

# CBI Reports:

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## CBI Helps West Virginia Schools Rebuild After Historic Flooding



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Senior Mediator and Director, Workable Peace

**It's hard to find an arena closer to people's hearts than their schools. In Nicholas County, West Virginia, despite shrinking enrollment and tight budgets, the rival high schools in Richwood and Summersville have served as the centers of civic community life. So it wasn't surprising that a proposal to consolidate the schools erupted in controversy and intense conflict.**

### School Flooding Spurs Plan to Consolidate

In June 2016, historic flooding destroyed three schools in the county – Richwood High School, Richwood Middle School, and Summersville Middle School. Richwood, once a booming logging town, had witnessed gradual economic decline over decades. By the time of the flooding, Richwood High School, built for more than 1000 students, served fewer than 400, while the only other high school – in Summersville, near the center of the county – served close to 700 students.

In response to the floods, the County Board of Education proposed a plan to consolidate the county's five middle and secondary schools – the three damaged county schools along with the other high school and its separate Vocational Education Center – into one campus near Summersville. School district leaders argued that consolidation was inevitable, given the struggle to adequately fund the district's underutilized schools. Co-locating the county's vocational center with its high schools could also increase enrollment in career-preparedness programs, which was as low as 17% in a county where only about half of graduates go on to college. Since funding to rebuild the schools would come from the Federal Emergency Management Agency (FEMA), with additional support from the state of West Virginia, the school district saw a once-in-a-lifetime opportunity to build a state-of-the-art educational campus that they felt could better meet all students' academic and enrichment needs.

### Sparks Fly as Some Protest School Closings

As required by state law, the county ran a set of public hearings to explain the plan and allow for public comment. In Richwood, they encountered fierce disapproval. Opponents argued that closing the Richwood schools would create a barrier to economic recovery there, undermine parental school involvement, and damage community spirit. Many

felt that since the bulk of the loss was in Richwood, the replacement schools should go to Richwood, not be relocated to Summersville. Community leaders launched a multi-front campaign to fight the plan, filing a lawsuit against the county, building a social media platform, and engaging political support, including from the recently-elected governor who had expressed opposition to consolidation. In the spring of 2017, the West Virginia State Board of Education rejected the plan, arguing that the county board had not adequately considered alternative options or ensured that consolidation was in the best interest of all students, specifically those in Richwood.



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The dispute then moved to the courts, with a round of lawsuits and appeals, and into a bitter media battle. The rivalry between the two communities heated up, and conflict and mistrust between Richwood and the county school board bled into every interaction. When the state supreme court ruled in the summer of 2017 to uphold the state board's rejection, the court charged the state and county to work together to find a plan that both could accept. FEMA reached out to CBI to assist the agency, the State of West Virginia, and the Nicholas County School Board in finding a way forward.

### CBI Undertakes Complicated Mediation Process

In the fall of 2017, Stacie Smith, Senior Mediator and Director of Workable Peace, led a CBI team that began with an extensive assessment, conducting confidential interviews and focus groups with more than

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80 key stakeholders, including elected and appointed officials; agency leaders at the state, county, and local level; community leaders; and alumni, parents, and residents of Nicholas County. After drafting findings and recommendations, CBI presented a proposed process to a joint public meeting of the West Virginia State Board of Education and the Nicholas County Board of Education. In early 2018, the governor sponsored the process to convene the key parties for a series of confidential mediation sessions, occurring before and after a large public meeting, to seek an acceptable agreement.

Due to the complexities of this case, the deep-set positions of parties, and the high stakes for the county and state, there were many interesting consensus-building challenges. A few of the most salient follow.

#### *Who Comes to the Table, and Why?*

Consensus-building best practices call for a process that brings together all key stakeholders to seek mutual gains solutions. However, this is not always realistic, or possible. In this case, CBI's assessment found that a mediation process that included Richwood leaders – those most affected by the consolidation – would not be viable, for several reasons. The school board was not legally required to obtain agreement from the local community, and members understandably objected to a mediation process that included any parties other than those with legal authority: themselves and the West Virginia Board of Education. Furthermore, even if other parties had been willing to include Richwood leaders, the assessment clearly demonstrated that a compromise between the maximalist positions of the community leaders – who called for nothing less than the full replacement of Richwood schools – and the views of the school district was unlikely. Such a convening would have been, in professional terms, one without a Zone of Potential Agreement.

