

**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	Hines	First Name	Victoria (Tory)
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	tory@dsconsult.co		
Web Site	<a href="http://www.mediate.com/DSConsulting">http://www.mediate.com/DSConsulting</a>		
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			
<p><b>Tory Hines has worked at DS Consulting, a woman-owned mediation and facilitation services firm, since 2013. Over the past three years, Tory has served as a mediator, project manager and written communications expert.</b></p> <p><b>Tory works on a wide range of projects in the areas of natural resource, healthcare and workplace mediations. She mediates monthly with the Multnomah County Small Claims Court Mediation Program, mediating in the areas of family law, contracts and landlord-tenant disputes.</b></p> <p><b>Tory is a member of the Oregon State Bar and the Multnomah County Bar Association. Tory's background provides a combination of experience in the legal field and working with city, state and federal governments. She brings a legal perspective to mediation along with an enthusiasm for environmental law and management. She subscribes to the Oregon Mediation Association's Core Standards of Mediation Practice, the Association for Conflict Resolution, Model Standards of Conduct for Mediators and the Oregon Rules of Professional Conduct and Professional Responsibility.</b></p>			

<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"/> 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.	75.00	25.00 to 50.00 (range) Administrative Assistant	___ Copy/print charges <input checked="" 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	___ Copy/print charges ___ Facility Use/Rental Fees
<input 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.	00.00	00.00 Staff Title	___ Copy/print charges ___ 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 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

<b>Section 4A: Does the Provider charge travel expenses to provide services in your area?</b>		
<b>County or County Area</b>	<b>Available to work in this area without charging travel expenses.</b>	<b>Available to work in this area but will charge travel expenses</b>
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 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>Section 4B: Hourly Travel Charges.</b> <i>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: :</i></p>		
<p>Travel expenses are \$37.50/hour for the Proposer and \$25.00/hour for administrative staff.</p>		

**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 # 140925
- Other professional licenses: **Oregon Real Estate License #201204932**

<b>Section #6: Provider's Specialized Areas of Expertise</b>		
<i>Area of Expertise</i>	<i>Sub Specialty</i>	<i>Areas of expertise</i>
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 checked="" type="checkbox"/>
	Special Education	<input type="checkbox"/>
Environmenta	Agricultural Exceptions (goal 2)	<input type="checkbox"/>
	Agriculture	<input 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 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 checked="" type="checkbox"/>
	Professional Licensing	<input type="checkbox"/>
	Public Utilities	<input 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 checked="" type="checkbox"/>
Labor and Employment	Collective Bargaining and Labor	<input type="checkbox"/>
	General Employment and Human Resources	<input checked="" type="checkbox"/>
	Workers' Compensation	<input type="checkbox"/>
	Workplace Interpersonal Disputes	<input checked="" type="checkbox"/>
Torts or Insurance Claims	Torts or Insurance Claims	<input checked="" type="checkbox"/>
Transportation, Housing and Land Use	Construction Industry & Contracts, Civil Engineering	<input 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 type="checkbox"/>
	Real Property	<input checked="" type="checkbox"/>
Siting Controversial Projects or Facilities	<input type="checkbox"/>	

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

**J.D. - Willamette University College of Law, 2012.**

**Specialized Certificate in Sustainable Environmental, Energy and Resource Law.**

**Certificate of Completion - Comparative Law Program - East China University of Politics and Law & Willamette University College of Law, 2011.**

**The curriculum included lectures and discussions about Mediation and Arbitration, Contract Law, Environmental and Energy Law and other topics of Chinese Law.**

**B.A. in History, Cum Laude - Wake Forest University, 2009.**

**Minor in International Affairs.**

**Basic Mediation Training - Resolutions Northwest. 34-hour comprehensive skills training required by OAR 718-020-0070 to be a mediator in the State of Oregon. This training provided the skills to be a facilitative mediator, emphasizing interest-based approaches, confidentiality, impartiality and negotiation for small and large groups. Portland, OR, January 2015.**

**Multnomah County Small Claims Mediation Training. Portland, OR, February 2015. This 8-hour training conducted by Jacqueline Abel and Molly Keating emphasized the role of mediators in court-based interpersonal disputes, confidentiality, impartiality and effective listening tools.**

