



# 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

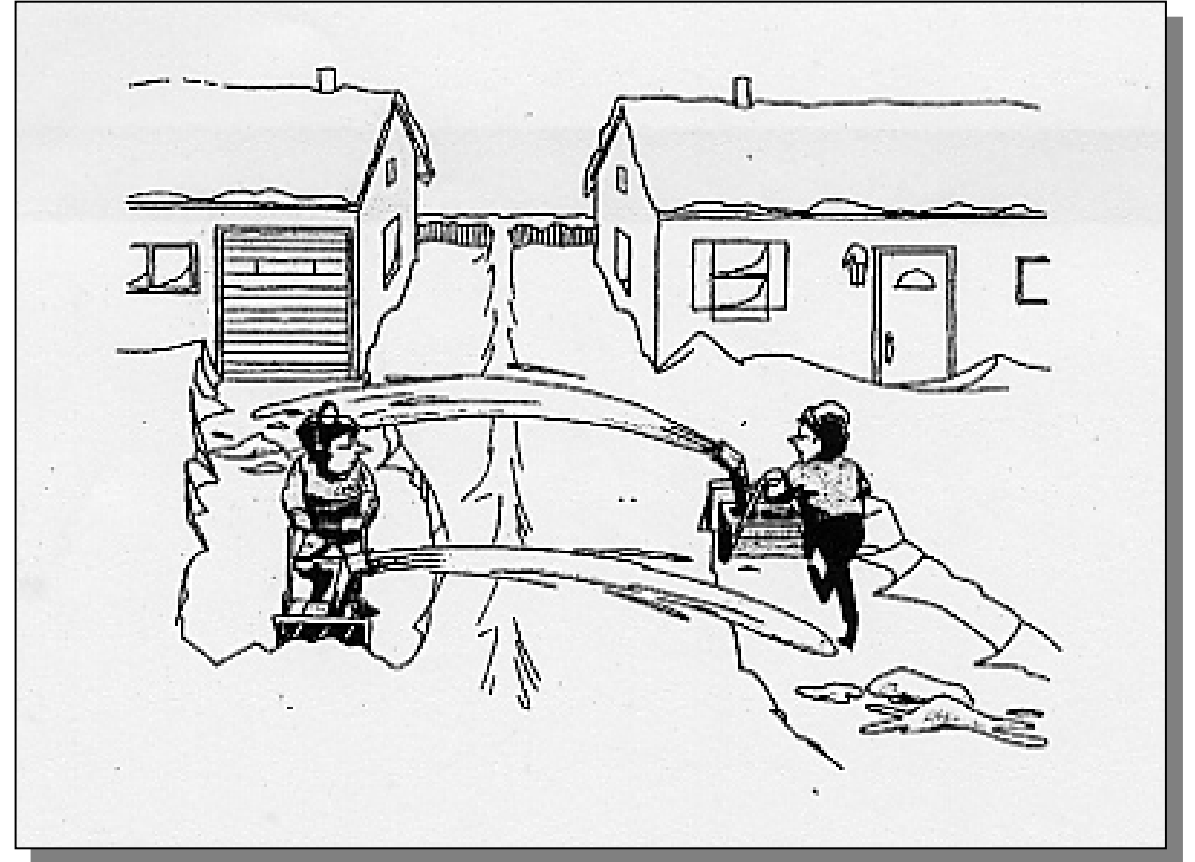
- a) Decide whether, when, and how to seek input from others
- b) What needs to be accomplished before formal long-term strategy discussions begin, and how will those interim actions be evaluated
- c) Establish clear roles for ex-officio members, the OCB Director, and facilitator particularly around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





# Collaboration 101



Typical Impasse



# Anatomy of a Conflict

**POSITIONS:**  
*What each party  
says they want –  
their preconceived  
solution*

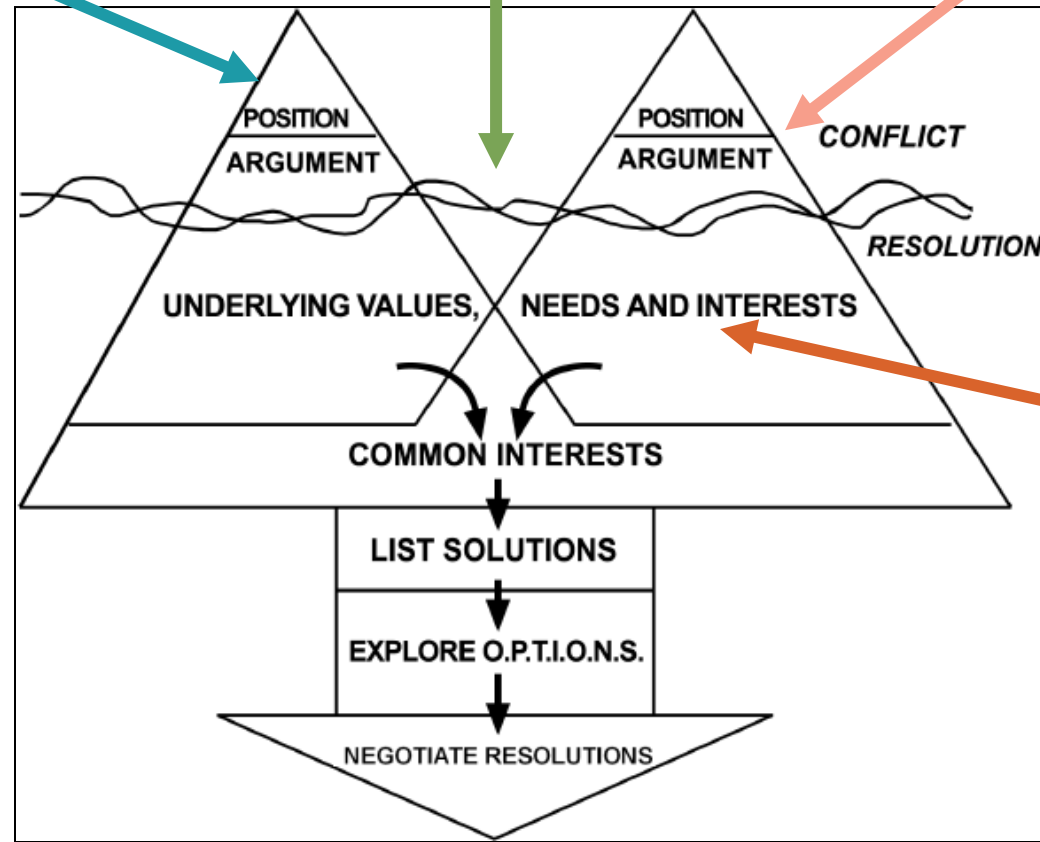
Perceived Differences  
Scarce Resources  
Inaccurate Information  
Unfulfilled Needs  
Power Struggles

