Mr. Weissman would be very capable of facilitating (mediating) large groups who are in conflict. Mr. Weissman has both the substantive knowledge and the practical experience. In my capacity as an adjunct professor, I know that for nearly fifteen years Mr. Weissman has taught all aspects of ADR, including teaching both the theory and skills for negotiation, facilitation, mediation, arbitration, and other processes. This has given Mr. Weissman a long period of time to develop his substantive knowledge and skills in this area. As a result, he is considered the "guru" of conflict resolution here and he has had a great impact on the content of the ADR course at William Mitchell and on my (and other's) teaching. I have also worked with Mr. Weissman in connection with an arbitration training he regularly conducts for the Minnesota Continuing Legal Education organization. I have observed that he is comfortable talking in front of and working with large groups of people from varying backgrounds. He is always professional, well-prepared, thinks well on his feet, and maintains a calm demeanor.

In addition to Mr. Weissman's strong reputation as one of the leading trainers of ADR, he also is well-respected as a facilitator, mediator, and arbitrator. He has nearly thirty years of working as a mediator and twenty-five years working as an arbitrator. Based on this significant experience, he has honed his skills for working with parties in conflict and would be very valuable in facilitating meetings among Council, Commission, planner, and citizen stakeholders in trying to achieve consensus.

Finally, I believe the Mr. Weissman would be very capable of writing clearly and precisely. I am currently working with him as a co-author on a new book to be published in 2011 by Minnesota Continuing Legal Education, working title, "The Minnesota ADR Handbook: A Guide to Mediation, Arbitration and Other Dispute Resolution Processes for Advocates and Neutrals." As a co-author, Mr. Weissman is very perceptive and has given me invaluable feedback on my writing with regard to both style and substance. I have also used some materials created by Mr. Weissman in my teaching because they were so well written. I pride myself on having a large vocabulary, but Mr. Weissman has one of the largest vocabulary of anyone I know, yet is able to convey complex subjects in an easily understood way. Based on my experience with Mr. Weissman, he would be valuable to you in rewriting and editing the Plan into understandable English and would be able to develop a strategy for communicating the revised Plan to the citizenry.

I highly recommend Mr. Weissman and I would be happy to provide any other information you may need about him.

Sincerely,



Linda Mealey-Lohmann
Adjunct Professor, William Mitchell College of Law
Rule 114 Qualified Mediator and Arbitrator



Minnesota
State Bar
Association

Continuing
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Web: <http://www.minncle.org>

November 15, 2010

Jeff Daugherty
Teton County Planning & Development Department
P.O. Box 1727
Jackson, WY 83001

RE: Letter of Reference for Gary A. Weissman

Mr. Daughtery,

I am writing in support of the application of Gary A. Weissman for Facilitation and Writing of the Town's and County's Comprehensive Plan.

I am currently a program attorney with Minnesota Continuing Legal Education. I am also a mediator and arbitrator and former adjunct professor, teaching the alternative dispute resolution survey course at William Mitchell College of Law, St. Paul, MN. I have known Mr. Weissman for many years, as an attorney, neutral, trainer, teacher and writer. I have attended courses he has taught and have used techniques and materials developed by Mr. Weissman in my work as a mediator and arbitrator and as a teacher of alternative dispute resolution. Mr. Weissman is a sought after trainer and teacher, a guru, if you will, in ADR in Minnesota. In the early 1990's he helped to develop the rules that govern many ADR processes in Minnesota and has been teaching and training about these processes ever since.

I can enthusiastically recommend Mr. Weissman as a facilitator and writer for the Facilitation and Writing project. Mr. Weissman is a highly experienced neutral. He is bright, perceptive, energetic, direct and honest. He is sensitive to people and extremely capable of identifying needs, interests and barriers to understanding. He is kind and creative, willing to "think outside the box" to help people develop deeper understanding and move toward solutions. I believe that, with Mr. Weissman's innate abilities and years of experience, he is eminently qualified to successfully facilitate meetings among the council, Commission, planners and citizen stakeholders.

