



**NICHOLSON FACILITATION
& ASSOCIATES, LLC**

Communication. Consensus. Closure.

914 - 164th Street SE, #1702
Mill Creek, Washington 98012
Phone: (206) 369-5439
E-mail:

Ruth@NicholsonFacilitation.com

QUALIFICATIONS AND RESUME

Ruth E. Nicholson, Manager of Nicholson Facilitation & Associates, LLC, is an International Association of Facilitators (IAF) Certified Professional Facilitator (CPF), Certified Assessor, and trained mediator based in Snohomish County, Washington. She is also a member of the US Institute for Environmental Conflict Resolution (USIECR) roster. Ruth holds a Master of Public Administration with a concentration in natural resources policy and environmental law and a Bachelor of Science in forest resources and land use planning, both from the University of Washington. Ruth is also a graduate and past vice president of Class 25 of the Washington Agriculture and Forestry Education Foundation leadership program.

She offers over 30 years' experience in organizational development, facilitation, conflict resolution, public policy, non-profit organization management, and complex environmental and technical issues. Ruth's work with federal, state, county, municipal, and tribal governments includes facilitation in the areas of land and resource management, endangered species conservation, nuclear and hazardous waste cleanup, military base closure and reuse, county mineral lands planning, and rural wastewater services.

In addition, Ruth has also provided mediation services around land use and risk assessment, including mediation between federal government agencies and tribal governments. Her projects often involve work with diverse stakeholders, including landowners; rural, natural resource-dependent communities; conservation and environmental concerns; user groups and recreationists; tribal governments; and a variety of local, state, and federal agencies.

In addition to offering facilitation services, Ruth has also provided training in North America, Africa, Asia, the Caribbean, Europe, and North America on a variety of topics, including basic facilitation skills, developing sustainable environmental agreements; assessing and addressing post-agreement conflict; designing complex facilitated events; graphic facilitation; and preparing for professional certification. She has assessed and certified professional facilitators for IAF on three continents.

In October 2020, she was inducted into the IAF Hall of Fame.

PROFESSIONAL EXPERIENCE

Nicholson Facilitation & Associates, LLC, Mill Creek, WA, 2002 - present.

Owner and Manager of a women-owned facilitation practice specializing in meeting design and facilitation; situation analysis and process design; citizens advisory group facilitation and staff support; writing, editing, and communications support; public involvement; environmental problem solving; and training in facilitation, graphic facilitation, and conflict resolution.

SAMPLE PROJECTS

Facilitation: Complex Technical and Scientific Issues

- **Hanford Advisory Board** project manager and senior facilitator for a 32-seat board developing consensus advice for the US Department of Energy, US Environmental Protection Agency, and Washington State Department of Ecology on cleanup of the Hanford Nuclear Reservation. Facilitated board re-organization and process improvements that guided the Board for 20 years. Migrated all in-person work to virtual and online sessions in less than a month to support continued Board work during the 2020-2021 COVID-19 pandemic. The Hanford Advisory Board was the only national Environmental Management Site-Specific Advisory Board (EM SSAB) whose operations continued uninterrupted during the pandemic. (Employment and multiple contracts through other companies with Hanford contracts between 1998 and 2021.)
- **Hanford Natural Resource Trustee Council** facilitation and mediation to support federal, state, and three (3) tribal trustees in Idaho, Oregon, and Washington charged with assessing injury and damages from the Manhattan Project and the Cold War at the Hanford Nuclear Reservation. (Employment and multiple contracts through other companies with Hanford contracts.)
- **Missouri River Recovery Implementation Committee Planning Group** process involving a 39-seat Drafting Team and an 18-seat Review Panel to develop a charter for a committee to address contentious river management and endangered species issues for the 10 states and 28 tribes in the Missouri River Basin. The charter received unanimous support and was signed and implemented by the Secretary of the Army.
- **Risk Assessment Mediation** between the U.S. Department of Energy and the Yakama Nation to address risk assessment issues under litigation at the Hanford Nuclear Reservation in Washington.
- **Clearwater Basin Collaborative** facilitation and mediation involving a 23-member advisory group and its five subcommittees representing business, conservation, government, and Nez Perce Tribe interests working to resolve forestland management conflicts in the Clearwater Basin of Idaho.
- **Desert Conservation Program** permit amendment process to renegotiate a 78-species habitat conservation plan and federal Endangered Species Act permit in southern Nevada for seven local and state government permittees and seven state and federal government implementing agencies, including development of science-based criteria to evaluate and select projects to implement the plan.

