



CHEHALIS BASIN BOARD

Presented by Sam Imperati, **ICM** resolutions

1/5/2023



Topic Agenda

- Overview
- Scope of Work
- Major Tasks
- Collaboration 101
- Task 1 Exercise
- Next Steps

Overview

CBB is contracting with
ICM resolutions:

Independent and
impartial third-party

Facilitate and mediate
CBS development

“Facilitation” = process design
guidance and group management:

Non-confidential, informal
agreement-seeking

Overview Cont.

Process agreements can influence substantive outcomes

Informal “Mediation” of process agreements
is likely to be needed

Part of “Facilitation”

Formal “Mediation” can involve “Facilitation” activities and usually
focuses on substantive disputes

Overview Cont.

Not representing the OCB

Not performing all of the services Jim did

My “Client” = The CBS process,
not any other person, agency, entity, or participant

Overview Cont.

I may suggest procedural or substantive options

Will not advocate for a particular position on substance

If comment, it will be to:

- promote a fair collaborative process, and/or
- achieve consensus-based substantive agreements

Overview Cont.

If formal “Mediation” (process or substantive) is needed, the parties will first agree upon:

- the participants
- scope,
- degree of confidentiality if any
- timeline, and
- other necessary terms and conditions

“Facilitating” until then!

Overview Cont.

Payment source will not influence me

Neither OCB, nor Ross, will influence my professional judgment

Only the Board can change my role

Major Tasks: Overview

Mid-Point Assessment Report: Findings and Recommendations

Task 1: Affirm Board's overarching charge

Task 2: Establish agreements on specific topics

Task 3: Agree on process protocols

Task 1: Specifics

Facilitate the Board's consensus adoption of language affirming the Board's overarching charge so its future work can be guided accordingly

Includes a discussion about who owes whom a duty:

- 1) As a Board
- 2) As an individual member

Task 2 Specifics:

Establish agreements on specific topics:

- a) What will “success” look like
- b) Identify now the substantive issues that need to be addressed
- c) Agree on the specific actionable information needed
- d) Establish long-term decision-making protocols
- e) Establish decision-making critical path and timeline

Task 3 Specifics:

Facilitate agreement on the following process protocols

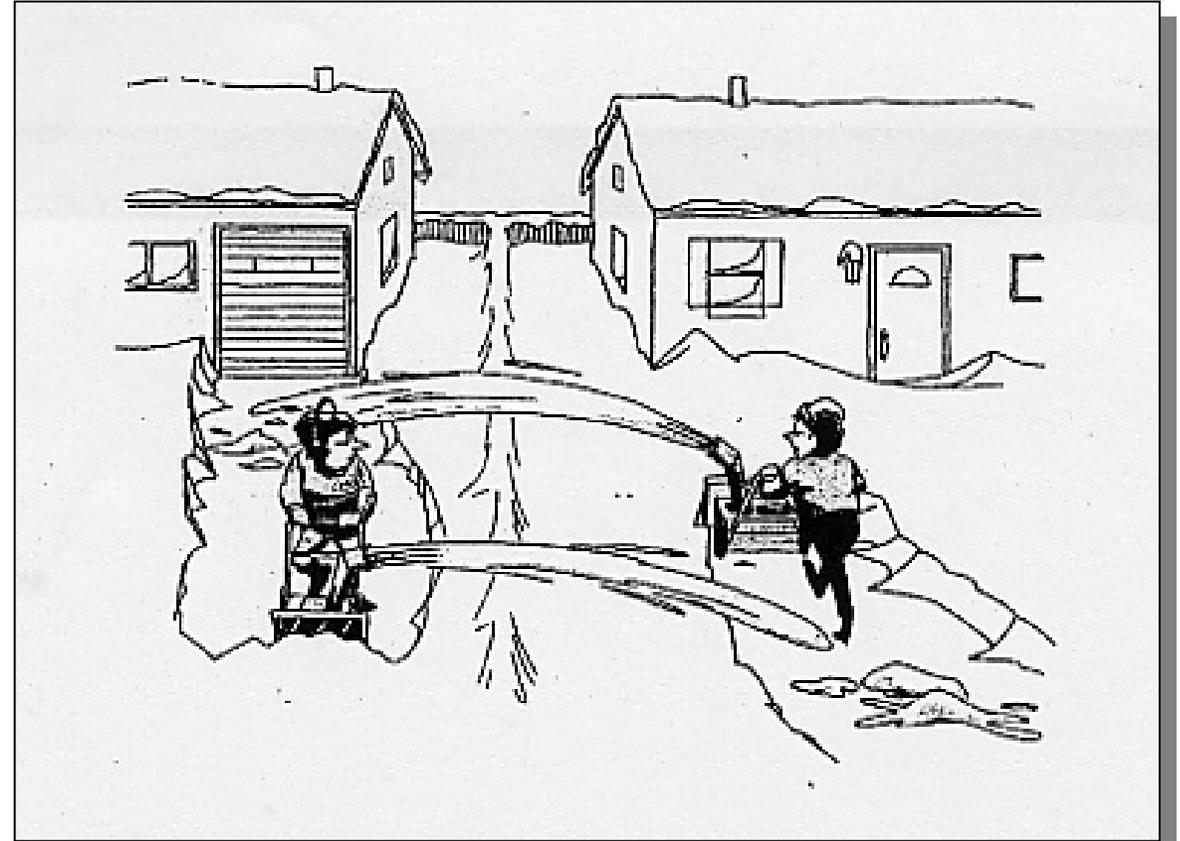
- a) Decide whether, when, and how to seek input from others
- b) What needs to be accomplished before formal long-term strategy discussions begin, and how will those interim actions be evaluated
- c) Establish clear roles for ex-officio members, the OCB Director, and facilitator particularly around long-term strategy discussions

Collaboration 101

Conflict

When someone insists that they are right, and you are wrong.