**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.*

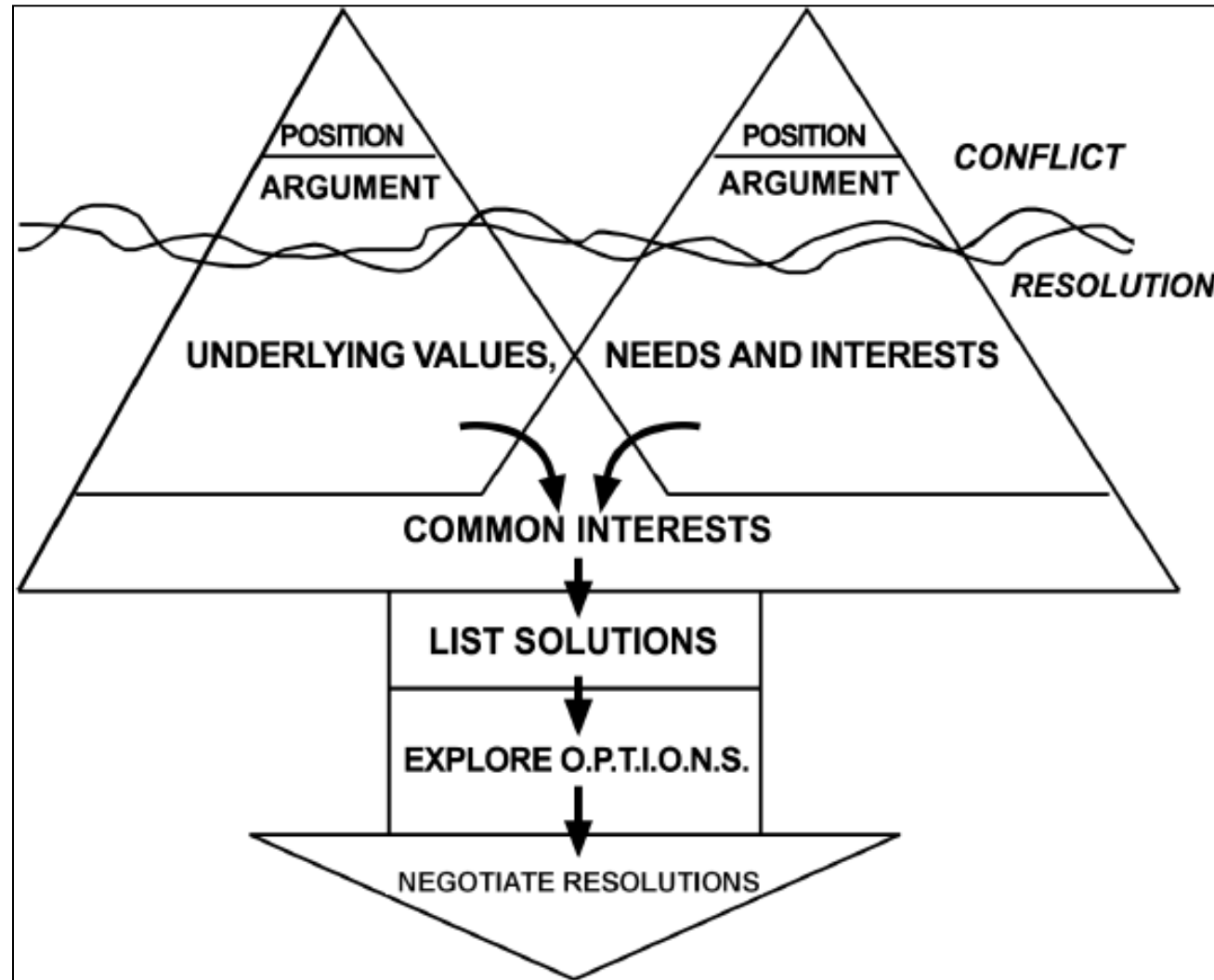
# The Four Steps

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



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# Thank You!