The best proxy for direct Richwood engagement was the state Board of Education and the West Virginia School Building Authority. While these parties' values were not identical to those of Richwood, they did share interests of safeguarding viable Richwood middle and high schools, and preserving opportunities for future economic recovery and population growth. Knowing that Richwood's highest concerns would be represented helped to mitigate the lack of direct involvement, although this did not necessarily assuage Richwood leaders, who remained frustrated by their lack of direct involvement and therefore skeptical of the outcomes.

#### *Addressing Community Mistrust*

In addition to surfacing potential pathways to an agreement, the assessment identified a need for the county to heal deeply frayed rela-

tionships and mistrust: rifts between not only the Richwood community and the school district, but also among county residents who found themselves on opposite sides of the consolidation fight. Consolidation opponents felt their voices were not heard by the Nicholas County school board, while consolidation supporters believed the local board was not heard by the state board. Both sides forwarded accusations of corruption, rigged processes, and bad faith by the other.

To respond to this need, CBI recommended: public transparency about the mediation process, opportunities for public dialogue during the mediation, and a subsequent community dialogue process to give all stakeholders a voice on the implementation details such as school designs. To improve transparency, the assessment report was presented at a public meeting and shared widely by the press and on social media, as were the official mediation protocols. Each mediation session concluded with a written public update approved by both sides.

During the mediation, a public meeting, attended by more than 150 people, was held to provide an opportunity for county residents to weigh in on the potential outcome. The mediation team presented its initial proposal – maintain K-12 options in Richwood and build a comprehensive middle, high, and technical school near Summersville, with students assigned based on family choice – and then allowed attendees to express their views on the proposed plan in small, facilitated groups. While many participants expressed frustration that the proposal lacked details, such as school locations and size, post-meeting media reports suggested that the gathering did in fact begin to bridge the trust divide. Many participants reported that they had had an opportunity to have civil conversations with fellow citizens, share concerns, and even find some common ground. The most significant concern raised repeatedly at the meeting was the need for vocational options for Richwood schools – a concern that was ultimately addressed in the final plan.

#### **Contentious Parties Come Together on a Plan**

Last spring, the Boards of Education for the state and county both approved a school reconstruction plan that included rebuilding Richwood Middle and Richwood High into a shared facility with the existing elementary school, and a new comprehensive middle and high school and career technical center near Summersville. The plan called for family choice in selecting schools, construction designs that would enable future expansion, and a promise for several vocational opportunities for Richwood High School. In September, the Scope of Work for this plan was ratified by the Nicholas County Board of Education, the West Virginia State School Building Authority, and FEMA.

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Since the agreement was signed, the level of conflict has diminished significantly. Relations between the state and county boards have been warm and constructive, and many in the community are relieved that the battle is over. But for some, particularly in Richwood, deep skepticism remains. A county board initiative to involve local Richwood representatives in the school design process mostly fell flat, and mistrust between the county board and Richwood leaders remains high. Nonetheless, many opportunities remain for recovery. As construction moves forward, County board actions that demonstrate its commitment to successful schools in Richwood can help open the door, and authentic opportunities for two-way engagement may begin to heal wounds on both sides. Meanwhile, families across the county can look forward to their children attending school in permanent, new buildings.

## Building a National Stakeholder Consensus on “Working Up”



David Fairman  
Managing Director

**Central to the American Dream is the belief that through education and hard work, each generation can raise its standard of living, and create greater opportunities for the next. But over the past forty years, incomes for lower-wage workers have stagnated, and economic inequality has increased. Education and hard work are no longer a guarantee of upward mobility for lower-wage workers.**

In the face of these trends, the Convergence Center for Policy Resolution convened a diverse group of leaders two years ago to explore the question: How can work become a stronger engine of economic mobility for lower-income workers? CBI advised on the process and facilitated the group's work. The group included representatives of major employers and small business, the labor movement and worker advocates, right- and left-leaning think tanks and advocacy groups, innovative non-profit service providers, higher education and philanthropy.

