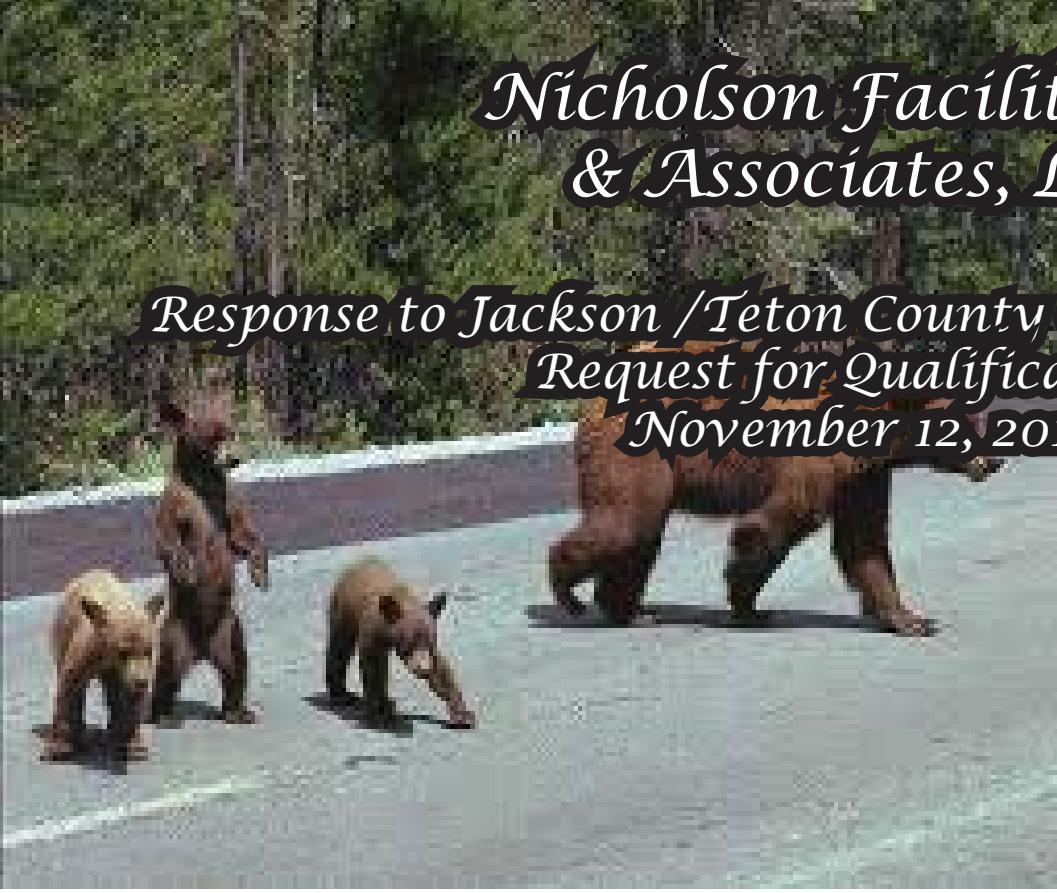




Nicholson Facilitation & Associates, LLC

*Response to Jackson/Teton County Comprehensive Plan
Request for Qualifications
November 12, 2010*



NICHOLSON FACILITATION & ASSOCIATES, LLC

Communication. Consensus. Closure.

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Introduction

The joint elected bodies for Teton County and the Town of Jackson are seeking facilitation, communications, and writing and editing support for finalizing the 2010 draft of the Joint Comprehensive Plan. The plan has been under development for approximately three years. In spite of holding 41 public hearings between June 2009 and July 2010, the "Irreconcilable" section of the "Composite List of Inconsistencies" in the *2010 Jackson/Teton County Comprehensive Plan* is 13 pages long. However, much has been accomplished, and the proposed facilitation effort will create a process to build on areas of agreement, incorporate stakeholder input, and promote an atmosphere to objectively review and complete the plan.

Our diverse and experienced team is pleased to offer services in the areas of Facilitation (Service 1) and Writing/Editing (Service 3). The focus of these efforts would be to assist in elected officials' reviews of the 2010 draft of the Joint Comprehensive Plan and provide professional writing and editing services to assist Staff in the production of the final draft of the Comprehensive Plan. The team is contractually represented by Nicholson Facilitation & Associates, LLC who would be the sole contracting and project management entity for our team.

Team Composition and Roles

The team of Nicholson Facilitation & Associates, LLC; Olsson Associates; and AccuEdit Writing Services is pleased to present this proposal. This collaborative team offers the personal attention and dedication of two small-business owners partnered with the regional resources of a planning, engineering, environmental, and professional services firm with offices throughout the Missouri River basin and Southwest.

Ruth Nicholson, project manager and lead facilitator, would be responsible for assisting in the development of the comprehensive plan review process; designing meetings and their format; facilitating the achievement of consensus regarding the policies to be represented in the final draft of the comprehensive plan; and ensuring that discussion is productive, inclusive, focused, and outcome oriented.

Steve Miller, cofacilitator and city planner, would be responsible for assisting in the development of the comprehensive plan review process, facilitating the achievement of consensus, assisting in establishing appropriate meeting times and locations, and ensuring that discussion is productive.



Introduction

Doug Huston, technical writer and editor, would be responsible for taking notes and summarizing the conclusions of each meeting; ensuring that the comprehensive plan is understandable by the general public and is written in a single voice; and creating visuals, charts, and diagrams as necessary to create understanding of the concepts contained in the text.

Availability

Nicholson Facilitation & Associates, LLC staff and subcontractors (Ruth Nicholson, Steve Miller, and Doug Huston), are available to fully support this project between December 2010 and June 2011. Should the contract be extended for up to two additional six-month terms, we would commit to be available through June 2012 to support this project.