... and so it Begins,
The “Attack-Justify-Blame” Spiral



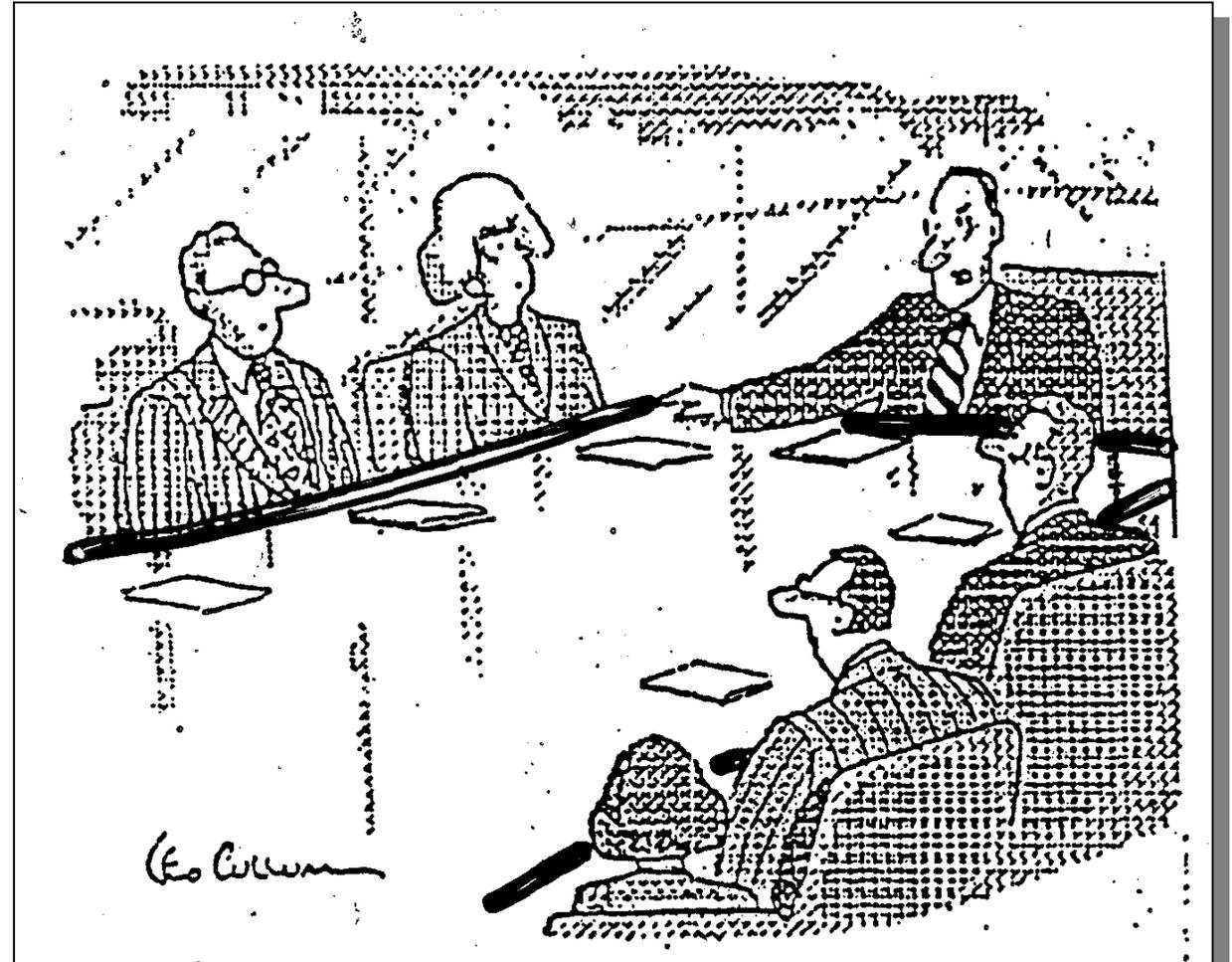
Collaboration 101



**We Polarize
and Entrench**

Collaboration 101

Typical Meeting



We can sit here all day until the person with the hidden agenda speaks up.