In addition to his facilitation and mediation skills and background, Mr. Weissman is an excellent and experienced writer. Over the years he has written extensively for local journals, and has prepared materials for many courses. I have used many of his materials in my teaching, as these materials are the best resources on ADR topics in Minnesota. I currently have the good fortune of working with Mr. Weissman on the writing of the Minnesota ADR Handbook (to be published in 2011). Mr. Weissman's skills as a writer and editor are invaluable in this process. It is Mr. Weissman who is our expert advisor for proper grammar, straightforward style and plain understandable English.

I highly recommend Mr. Weissman for the Facilitation and Writing project. I would be happy to answer any questions or provide any further information you may require.

Sincerely,

A handwritten signature in black ink, appearing to read "Leslie Sinner McEvoy". The signature is fluid and cursive, with a large loop at the end.

Leslie Sinner McEvoy

Webcast Program Attorney

Minnesota CLE

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1715 High School Road, #260
Post Office Box 465
Jackson, WY 83001
Phone: 307-733-9242
Fax: 307-733-9086
info@tetonliteracy.org
www.tetonliteracy.org

To: Town of Jackson/Teton County

Subject: Reference for Grace M. Robertson

Grace M. Robertson has been involved with Teton Literacy Program for 8 years as an adult literacy tutor. She is also currently serving on our Literacy Council. I have worked with her throughout this time.

As a tutor, Grace has been dedicated and diligent. She has been innovative and effective in working with students, each having unique needs. Her communication skills are excellent. Grace has worked with the Teton Literacy staff to utilize and apply all of our resources to produce the best outcomes. She is a pleasure to have on the team.

Grace is also a member of our program's Literacy Council. Her involvement and contributions reflect her knowledge of, and commitment to, improving our community. She works to understand and support our vision and mission in her efforts. She recently volunteered to take council meeting notes and write the minutes. That effort was done well, with a concise, organized, easily understandable set of minutes that faithfully reflected the council's inputs (see attached meeting minutes).

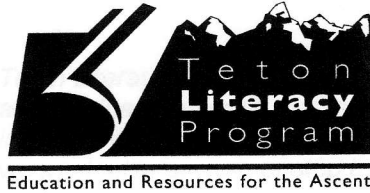
This spring, we recognized Grace's involvement by awarding her the Founders Award (see attached press release).

It would be good for our community to have Grace applying her experience, education and skills to assist in the development of the Comprehensive Plan. I highly recommend and support her for this opportunity.

Please contact me if I can provide further support or input. I can be reached at 733-9242, or valleypeters@tetonliteracy.org.

Sincerely,

Valley Peters Bradley
Teton Literacy Program Director



P.O. Box 465
1715 High School Rd. #260
Jackson, WY 83001
Phone (307) 733-9242
Fax (307) 733-9086

PRESS RELEASE

Teton Literacy Program recognizes outstanding volunteers with Founders Award and Volunteer of the Year Award

May 17, 2010
Jackson, WY

The Founders Award is given to those who embody the spirit of literacy in Teton County: a deep and abiding commitment to the community, a pledge to lifelong learning, and a promise to help others acquire knowledge. This year it has been awarded to Grace Robertson. Grace illustrates the difference that one person's contributions can make. Because she cares about her student's dreams and lives she prepares lessons that focus on their interests and needs. During her time with Teton Literacy Program she has worked with a dyslexic adult learner, a variety of English language learners, and currently, she is working with native Chinese speaker and owner of the Hong Kong Buffet, Susan Lui. Her diligence and passion make a significant impact in their lives. Grace co-taught an Advanced Reading and discussion class from fall 2006 through spring 2007. We thank her for her generous commitment to the Teton Literacy Program.

The Teton Literacy Program also recognizes Bob McLaurin and Teresa Griswold with the Volunteer of the Year Award. The Volunteer of the Year award is presented to volunteers who have shown extraordinary dedication to the growth and education of their students and have made a long-term commitment to our program.