**Court Appointed Mediator for Multnomah County Small Claims, March 2015-Present.**

**Facilitating Effective Meetings - DS Consulting. 12-hour training conducted by Donna Silverberg and Charles Wiggins focusing on group facilitation techniques and process designs. July 2016.**

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

**Assisted lead trainers in twelve two-hour workshops on conflict management skills for a large organization. Workshops covered conflict styles, communication and negotiation skills, working in groups, high conflict personalities, and the impacts of organizational culture on conflict.**

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

**(30 hours) Working closely with our lead mediator, provided mediation services for various departments at a university dealing with work related disputes. Mediations often included one-on-one conversations with faculty, process design recommendations for staff meetings and drafting session summaries for the participants. Cases have included 4-25 participants. January 2016-Present**

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

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

(300+ hours)

**Mediator with Multnomah County Small Claims Court:** Mediated 30 cases, totaling roughly 100 hours. Cases have involved areas of family law, contracts, bill collection and landlord-tenant disputes. The process also involves an in-depth debrief with court-based mediation staff about the issues, process and resolutions reached. 2015-Present. Approximately 100 hours.

**Mediator with DS Consulting:** I have provided mediation services in a variety of areas involving people from state and federal agencies including natural resources, workplace, and healthcare related disputes. Examples of my work include: mediating a dispute between staff from different government agencies where the people representing each agency struggled to hear and understand the others' perspective. The mediation helped the parties clearly articulate their views, develop understanding, brainstorm alternatives and find a resolution that satisfied both sides; interviewing parties to a complex workplace mediation to help understand their issues and needs during the process, then co-mediated sessions to help them resolve those issues. Since 2013, I have provided mediation support and co-mediated various confidential mediations, totaling over 200 hours.

### **Section 12: Facilitation Experience**

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

Providing facilitation support consisting of client interviews, notetaking at meetings, drafting meeting summaries, handling session logistics, and debriefing with very experienced facilitation team. In addition, I have provided small group facilitation. I have assisted the DS Consulting team on the following projects: (150+ hours) **Columbia River Regional Implementation Oversight Group:** Weekly meetings discussing and seeking agreement and recommendations on technical operations relating to the hydropower system and endangered species in the Columbia River. This forum consists of State representatives (4), Federal Action Agencies (3), Federal Fish Management Agencies (2) and Tribal representatives (10+). This forum is open to the public and uses a consensus-seeking process. I am the facilitation team's notetaker and draft the facilitation summary for each meeting. In addition, I work with members of the team as needed to help resolve issues between meetings. 2013-Present.

(50 hours) **Oregon Department of Education:** In 2015, the Oregon Legislature passed HB 2680 which mandated that ODE convene a work group of experts to determine how to implement the results of a statewide summative assessment developed by a multi-state consortium. DS Consulting provided facilitation

services for the work group, which met four separate times and developed a set of recommendations to present to the State Board of Education and the interim committees of the Legislative Assembly. Each meeting consisted of 20-40 participants: state employees, members of school districts throughout Oregon, teachers and superintendents, and experts from various universities. Consensus was reached on the final report, which we drafted on behalf of the work group. January 2016-August 2016

(25 hours) Bonneville Pinniped-Fishery Interaction Task Force: National Marine Fisheries Service (NMFS) convened a Task Force on May 31, 2016 to provide a recommendation on whether NMFS should approve or deny the States of Oregon and Washington's January 27, 2016 application for a 5-year extension of a permit to allow lethal removal of California Sea Lions who eat endangered salmon in the Columbia River. DS Consulting interviewed members and NMFS, created the agenda, coordinated the creation of materials for the meeting. I supported each stage of the process and was responsible for drafting the meeting summary and editing the final report. This Task Force included Tribal representatives (5), State Agencies (2), Federal Action Agencies (2), a Federal Fish Management Agency (1), and non-profits (4). This process was open to the public and used a consensus-seeking process to develop the recommendation for NMFS. Consensus was reached on the report our team drafted on behalf of the Task Force. May-June 2016.

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