Ruth doing graphic facilitation work in Johannesburg, South Africa in 2008



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Team Member Qualifications



*Ruth Nicholson, CPF
Project Manager and Lead Facilitator*

Ruth Nicholson, CPF, is the owner and principal of Nicholson Facilitation & Associates, a facilitation firm located in Washington state (www.nicholsonfacilitation.com). She is an International Association of Facilitators (IAF) (www.iaf-world.org) certified professional facilitator (CPF) and assessor, a graphic facilitator, and a trained mediator. In addition, she has been a member of the U.S. Institute for Environmental Conflict Resolution roster for many years.

Ruth's expertise is in the convening and facilitation of diverse groups addressing complex environmental issues. She has worked with federal, state, county, municipal, and tribal governments providing facilitation in the areas of county mineral lands planning and land allocation/designation, rural wastewater services, forest land and resource management, endangered species conservation, and nuclear and hazardous waste cleanup.

In each of these projects, Ruth was the project manager and lead facilitator responsible for project team management and supervision, meeting design and collaborative agenda development, document and meeting notes production, and project contracting, time line, and budget. Each of these projects spanned at least nine months, while some spanned multiple years and represented facilitation team and administrative support budgets of \$200,000-\$650,000. Group sizes have ranged from 12 to over 75 persons per meeting. In each of these projects, the groups succeeded in reaching consensus on recommendations and decisions regarding the key issues of concern from the sponsoring government agencies.

Contractual responsibility for this project will rest solely with Ruth Nicholson of Nicholson Facilitation & Associates, LLC.

Nicholson Facilitation & Associates, LLC is fully insured for professional liability, general liability, business property, and automobile. It is also in compliance with state requirements regarding Workers Compensation Insurance.



Team Member Qualifications

Ruth Nicholson, CPF -Resume

Nicholson Facilitation & Associates, LLC, Mill Creek, WA, 2002 - present.

Owner and manager of a women-owned private facilitation practice specializing in meeting design and facilitation, situation analysis and process design; citizens advisory group facilitation and staff support; writing, editing, and communications support; public involvement; environmental problem solving and conflict resolution; and training in facilitation, graphic facilitation, and conflict resolution.

Sample Projects

- **Desert Conservation Program Permit Amendment Process.** Renegotiate a 78-species habitat conservation plan (HCP) and federal Endangered Species Act (ESA) take permit in southern Nevada
- **Missouri River Recovery Implementation Committee Planning Group.** The Missouri River Recovery Implementation Committee (MRRIC) Planning Group was composed of a 39-seat Drafting Team and an 18-seat Review Panel convened to develop a charter for MRRIC. This was an open, collaborative, consensus-based project involving a very large, very diverse group of stakeholders including representatives of 9 of the 10 Missouri River basin states, local governments, water providers, agriculture, the navigation industry, flood control organizations, environmental interests, power generation organizations, federal agencies, and several federally recognized tribes. The task was to successfully develop a charter for MRRIC and its work to address contentious river management and endangered species issues in the Missouri River basin. All three members of our proposed team (Ruth Nicholson, Steve Miller, and Doug Huston) supported this effort.
- **U.S. Department of Energy Public Meetings.** Develop a draft environmental impact statement assessing the impacts of the importation of additional radioactive wastes to the Hanford Nuclear Reservation in Washington

EnviroIssues, Seattle, WA, 1998 - 2002. Senior Facilitator and Project Manager.

Sample Projects

- **Badger Reuse Committee.** Facilitation for base reuse of the Badger Army Ammunition Plant in Wisconsin, including addressing Superfund cleanup issues
- **Snohomish County Mineral Lands Task Force.** Facilitation and public outreach



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Team Member Qualifications

Ruth Nicholson, CPF - Resume

- **Fall City Stakeholders Group.** Project manager and facilitator of an eight-member advisory group recommending to the county executive realistic solutions for treating and disposing of wastewater that addressed water quality issues without impairing rural community character.

U.S. Environmental Protection Agency (EPA), Region 10, Seattle, WA, 1991 - 1998.
Facilitator, Tribal Liaison, and NEPA Specialist/Environmental Review Coordinator

Sample Projects

- **Puget Sound/Georgia Basin International Task Force.** Facilitation
- **Western Washington Cascades Provincial Advisory Committee.** Facilitation of Northwest Forest Plan implementation
- **Adak Island Superfund Site and Base Closure.** Stakeholder meeting facilitation

USDA Forest Service, Baker-Snoqualmie National Forest, Seattle and Mountlake Terrace, Washington, 10/94-2/95 and 4/89-11/91 - Public Affairs Specialist/Forester

- Developed first joint communications strategy for two Puget Sound national forests
- Developed initial outreach strategy for new watershed analysis process
- Managed forest rights-of-way program for 3,000 miles of forest roads

PUBLICATIONS and ARTICLES

- **Make Meetings Meaningful**, a 128-page course workbook for the facilitation course by the same name
- **Post-Agreement Conflict: A Reflection on the Causes and the Development of Skills to Address It**, 7-page article coauthored with James Christensen, 2006
- **When There Are No Easy Answers...A Facilitator's Guide to Designing Complex Events**, a 20-page booklet coauthored with Barbara J. MacKay, 2003.



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Team Member Qualifications

Ruth Nicholson, CPF - Resume

EDUCATION and CERTIFICATIONS

- International Association of Facilitators (IAF) Certified Assessor, (2007)
- IAF Certified Professional Facilitator (2003). Recertification (2009)
- MPA. (Natural Resources Policy and Law emphasis), University of Washington (1985)
- BS. Forest Resources (Land Use Planning emphasis), University of Washington (1983)
- Roster Member, U.S. Institute for Environmental Conflict Resolution National Roster of Environmental Dispute Resolution and Consensus Building Professionals
- Past Member, Seattle Federal Executive Board Alternative Dispute Resolution Consortium



Ruth confers with a committee chair prior to a Community Advisory Committee meeting.