While the process was challenging at many junctures, this group achieved agreement on both principles and proposals. [Its report](#), released in October 2018, recommends four key pathways to improved economic mobility for lower-income workers. These pathways range from offering relevant skill building and training, to improving job qual-

ity options, to boosting financial security, to removing barriers to entry for those who have been out of the workforce for an extended time period.



### A Concerning Trend Toward Lower Economic Mobility

The urgency of the challenge is new and in some ways surprising. Throughout our history, work that provides a decent standard of living has been a critical pathway to upward economic mobility. Yet today, the U.S. is facing unprecedented slowdowns on that path. In 1980, 80 percent of 30-year olds were earning more than their parents did at the same age. In 2010, only 50 percent were earning more. The trend toward lower mobility seems to have stayed with us until today, even as the economy and employment have recovered. Moreover, while incomes have stagnated for many, economic inequality has risen significantly. If economic mobility is falling while inequality is increasing, then those who start low on the economic ladder are likely to experience little improvement in their standard of living over their lifetimes, even if they work hard.

No single factor accounts for the reduced power of work to lift those who start with lower incomes. There is vigorous analytic and political debate over which of many causes is most significant:

- global economic and technological shifts, including automation of lower-skill jobs, global outsourcing in the manufacturing sector, and the growing importance of advanced knowledge and skills for higher-paying jobs;

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- reduced labor bargaining power, due to the declining role of organized labor as a force for raising wages, and public policies that have become less favorable to the labor movement;
- a growing disconnect between the skills that education and job training systems provide and what employers need and will provide; and
- social shifts, particularly rising numbers of single-parent, lower-income families, and declining communities with lower expectations for work and advancement.

A case can be made for each and all of these factors undercutting the power of work as an engine of economic mobility for those born into lower-income families.

As mobility has slowed, the politics of blame have intensified. Americans have been at odds over who is responsible for the loss of economic mobility, and over what to do about it. In recent years, it has become harder for those with very different views and interests on the issue of work and mobility to come together for serious dialogue and a search for solutions. It has been very rare for employers, lower-income workers and their representatives, employment and training experts, and others with a stake in the issue of economic mobility to seek common ground.

#### **Working Up Identifies Levers for Change**

After an extensive stakeholder and issue assessment process in which CBI played an advisory role, Convergence brought together a remarkable group of 28 leaders and experts representing a broad spectrum of constituencies and views for the Working Up dialogue. The goal was to come together on ways to strengthen work’s contribution to mobility. Convergence asked CBI Managing Director David Fairman to facilitate the group’s work. Over eighteen months, the group used deep dialogue, joint review of evidence, sharing of best practices, listening sessions with people facing barriers to opportunity, and collaborative negotiation to bridge differences. The group reached consensus on principles linking work and economic mobility, key challenges facing lower-income workers, and a framework of four actions to meet those challenges:

- strengthen **systems and incentives for skill building, career exposure, job search, hiring, and advancement**, from youth through adulthood;
- improve **job quality for lower-wage workers**, including income from work and supports for work (such as paid sick time, child care, and flexible, predictable schedules);

- increase **financial stability and security** starting in childhood, including workplace supports such as employer- and community-supported emergency funds, funding for job search, and immediate access to accrued pay; and
- reduce the most significant barriers to **work for people who have experienced long-term unemployment, incarceration, or discrimination**

More on each of these recommendations can be found in the group’s recently released [Working Up](#) report.

#### **Lessons Learned from the Process**

Given the diversity of the group, the breadth and depth of contributing causes, and the highly polarized political context, the process has not been easy. CBI, Convergence, and the members of the group worked through several core challenges together: articulating shared principles; prioritizing key issues; finding the right level of ambition for recommendations; and dealing with deep disagreements on the role of government policies and requirements. Several lessons and insights emerged through the process.

