

**ATTACHMENT C**  
**STATEMENT OF QUALIFICATIONS (SOQ)**  
 (Revised Pursuant to Addendum No. 1, August 12, 2016)

<b>Section 1: ADR Provider Contact Information &amp; Languages</b>			
Last Name	Silverberg	First Name	Donna
Company Name	Donna Silverberg Consulting		
Business Address	812 SW Washington Street, Suite 525		
City	Portland	State	OR
Zip Code	97205	Phone 1	503-248-4703
E-mail	donna@dsconsult.co		
Web Site	mediate.com/dsconsulting		
Languages Spoken	English	Fax #	503-721-0623

<b>Section 2: Provider Overview</b>
The following Section provides a brief overview of the provider's experience and qualifications

**Donna Silverberg has been providing consultation and direct services to help government and other entities manage complex issues between agencies and/or the public since 1989. Work ranges from complex public policy projects to inter- and intra-agency conflicts. She has over 25 years' experience mediating and facilitating large groups, developing consensus-building strategies and designing strategic management systems for governments, non-profits and communities.**

- **Since 1988 she has been working as a mediator of a wide range of topics such as ADA disputes, workplace and business issues, community issues, citizen/police disputes, health care and public health, education, and natural resources matters.**
- **She has been a facilitator/mediator of policy issues involving state, local, federal and tribal governments for over 25 years; projects have included: government-to-government discussions, legislatively mandated multi-party stakeholder discussions, federal court multi-party lawsuits, agency rule making efforts, and strategic visioning sessions.**
- **Between 1994-1999 she worked for the Oregon Dispute Resolution Commission, serving as Acting Director for the 1997 legislative session. She was responsible for: agency budget; working with legislators; making presentations to legislative committees; and hiring and firing staff. She also was Special Assistant for Dispute Resolution to Governor John Kitzhaber in 1996, giving advice and guidance to agency directors and his Natural Resources Cabinet.**

**Ms. Silverberg is a member of the State Bar of California (since 1991, now inactive), Oregon Mediation Association (since 1994), Association of Conflict Resolution (since 1990), and is on the Oregon Consensus and US Institute for Environmental Conflict Resolution's practitioner rosters.**

<b>Section 3 Services Offered and Rate</b>			
Type of Service Key Person Desires to Offer & is Qualified to Offer	ADR Provider Billing Rate per hour	Support Staff Billing Rate Per Hour (Rate/Title)	The following items, if checked, are expenses that may be passed through at cost to the agency (See Price Agreement for details):
<input checked="" type="checkbox"/> <b>1. A <i>Mediation General Practitioner</i></b> is an impartial third party who assists two or more parties in reaching a mutually acceptable resolution to a controversy. These Practitioners have broad mediation experience and skills and are able to adapt mediation to a wide variety of circumstances, including workplace disputes.	200.00	50.00 to 75.00 (range) Administrative Assistant	Copy/print charges <input checked="" type="checkbox"/> Facility Use/ Rental Fees
<input checked="" type="checkbox"/> <b>2. A <i>Facilitation General Practitioner</i></b> is an expert at helping large groups work effectively towards a desired objective. These Practitioners have sufficiently broad experience and skills so as to be able to design and facilitate a large group process to achieve variety of goals or objectives.	200.00	50.00 to 75.00 (range) Administrative Assistant	Copy/print charges <input checked="" type="checkbox"/> Facility Use/Rental Fees
<input checked="" type="checkbox"/> <b>3. A <i>Public Policy Facilitator</i></b> is an expert at helping governmental entities and diverse stakeholders reach agreement on controversial public policies or public projects, often within a complex legal, political or regulatory context. These providers are experienced at assessing, designing, convening and facilitating collaborative processes.	200.00	75.00 Support Staff 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title	<input checked="" type="checkbox"/> Copy/print charges <input checked="" type="checkbox"/> Facility Use/Rental Fees
<input type="checkbox"/> <b>4. A <i>Public Involvement Practitioner</i></b> is an expert at helping governmental entities engage the public on public issues or projects. These providers are able to design and implement an appropriate public involvement process from projects that seek to inform or educate the public to projects that allow for greater public involvement via consultation or collaboration.	00.00	00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title 00.00 Staff Title	Copy/print charges Facility rental fees Mail or bulk email fees Telephone charges Website hosting, online software or online services fees Video production services Other Subcontractors