Facilitation: Organizational Issues and Strategic Planning

- **SunPacific Companies** multiple-day, senior staff retreat focused on corporate management and process improvements for a major agricultural firm operating in multiple geographic locations in central California.
- **US Environmental Protection Agency, Region 10** staff retreat to address workload issues, staffing, and internal organizational processes after a major leadership change.
- **Ridolfi, Inc.** annual strategic planning meetings of owners and senior staff for an environmental services company serving tribal clients in the Northwest.

- ***Southern California Association of Governments*** meeting and process design to support the development of the 2016 Regional Transportation Plan and Sustainable Communities Strategy for the nation's largest metropolitan planning organization representing six counties and 191 cities.
- ***Synod of Alaska-Northwest, Presbyterian Church (USA)*** development of vision, mission statement, proposed reorganization structure, staffing plan, and planning/budget process for 271 churches in Alaska, Washington, and northern Idaho.

Facilitation: Training and Capacity Building

- ***Make Meetings Meaningful***
 - Author and instructor for internal courses for Pyramid Communications (Seattle, WA), Ridolfi, Inc. (Seattle, WA), US Environmental Protection Agency (Anchorage, AK), National Park Service (Denver, CO), International Association for Public Participation (Madison, WI), International Forum of Visual Practitioners (Lake Tahoe, CA).
 - Multiple public sessions in Everett, WA and Henderson, NV.
 - Designed and delivered a hybrid course for the Presbytery of the Northwest Coast in Fall 2019 composed of seven online sessions and one in-person practicum for staff serving 57 churches in western and central Washington and southeast Alaska.
- ***Asia Pacific Center for Security Studies*** customized facilitation training course to enhance the seminar design and facilitation skills of senior staff from the United States military, academia, and diplomatic services in Honolulu, Hawaii.
- ***EuroControl*** customized graphic facilitation course for international staff for the European Organisation for the Safety of Air Navigation, Luxembourg.

Facilitation: Professional Assessment

- ***CPF Certification Event*** assessor of candidates for international professional facilitator certification in Seoul, South Korea; Vancouver, Canada; Muldersdrift, South Africa; Atlanta, Georgia; Santa Fe, New Mexico; and Portland, Oregon.
- ***Joint Certification Project*** workgroup member to design an international, professional certification for graphic facilitators in a joint venture between the International Association of Facilitators and the International Forum of Visual Practitioners.

EnviroIssues, Seattle, WA, 1998 - 2002. Senior Facilitator and Project Manager

Sample Projects

- **Hanford Advisory Board** project manager and senior facilitator who facilitated board re-organization, including process improvement, whose results are still being used by the board in 2021.
- **Badger Reuse Committee** facilitation for base reuse of the Badger Army Ammunition Plant in Wisconsin involving 21 interests, including representatives of the Ho-Chunk Nation.

US Environmental Protection Agency (EPA), Region 10, Seattle, WA, 1991 - 1998.
Facilitator, Tribal Liaison, and NEPA Specialist/Environmental Review Coordinator

Sample Projects

- ***Puget Sound/Georgia Basin International Task Force*** facilitation.
- ***Western Washington Cascades Provincial Advisory Committee*** implementing the Northwest Forest Plan following acrimonious litigation regarding endangered species issues around the northern spotted owl and old growth forest management.
- ***Adak Island*** Superfund site and base closure meeting with federal and state regulatory staff, tribal government representatives, native corporation staff, and other stakeholders.

PUBLICATIONS and ARTICLES

Make Meetings Meaningful, 128-page course workbook for the facilitation course by the same name (2006, 2008). Course written to the standards of the IAF core competencies for IAF certification for professional facilitators and the International Association for Public Participation (IAP2) core values. It was the first course in North America to be accredited as a part of the Tier II Professional Development Series by IAP2.

Post-Agreement Conflict: A Reflection on the Causes and the Development of Skills to Address It, seven (7) page article co-authored with James Christensen, 2006

When There Are No Easy Answers...A Facilitators Guide to Designing Complex Events, a 20-page booklet co-authored with Barbara J. MacKay, 2003

AWARDS, CERTIFICATIONS, and EDUCATION

International Association of Facilitators (IAF) Hall of Fame (2020)

National Finalist (one of four), Innovator of the Year in Youth Soccer for development of resources to help youth sports organizations better manage governance, operations, administration, and communication. (2018)

IAF Certified Professional Facilitator (2003)

IAF Certified Assessor (2007)

MPA. (Natural Resources Policy and Law emphasis), Univ. of Washington (1985)

BS. Forest Resources (Land Use Planning emphasis), Univ. of Washington (1983)

Roster Member, US Institute for Environmental Conflict Resolution National Roster of Environmental Dispute Resolution and Consensus Building Professionals