

ATTACHMENT C

STATEMENT OF QUALIFICATIONS (SOQ)

(Revised Pursuant to Addendum No. 1, August 12, 2016)

Section 1: ADR Provider Contact Information & Languages			
Last Name	Mabie	First Name	Penny
Company Name	EnviroIssues		
Business Address	101 Stewart Street, Ste 1200		
City	Seattle	State	Washington
Zip Code	98116	Phone 1	206.269.5041
E-mail	pmabie@enviroissues.com		
Web Site	www.enviroissues.com		
Languages Spoken	English	Fax #	206.269.5046
Section 2: Provider Overview			
<p>The following Section provides a brief overview of the provider's experience and qualifications</p> <p>Penny Mabie is an accomplished and dynamic facilitation professional firmly grounded in regional and national issues. She has more than 25 years of experience designing and implementing creative and engaging approaches that are guided by clear goals and objectives.</p> <p>Penny's has a robust resume of project experience working as a Collaborative Public Policy Facilitator, helping governmental entities and stakeholders reach agreement on controversial public policies or public projects, often within a complex legal, political or regulatory context. Examples of this include working on large landscape conservation and policy beginning in 2010, when she worked with the US Institute and BLM to stand up the Great Basin Landscape Conservation Cooperative (LCC), resulting in the grounds-up convening of BLM's only LCC. This was followed in 2011 with facilitation of the National Landscape Conservation Cooperative Network Coordination, which sought to develop an effective organizational structure for leadership and direction of the LCC National Network and coordination with the Climate Science Centers. As part of this effort, Penny conducted an assessment of internal and external leaders in landscape-scale conservation to identify national needs for the LCC Network. In 2012, Penny supported the USFWS and the US Institute for Environmental Conflict Resolution in convening and facilitating a multi-stakeholder strategy group to design, charter and seat a National Council for the LCC Network. This consensus effort culminated with the inaugural meeting of the LCC Council in February, 2014.</p>			

Section 3 Services Offered and Rate			
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 type="checkbox"/> 1. A <u>Mediation General Practitioner</u> 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.	00.00	00.00 to 00.00 (range) Administrative Assistant	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> Facility Use/ Rental Fees
<input type="checkbox"/> 2. A <u>Facilitation General Practitioner</u> 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.	00.00	00.00 to 00.00 (range) Administrative Assistant	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> Facility Use/Rental Fees
<input checked="" type="checkbox"/> 3. A <u>Public Policy Facilitator</u> 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.	\$184	\$70, Emma Sagor, Associate I \$87, Seth Backer, Associate II \$64, Project Coordinator	<input checked="" type="checkbox"/> Copy/print charges <input checked="" type="checkbox"/> Facility Use/Rental Fees
<input type="checkbox"/> 4. A <u>Public Involvement Practitioner</u> 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	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> Facility rental fees <input type="checkbox"/> Mail or bulk email fees <input type="checkbox"/> Telephone charges <input type="checkbox"/> Website hosting, online software or online services fees <input type="checkbox"/> Video production services <input type="checkbox"/> 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 type="checkbox"/>	<input checked="" type="checkbox"/>
3 Polk, Marion, Yamhill – Counties	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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: :*

All hourly travel charges for the ADR provider and support staff are identical as to how they appear in Section 3.

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
- ☐ 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
- ☒ 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:

Section #6: Provider's Specialized Areas of Expertise		
Area of Expertise	Sub Specialty	Areas of expertise
Business and Finance	General	<input 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 type="checkbox"/>
Education	Education	<input 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 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 type="checkbox"/>
	Professional Licensing	<input type="checkbox"/>
	Public Utilities	<input checked="" type="checkbox"/>
Human Services	Child Dependency and Permanency Planning (Adoption)	<input type="checkbox"/>
	Disability	<input type="checkbox"/>
	Family Services, including Service Plans	<input type="checkbox"/>
	Health Care	<input type="checkbox"/>
	Senior Services	<input type="checkbox"/>
	Social Services	<input type="checkbox"/>
	Vocational Rehabilitation	<input 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 type="checkbox"/>
Torts or Insurance Claims	Torts or Insurance Claims	<input type="checkbox"/>
Transportation, Housing and Land Use	Construction Industry & Contracts, Civil Engineering	<input checked="" type="checkbox"/>
	Eminent Domain	<input type="checkbox"/>
	General Planning	<input type="checkbox"/>
	Growth Management	<input type="checkbox"/>
	Housing	<input type="checkbox"/>
	Land Use	<input checked="" type="checkbox"/>
	Railroad	<input checked="" type="checkbox"/>
	Real Property	<input type="checkbox"/>
Siting Controversial Projects or Facilities	<input checked="" type="checkbox"/>	

Section 7: Relevant Education and Training

- **Chapman University** | M.A., Organizational Leadership, 2002
- **The Evergreen State College** | B.A., Public Policy and Environmental Studies, 1991
- **Institute for Participatory Management and Planning** | Citizen Participation by Objectives and Systematic Development of Informed Consent, 1997 – 1998
- **International Association of Public Participation (IAP2)** | Certificates in Effective Planning, Effective Communications and Effective Techniques for Public Participation, 2008, Licensed Public Involvement Trainer, 2009