**Section 4A: Does the Provider charge travel expenses to provide services in your area?**

County or County Area	Available to work in this area without charging travel expenses.	Available to work in this area but will charge travel expenses
1 Clatsop, Columbia, Tillamook – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2 Washington, Multnomah – Counties	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3 Polk, Marion, Yamhill – Counties	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4 Lincoln, Benton, Linn – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5 Lane – County	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Douglas – County	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Coos, Curry – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Josephine, Jackson – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9 Hood River, Wasco, Sherman, Gilliam, Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10 Jefferson, Crook, Deschutes – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11 Lake, Klamath – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12 Morrow, Umatilla - Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
13 Wallowa, Union, Grant, Baker – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14 Harney, Malheur – Counties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15 Clackamas – County	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Section 4B: Hourly Travel Charges.** *If, in addition to allowable travel expenses, the Provider will charge for travel time and the travel time of administrative assistants or staff, or both, the hourly travel rate for Proposer and each of Proposer’s administrative assistant and staff must be identified here.:*

Travel expenses are \$100.00/hour for the Proposer and \$37.50/hour for administrative staff.

**Section 5: Standards the Provider Subscribes to and Licenses Held**

- Oregon Mediation Association Core Standards of Mediation Practice, April 23, 2005  
(<http://www.mediate.com/oma/pg61.cfm> )
- Association for Conflict Resolution, Model Standards of Conduct for Mediators, 2005 revisions.  
[http://www.imis100us2.com/acr/ACR/Resources/Model\\_Standards/ACR/Resources/Model\\_Standards.aspx?hkey=315fc2bd-2cac-422b-82bf-b3160b6a1b08](http://www.imis100us2.com/acr/ACR/Resources/Model_Standards/ACR/Resources/Model_Standards.aspx?hkey=315fc2bd-2cac-422b-82bf-b3160b6a1b08)
- Model Standards of Practice for Family and Divorce Mediation  
[http://www.imis100us2.com/acr/ACR/Resources/Model\\_Standards/ACR/Resources/Model\\_Standards.aspx?hkey=315fc2bd-2cac-422b-82bf-b3160b6a1b08](http://www.imis100us2.com/acr/ACR/Resources/Model_Standards/ACR/Resources/Model_Standards.aspx?hkey=315fc2bd-2cac-422b-82bf-b3160b6a1b08)
- International Association for Public Participation (IAP2), Code of Ethics for Public Participation Practitioners (See  
<http://www.iap2.org/displaycommon.cfm?an=1&subarticlenbr=8>)
- Other professional standards that the provider subscribes to:
- Oregon State Bar #
- Other professional licenses: **California State Bar #152977 (Inactive Member)**

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Section #6: Provider's Specialized Areas of Expertise		
Area of Expertise	Sub Specialty	Areas of expertise
Business and Finance	General	<input checked="" type="checkbox"/>
	Investment and Finance	<input type="checkbox"/>
	Patents or Intellectual Property Rights	<input type="checkbox"/>
Civil Rights	Civil Rights	<input type="checkbox"/>
Consumer	All Types, Consumer-Merchant Disputes	<input type="checkbox"/>
	Assistive Technologies	<input type="checkbox"/>
	Vehicle Sales, Service or Repair	<input type="checkbox"/>
Cultural	Cross Cultural, Ethnicity, or Related Fields	<input checked="" type="checkbox"/>
Education	Education	<input checked="" type="checkbox"/>
	Special Education	<input type="checkbox"/>
Environmenta	Agricultural Exceptions (goal 2)	<input type="checkbox"/>
	Agriculture	<input checked="" type="checkbox"/>
	Air, Land and Water Quality	<input checked="" type="checkbox"/>
	Coastal	<input type="checkbox"/>
	Endangered Species or Wildlife	<input checked="" type="checkbox"/>
	Energy	<input checked="" type="checkbox"/>
	Forestry	<input checked="" type="checkbox"/>
	Hazardous Materials and Environmental	<input checked="" type="checkbox"/>
	Other Natural Resource Related	<input checked="" type="checkbox"/>
	Water Resources, Wetlands	<input checked="" type="checkbox"/>
Governmental and Regulatory	Government-to-Government (e.g., state-tribal)	<input checked="" type="checkbox"/>
	Professional Licensing	<input checked="" type="checkbox"/>
	Public Utilities	<input type="checkbox"/>
Human Services	Child Dependency and Permanency Planning (Adoption)	<input type="checkbox"/>
	Disability	<input checked="" type="checkbox"/>
	Family Services, including Service Plans	<input type="checkbox"/>
	Health Care	<input checked="" type="checkbox"/>
	Senior Services	<input type="checkbox"/>
	Social Services	<input type="checkbox"/>
	Vocational Rehabilitation	<input checked="" type="checkbox"/>
	Public Assistance - AFS	<input type="checkbox"/>
International	International	<input type="checkbox"/>
Labor and Employment	Collective Bargaining and Labor	<input type="checkbox"/>
	General Employment and Human Resources	<input type="checkbox"/>
	Workers' Compensation	<input type="checkbox"/>
	Workplace Interpersonal Disputes	<input checked="" type="checkbox"/>
Torts or Insurance Claims	Torts or Insurance Claims	<input type="checkbox"/>
Transportation, Housing and Land Use	Construction Industry & Contracts, Civil Engineering	<input type="checkbox"/>
	Eminent Domain	<input type="checkbox"/>
	General Planning	<input checked="" type="checkbox"/>
	Growth Management	<input type="checkbox"/>
	Housing	<input type="checkbox"/>
	Land Use	<input checked="" type="checkbox"/>
	Railroad	<input type="checkbox"/>
	Real Property	<input type="checkbox"/>
	Siting Controversial Projects or Facilities	<input type="checkbox"/>