#### *Exploration of Shared Principles Uncovered Areas of Agreement – and Difference*

First, spending time to articulate shared principles helped the group to see that there was important ideological and philosophical common ground, and began to shed light on what would be most difficult to resolve. Most striking was the group’s agreement that improving mobility for lower-wage workers is a critically important economic opportunity for all stakeholders, and that workers, employers and government have distinct (though overlapping) responsibilities for building job skills and career ladders; creating quality jobs with supports for family life; attaining financial stability; and removing barriers to work that exclude disadvantaged groups. At the same time, the principles conversation revealed strong differences of view about whether the government should commit to full employment as a macroeconomic policy, whether employers should be required to provide a living wage, and several other issues that are both economically and ideologically charged.

#### *Sharing and Vetting Good Practices Supported Creation of Strong Recommendations*

Second, the group was able to build directly on the insights and experience of its members to agree on best practices for workforce skills and

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career paths, and on ways to improve financial security for lower-income workers. In these areas, the group functioned more as a learning community than a negotiating body. Having vetted a number of innovative programs and practices (some brought forward by members of the group from their own organizations, and others brought forward by researchers and advocates with extensive knowledge of the field), the group was able to craft strong recommendations for replicating and advancing good practices, backed by examples and evidence.

#### *Trust Building Enabled Group to Tackle Tough Questions*

Finally, the group was able to build enough mutual trust and respect over the course of several meetings to enable constructive discussion of very difficult issues. Among the most challenging were the option for a national policy establishing a minimum amount of paid sick leave, and the ability of employers to offer predictable and flexible schedules to lower-wage workers. Larger employers sought national standards that would allow consistency in their operations across states and localities. Smaller employers wanted exemptions from requirements that could jeopardize their viability. Worker representatives aimed for significant commitments to support both national legislation and ambitious, voluntary efforts among employers. Ultimately, all were able to advance their core interests through frank and constructive dialogue, negotiation, and problem-solving.

Throughout the Working Up process, the participating leaders and experts were buffeted by the strong winds of partisanship. Several participants represented organizations and constituencies that have been battling each other in the public square. Participants said that they were pleased with the progress on important substantive issues. Many also said that the process was a rare and welcome opportunity for open, honest dialogue, constructive disagreement, and effective negotiation. Along with the substantive report of the Working Up process, the group's members have built working relationships and open channels of communication. Those assets should help strengthen collaboration among worker advocates, employers, and government for the benefit of our economy and society.

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## Addressing Land and Property Claims Amidst Rubble in Marawi



Michael Brown  
Director, Canada  
Practice and Senior  
Mediator

**On May 23, 2017, 100 militants of an ISIS-inspired armed brigade, the “Maute” group, took control of the City of Marawi in the Autonomous Region in Muslim Mindanao (ARMM) in the Southern Philippines. Within five months – the time it took for national security forces to establish control – a large part of the city was destroyed and almost 200,000 residents were displaced. The city center was a bombed-out shell and emptied of any people.** As resi-

dents waited for permission to return, and the

national government considered approaches to re-construct the city, the possibility of renewed tension and violence over land and property matters represented a growing and significant risk. These risks had a familiar edge in this region, which has a deep history of land dispossession and displacement that have been sources of violence for a long time.

Facing growing pressure and concern to generate a strategy to address land and property issues in Marawi, the United Nations Development Programme (UNDP) turned to the Consensus Building Institute. CBI mediators have helped develop systems to manage post-conflict land and property issues in peace processes in Guatemala, Timor Leste, and Sri Lanka. These experiences have highlighted the importance of careful conflict analysis and thoughtful design of systems that build on existing local and national capacities and that are tailored to the specific contextual complexities and sensitivities at play.

### **Creating a Typology of Claims**

The first challenge the team faced was to understand both the scale and the diversity of land claims and disputes. The second was to understand what formal and informal systems, institutions, and norms could be used to resolve them.

