

# ATTACHMENT C

## STATEMENT OF QUALIFICATIONS (SOQ)

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

Section 1: ADR Provider Contact Information & Languages			
Last Name	Hayman	First Name	Susan
Company Name	EnviroIssues		
Business Address	101 Stewart St, Ste 1200		
City	Seattle	State	Washington
Zip Code	98101	Phone 1	206.269.5041
E-mail	shayman@enviroissues.com		
Web Site	<a href="http://www.enviroissues.com">www.enviroissues.com</a>		
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><b>Susan Hayman brings an in-depth understanding of science and natural resource management and policy to her passion for neutral facilitation and meaningful tribal and stakeholder outreach and engagement. She has worked extensively in collaborative decision-making and group conflict resolution at national, regional, and local scales, including casework in Idaho, Montana, Oregon, Utah, and Washington. Susan applies her optimistic and outcomes-oriented approach to situation assessment, process design, implementation, conflict resolution, and facilitation of complex and controversial actions affecting public lands and resources across the country.</b></p> <p>Susan's work experience includes working with senior-level agency and department staff, including the directors of BLM, USFWS, USGS, USFS, and others at the Next Steppe: Sage-grouse and Rangeland Wildfire in the Great Basin Conference held in November 2014. She supported the Interagency Conservation and Consultation for the National Fire Plan, and the Greater Sage-grouse Range-wide Issues Forum. Susan has supported land and resource management planning, travel management planning, and project implementation activities on 15 different national forests in Regions 6, 4 and 3, as well as on BLM-administered public lands in southern Idaho and southern Utah. She works closely with senior members of the U.S. Department of Energy, DOI, NOAA, federal tribes and the states of Oregon and Washington on the Hanford Natural Resource Trustee Council.</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.	\$169	\$70 Emma Sagor, Associate 1 \$87 Seth Baker, 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](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:



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 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 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 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 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 type="checkbox"/>
Siting Controversial Projects or Facilities	<input checked="" type="checkbox"/>	

### Section 7: Relevant Education and Training

- **Washington State University** | B.S. in Natural Resource Management. 1984
- **International Association of Facilitators** | Certified Professional Facilitator
- **International Association of Public Participation** | Certificate in Public Participation
- **U.S. Institute for Environmental Conflict Resolution** | Member, Roster of Practitioners
- **U.S. Department of Interior's Collaborative Action and Dispute Resolution (CADR)** | Roster Member

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

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:

Susan has invested much of her career in the arena of landscape-scale public land and resource management, providing neutral services for planning and implementation of forest and rangeland restoration, endangered species habitat conservation, and management of wildland fire across multiple jurisdictions. She served as lead facilitator under the auspices of the U.S. Institute for BLM's Landscape Approach, initiated in 2010, which sought to utilize landscape-scale assessments as a basis for management of resources across administrative boundaries, and to institutionalize collaboration at a landscape-scale within the Bureau. Susan facilitated the BLM Design Team, convened as a representative group from all organizational levels within the BLM to develop both an internal and external engagement strategy and collaborative approach to resource management.

#### Examples:

A list of Susan Hayman's public policy facilitation experience is detailed below:

#### **Hanford Natural Resource Trustee Council**

#### **US Department of Energy, 2014 – present**

Serves as facilitator for the Hanford Natural Resource Trustee Council. The Council's eight trustees represent federal, state, and tribal governments preparing a natural resource damage assessment to identify and restore injuries to natural resources and the services they provide caused by releases of hazardous substances from the



**RFP DASPS 2599-16 – Alternative Dispute Resolution Services**

Hanford Site. Provides process and meeting design and facilitation, as well as consensus-building and conflict resolution services.

**Colville and Okanogan-Wenatchee National Forest Plan Revision**

**US Institute for Environmental Conflict Resolution; U.S.D.A. Forest Service  
2006 – present**

Provides public involvement, facilitation, and documentation designed to engage tribes and stakeholders in this regional land-use planning NEPA process. Susan has facilitated the development of numerous products for these two forests, including an internal and external assessment of stakeholders perspectives and collaborative capacity; consensus-based forest-wide management themes; desired conditions and suitability for vegetation and recreation resources; considerations for components of the Forest Service wilderness evaluation process; and input on wilderness recommendations.

**Sagebrush Restoration/Rehabilitation in the Great Basin**

**U.S.D.I. Collaborative Action and Dispute Resolution; Bureau of Land Management,  
2014 – present**

Provides process design, conflict assessment, and facilitation for a national, interagency effort to conserve and protect Greater Sage-grouse and sagebrush steppe habitat in the Great Basin. Work to date includes:

- The Next Steppe: Sage-grouse and Rangeland Wildfire in the Great Basin. Provided final design, facilitation, technical, and logistical support of this pivotal conference that included over 300 participants and resulted in participant-prioritized recommendations of critical actions for operational practices, national policy, and supporting science for fire management. Many of these recommendations were incorporated into the subsequent U.S.D.I. Secretarial Order 3336.
- Science Coordination Workshop/Online Assessment. Designed and facilitated a 3-day, 35-person interagency workshop to identify shared science priorities for Greater Sage-grouse conservation and mitigation planning. The workshop resulted in developing initial recommendations for key management questions and related science needs. This workshop was followed up by an online assessment of science and management stakeholders to rank the importance of management questions and science needs, and to identify research priorities to pursue at both landscape and local scales. These recommendations are expected to be documented in a USGS open file report.
- Greater Sage-grouse Plan Implementation “Mini-Summits.” Designed and facilitated two sets of intensive multi-day interagency meetings to develop national recommendations for coordinating consistent implementation of Greater Sage-grouse Plans.