Collaboration 101



Typical Impasse

Anatomy of a Conflict

POSITIONS:
What each party says they want - their preconceived solution

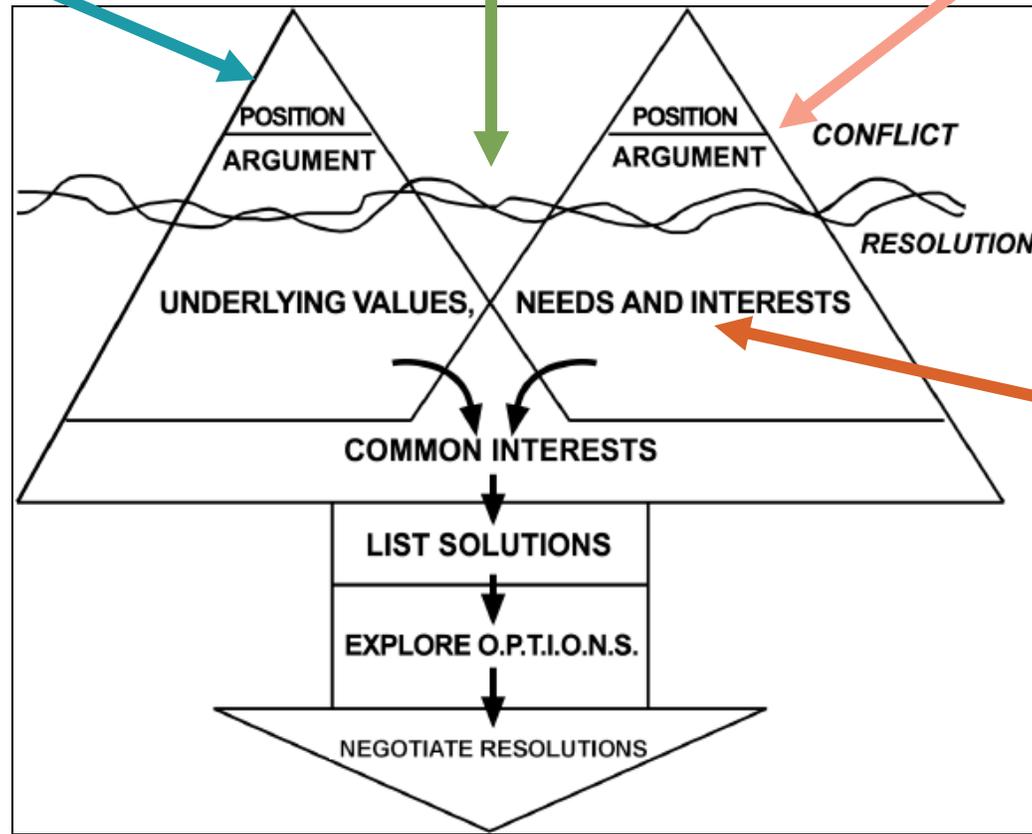
Perceived Differences
Scarce Resources
Inaccurate Information
Unfulfilled Needs
Power Struggles