To meet these challenges, a two-person team (Michael Brown, Director of Canada Practice and Senior Mediator, and a leading national land lawyer) went to Marawi to interview stakeholders about land claims issues. They conducted dozens of interviews and meetings with individuals and

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small groups from national and local government, traditional and religious leaders, and local community members.

CBI's questions focused on the:

- overall conflict dynamic and peace process in the region,
- types of land and property claims and disputes that the destruction of the city and the resettlement process were creating,
- laws and policies that might be used as the basis for resolving disputes, and
- roles and capacities of different government agencies, local and traditional authorities, and the relevant processes available to deal with these issues.

Through the assessment, CBI developed a typology of the different categories of claims and disputes in the City of Marawi, and an analysis of the relevant capacities of the many institutions that play or could play a role in addressing each type of claim and dispute.



Photo credit: Wikimedia commons, [Philippine Information Agency](#)

### **Building a Framework to Address Claims, and a Roadmap to Implement It**

Based on the assessment, CBI developed a framework of steps to address land and property claims and disputes, using existing institutions where possible, and recommending new mechanisms where needed. Designing the system required working through many challenges. How to design the basic elements in real time while facing pressure for quick action?

How to build due process and human rights considerations into a system that operates efficiently? How to encourage and promote effective inter-agency coordination between numerous government and non-government actors? In addressing these and other challenges, CBI generated a framework with the following three elements:

- *Determination of legitimate claimants*: consolidating existing land documents, identifying claimants, linking land claims with land parcel maps, providing public notice of the claim review process, validating claims, resolving disputes, recognizing ownership and claimants, and determining what cases merit the right to appeal
- *Reparation for loss or damage of property due to war*: determining the extent of property loss or damage, developing categories of damage to allow for efficient compensation of similar properties, and recompensing legitimate claimants with money or property
- *Compensation for loss or damage to land and property due to reconstruction efforts planned for the City of Marawi by the national government*: expropriating land and property if required, developing formulae for quick compensation of similar properties, and recompensing with money or property

A system of this type must be grounded on formal elements of post-war restoration of property rights under international law, while also building upon national and local legal, institutional, cultural, religious and political realities. CBI's deep experience in designing land and property systems in post-conflict settings ensured the integration of international best practice into local context, while prioritizing a coherent institutional design that links relevant agencies, procedures, and actors. Throughout the process, CBI worked closely with national counterparts in the government's Marawi reconstruction team (particularly its Sub-Committee on Land and Natural Resources), and with local, traditional and religious leaders.

Following government approval of the framework, UNDP asked CBI to design a multi-year roadmap to implement it. The roadmap lays out a set of actions needed to create an integrated system to resolve the claims and disputes in Marawi City. The roadmap also provides information required to help UNDP and the national government mobilize the significant finances needed to develop and implement a system of this nature.

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While structured to address the immediate challenges in Marawi, the system was also designed to potentially serve as a foundation for handling the many land and property challenges in the broader Bangsamoro Peace Process in the Autonomous Region in Muslim Mindanao.

While challenging and complex, CBI's efforts in Southern Philippines provide an example of how to design a system to address large numbers of post-conflict land and property claims in a conflict-sensitive and efficient manner suited to the challenges of peacebuilding.

## CBI New Faces - CBI West



**Stephanie S. Horii** joins the CBI team as an Associate, based in the Sacramento region and San Francisco Bay Area. Stephanie brings more than five years of experience as a facilitator, and a deep background in environmental science and management issues. Her work touches upon a wide range of policy issues, including water, natural and cultural resources, climate adaptation, renewable energy, environmental health, agriculture, and land-use planning and management. Prior to joining CBI, Stephanie worked as an Associate Facilitator at the Center for Collaborative Policy at Sacramento State University, Sacramento. She has also provided more than eight years of research support for various marine coastal organizations working on the West Coast and internationally. Stephanie holds a master's degree in environmental science and management from the Donald Bren School of Environmental & Science Management and a bachelor of science degree in aquatic biology from the University of California, Santa Barbara.



