

## ATTACHMENT C

### STATEMENT OF QUALIFICATIONS (SOQ)

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

Section 1: ADR Provider Contact Information & Languages			
Last Name	<b>Ciborowski</b>	First Name	<b>Sylvia</b>
Company Name	<b>JLA Public Involvement</b>		
Business Address	<b>1110 SE Alder Street, Suite 301</b>		
City	<b>Portland</b>	State	<b>OR</b>
Zip Code	<b>97214</b>	Phone 1	<b>503-235-5881</b>
E-mail	<b>sylvia@jla.us.com</b>		
Web Site	<a href="http://www.jla.us.com">www.jla.us.com</a>		
Languages Spoken	<b>English, Polish, Spanish</b>	Fax #	<b>503-230-4877</b>
Section 2: Provider Overview			
<p>The following Section provides a brief overview of the provider’s experience and qualifications</p> <p>Sylvia Ciborowski is a Public Involvement Manager and Facilitator at JLA Public Involvement. During her eight years with JLA, Sylvia has worked on many complex projects exclusively for public agencies in Oregon and Southwest Washington. These projects cover a broad range of subjects including facility design and construction, multicultural outreach, waste management, environmental management, and transportation and land use planning. She has broad experience in planning and facilitating meetings and workshops, developing educational and outreach materials, conducting stakeholder interviews and outreach, and synthesizing and reporting on outreach.</p> <p>Sylvia also acts as JLA’s Equity and Environmental Justice Specialist, providing strategy guidance to ensure meaningful engagement with underserved and minority communities. She is fluent in Polish and Spanish and can provide Spanish-language writing and facilitation. She has facilitated meetings in Spanish, and has co-facilitated meetings in several other languages. Prior to coming to JLA, Sylvia spent two years in Peru as a Fulbright Scholar where she led community outreach efforts and training workshops with Spanish-speaking native communities.</p> <p>Sylvia excels at developing public involvement plans to engage a wide range of interested parties, and that anticipate stakeholder conflicts that may arise. She works on complex public engagement efforts that require prioritizing, scheduling, and tracking outreach activities. She has facilitated workgroups and committees on a wide range of topics including passenger rail, local transportation planning, equity and diversity issues, and transportation system development charges.</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	47.00 to 89.00 (range) Administrative Assistant	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> Facility Use/ Rental Fees
<input checked="" 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.	119.47	47.00 to 89.00 (range) Administrative Assistant	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> 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	Up to 47.00 Admin 1 Up to 80.00 Admin 3 Up to 78.00 PI Specialist 1 Up to 89.00 PI Specialist 2 Up to 102.00 PI Specialist 3 Up to 118.00 PI Specialist 4 Up to 134.00 PI Specialist 5	<input type="checkbox"/> Copy/print charges <input type="checkbox"/> Facility Use/Rental Fees
<input checked="" 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.	119.47	Up to 47.00 Admin 1 Up to 80.00 Admin 3 Up to 78.00 PI Specialist 1 Up to 89.00 PI Specialist 2 Up to 102.00 PI Specialist 3 Up to 118.00 PI Specialist 4 Up to 134.00 PI Specialist 5	<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: :*

The provider and other staff will charge for travel time at the hourly rates shown in Section 3. JLA works with clients to set maximum hours per day for travel.

**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 # **140600**
- 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 checked="" 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 type="checkbox"/>
	Special Education	<input type="checkbox"/>
Environmental	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 type="checkbox"/>
	Energy	<input checked="" type="checkbox"/>
	Forestry	<input type="checkbox"/>
	Hazardous Materials and Environmental	<input 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 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 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 checked="" type="checkbox"/>	

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

Sylvia has a strong background in conflict resolution, mediation and consensus building. Sylvia received a J.D. from Lewis and Clark School of Law, with an Environmental and Natural Resources Law Certificate. During her time at law school she took numerous courses in alternative dispute resolution, particularly mediation and negotiation. She won the regional ABA negotiation competition and competed at the national level. Sylvia also has a bachelor's degree in international relations from Loyola Marymount University and a Juris Doctor (J.D.) from Lewis & Clark Law School.

She currently volunteers as a court mediator with the Multnomah County Circuit Court and has received more than 100 hours of formal mediation training, including Basic Plus Mediation Training and Advanced Workplace Mediation Training (with the Confluence Center for Mediation & Training) and training through Multnomah County Courts to become a certified court-connected mediator.

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

Sylvia has conducted trainings and presentations on a variety of public involvement and conflict resolution topics, including:

- How to partner with community based organizations to improve outreach to minority and underserved populations, IAP2 Conference
- Panel with Portland-based equity and diversity leaders, IAP2 Conference
- Conflict resolution techniques for planners training, Oregon Chapter of the American Planning Association Conference

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

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

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

Sylvia has been a volunteer mediator with the Multnomah County Small Claims Court for more than two years. She mediates court cases on a range of topics, including small business disputes, landlord-tenant claims, collections cases, and contract disputes. She has mediated over 50 cases with more than 100 hours of experience.