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Team Member Qualifications

Steve Miller, AICP - Co-facilitator and City Planner

Steve has 20 years of experience as a planning consultant and city planner with expertise in land use planning, urban design, and community engagement. As a planning consultant, he assists in the development of comprehensive plans, master plans, transportation models, and design guidelines for large and small communities.



Steve also has significant public-sector experience. prior to joining Olsson Associates, Steve worked for a decade as a public sector planner including as Director of Community Development for the city of Raytown, MO. In this capacity, he managed all community development activities, including planning, building inspections, code enforcement, and animal control. Steve also worked as an environmental planner for the Mid-America Regional Council in Kansas City. It is through this

experience that Steve developed an understanding of the diverse and often conflicting demands placed on public sector planners.

Steve's passion is community engagement and facilitation. He truly believes the best plans and best planning processes empower community members to use their time and talents and to become investors their community. This passion motivated Steve to be a partner in developing a Web-based community engagement tool that taps community residents' ideas anytime and anywhere in a virtual town-hall format.



Steve (on the right in shorts) with a group of MRRIC Drafting Team members at an evening session of the Drafting Team



Team Member Qualifications

Steve Miller, AICP - Resume

Olsson Associates

Facilitator, urban planner, and designer with extensive experience leading facilitated processes, public participation and information efforts, and community planning programs.

Sample Projects

Facilitation

Missouri River Recovery Implementation Committee Planning Group (2006-2008)

- Facilitation of two groups of public, federal, state, and Native American participants involved in the chartering and implementation of the Missouri River Recovery Implementation Committee. This effort involved dealing with highly controversial and contentious subjects such as water rights, endangered species recovery, and navigation and commerce issues.

Comprehensive Community Planning

- **South Omaha Master Plan, Omaha, Nebraska.** This project involved the creation of a master plan for the historically rich and ethnically diverse section of Omaha. The project team used an extensive, multilingual community engagement process to identify community needs and potential community development solutions. The master plan resulted in specific recommendations for redevelopment projects encompassing housing, transportation, infrastructure and economic growth.
- **Columbus Quality of Life Plan, Columbus, Nebraska.** This highly interactive community based project resulted in the consensus recommendation to colocate multiple public and not-for-profit organizations into a new joint-use facility. The project team used a charrette process, an inclusive community engagement technique, to bring together many diverse public and not-for-profit interests to identify a location and to create a conceptual design for the proposed facility.
- **Comprehensive Plan and Long-Range Transportation Plan, Crete, Nebraska.** This project involved the development of a new comprehensive plan and long-range transportation plan for the city. The project identified growth scenarios to preserve Crete's historic downtown and formulated ideas regarding new residential growth areas. A major focus of the transportation plan was nonroadway improvements including the creation of a city-wide sidewalk master plan.



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Team Member Qualifications

Steve Miller, AICP - Resume

- **Comprehensive Plan, City of Bellevue, Nebraska.** The project included updating the comprehensive plan for one of Nebraska's fastest growing cities, which is also one of the state's oldest, most historic communities.
- **Comprehensive Plan, Sarpy County, Nebraska.** This project included radically revising the land use recommendations in the current plan to address the transition between traditional agricultural land uses, acreage development, and urban-style development, including long-range implementation strategies.
- **Comprehensive Plan, Warrensburg, Missouri.** A major focus of the comprehensive planning effort was the synthesis of several recently completed planning related studies including sanitary sewer and wastewater treatment, downtown parking, and transportation. Olsson Associates lead a broad-based community outreach and involvement effort to validate and refine the community's vision, goals, and objectives.
- **Florence Gateway Visitor Center and Downtown Florence Master Plan, Omaha, Nebraska.** Olsson teamed with Beringer Ciaccio Dennell Mabrey (BCDM) to assist the historic community of Florence, a part of the greater Omaha area, with a visitor center and downtown redevelopment plan to enhance tourism opportunities and build on the unique character of the community.

Urban Redevelopment Plans

- **Antelope Valley Major Investment Study, Redevelopment Plan, Lincoln, Nebraska.** This project involved the redevelopment and revitalization of the core of Lincoln's downtown neighborhoods. In total, \$238 million will be spent on revitalization and infrastructure improvements.
- **West Haymarket Transportation, Environmental, and Utilities Plan, Lincoln, Nebraska.** Olsson is leading the site analysis effort for this 250- acre site for the potential to build a landmark destination in Lincoln including a 15,000 seat arena, a convention center, an ice arena, and a large recreation and sports complex. The project constitutes a high-priority public infrastructure investment for the city and will be a catalyst for redevelopment in the area west of downtown Lincoln as well as a major source for economic development.



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Team Member Qualifications

Steve Miller, AICP - Resume

- **Whitewater Design Guidelines, Mesa County, Colorado.** Olsson Associates worked with county staff, an advisory committee, and area residents to formulate design guidelines for residential, commercial, and industrial development. The guidelines create a template for developers and property owners to use as they build the Whitewater community. The guidelines also provide county staff and decision makers the means to direct development forms, patterns, and appearance to meet the identified vision for area growth.

Land-Use Planning

- **Cunningham Lake Land Use Research and Analysis and Community-Based Watershed Management Plan.** This project involved a facilitation process to assist with the development of a community-based watershed management plan for this flood control and recreation reservoir.

EDUCATION and CERTIFICATIONS

- Bachelor of Arts, Political Science, University of Nebraska-Lincoln, 1988
- Master of Urban Planning, University of Kansas, 1991
- American Institute of Certified Planners #076030
- Certified Charrette Manager and Planner, National Charrette Institute



Wall graphic of MRRIC charter development timeline. Used to illustrate the group's work and progress at the meeting at which the final draft MRRIC charter was adopted.



