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TO: Chehalis Basin Board

FROM: Sam Imperati, Mid-Point Assessor, ICMresolutions

RE: Mid-Point Assessment Report: Findings and Recommendations

DATE: November 22, 2022

A. Introduction

The Board hired ICMresolutions to conduct a Mid-Point Assessment at its August 18, 2022, meeting. I personally coordinated this work with the Board's Steering Committee (Vickie Raines, Tyson Johnston, and J Vander Stoep.) Director Andrea McNamara Doyle and facilitator Jim Kramer provided background information. I surveyed the Board, presented my interim findings, and interviewed each voting and ex-officio member. This is my final report, which includes Findings and Recommendations for discussion at your December Board meeting.

B. Agenda Item Goals and Time Allocation

- 1) Understand and Discuss this Report (10 minutes)
- 2) Action Item: Do you support beginning the assessor-recommended work during the first quarter of 2023? (20 minutes)

C. Findings

- 1) The Mid-Point Assessment Survey was completed with an excellent response rate. I found that topics with average scores of six and above on the seven-point scale indicated positive results. The six were:

Q8: The Board's <u>Mission</u> is up to date.
Q11: Members of our Board (Voting and Ex Officio) <u>respect</u> each other.
Q12: Members of our Board (Voting and Ex Officio) <u>accommodate differences</u> in beliefs, attitudes, and opinions.
Q13: Members of our Board (Voting and Ex Officio) take <u>responsibility for their interpersonal interactions</u> .
Q14: Members of our Board (Voting and Ex Officio) <u>carry out their responsibilities</u> .
Q15: There is clarity surrounding the <u>roles of Voting members</u> .

- 2) I identified 10 topics for further discussion during the interviews based upon the scores received and breadth of opinion. Note: The weighted average and median "Entire Survey" averages scored a five, one point to the positive side of neutral.)

Q9: The Board's <u>Goals and Objectives</u> are up to date.
Q10: Members of our Board (Voting and Ex Officio) <u>trust</u> each other.
Q16: There is clarity surrounding the <u>roles of Ex Officio members</u> .
Q17: A <u>system of accountability</u> is in place when problems/challenges arise.

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Q18: The system of accountability is <u>effective</u> .
Q19: When disagreement arises within the Board, the <u>decision-making process is acceptable</u> .
Q20: When disagreement arises within the Board, a <u>fair decision</u> is made.
Q21: Overall, the <u>process pacing</u> has been appropriate.
Q22: Overall, the <u>quantity</u> of deliverables has been appropriate.
Q23: Overall, the <u>quality</u> of deliverables has been appropriate.

- 3) The above findings were broadly accepted by the Board members because there was a general appreciation that the group is functioning well. The common underlying theme for improving the scores was the emerging uncertainty surrounding when and how the Board will start the formal long-term strategy development discussions.

D. Recommendations

Based upon the survey results, interviews, and past experience with similar initiatives, I respectfully recommend the Board begin affirmatively addressing the following tasks in the first quarter of 2023. They are designed to create the process understandings necessary for long-term project success.

Task One: Adopt language affirming the Board’s overarching charge so its future work can be guided accordingly. This exercise is often helpful at this point in a process because the associated discussions provide an opportunity to reaffirm member commitments to each other and to reinforce the Board commitments to its stakeholders.

Based upon the interview feedback and my document review, here is a first draft for your consideration.

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?

Task Two: Establish a clear path forward by agreeing now to specific process protocols. Doing this before the substantive issues are “ripe” for consideration increases the chances of process fairness and the collaboratively transparent selection of the best long-term strategies. Waiting usually leads to a positionally-negotiated process, which makes agreements more challenging and often unnecessarily compromised. Here are the process topics that should be resolved in the near future in order to achieve the best substantive results.

- Define more specifically what Chehalis Basin Strategy “success” will look like.
- Identify the specific substantive issues that need to be addressed and/or resolved in order to complete the process of developing the appropriate long-term strategy.

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- c) Agree on the specific actionable information (type, amount, and level of refinement) needed to make the best long-term strategy decisions. Additional topics that were identified during the interviews for near-term discussion and agreement included:
 - i. How climate change will be considered;
 - ii. How the impacts of the proposed mitigation will be managed;
 - iii. When will the LAND work be at a point where it can be appropriately considered;
 - iv. How should that work be considered in relationship to the EIS work; and
 - v. What will the benefit-cost analysis include/not include, along with its timing.
- d) Establish the recommendation-making process and protocols for long-term decision-making by the second quarter of 2023.
- e) Establish a detailed workplan (critical path and timeline) for the process.

Task Three: Finally, the Board should agree on the following additional protocols to have a complete package of process agreements in place.

- a) Decide whether, when, and how to seek input from stakeholders and the public on its emerging process and substantive agreements. This should include determining:
 - i. What the legislature/partners want to know about the CBS process and timeline;
 - ii. When will they want to know it; and
 - iii. How best to convey that information to them.
- b) Determine specifically what the Board wants to accomplish between now and when the formal long-term strategy discussions begin. This should include deciding now on how the Board will evaluate whether those interim actions support the then-emerging long-term strategy.
- c) Establish clear roles for how:
 - i. the ex-officio members should participate with the voting members,
 - ii. the OCB Director and the facilitator should assist the Board going forward, particularly with respect to the formal long-term strategy discussions.

E. Board Discussion and Action

- 1) Questions for Clarification
- 2) Feedback and Discussion
- 3) Sample Motion: Do you support beginning the assessor-recommended work during the first quarter of 2023?

G. Conclusion

Thank you for allowing me to assess the current situation. If requested, I can provide specific guidance surrounding the suggested tasks and protocols after a series of focused Board discussions. Regardless of your decision on retaining me, I am confident the Board will chart a collaborative path forward and agree on viable long-term strategies.