ARGUMENTS:
Statements about facts, laws, policies in favor of positions

Competitive

Hybrid

Collaborative



INTERESTS:
The things that must be satisfied to achieve a durable resolution.

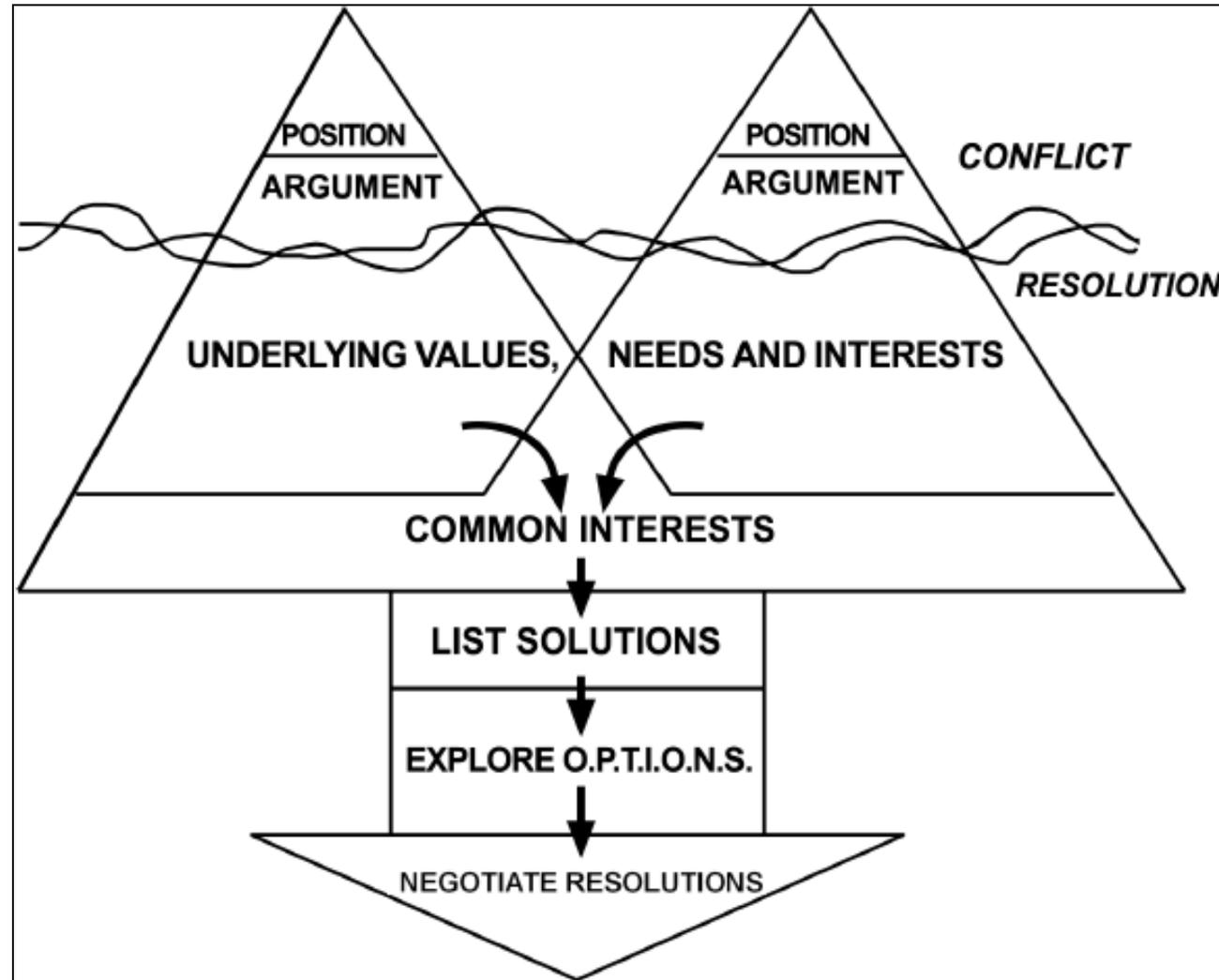
The Four Steps

1. **IDENTIFY THE STATED PROBLEM**

2. **EXPLORE THE REAL ISSUE**

3. **DEVELOP POSSIBLE SOLUTIONS**

4. **SELECT & IMPLEMENT RESOLUTIONS**



SUCCESS

Task 1 Exercise: Affirm Board's Overarching Charge

Preliminary Discussion

To whom is the Board responsible?

Future Discussions

- 1) What is your constituency/are your constituencies?
- 2) When you opine, which of the following apply:
 - A) I am speaking on my own behalf
 - B) I am speaking on behalf of my constituency/constituencies
 - C) I am recommending my constituency/constituencies support what I've said
 - D) Other: _____

Part B: Board Charge - The Umbrella Question

Beyond “Fish and Flood” and
“Aggressively pursue an integrated long-term strategy”

How can we address _____
(Set of Interests)
while at the same time addressing _____
(Other Interests)
thereby satisfying our _____ ?
(Common Interests)

Initial Rough Draft

How can we restore and improve native aquatic species and natural habitat, support tribal and non-tribal harvest levels, and protect cultural resources

While at the same time significantly prevent and reduce flood damage;

Thereby creating a balanced and sustainable long-term strategy that supports the interests of all those who live, work, and recreate in the Chehalis Basin while simultaneously avoiding, minimizing, and mitigating any associated negative consequences?

Instructions and Discussion Prompts

- 1) Goal: Make the question your own! (A Draft)
- 2) 2 or 3 small groups with Zoom folks together
- 3) Read Umbrella Question
- 4) Discuss: “As drafted, what are your hoped-for results and/or concerns?” (One member at a time)
- 5) Discuss: “What are the underlying values/interests that motivate you?” (One member at a time)
- 6) How can the draft question be improved? (Group discussion)
- 7) Picking Small Group Representative (Democracy in action!)
- 8) Big Group Debrief and Refinement Plan

Next Steps: Tentative February Activities

- 1) Task 1: Umbrella Question Approval
- 2) Task 2: Start defining more specifically what the Chehalis Basin Strategy “success” will look like
- 3) Task 3 c): Establish clear roles for:
 - Ex-officio members, and
 - How the OCB Director and the facilitator should assist with the formal long-term strategy discussions

Thank You!