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Team Member Qualifications

Doug Huston, Writer/Editor

Doug Huston is a professional technical writer and editor in private practice in Portland, Oregon (www.accueditws.com). He offers 30 years of experience developing, editing, and managing technical, written material.

The quality and accuracy of Doug's work and his availability and flexibility have won consistent praise from all his clients.



Doug has extensive experience working in a neutral capacity in politically-charged atmospheres and with highly controversial and technical subjects such as endangered species conservation and nuclear waste cleanup.

His most recent projects have been the Clark County Desert Conservation Program in Nevada, the MRRIC Planning Group Charter Development Project in the Missouri River basin, and the Hanford Advisory Board in the state of Washington.

These projects involved large, multi-party advisory committees which included local, state, and federal government agencies, nongovernmental stakeholders, and tribal nations. These projects included taking detailed meeting notes, developing meeting minutes and summaries, writing operating procedures and ground rules, collaboratively developing group charters, authoring reports, and developing over 50 pieces of consensus advice. Many of these projects involved short-deadline activities and rapid shifts in priorities and focus.

In addition, Doug has served as an advisory committee and task force chair for the Hanford Advisory Board. This gives him a unique perspective on the challenges of supporting the development of consensus among participants with a wide variety of perspectives and concerns regarding complex, technical, and controversial issues. He has recently completed 24 hours of professional facilitation training as well.



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Team Member Qualifications

Doug Huston, Writer/Editor - Resume

AccuEdit Writing Services, LLC (www.accueditws.com) (2004 to Present)

- Principal writer and editor. Develop and edit various documents for clients including Web-site marketing copy, instructional materials, commercial fiction, meeting notes and minutes, step-by-step operating procedures, product manuals, charters, advertising materials, regulatory submittals, and educational materials.

Sample Projects

- **Clark County, Nevada, Desert Conservation Program, Incidental Take Permit Amendment.** Take notes and produce detailed minutes for a technical committee and a community advisory committee. Develop reports, charters, procedures and public information materials.
- **Missouri River Recovery Implementation Committee Planning Group.** Take notes and develop detailed minutes for two citizens advisory committees. Collaboratively develop charters and operating procedures, produce public information materials.
- **Columbia Sportswear.** Developed product manuals for a new line of sportswear. This involved developing charts, diagrams, and presenting technical information for public use.
- **Society for the Advancement of Chicanos and Native Americans in Science (SACNAS).** Yearly editing of approximately 1,000 scientific abstracts on a very short turnaround basis.

Oregon Department of Energy, Nuclear Safety Technical Specialist (1998-2004)

- Developed various technical, educational, and policy documents concerning nuclear waste cleanup and the transportation of nuclear waste. Provided policy advice to the governor of Oregon on the environmental cleanup of the Hanford Nuclear Weapons Site in southeast Washington.

Sample Projects

- **Oregon State University.** Developed radiation emergency procedures for the OSU radiation laboratory.
- **Hanford Advisory Board.** Developed consensus advice and policy materials for two committees and various task forces
- **Hanford Exposure Scenario Task Force.** Cochaired the task force and coauthored Report of the Hanford Exposure Scenario Task Force



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Team Member Qualifications

Doug Huston, Writer/Editor - Resume

- **Oregon Hanford Cleanup Board.** Developed consensus advice, prepared educational and public information materials

Commonwealth Edison Company, Chicago, Illinois (1984-1998)

- Develop various training documents, regulatory submittals, and public information materials

Sample Projects

- **Nuclear Safety Group Safety Reviewer.** Wrote, edited, and reviewed various regulatory documents associated with nuclear safety.
- **Braidwood Nuclear Station Licensing Manager.** Responsible for maintaining, interpreting, and updating station operating license and reviewing station operations for compliance with the operating license. Developed various technical documents and reports such as license amendment requests, justifications for continued operations, licensee event reports, and others supporting station operations
- **Licensed Operator Training Manager.** Developed textbooks, lesson plans, and supporting materials for the station licensed operator initial and continuing training programs.
- **Non-Licensed Operator Training Manager.** Developed textbooks, lesson plans, and supporting materials for the station nonlicensed operator initial and continuing training programs.

United States Navy (Submarine Service) (1971-1984)

- **Leading Petty Officer, Machinery Division; Engineering Watch Supervisor, U.S.S. Thomas Jefferson, SSN-618.** Held the rank of chief machinist's mate (submarines). Responsible for supervising nuclear propulsion plant operation and for nuclear propulsion plant mechanical equipment operation and maintenance. Responsible for training, scheduling, and discipline for 12 machinist's mates.
- **Leading Crew Chief, Crew-C, A1W Prototype, Naval Reactors Facility, Idaho National Engineering and Environmental Laboratory.** Held the rank of chief machinist's mate (submarines). Responsible for training, scheduling, discipline of over 100 sailors of various ranks and rates at a land-based naval reactor prototype.



Team Member Qualifications

Doug Huston, Writer/Editor - Resume

- **Engineroom Supervisor, Watch Section Leader, U.S.S. Francis Scott Key, SSBN-657, Blue Crew.** Held the rank of machinist's mate first class (submarines). As watch section leader, responsible for scheduling watches and work tasks for approximately 10 sailors of various rates.

EDUCATION and CERTIFICATIONS

- Associate of Science Degree (Physics)- Joliet Junior College, Joliet, Illinois. Graduated with a 3.96 average, member of Phi Theta Kappa - Junior College Honor Society
- 90 hours out of 120 toward a bachelor's degree in physics at the Illinois Institute of Technology with a 4.0 average
- Nuclear Regulatory Commission licensed senior reactor operator
- Certified senior reactor operator - Westinghouse Standard Nuclear Power Plant
- Certified reactor operator - Westinghouse Standard Nuclear Power Plant
- Certified high voltage switching operator - Commonwealth Edison Company
- Certified mechanical equipment operator - Commonwealth Edison Company



Doug prepares for a Clark County Desert Conservation Program Community Advisory Committee meeting to begin.