Section 8: Relevant Training Conducted by the Provider

- **International Association of Public Participation (IAP2)** | Certificates in Effective Planning, Effective Communications and Effective Techniques for Public Participation, 2008, Licensed Public Involvement Trainer, 2009

Section 9: Workplace Mediation Experience

n/a

Section 10: Litigation Settlement Related Experience

n/a

Section 11: Overall Mediation Experience

n/a

Section 12: Facilitation Experience

n/a

Section 13: Public Policy Facilitation Experience

Overview:

Penny's facilitation practice is founded in a relentless pursuit of fairness, objectivity, neutrality, and mutual respect. Her facilitation style addresses the needs of divergent parties and is appropriate to the tempo and tone of individual and organizational dynamics. Penny is a licensed trainer for the International Association of Public Participation and brings that expertise to every project. As a facilitator, Penny designs and guides short-and-long-term processes with respect and a focus on achieving measurable and durable outcomes. She has facilitated small and large multi-stakeholder, multi-interest groups on complex and contentious topics to satisfactory outcomes for all involved.

Examples:

A list of Penny Mabie's public policy facilitation experience is detailed below:

North Pacific Landscape Conservation Cooperative

US Fish and Wildlife Service, 2012 – present

Facilitator for steering committee consisting of executives and leaders from federal agencies, state and Canadian province agencies, and Tribes involved with conservation and climate change in the North Pacific temperate rain forest region. Work with U.S. Fish and Wildlife Service to plan agendas, design decision processes and develop meeting materials to help the steering committee provide guidance and assist with collaborative efforts regarding science needs, decision support tools, and community engagement in conservation activities and planning. Manage use of online distance technology to enable participation from agencies and organizations from California to Alaska to virtually attend in-person meetings, and use online dialog tools to support between-meeting dialog and deliberations on steering committee and sub-committee topics.

Great Basin Landscape Conservation Cooperative

Bureau of Land Management, 2012 – present

Facilitator for steering committee of executives and leaders from federal, state, tribes, academics, non-governmental organizations and industry involved with conservation and climate change in the Great Basin region. Work with BLM LCC coordinator and U.S. Fish and Wildlife Service science coordinator and Executive Committee to plan agendas, design decision processes and develop meeting materials to help the Steering Committee provide guidance and assist with collaborative efforts regarding science needs, key partnerships, regional initiatives, and community engagement in conservation activities and planning. Design and manage an annual online public forum to involve the Great Basin conservation community in the work of the LCC and provide guidance and feedback on strategic goals and science priorities. Facilitate smaller working groups on specific topics including strategic planning, tribal engagement and grant funding planning.

National Landscape Conservation Cooperative Network Coordination

US Institute for Environmental Conflict Resolution; US Department of the Interior, 2011 – 2014

Provided facilitation support, organizational development advice, and process tools to support the U.S. Department of the Interior with developing a broad-based LCC network and leadership structure to facilitate improved support, guidance and policy consistency as well as to foster more effective learning and coordination among the regional LCCs.

National network: Designed and conducted an internal and external assessment of DOI leadership and national conservation partner leadership to inform the network needs of 22 independent LCCs designed to address climate change and other resource stressors at the landscape level and to probe the viability of establishing a national body to meet those needs. Analyzed and synthesized findings from 50 interviews. Reported assessment outcomes and recommendations to senior DOI leadership and to the conservation community via briefing papers and webinars.

National Council: Designed group process, convened and facilitated a national strategy team to develop a proposal for how to meet the national/supra-national needs of the LCC network. Strategy team included federal partners (DOI, USDA, U.S. Commerce Department), five state agency directors, Tribal representatives, and national NGO leadership. Conducted chartering, managed recruitment process for 26 members and facilitated the inaugural LCC Council meeting.

National Workshop 2012: Project manager and lead facilitator for planning, organization, facilitation and documentation of a national workshop to highlight the Landscape Conservation Cooperative initiative. Worked with multiple planning teams to develop workshop program, secure speakers, and organize sessions. Coordinated 18 breakout sessions, four plenary sessions and planned and facilitated a World Café. Managed registration for 375 attendees. Developed workshop website with online program, registration, proceedings and YouTube channel for session videos.

Green River System Wide Improvement Framework

King County, 2013 – 2015

Facilitated Technical Advisory Committee and Advisory Council working with U.S. Army Corps of Engineers to develop System Wide Improvement Framework for Lower Green River. Working with the technical team to frame issues for the Technical Advisory Committee's consideration. Using dialog and decision tools to help the Technical Advisory Committee and the Advisory Council develop recommendations for the King County Flood Control District. Balancing needs of businesses interested in ensuring Flood Control Insurance costs stay low through certified levees, cities committed to providing reliable and safe transportation and recreation services to their communities and conservation organizations concerned with water quality and temperature for endangered species and their habitats.