### **Section 7: Relevant Education and Training**

**Education: University of San Diego, School of Law-J.D. 1990; The London Program, Institute for International and Comparative Law, Litigation Summer-1989; Oxford University, Institute for International and Comparative Law, Civil Liberties-Summer 1988; Lewis and Clark College, BA Sociology, 1985.**

**Training Received: San Diego Mediation Center (now the National Conflict Resolution Center) basic mediation (1988), advanced mediation and group facilitation (1989) combined classes for more than 100 hours of training received and more than 100 hours of observed and coached mediation and facilitation.**

### **Section 8: Relevant Training Conducted by the Provider**

**Hamline University School of Law, Visiting professor, Negotiation Skills, July 1998; Negotiation Skills for Women, June 1996; International Negotiation, July 1999 (Modena, Italy). St. Paul, MN.**

**Lipscomb University, Institute for Conflict Management, Adjunct Professor, Facilitating Dynamic Groups, 32 hours & Conflict Resolution in Health Care, 16 hours. 2008-current. Nashville, TN.**

**Oregon Department of Human Services, Trainer, Ethics for Managers, Core Values, Leadership Academy (conflict management and decision making). 2005-current.**

**Oregon Health Sciences University, Visiting Instructor, Conflict Management in Health Care, Facilitating Meetings, Conflict Management for Leaders. 2007-2009.**

**Pepperdine University, Straus Institute for Dispute Resolution, Adjunct Professor, Introductory Mediation Skills, Negotiation and Settlement Advocacy, Environmental Policy Mediation, and Facilitating Dynamic Groups, 20 hours each. 1998-current. Malibu, CA.**

**University of Idaho, School of Law, Visiting lecturer, Advanced Mediator Forum, 20 hours, Introduction to Negotiation, 12 hours, Environmental Mediation, 20 hours. 1998, 2003, 2004, 2008 & 2012.**

**University of Oregon, School of Law, Adjunct Professor, Alternative Dispute Resolution, Spring Semester, 1999, 2001.**

**University of San Diego, School of Law, Trainer and Lecturer, Mediation Skills Training 1992-1996, 2005-2012.**

**The above training courses have been provided in numerous private and public settings.**

### **Section 9: Workplace Mediation Experience**

**DS Consulting, Portland, OR - Owner/principal mediator (May 1998-Current).** Providing workplace mediation to clients for the past eighteen years. Cases involve workplace and employment issues that arise in the course of business in government agencies, universities and private businesses. Cases have included two party conflicts that have individual or organizational impacts, employer/employee behavioral expectation disputes, multiple parties in a team setting, and issues between executives and their oversight boards. Services have ranged from conflict assessments to mediation and conflict management coaching. Cases have ranged from 5 hours-80 hours depending on the complexity of the organizational setting and the topics discussed. Topics have included alleged harrasment, cross cultural issues, high conflict personalities, the need for clearer expectations, and financial misappropriation. Many cases have included union representatives. Total hours: more than 650 hours.

### **Section 10: Litigation Settlement Related Experience**

### **Section 11: Overall Mediation Experience**

**Donna has been working as a mediator since 1988 mediating a wide range of issues in a variety of settings:**

**1998-current - as Principal of DS Consulting: More than 2000 hours mediating business, government, workplace, healthcare, and public policy disputes. Cases have included disagreements among executives and boards, endangered species issues, citizen complaints about police activity, complaints about quality of health care provided, workplace interpersonal conflicts in agencies and the university setting, and issues between elected officials. Many cases have involved represented employees while others have included top administrators.**

**1990-1994 - as staff to the Center for Municipal Dispute Resolution - Mediated more than 300 land-use, public policy, human resource and community disputes between the City of San Diego, employees, and private or commercial landowners. Acted as a third party neutral in complex public policy issues involving elected officials, department representatives, management, staff and community members. Cases averaged 5 hours. More than 1000 hours mediating.**

**1991-1994 - member/mediator on the American Arbitration Association's "Blue Ribbon Mediator" panel in San Diego, CA. Mediated commercial and real property matters at the request of parties.**