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Team Member Qualifications

Doug Huston, Writer/Editor - Examples of Work

Project Description

The MRRIC Planning Group consisted of two citizens committees: The Drafting Team and The Review Panel. Together, these groups were charged by the Secretary of the Army with developing a charter to implement the MRRIC which was required by the Water Resources Development Act of 2007. This charter was developed collaboratively by The Drafting Team and Review Panel, and Doug was responsible for organizing and writing the charter based on their suggestions. More information can be found at the MRRIC Web-site: <http://missouririver.ecr.gov/>

Excerpt from the MRRIC charter:

Missouri River Recovery Implementation Committee
Recommended Charter - v36

July 1, 2008

Preamble:

The Secretary of the Army (Secretary) hereby establishes the Missouri River Recovery Implementation Committee (Committee) as authorized by Section 5018 of the 2007 Water Resources Development Act (WRDA) to make recommendations and provide guidance on a study of the Missouri River and its tributaries and on the existing Missouri River recovery and mitigation plan. The Committee will provide a collaborative forum for the basin to come together and develop a shared vision and comprehensive plan for Missouri River recovery. The Committee will help guide the prioritization, implementation, monitoring, evaluation, and adaptation of recovery actions. The Committee will include broad stakeholder representation to ensure a comprehensive approach to Missouri River recovery implementation while providing for congressionally authorized Missouri River project purposes and to ensure that public values are incorporated into the study and the recovery and mitigation plans.

1) Purpose and Scope:

- a) The Purpose and Scope of the Committee are to:
 - i) Provide recommendations and guidance on a study of the Missouri River and its tributaries to determine actions required to:
 - (1) Mitigate losses of aquatic and terrestrial habitat
 - (2) Recover federally listed species under the Endangered Species Act of 1973



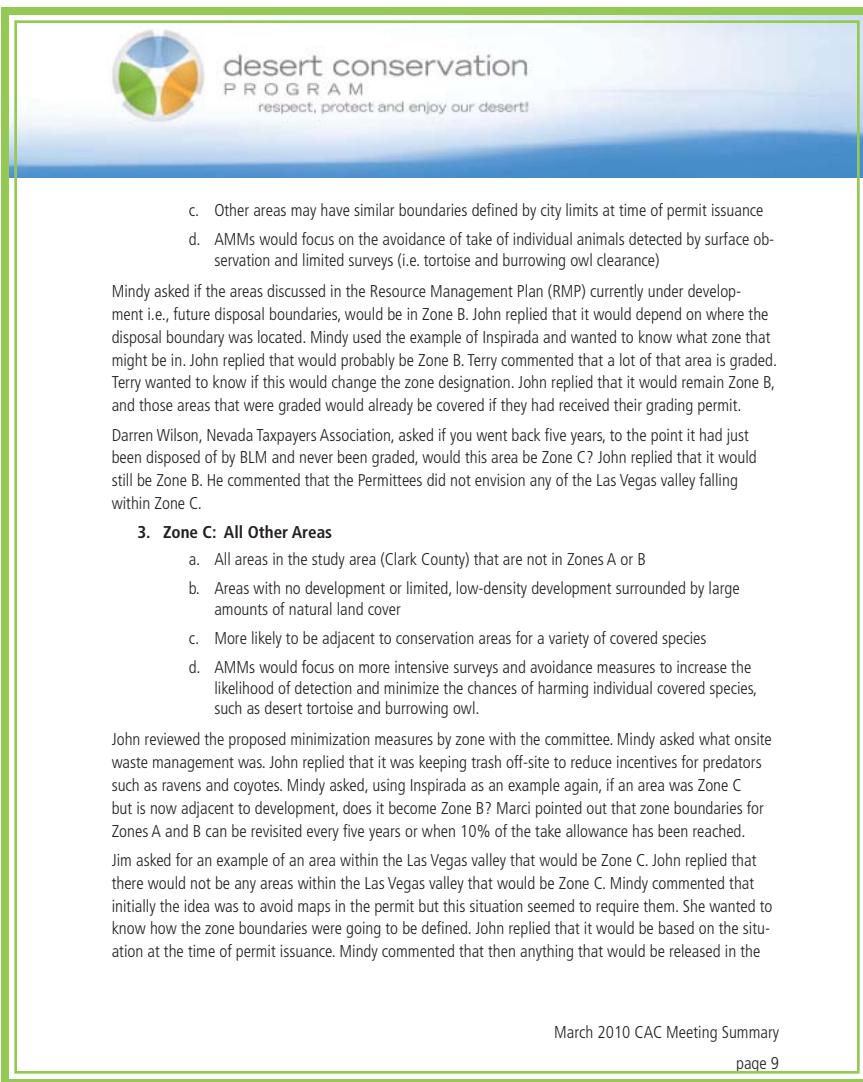
Team Members and Qualifications

Doug Huston, Writer/Editor - Examples of Work

Project Description

The Clark County Desert Conservation Program was directed by the Clark County county commissioners to develop an amendment to the current Endangered Species Act, Section 10, Incidental Take Permit. This process involved two committees: a technical committee called the Program Management Group, and a citizens advisory group known as the Community Advisory Committee. Doug's responsibilities were to take notes and develop detailed minutes for both groups. In addition, Doug assisted in the development of various procedures, charters, and public information materials. These tasks involved the development of visuals, charts, and diagrams of various technical concepts and proposals. More information can be found at: http://www.accessclarkcounty.com/depts/daqem/epd/dcp/pages/dcp_info.aspx

Excerpt from Community Advisory Committee meeting minutes:



c. Other areas may have similar boundaries defined by city limits at time of permit issuance
d. AMMs would focus on the avoidance of take of individual animals detected by surface observation and limited surveys (i.e. tortoise and burrowing owl clearance)

Mindy asked if the areas discussed in the Resource Management Plan (RMP) currently under development i.e., future disposal boundaries, would be in Zone B. John replied that it would depend on where the disposal boundary was located. Mindy used the example of Inspirada and wanted to know what zone that might be in. John replied that would probably be Zone B. Terry commented that a lot of that area is graded. Terry wanted to know if this would change the zone designation. John replied that it would remain Zone B, and those areas that were graded would already be covered if they had received their grading permit.