Federal Family Executive Leadership Meetings on Greater Sage-grouse

National Fish and Wildlife Association and US Bureau of Land Management, 2013 – 2014

Facilitated four multi-day, multi-agency executive leadership meetings between the Bureau of Land Management, U.S. Forest Service, and U.S. Fish and Wildlife Service. The meetings were convened to support consistent decision-making by state directors and agency leadership on actions leading to consistent progress and framework for land use planning across the Greater Sage-grouse range. Worked with technical team to frame issue presentations, developed ground rules and designed and facilitated deliberative processes to ensure consensus on key decisions and develop inter-agency agreements and commitments on major issues pertaining to land use plans and the National Environmental Policy Act Environmental Impact Statements being prepared by BLM and the USFS related to conservation of the Greater Sage-grouse. Managed agency caucusing to ensure all leaders and their technical staff had the opportunity to fully consider key decision parameters and make full commitments to action steps, policy determinations and other needed decisions.

Lower Yakima Groundwater Management Area Program

Yakima County, 2012 – 2014

Facilitated committee tasked with developing the Lower Yakima Groundwater Management Area Program to reduce nitrate contamination in the area's groundwater. Worked with Yakima County and the Washington State Department of Ecology to design advisory committee processes to help bring a committee of vastly diverse and historically alienated representatives from agricultural, environmental, community health, research and state and federal regulatory agencies together on area-wide program. Developed agendas, framed science and regulatory presentations, developed process tools, convened sub-committees, and managed conflicts within the committee membership to help move the committee through development of mission and goals, committee charter, problem identification, and potential solutions.

Greater Sage-grouse National Technical Team

Bureau of Land Management, August 2011 – January 2012

Facilitated National Technical Team to develop range-wide conservation measures for the Greater sage-grouse to help avoid U.S. Fish and Wildlife Service listing of the species as endangered. Facilitated week-long sessions in August and December 2011 with national sage-grouse experts, state biologists and technical staff from all BLM programs to combine best available science with land use policies and practices to develop a set of conservation measures to guide all activities on land managed by BLM. Designed and managed full-group sessions, break-out sessions, live editing and technical presentations to inform development of the report. Planned and facilitated virtual editing sessions to edit, polish and finalize the technical report resulting in a final product that was provided to the National Policy Team for review and adoption.

**US Institute of Environmental Conflict Resolution; Bureau of Land Management
2010 – 2012**

Provided strategic facilitation, organizational leadership advice, and process tools to assist the Bureau of Land Management with standing up a new organization to serve as a hub for conservation research and initiatives addressing conservation in the Great Basin. Conducted research on organizational models around the country and within the Great Basin to inform convening conversations. Organized and facilitated potential partner meetings to introduce the Great Basin Landscape Conservation Cooperative premise. Convened and facilitated a three-day workshop for an organizing committee to develop mission, values, goals, organizational structure, bylaws, and membership for the new organization. Advised BLM on outreach to potential partners across the five states of the Great Basin and developed and hosted web-based and on-the-ground outreach activities. Facilitated Steering Committee meetings, working group meetings and Basin-wide community forum to guide the activities of the LCC.

Puyallup River Flood Protection Executive Task Force

Pierce County Water Programs, 2008 – 2012

Convened and facilitated an executive task force to address the flood protection system in the Puyallup River in Pierce County. Conducted stakeholder interviews to inform task force expectations, operating principals and work plan development. Managed invitations to local elected officials and Puyallup Tribe and chartered the group. Guided the task force through alternatives development and evaluation, and helped the group reach consensus on alternatives recommendation for the next phase of study. Worked with the sponsor and the task force to plan and facilitate ongoing meetings to address funding strategies, coordination with additional planning efforts in the Puyallup and adjacent watershed, and to provide input into the US Army Corps of Engineers Puyallup River General Investigation. The task force was sunsetted in 2012, with its work being taken on by a newly formed Flood Control Zone District Advisory Committee.

SR 520 Resource Agency Coordination Process (RACp) Facilitation

Washington State Department of Transportation, 2008 – 2010

Facilitated group of resource agency representatives with permitting or other regulatory role in the SR 520 Bridge Replacement and HOV Program, including EPA, Washington Department of Ecology, Muckleshoot Indian Tribe, U.S. Army Corps of Engineers, WA Department of Fish and Wildlife, and local cities. With a complex regulatory environment and multiple and interconnected environmental impacts to manage, the RACp was convened to ensure interagency coordination.

Hanford Advisory Board

US Department of Energy, 2002 – 2010

Project manager and lead facilitator for the Hanford Advisory Board (Board), a 31-member citizens' group advising the U.S. Department of Energy, the Environmental Protection Agency and the Washington State Department of Ecology on cleanup of the Hanford Site. Planned and facilitated Board meetings and standing committee meetings including: agenda development; facilitation, coordination and tracking of issues between committees and the full Board; issue resolution; and formal record keeping and documentation under the Federal Advisory Committee Act.