We salute Bob McLaurin's time, dedication, and ongoing commitment to literacy by awarding him Volunteer of the Year. Bob began tutoring because of his desire to build a stronger community. He has worked with five struggling readers in elementary school on comprehension, fluency, and phonics skills. Bob has also recently joined our Board of Directors. Thank you Bob for your generous contribution of time and talent!

Teresa Griswold received Volunteer of the Year for her innovative spirit and the amazing dedication she brings to the Teton Literacy Program. In everything she does, Teresa is passionate about making a positive difference in the lives of others. Her enthusiasm for teaching and mentoring young adults comes from her background as a high school English teacher and her fascination with the world of imagination, books, and writing. Thank you Teresa!

-End-

Literacy Council Meeting Minutes: October 13, 2010

Attendees: Barbara Trachtenberg (Co-chair), Brian Smith, Sonia Capece, Gail Hahn, Jim Clouse, Claudia Winchell, Biz Doyle, Tony Mendes, Susan Liu, Lisa Jennings, Grace Robertson, Valley Peters

Vision of TLC: *A 100% literate community.*

Mission of TLC: *Changing lives through the power of literacy.* (Literacy Council inputs from last meeting were taken into account in developing this mission statement.)

1. Valley explained that an Educational Forum for the community is planned for February, 2011. It will be a more interactive than lecture event, with goals to *educate and deal with current issues in literacy, and to use it as an opportunity to inform attendees what TLC has to offer.* The Literacy Council provided inputs/ideas for the forum:
 - Would be useful to have “tighter” definition of forum goals
 - Need to convince community of the importance of literacy to our community, and explain the larger vision/mission of TLC and why it is important to the community
 - Need to educate community that individuals do not all learn the same way. Different teaching/learning techniques are sometimes the key to helping struggling students. Different approaches need to be attempted until find something that works for the individual.
 - Teach how parents can contribute
 - Show how TLC can contribute
 - Emphasize private tutoring
 - Forum should be structured to allow break-out groups/workshops for specific interests.
 - People don’t have time to spend on areas not directed to their particular interests.
 - Consider a brief, general introduction speaker, then break-out into workshops.
 - Examples: Children’s writing, adult writing, different learning processes
 - Community consists of various customers, which should be addressed in structuring the forum.
 - Examples: grandparents!, ESL groups, struggling learners, more advanced learners, children vs adults,
 - Be sure to communicate effectively with the various groups in announcing the forum and subjects so that they understand how this can be helpful to their particular needs (eg: Latino announcer at church event)
 - Need to educate parents that literacy is not testing, rather, it is a means to gain information (read, understand, retain & make it useful)
 - Consider partnering with TC Library, or Center for Wonder

A smaller group was established to move the Forum ideas forward, with a **meeting planned for November 3. Group consists of Valley, Barbara T., Biz D., Gail H., and Tony M.**

2. Miscellaneous inputs/comments:

- Teachers/schools don't always refer struggling students to TLC when they could help
 - A process currently exists to inform schools/teachers about TLC offerings, so need to consider its effectiveness, increase efforts
 - Schools/teachers may be reluctant to use TLC, as it may imply that they are failing at their roles. This should be considered in the process of educating them about TLC.
 - Parents need to be informed that TLC provides options if children are struggling in the school system
- Well-done mailing program (3X/yr?) may help inform community about TLC
- Ad in weekly paper may help inform community
- Need more advanced Spanish classes, with progressing, not repeated, curriculum
- Need more advanced classes, similar to Advanced Writing class
- Whenever TLP is doing something (big or small), the newspaper should be called and they will usually come. They can determine if it gets published, when it is not obvious if news-worthy or not.

3. Amangani is sponsoring fund raiser for TLP January 5, 2011. 60-70 person sit-down dinner, \$150/individual, \$250/couple. Author Larry Pearlman will be speaker, and will try to integrate some mystery/intrigue into dinner event.