Darren Wilson, Nevada Taxpayers Association, asked if you went back five years, to the point it had just been disposed of by BLM and never been graded, would this area be Zone C? John replied that it would still be Zone B. He commented that the Permittees did not envision any of the Las Vegas valley falling within Zone C.

3. Zone C: All Other Areas

- All areas in the study area (Clark County) that are not in Zones A or B
- Areas with no development or limited, low-density development surrounded by large amounts of natural land cover
- More likely to be adjacent to conservation areas for a variety of covered species
- AMMs would focus on more intensive surveys and avoidance measures to increase the likelihood of detection and minimize the chances of harming individual covered species, such as desert tortoise and burrowing owl.

John reviewed the proposed minimization measures by zone with the committee. Mindy asked what onsite waste management was. John replied that it was keeping trash off-site to reduce incentives for predators such as ravens and coyotes. Mindy asked, using Inspirada as an example again, if an area was Zone C but is now adjacent to development does it become Zone B? Marci pointed out that zone boundaries for Zones A and B can be revisited every five years or when 10% of the take allowance has been reached.

Jim asked for an example of an area within the Las Vegas valley that would be Zone C. John replied that there would not be any areas within the Las Vegas valley that would be Zone C. Mindy commented that initially the idea was to avoid maps in the permit but this situation seemed to require them. She wanted to know how the zone boundaries were going to be defined. John replied that it would be based on the situation at the time of permit issuance. Mindy commented that then anything that would be released in the



Team Members and Qualifications

Doug Huston, Writer/Editor - Examples of Work

Project Description

The Society for the Advancement of Chicanos and Native Americans (SACNAS) in Science is a scientific society dedicated to increasing the participation of Hispanics, Native Americans, and other minorities in science. Every year, SACNAS publishes a volume of abstracts of research done by minority science students and scientists. Doug's responsibility is to edit these abstracts and make them publication ready. Many are written by people for whom English is a second language and require extensive editing. More information can be found at: <http://www.sacnas.org/abstracts.cfm>.

Excerpt from the SACNAS 2010 scientific abstracts volume:

POSTER ABSTRACTS

SAT-3-314
TANGLE ANALYSIS OF PROTEIN-DNA COMPLEXES
Melissa Martinez¹, Matthew Mueller², Karin Schmidt³, Isabel Darcy², William Schellhorn⁴, Mary Therese Padberg².
¹Universidad de Puerto Rico en Cayey, San Juan, PR, ²University of Iowa, Iowa City, IA, ³Wartburg College, Waverly, IA, ⁴Simpson College, Indianola, IA.
A tangle is defined as n strings properly embedded in a 3-ball. Coloring of an n -string tangle is a powerful tangle invariant which can be used to differentiate between some tangles. This invariant is an important part of tangle analysis, which can be applied to the study of protein-DNA binding. We use coloring matrices to determine how the composition of 2, two-string tangles affects the coloring of the resulting tangle. The coloring matrix is determined by creating equations at each crossing of a given tangle. The two underarcs are given a coefficient of one and the overarc is given a coefficient of -2 leading to the general formula: $x_1 + x_2 - 2x_3 = 0 \bmod p$. Tangle analysis is also used to determine the configuration of DNA segments bound within the Mu transpososome. We expand on a computational method for finding the topological conformation of DNA bound within a protein complex.

FRI-2-314
MULTIRESOLUTION ALGORITHMS FOR SPARSE MATRIX REPRESENTATION
Mario Barea.
University of California, Santa Barbara, Santa Barbara, CA.
In this work, we present results on the efficiency of existing algorithms that transform a large-scale dense matrix, a matrix populated primarily by nonzero entries, into a sparse matrix, a matrix populated primarily by zero entries. We also modify current algorithms in an effort to increase the efficiency and usefulness of existing algorithms. Performing computations like matrix-vector and matrix-matrix multiplication, used to solve a variety of problems, can be carried out much faster when a sparse matrix is used. Many problems in the sciences reduce to solving large systems of equations. If a sparse matrix represents a system of equations, solving that system will be much easier compared to its dense representation. We consider the multiresolution approach introduced by Harten et al. (Francesc Arandiga and Vicente F. Candela, Department of Applied Mathematics, University of Valencia, Valencia, Spain) based on polynomial interpolation, and compare the efficiency of linear solvers and matrix manipulations for different orders of accuracy of interpolation. We run large simulations using MATLAB to determine which algorithms are more efficient than others for certain classes of matrices. Using MATLAB, we also compare the sparsity of the transformed matrices in terms of the accuracy of the interpolation used.