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

Sylvia has been facilitating public meetings and committees for government agencies for more than five years. Her work has included facilitating long-term advisory committees, annual strategic planning meetings, discussion and focus group meetings, large public open houses, and meetings in other languages. Clients have included Clackamas County, the Oregon Department of Transportation, Metro, City of Portland, and Washington County, among others. All of her facilitation work with JLA has been with public agencies and stakeholders located in Oregon and Southwest Washington.

Sylvia works with agencies prior to facilitating any meeting to develop an agenda and facilitation style to meet the agency goals. She excels at developing meeting formats and discussion questions that will put participants at ease and promote fluid conversation, with the aim of providing the agency with input on specific issues and outcomes. She has facilitated meetings on complex and controversial multi-year projects, as well as one-time discussion group meetings for short-term project. Her meeting formats have included large group discussions, partner work, breakout sessions, visioning exercises, flip chart exercises, activities using iPad survey tool technology, among others.

Topic areas for the meetings that Sylvia has facilitated include transportation, land use planning, climate change issues, health, equity, and natural resources. A select example of Sylvia's facilitation experience includes:

- Leading nine discussion group meetings in multiple languages to engage more than 200 non-English speakers in developing TriMet's long-range bus plans. Sylvia partnered with community-based organizations to develop agendas and engage participants. Sylvia co-facilitated meetings in Spanish and English languages, and trained or guided facilitators in Vietnamese, Bhutanese, and Russian languages. The process helped TriMet adapt its bus plans to meet the needs of underserved communities and move forward to finalize and implement these long-range plans.
- Facilitating two long-term committees as part of Clackamas County's process to improve travel by all modes – walking, biking, transit and driving. The committees advised on development of a new land-use designation called a mixed-use multimodal boundary in the County's vibrant regional center; provided input to develop new transportation standards for the regional center; and helped the County develop a new methodology, project list and rates for its Transportation System Development Charge program. The committees included members with a wide range of backgrounds and interests, including economic, education, neighborhood, transportation, development, real estate, and transportation as well as agency staff.
- Implementing the annual strategic planning meeting for a neighborhood district and its board, in order to reflect on past successes and setbacks and set priorities for the coming year.
- Facilitating discussion with health and equity leaders focused on assessing long-term transportation strategies in Washington County, Oregon.
- Facilitating discussion with agriculture and rural interests concerned to discuss options for siting a passenger rail alignment through sensitive lands.

We estimate Sylvia's facilitation experience to be well over 500 hours.

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

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

Sylvia's eight years of public involvement experience includes strategizing and implementing comprehensive public involvement programs, planning and facilitating meetings and workshops, conducting stakeholder interviews and focus groups, managing public information materials and campaigns, and outreach reporting. She

excels at leading multi-disciplinary teams to accomplish public involvement goals and objectives.

Sylvia has strong experience developing comprehensive public involvement plans. She begins each public involvement effort by working with the agency to identify project and public involvement goals, obstacles, key stakeholders, political concerns, and audiences. She selects public involvement activities that will best meet the agency's goals while also staying within schedule and budget constraints.

As JLA's Equity and Environmental Justice Specialist, Sylvia develops plans aimed specifically at engaging underserved populations. She has led equity and environmental justice and Title VI campaigns for various projects, including the Oregon Passenger Rail project, TV Highway Corridor Plan project and I-5 Woodburn Interchange project. She oversees development of contracts and partnerships with community-based organizations to provide outreach, recruitment and strategic support for projects involving underserved communities.

A select example of Sylvia's experience in implementing public involvement programs includes:

- Leading the public involvement program for Washington County's multi-year, complex Transportation Futures Study. The goal of this innovative study is to identify transportation investments that would best support the county's economic health and quality of life over the next 50 years. The comprehensive public involvement program includes two ongoing advisory committees, several online open houses, meetings with interested groups and organizations, targeted outreach to underserved populations, and significant media outreach. Sylvia's work supports the County goal of meaningfully engaging the public and building champions to carry forward and support study outcomes.
- Implementing a public involvement process to support Metro's multi-year effort to develop a plan to meet greenhouse gas emissions targets in the Portland metro region. Sylvia managed the public involvement consultant work over the course of two years, engaging public officials, the general public, and key stakeholders in the business, environmental, transportation, and equity communities. Sylvia's work included conducting stakeholder interviews; managing and co-facilitating workshops, focus group meetings, and discussion groups; and managing development of informational materials, project videos, and online public comment tool that generated more than 1,000 public comments. Her work supported the project goals to build on existing efforts and aspirations, focus on outcomes and benefits, and engage, educate and collaborate.
- Developing and implementing a process to engage the public in an update of the City of Portland's Transportation System Development Charges. The update includes developing a new method to assess the charges and setting a new rate. It also includes developing a transportation project list aimed at ensuring an equitable distribution of projects across the city. Sylvia manages the public involvement program that includes public open houses, online open houses, meetings with neighborhood organizations, and special meetings with leaders of equity organizations.

We estimate Sylvia's public involvement experience to be more than 12,000 hours.