Photo credit: [Satyam Joshi/USAID, CC BY-ND 2.0](#)

investments in renewable energy, forest conservation, sustainable forest management, climate adaptation, and resilience in developing countries. The core partners of the CIF are developed and developing country governments, the World Bank, and regional multilateral development banks. Representatives of civil society, the private sector, and indigenous peoples are consulted on the CIF's governance and participate in investment programs.

Since 2009, the CIF has pursued a goal of catalyzing transformational change in the countries where it invests, using an innovative approach to design and implement country investment programs. The TCLP's goal is to provide independent and collaborative evaluation of the CIF's efforts at transformational change, and generate actionable insights through the process. The TCLP is itself a novel effort to integrate a consultant-led independent evaluation with in-depth dialogue and reflection among a cross-section of CIF stakeholders.

Since March, Senior Mediator Catherine Morris and Managing Director David Fairman have been facilitating the work of the TCLP, under the guidance of the CIF Evaluation and Learning Team, and in close collaboration with independent evaluation teams from ITAD and the Overseas Development Institute. At an October TCLP workshop, stakeholders explored the evaluation teams' preliminary findings, identified outstanding questions for further investigation, and began the work of distilling "headline" insights for the CIF and other global climate finance institutions. The process will culminate in a synthesis report to be presented at the CIF's 10th anniversary meetings early in 2019.

## CBI IN ACTION ||

### A Snapshot of Ongoing and Recent Work

#### >> Facilitating a global learning partnership with Climate Investment Funds

CBI has been facilitating a Transformational Change Learning Partnership (TCLP) for the Climate Investment Funds (CIF), an innovative evaluation effort the organization is launching in conjunction with its 10th anniversary. The CIF is an \$8 billion partnership that makes in-

#### >> Facilitating a stakeholder process at Lowry Landfill Superfund site

Senior Associate Ryan Golten is working with the Environmental Protection Agency (EPA) and its state regulatory partner, the Colorado Department of Public Health and Environment, to facilitate a collaborative approach to a complicated, controversial Superfund site in Aurora, Colorado. The parties, including the responsible entities and local advocacy groups, are working together to determine whether

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the site is effectively containing the groundwater contamination as it is designed to do, and, if not, to outline the necessary path forward with relevant stakeholders through the regulatory process. The parties are developing collaborative approaches to answer complex, hydrogeological questions with input from a deeply-concerned and informed group of local stakeholders and their technical advisors. After years of mounting concern, EPA intends to make a decision regarding the effectiveness of the current approach while charting a new path of collaboration and trust-building with partners and affected communities.

### >> **Launching challenge for breast cancer research ideas**



CBI has been serving as the principal coordinator and facilitator to the California Breast Cancer Research Program (CBCRP) on a five-year effort to uncover and fund innovative research ideas for preventing

breast cancer. CBCRP is the largest state-funded breast cancer research effort in the U.S. and has awarded more than \$280 million in research funds to institutions in California. This fall, CBCRP launched an [international challenge to surface research ideas](#) with support from CBI Director of Communications Kristi Kienholz and Associate Julia Golomb. CBI mediators also worked with CBCRP this year to convene a Steering Committee that will guide the development of the program's research priorities, based on ideas from the challenge, examination of other research efforts, and guidance from advisors, researchers, breast cancer advocates, and community members. Over the next several years, Senior Mediator Gina Bartlett and Senior Associate Laura Sneeringer will facilitate the meetings and work of the Steering Committee that will determine how \$15 million in grant funding will be disseminated in California for breast cancer research.