SAT-4-315
THE MINIMUM GENUS OF A CLOSED SURFACE CONSTRUCTED THROUGH A (K, N) HYPERBOLIC TILING
David Jones^{1,2}, Patrick Bahl³, Samuel Kaplan⁴.
¹College of the Sequoias, Visalia, CA, ²University of California, Merced, Merced, CA, ³University of North Carolina at Asheville, Asheville, NC.
Construction through tiling allows for the combining of small tiles to produce large objects, simplifying shipping of such an object with assembly at the final destination as is done with bricks and buildings. Such constructions include air ventilation systems, plumbing for drainage, and more. Hyperbolic tiling can construct a closed surface with a genus g . A (k, n) hyperbolic tiling, which is a regular tiling of k, n -gons meeting at each vertex, has a minimum genus for which a construction is realizable. Poincaré's formula reveals the genus in terms of the faces, edges, and vertices of a construction. Our research focuses on writing a generalized function for the minimum genus g in terms of k and n . The research began with an analysis of the genus through Poincaré's formula using Mathematica. We identified patterns within the data that indicated a clear relation between g, n , and k . Analysis revealed a function for the minimum genus which depends on k being divisible by 2^m but not 2^{m+1} . Interestingly enough, the minimum genus function is piecewise, with each resulting piece found using different divisors of k and n . This function allows us to determine the final shape of a construction based on the selection of our tiles and how we connect them. Alternatively, if a specific construction is desired, the function will indicate what tiles should be used and how they are to be assembled which should prove to be of great use in engineering.



Letters of Reference

Project Description

The MRRIC Planning Group was a group of approximately 60 stakeholders in the Missouri River basin whose charge was to develop a charter and operating procedures for convening MRRIC. Ruth, Steve, and Doug provided facilitation and writing services for this process.

Mr. Alex Norton
Teton County Planning & Development Department
P.O. Box 1727
200 S. Willow Street
Jackson, WY 83001

Dear Mr. Norton:

I am honored to have been asked by Ruth Nicholson, Steve Miller and Doug Huston to act as a reference for them as individuals and as a team in their proposal to facilitate the Jackson/Teton County Comprehensive Planning process.

It was in their individual and team capacity that I first came to know them during the Missouri River Recovery Implementation Committee's (MRRIC) charter drafting process. They interviewed and were selected to facilitate a process which needed hands which were firm yet sensitive, creative yet structured and forward-moving yet patient. They were the perfect team for the difficult process of bringing into relationship people that were acrimonious, stubborn, strong-willed and openly hostile.

Years of Missouri River Basin litigation and dissension between stakeholders, states, tribes and federal agencies could have easily derailed the process. Ruth, Steve and Doug were able to assist a large and diverse group to look beyond the past and collaboratively move toward the future. Their expertise as facilitators/ writer was critical to MRRIC's successful charter drafting process and the foundation on which MRRIC achievements occur today.

Their individual and corporate personalities, skills and experiences provided a perfect mix of tools to deal with decades of sensitivities that would have overwhelmed most facilitation teams. Because of their invaluable contributions, MRRIC continues to blaze the trail in basin collaboration.

You will find no more capable and qualified individuals to comprise a facilitation team. They are experts at all processes related to facilitation, communication and writing. Without reservation or hesitation, I highly recommend them to become your facilitation team. You will not be disappointed!

Sincerely,

Randy Asbury
MRRIC Interim-Chair 2008-09
MRRIC Vice-Chair 2009-10
Executive Director
Coalition to Protect the Missouri River
4849 Hwy B
Higbee, MO 65257
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Nicholson Facilitation & Associates, LLC



Letters of Reference

Project Description

Columbia Sportswear is a major sportswear manufacturing and retailing company in the Pacific Northwest. Doug was contracted by CSW to develop product manuals for a new line of products. This involved developing diagrams, charts, text, and instructions and making them understandable and useable for the general public.

Mr. Alex Norton
Teton County Planning & Development Department
P.O. Box 1727
200 S. Willow Street
Jackson, WY 83001

Dear Mr. Norton:

I am pleased to write this letter of recommendation for Douglas Huston as a technical writer. We first contracted Doug's services for an update to a consumer user manual for our battery-operated heated boots. Initially, Doug met with our product team, electrical engineer and marketing team. He not only was able to make the updates that we had requested, but provided additional corrections to the manual that made it more consumer friendly and accurate. Doug has a great balance of understanding the technical workings of a complicated, high-performance product and then taking that information and crafting it into copy that is easy to understand for our global consumer base.

I also really appreciated that Doug made quick relationships with everyone involved with the project. The communication was seamless from beginning to end, and it was as if he became part of the team from the moment he started. I find this important to point out as we run under very tight deadlines and it was obvious that Doug had learned "who did what" from our very first meeting. From then on, he directed all correspondence to the appropriate team members making the whole project more efficient. From a design and marketing standpoint, the fact that Doug is proficient in Adobe InDesign was a bonus and made the project proceed at a much faster pace. He had also offered to do our illustrations of electrical components, as well as have our manuals translated for a global audience, but we had taken care of those with our internal team. It is nice to know, that in a pinch, Doug is also able to offer these services.

Since the initial project, we have hired Doug to do three more user manuals for our electric heated boots, apparel and gloves. Needless to say, we have been very pleased with his work and wholeheartedly recommend him.

Sincerely,

Annie Regnier
Creative Services Manager
aregnier@columbia.com
Main : 503-985-4178
Fax : 503-985-5968
Cell : 503-422-0008
14375 NW Science Park Dr.
Portland, OR 97229-5418 U.S.A.



Letters of Reference Project Description

The Nebraska Innovation Zone Commission was established to promote economic development along the Interstate-80 corridor by encouraging and facilitating regional cooperation among communities along this interstate. Steve successfully facilitated the development and adoption of a memorandum of support among these communities.

Mr. Alex Norton
Teton County Planning & Development Department
P.O. Box 1727
200 S. Willow Street
Jackson, WY 83001

Dear Mr. Norton:

I would like to take this opportunity to provide a letter of support for Olsson Associates and Steve Miller, who was the project manager I worked with.