**Hanford Advisory Board**

**US Department of Energy, 2008 – 2014**

Served as the lead facilitator for the Hanford Advisory Board (Board), which provides informed recommendations and advice to the U.S. Department of Energy, the U.S. Environmental Protection Agency, and the Washington State Department of Ecology. Facilitated the Board’s adoption of over 50 pieces of consensus advice, and its production of 22 pieces of communication and other consensus Board products. Facilitated Board meetings, committee meetings, and conference calls. Responsibilities included meeting agenda development; neutral facilitation, coordination and tracking of issues between committees and the full Board; conflict resolution; and oversight of formal record keeping and documentation under the



Federal Advisory Committee Act. Implemented numerous collaborative technology processes to enhance member interaction.

**Aerial Application of Fire Retardant on National Forest System Lands**

**US Institute for Environmental Conflict Resolution; U.S.D.A. Forest Service, 2011 – 2013**

Served as lead facilitator for a national tribal and stakeholder outreach and engagement process to support the analysis and preparation of an environmental impact statement (EIS). Conducted tribal and stakeholder assessment interviews and prepared the formal assessment report. Developed and implemented the tribal and stakeholder engagement plan, served as the stakeholder communication point of contact, developed communication and outreach materials, and maintained community information repositories. Neutrally co-facilitated and documented seven distinct tribal, technical, and community listening sessions, a science panel, four interagency and stakeholder discussion groups, and a series of separate tribal and national stakeholder webinars. Utilized a variety of in-person and virtual meetings to provide maximum inclusion of tribes and stakeholders across the nation within the bounds of allocated resources. Recommendations from these interactions were incorporated into the final EIS.

**BLM Landscape Approach**

**US Institute for Environmental Conflict Resolution; BLM, 2009 – 2013**

Provided process design and neutral facilitation support for the early development of a nation-wide landscape approach and subsequent national policy using landscape-scale assessments as a basis for management of resources across administrative boundaries. Facilitated the BLM Design Team, convened as a representative group from all organizational levels within the BLM to develop both an internal and external engagement strategy and collaborative approach to resource management. She also facilitated an interagency team developing a national crosswalk of landscape-scale natural resource assessments.

**National Landscape Conservation Cooperative Network**

**US Institute for Environmental Conflict Resolution; US Fish & Wildlife Service  
2012 – 2013**

Facilitated the development and implementation of the mission, vision, goals, and charter for the National Landscape Conservation Cooperatives Coordinators Team (LCT). Designed, facilitated, and documented two national multi-day workshops, including one conducted entirely virtually. Planned and facilitated monthly webinars to maintain progress on critical action items.

**Sawtooth Vision 20/20**

**US Institute for Environmental Conflict Resolution; U.S.D.A. Forest Service: 2006-2007; Sawtooth Society, 2009 – 2010; 2013**

Served as the lead facilitator and primary contact for work group participants of the Sawtooth Vision 20/20—Strategies for the Future collaborative process for the Sawtooth National Recreation Area. Using stakeholder interviews as a basis, strategically planned, designed, facilitated, and maintained the integrity of the collaborative community planning process. Facilitated communication about the process among participants and the public. Prepared and published the final adopted plan: Sawtooth Vision 20/20: Strategies for the Future. Provided periodic collaboration and facilitation services during community updates of this plan.



**Gateway West Transmission Line Programmatic Agreement Meeting  
Idaho Power, December 2009, February 2011**

Facilitated two meetings during the development of the Gateway West Programmatic Agreement (PA) regarding compliance with Section 106 of the National Historic Preservation Act. The project is a proposed 1100-mile transmission line crossing multiple federal, state, and local jurisdictions and the ancestral lands of several Indian tribes. Using a complex combination of video conferencing, online screen sharing, and in-person participation, produced a respectful and productive conversation among 30-35 participants representing multiple federal agencies, industry, and sovereign tribal nations.

**Blue Mountains of Eastern Oregon**

**January 2005 – May 2006**

Served as co-facilitator during the collaborative process for forest plan revision on the Wallowa-Whitman, Umatilla, and Malheur National Forests. Provided facilitation, process design, and capacity building services.

**Payette Bighorn Sheep Science Panel**

**U.S.D.A. Forest Service, September 2006 – November 2006**

Interviewed and assembled a group of bighorn sheep and domestic sheep disease experts to serve on a science panel convened by the Payette National Forest. Collected and consolidated scientific literature into a resource binder for the panel. Served as the panel facilitator, with additional responsibilities for overseeing the documentation of the meeting's final report. A key accomplishment of this meeting was the distillation of the "Payette Principles," which are eight statements of agreement among the panel that have become a national standard for addressing disease transmission issues between bighorn and domestic sheep.

**Hells Canyon Collaboration Team**

**Idaho Power, October 2000 – June 2002**

Facilitated the process and meetings for a stakeholder group composed of 60 participants drawing from nearly 300 agency, organization, and tribal leaders, elected officials, and private citizens concerned with the relicensing of three hydropower dams within Idaho Power Company's Hells Canyon Complex. Facilitated technical resource work groups as needed.

**Interagency Conservation & Consultation**

**November, 2000 – 2002**

Designed and facilitated the process and meetings for the Interagency Conservation & Consultation Team as it developed and implemented a regional strategy for Endangered Species Act consultation on National Fire Plan projects in the Northwest (Wyoming, Utah, Idaho, Nevada, Washington, Oregon). Also designed, facilitated and documented a week-long workshop for 80 biologists to develop specific design criteria for the regional strategy.

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

n/a