**1988 to 1994 - mediator of community based issues through the San Diego Mediation Center. Mediated complex multi-party mediations referred by Superior Court judges and community issues referred by community members. Mediated 200+ cases involving commercial, family, real estate, contracts, land use, construction, development, landlord-tenant, employment, temporary restraining orders, domestic relations, noise, neighborhood complaints and business disputes.**

## **Section 12: Facilitation Experience**

**DS Consulting, Portland, OR - Owner/principal (May 1998-Current).**  
Facilitating large group dialogues has been a standard offering at DS Consulting since its inception. Ms. Silverberg has facilitated hundreds of large groups during that time with more than 13,000 hours of facilitation related experience. A few project titles and brief examples include:

**Columbia River Regional Oversight Implementation Group (1998-current).**  
Involving four state and six federal agencies, and eleven tribal governments which are jointly managing Columbia River power operations with an eye towards recovering endangered salmon species. Number of parties 75+. More than 200 hours facilitation work per year, since 1998.

**Oregon Department of Education - HB 2680 Work Group (2016).** Facilitated consensus seeking process to develop recommendations to the Legislature and State Board of Education regarding the Smarter Balanced summative test assessment, as mandated by HB 2680. Number of parties: 40+. Consensus reached on final report. More than 200 hours.

**Oregon Department of Forestry - Riparian Rulemaking Advisory Committee (2016).** Facilitated an advisory committee convened to provide recommendations to the Department of Forestry and Board of Forestry. Consensus reached on final report. Number of parties: 20+. More than 150 hours.

**Oregon Department of Human Services - Vocational Rehabilitation (2014)**  
Worked with the director and staff of a VocRehab office to help reduce intra-branch conflicts, increase communication skills, and develop office trust and morale. 25 participants. More than 100 hours.

**Oregon Health Authority - Area Trauma Issues (2016).** Helped the Public Health Division work with trauma centers and emergency services providers to develop a mutually acceptable plan for delivery of trauma patients in the Metro area. Number of parties: 15+. Facilitation related project hours: more than 50.

**Oregon Watershed Enhancement Board - Long Term Investment Strategy (2012-2013).** Designed, planned and headed team which facilitated public sessions around the state to provide ideas and input to the Board. More than 200 participants and over 200 hours.

Please see Public Policy Facilitation Experience and case studies for more examples and details.

## **Section 13: Public Policy Facilitation Experience**

Donna is a member of the Oregon Consensus Affiliated Practitioner Team as a "Senior Level Neutral Public Policy Consensus Service Provider". Examples:



Oregon Consensus/Bureau of Land Management's "Resource Management Plans for Western Oregon". Principal facilitator, process designer and project lead. Assessed, designed, facilitated and managed all interactions of BLM's Cooperative Agency Advisory Group (CAAG) as part of a NEPA planning process to create new land management plans in western Oregon. Members included representatives of 18 counties, 8 tribes, 4 state agencies and 5 federal agencies. Also facilitated the parallel ESA Consultation process. Issues included: timber harvest allocation while recovering endangered spotted owls, salmon, and other species; protecting clean, cold water; honoring tribal trust responsibilities; and protecting socio-economic interests in Oregon. In addition, designed and facilitated more than 40 public workshops and listening sessions to get input on the plans. Federal Record of Decision signed August 5th, 2016.

OR Department of Environmental Quality/U.S. Environmental Protection Agency/Confederated Tribes of the Umatilla Indian Reservation's "Fish Consumption Rate and Water Quality Standards Rulemaking". Worked with the three governments to, first, reach consensus on the human health criteria related to fish consumption in Oregon, and then, worked with a diverse work group of stakeholders to draft the rules related to implementation of the rate. The first phase featured large public workshops with up to 100 people present. The rule was passed by the Oregon Environmental Quality Commission in 2011 and approved by the Tribal Council and EPA. More than 1000 hours of facilitation between 2006-2011. Donna and the three governments received the US Institute for Environmental Conflict Resolution's inaugural Environmental Collaboration and Conflict Resolution Award for this project.

National Marine Fisheries Service (NMFS) - "Pinniped Fishery Interaction Task Force". Principal facilitator/mediator and project lead. Assessed, designed, facilitated, and managed all interactions of a federally required task force convened to advise the Secretary of Commerce, through NMFS, on whether or not to approve a two-state application to lethally remove pinnipeds that are eating endangered salmon in the Columbia River—and whether or not to approve a requested five-year extension of the permit after it was granted. Task force members included regional, state and tribal government; marine mammal and salmon experts; industry; and advocacy groups. All meetings were open to the public. Consensus reached on reports developed for each session. 2016, 2011, 2010 and 2007.

#### **Section 14: Experience as a Public Involvement Practitioner**