Olsson Associates was awarded two separate contracts for work by the Nebraska Innovation Zone Commission (NIZC). These contracts required heavy amounts of public participation and process facilitation along with community focus groups. NIZC, as a result was able to successfully implement a Memorandum of Support (MOS) within multiple jurisdictions, government entities, local communities, and county boards in which everyone supported our final project that incorporated regional planning and zoning.

Working with Olsson Associates provided a professional facilitation element that encouraged everyone to participate and utilized public comments to elevate the end results. Without this process, it would have been highly unlikely that NIZC would have been successful in coordinating and gathering the necessary regional support.

I would recommend utilizing the facilitation process that Olsson Associates incorporates including project direction from Steve.

Good luck in your search and should you have any further questions about the process we used and the impact that the results have had, please do not hesitate to contact me.

Best Wishes,

Kathy McKillip, MPA,MS
Executive Director
Nebraska Innovation Zone Commission
Nebraska Department of Economic Development
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P.O. Box 94666
Lincoln, NE. 68509-4666 USA
kathy.mckillip@nebraska.gov
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Approach

Our approach is one of respect for the individual and for the wisdom of the group. Our team is experienced at working together and we strive to ensure everyone is heard and considered. With these general principles as our guide, our approach will incorporate the statutory review processes prescribed by the state of Wyoming, Teton County, and Jackson for a comprehensive plan. Once the process for the comprehensive plan review is developed and documented, the appropriate meeting designs can be developed to keep meetings productive and the project moving forward.

Careful planning for each meeting is critical and focuses on five important areas:

- **Roles and Responsibilities**, including questions about the scope of authority of the group, the types of meeting roles that need to be filled, who should be involved in developing the meeting agenda, and who needs to be informed of the results and outcomes of the meeting.
- **Meeting Objectives and Outcomes**, including questions about key issues that the meeting needs to address, identification of important constraints or assumptions, background information, and identification of desired meeting products and outcomes.
- **Participants**, including questions about who will be attending the meeting, what roles various participants need to play, and what will participants gain or receive by attending and participating in the meeting.
- **Process**, including questions about what activities and customs are welcome and unwelcome in a particular group, what is the worst thing that could happen, and what is the greatest hope or best outcome that could result from the meeting.
- **Logistics and Support**, including questions concerning meeting room set up, audio-visual equipment needs, meeting supplies, and distribution of background materials and documents.

Ruth, our lead facilitator, has developed a meeting design template that aids in designing and conducting results-oriented meetings, as well as capturing basic logistical information related to the meeting.

The meeting design template is a detailed and annotated agenda that provides clarity in the timing of specific agenda items, a clear purpose or desired outcome for each item, a description of the process or facilitation technique to be used for each item, and identification of the key people, resources, and handouts associated with each item. It is geared to match the purpose and activities associated with each individual agenda item with the overall purpose of the meeting.



Approach

The value in the use of such a template is that it enables collaborative and transparent meeting planning to provide the support necessary to ensure that discussions are focused and purposeful, meeting materials meet the needs of the group, and logistics and planning needs are identified in a timely manner to support group activities. The Nicholson Facilitation & Associates, LLC team uses this template regularly. It was one of the most helpful tools in the work of Ruth, Steve, and Doug in their facilitation and support of the Missouri River Recovery Implementation Committee (MRRIC) Planning Group project.

When actively facilitating a meeting, Ruth and Steve use a number of graphic and visual facilitation skills to help a group stay focused and productive. This includes using a number of colorful flipcharts posted in the meeting room as visual reminders and as working templates to support the group's work. Tools for sharing information include charts that highlight the major goals and desired outcomes of the meeting, a meeting agenda, ground rules, and decision rule(s) identifying the method(s) by which the group will make decisions, which may include the group's definition of consensus. Working tools may include the personal objectives of the participants for the meeting or the project, a parking lot, and a next steps or actions board. Ruth is also able to develop meeting and project-specific templates and wall murals to support the group's work.

Ruth and Steve's approach to helping a group develop consensus is based on a three-part definition of consensus: Members of the group understand the proposal. Members of the group can live with the proposal. Members of the group will support the proposal. The stepwise flow involves ensuring understanding of the proposal followed by a series of three questions designed to enable the group to identify what issues may need resolution, as well as a two-part check to validate the level of agreement and consensus on the adopted proposal or recommendation.

Doug supports the process by taking detailed, real-time notes and can produce from these notes a variety of written products from basic summaries to polished minutes. These notes and products provide a readily accessible record of the conversations and decisions made at each meeting. This can be very valuable when questions arise as to what was said or decided at a particular meeting. Since Doug is also a former citizens committee chair and participant, he is experienced in the dynamics of citizens groups and we use this experience by using Doug as a third set of eyes watching the group react and take in information. This has been important in the past in identifying and dealing with potential problems before they get out of hand. In addition, Doug can create various support materials for a meeting and materials for public distribution.



Nicholson Facilitation & Associates, LLC



Approach

As a team, we are committed to keeping our eyes on the key questions and desired outcomes, to having the courage to articulate the difficult questions and unspoken issues in group discussions and to staying open and flexible to unexpected ways to help meeting participants find their own answers. We want to cultivate a trust between the parties so that they can articulate the issues that are critical in crafting recommendations, decisions, and solutions to the issues that need to be resolved in order to develop the final draft of the 2010 Comprehensive Plan.

Conclusion

Our team's combined skill and experience in environmental planning and public involvement in combination with experience with a variety of complex and contentious projects allows us to offer this project unique insights, perspectives, and knowledge. Together, we have a proven track record of facilitating groups who can develop consensus on important public policy issues. We would be honored to work with Teton County and the Town of Jackson on the Joint Comprehensive Plan.

The Team

Ruth Nicholson



Steve Miller



Doug Huston