### >> **Negotiating collaborative groundwater governance in California's North Sacramento Valley**



Photo credit: [USDA.gov](#)

CBI practitioners have been assisting local agencies in California with water supply, water management, and land use authority to negotiate and form legal agreements to collaboratively manage groundwater in compliance with the Sustainable Groundwater Management Act

(SGMA). The SGMA, signed into law in October 2014, requires a regulatory framework for groundwater management and the formation of local Groundwater Sustainability Agencies (GSAs). Senior Associate Tania Carlone helped one of three groundwater basins in Butte County reach an important milestone in September. Through a facilitated mutual gains approach, three public agencies successfully negotiated a Joint Powers Authority (JPA) Agreement establishing a new public agency, the Wyandotte Creek GSA. The JPA empowers commercial agricultural and rural residential groundwater stakeholders to sit on the JPA board of directors as full voting members along with representatives of the three signatory agencies. The agreement also calls for the establishment of a robust multi-party committee whose role is to advise the JPA board on a full range of groundwater management policy and planning issues in the basin. Tania is leading similar collaborative water governance negotiations in two adjacent groundwater basins in the North Sacramento Valley.

### >> **Assessing government institutional capacity to build collaborative partnerships**

Natural Resources Canada's (NRCan) Indigenous Partnerships Office was established to find new ways for the federal government to engage with indigenous peoples on issues related to natural resource development, particularly through early and ongoing engagement around energy infrastructure. As the office approached the end of its first mandate, NRCan approached Director of Canada Practice and Senior Mediator, Michael Brown, to evaluate its ability to build collaborative part-

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## CBI IN ACTION || *Continued*



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nerships. Michael undertook an assessment of the office's capacity to build such partnerships, primarily with indigenous groups; identified broad lessons learned; and provided recommendations to strengthen NR-Can's collaborative capacity.

Because this assessment was internally-focused, a more extensive process involving key partners could follow, documenting lessons learned and developing agreed-upon recommendations for improvement.

### >> **Crafting a framework to assess impacts of offshore wind on marine mammals and turtles**



Photo credit: [Oregon State University, CC BY-SA 2.0](#)

In late May, CBI facilitated a workshop, co-sponsored by the New England Aquarium and Massachusetts Clean Energy Center, of world-renowned marine scientists from the U.S. and UK, environmental NGOs,

regulators, public stakeholders, and offshore wind leaseholders to inform the development of a scientific research framework to assess impacts of offshore wind on marine mammals and turtles in the Northeast. In the workshop, which was facilitated by Managing Director Patrick Field and Associate Rebecca Gilbert, participants discussed current knowledge of the effects of offshore wind development on marine mammals and turtles; examined existing European studies that have sought to measure such impacts; identified potential research questions and hypotheses; and reviewed possible analytical, statistical, and data collection methods. Once the framework is complete, it could be applied to other offshore wind development along the Atlantic coast.

### >> **Managing conflict around pipeline construction**

CBI and Environmental Resources Management are undertaking a joint effort to convene stakeholders from diverse sectors in early 2019 to



discuss how better to prevent, mitigate, and resolve conflict during the construction of natural gas and oil pipelines. Over the past decade, there has been increasing, sometimes vehement, opposition to the development of gas or oil pipeline projects in different areas of the U.S. This opposition has been fueled by concerns about global warming, impacts on natural and cultural resources, the alteration of the landscape, and broad cultural and political trends. When pipeline projects are approved, worries, complaints, and protest soon follow. Local communities, tribes, and state and federal agencies often react defensively in response. This CBI Board-funded project, which includes comprehensive stakeholder interviews and a literature review, will culminate in a white paper on "better practices."

### >> **Developing a landscape approach to sustainable development**



Photo credit: [WWF](#)

The Worldwide Fund for Nature (WWF) Myanmar asked CBI for coaching and strategic design support to help a diverse set of stakeholders in the Tanintharyi region develop and implement a shared vision of Sustainable

Development Goals for use of the land at the landscape level. CBI will work with WWF and other stakeholders to clarify how voluntary private sector transformation efforts can interact with local and national government actions and environmental advocacy to support long-term conservation, sustainable development, and human welfare goals. Merrick Hoben, Washington Director, and Stacie Smith, Senior Mediator and Director of Workable Peace, will likely travel to Myanmar in the near future to help guide this effort and support WWF in launching this ambitious endeavor.