- Literacy Council is requested to **help by spreading the word/info**
- Valley will send out the names on the current invitee list, and **Literacy Council should review and add any names appropriate**

****Please note that the venue for the Jan. 5th event is now Snake River Lodge & Spa.**

4. JHMR will host Laps for Literacy on March 20, 2011. It will be adding a Nordic event, and a program for kids/sponsors involving the entire season if the grant is approved for it. Additionally, there will be an essay contest with winners receiving full-day lift passes. Last year, team events were very successful and will be done again this year.

- **Literacy Council members should consider how they would like to be involved and email inputs to Valley**
 - Need volunteers for Sunday, March 20, to assist administering event

5. Noted that only one Council member receives TLC e-news. It is intended to provide updates about TLP programs, and especially to share success stories.

- **Literacy Council is requested/welcome to contribute articles or ideas to the e-newsletter**
 - Possible message: Literacy is a continuum, and can be enhanced at any level. Come to us with what you want, and if can't provide it, will consider how.

- Important to pay attention to *when* the e-news letter is sent – for example, don't send late on Friday!
- Again, consider doing a *focused* letter for various customer groups
- **Biz and Gail “volunteered” to contribute articles for next e-news letter (need by 10/20)**

6. Inputs for **next Literacy Council meeting (late January)**:

- 4:30 pm, if want teachers to attend
- Information on what's happening at TLC
- Information on the direction of the Board of Directors, and how they respond to our inputs
- Further focus on the markets (audience) for the Forum
- Definition of the Forum
- More about advanced classes and how they are being done
- Need email prior to meeting announcing subjects so can prepare
- Jan. 5th winter dinner event report: results/financial info
- TLC financials/annual report, with evaluation/commentary
- Explore opportunities for collaboration (eg: schools, other community groups)
- What are current TLC challenges in its programs/situations?



Aspen Management

JACKSON HOLE RACQUET CLUB CONDOMINIUMS
ASPEN HOMEOWNERS ASSOCIATION

November 15, 2010

To: Teton County Commission/Town of Jackson/Mayor

Subject: Letter of Reference for Grace M. Robertson

I have worked with Grace M. Robertson on the Aspens First Filing Architectural Committee for the past 3+ years (and as a homeowner for the past five years). I am pleased to provide this reference and my commendation for her, based on our experiences and work together.

Specifically, I can commend Grace's work in the following areas:

- Discipline to rules, regulations and requirements. She understands, follows and maintains discipline to our Protective Covenants (CC&R's) and to the Rules and Regulations in all of our Architectural Committee work.
- Clear writing. Grace has been the primary writer for the Architectural Committee, writing letters to the Board of Directors, and homeowners. Her writing style is straightforward and concise, with great attention to detail and incorporation of all inputs.
- Translation and summarization of large, complex documents. Grace developed the first cut (we finalized it as a Committee) of a 2 page, easy to understand and reference, summary of our CC&R's.
- Simplification and ease of use for documentation. Grace instigated and made efforts key to simplifying, removing redundancy, and developing an easy to use checklist, for our homeowner association's Rules and Regulations and Architectural Change Requests.
- Teamwork and coordination. In all of our Committee work, and as a homeowner, Grace does whatever is necessary to accomplish tasks and develop quality products. She coordinates well with others, and is productive and effective as a team member.
- Community responsibility. Grace follows and advocates community protection and awareness. She has been unrelenting in her pursuit noxious weed control in our community, along with lighting control and mitigation.

I believe that Grace will be a great asset in assisting development of the Comprehensive Plan. You will find that she can add much value to your efforts.

Please feel free to contact me for any further input I might provide. I can be reached at ph 733-5518 or dmerriott@aspen-management.com.

Sincerely,

Darren Merriott
General Manager-Aspens Management, Incorporated

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WILSON, WY 83014
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