

# THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON



## Chris Page

*Project &  
Development Lead*

Chris Page is a versatile and effective facilitator and strategist with more than 20 years of experience on Pacific Northwest natural resource and governance issues. He works closely with parties to assess complex situations with big picture thinking and a systematic approach. His listening skills, positive attitude, flexibility, and focus on results enables groups to work efficiently and productively. His written and verbal communication skills bring clarity and precision. His ability to understand and bridge conflicting perspectives enables groups to come together and accomplish challenging goals.

Chris has done development work throughout his career since 1991 including donor and major gift cultivation; foundation and government grant research, writing, management, and reporting; special event coordination; direct mail appeals; donor stewardship; and special project fundraising.

#### KEYS AREAS OF EXPERTISE

- Facilitation/Mediation
- Dispute Assessment/Conflict Resolution
- Project Management
- Strategic Planning
- Public Involvement/Visioning
- Fund Raising
- Organizational Development

#### PROFESSIONAL AFFILIATIONS

- US Institute for Environmental Conflict Resolution (ECR)
- National Roster of ECR Professionals
- International Association for Public Participation

#### EDUCATION AND TRAINING

- University of Washington (UW)
- MPA, Environmental Policy, Evans School of Public Affairs, 1999
- Certificate, Conservation Biology, UW, 1999
- B.A., Cultural Anthropology, Williams College, 1990

## Selected Project Experience

### **Spokane River Regional Toxics Task Force (SRRTTF), 2013-present:**

Chris facilitates this collaborative, community-based Task Force (of public agencies, private industries, and environmental nonprofits) in an innovative, watershed-wide approach to reducing toxic chemicals in the Spokane River. In November 2016 (ahead of schedule), the SRRTTF reached consensus agreement on a Comprehensive Plan to bring the Spokane River into compliance with water quality standards for (polychlorinated biphenyls (PCBs)). Chris now works with SRRTTF members to implement that Plan. He develops and frames agenda topics and process options, anticipates (and helps parties resolve) issues facing the Task Force, oversees SRRTTF public communications, and manages the planning and execution of small work group meetings and annual technical workshops to identify best practices in finding and reducing PCBs.

### **State Oversight of For-Profit Degree-Granting Educational Institutions & Private Vocational Schools 2016 - Present:**

As project manager, interviewer, analyst, and primary author of a report the Ruckelshaus Center submitted to the Washington State Achievement Council (WSAC), Chris led a team exploring issues and opportunities regarding the state's regulatory framework and practices for overseeing more than 600 higher education institutions. The report identified gaps and inconsistencies in the system of oversight and provided dozens of specific recommendations to bolster student guidance and protections, ensure schools provide the outcomes they advertise, and build partnerships to achieve efficiencies and increase transparency. Chris catalogued stakeholder interests (by identifying and interviewing a cross-section of parties) before designing a collaborative process to address the issues. He presented findings to the state House of Representatives' Higher Education Committee and state agencies (WSAC, the Workforce Training & Education Coordinating Board, and the Department of Licensing) to guide them in enhancing oversight of career colleges and degree-granting schools in partnership with the state legislature.

## Selected Project Experience, continued

**Coeur d'Alene Basin Natural Resource Trustees, 2016 - Present:** After a referral from the Spokane River project, Chris conducted a situation assessment of the Coeur d'Alene Basin Natural Resource Trustees, the U.S. Department of the Interior, the U.S. Department of Agriculture, Coeur d'Alene Tribe, and State of Idaho. Since 2011, these governments have worked to develop a plan to return natural resources harmed by mine-waste contamination to a healthy condition. As it neared completion of this \$140 million Restoration Plan, the Trustee Council identified a need to improve working relationships and enhance collaboration among members. Chris held confidential interviews with current and former Trustees and provided an incisive, honest appraisal of the Trustee Council's collaborative dynamics. Following the delivery of that report, the Trustees asked Chris to design and facilitate a two-day workshop in March 2017 for the Trustees to identify an improved structure and model for collaboration on implementing restoration projects.

**Public Records Requests and Local Governments in Washington, 2013:** For this situation assessment, Chris served as a project manager, interviewer, analyst, and primary author of a report the Center submitted to the Washington state legislature on issues and interests around public records requests to local governments. After conducting background research, Chris identified and interviewed a balanced cross-section of parties to capture a wide range of perspectives and situation dynamics. He led team meetings to synthesize and articulate the major issues and key parties involved, and aggregated as common themes and recommendations for next steps. Chris orally presented preliminary findings to two committees of the WA House of Representatives before finalizing the written report that summarized the interests and perspectives of key parties and analyzed and explored the prospects for a collaborative process to resolve differences.

**Capitol Lake Assessment, 2014:** Chris served as project manager, interviewer, analyst, and primary author of a report the Ruckelshaus Center submitted to the state Department of Enterprise Services (DES) exploring issues and opportunities regarding the future management of Capitol Lake in Olympia, which faces long-standing water quality and invasive species challenges—and widely divergent opinions among local parties as to how to address them. The assessment explored the perception by different parties of the relevant information base along with entities' various positions and interests and the dynamics of the situation. Chris identified and talked with a balanced cross-section of parties to capture a wide range of perspectives before analyzing the prospects for a collaborative process to address the issues. Chris orally presented findings at a historic joint committee meeting of the State Capitol Committee and the Capitol Campus Design Advisory Committee. DES and state legislators found the report constructive and balanced, and plan to take action on its recommendations.

**Glen Canyon Dam Adaptive Management Program Technical Work Group, 2012-2013:** Served as lead facilitator to this diverse group of stakeholders, which provides recommendations on science and budget priorities related to the operations of the Glen Canyon Dam at the upper end of the Grand Canyon. The Technical Work Group (TWG) includes representatives from seven Colorado Basin states, five Native American Tribes, six federal agencies, private consortia of power and water distributors, recreational interests, and environmental organizations. Chris worked closely with the Chair of the TWG to develop agendas, communicate with stakeholders, resolve disputes, devise strategies for framing issues and facilitate quarterly meetings.

**Lake Ozette Steering Committee Sockeye Recovery Planning, 2011 - 2013:** Worked with stakeholders with broadly divergent views on how to recover a unique fish population. Chris led the Committee's planning of quarterly meetings, guided discussion of tools to publicize the plight of fish, and facilitated the Committee quarterly meetings. The Committee includes the Olympic National Park, Washington State Departments of Natural Resources and Fish and Wildlife and the Governor's office; the Makah and Quileute Tribes; lake shore land owners, community members, environmental interests, and timber representatives.

2/15/17

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