



Crystal River: Endangered species & recreation

NRLI seeks to impact decision making in Florida by creating a network of professionals prepared to effectively address natural resource issues through collaborative leadership and conflict management.

Director's Corner:
Jonathan Dain

Accepting Applications: NRLI Class XVI (2016-2017)

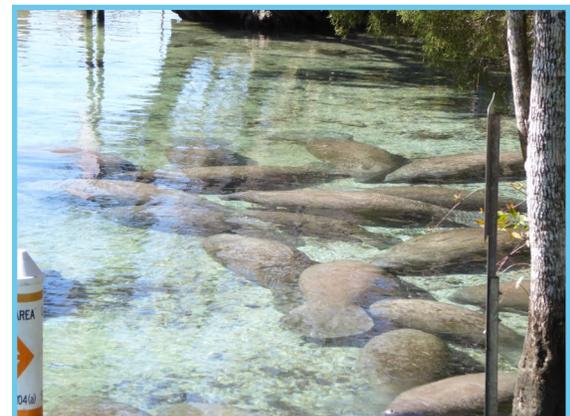
The NRLI program is predicated on three simple ideas. First, the State of Florida has a unique and fragile natural resource base on which all Floridians depend. Second, we can more effectively and sustainably manage that resource base if we move away from antagonistic and confrontational disputes and instead seek negotiated solutions that take into account the needs and interests of the many. Third, we need a network of trained professionals from all parts of the State, all natural resource sectors, and a diversity of perspectives if we are to realize the second idea. By "trained professionals" we mean leaders equipped with a specialized set of skills, tools, and approaches that enable them to communicate effectively, build trust, and facilitate collaboration among competing interests.

Through everyday actions, small and large, NRLI alumni impact Florida by applying their skills and drawing on their network. NRLI seeks Fellows who will both benefit from the program and strengthen the network. We need your continued assistance in recruiting those with NRLI leadership; we need to continue expanding the network of trained professionals.

How to Apply: NRLI Class XVI

The application deadline for Class XVI is April 1. Class size is limited, so we encourage individuals to apply as soon as possible. For additional information on Class XVI, including a complete schedule and application instructions, visit the NRLI website:

http://nrli.ifas.ufl.edu/NRLI_classXVI.shtml



Swim with the manatee tour boats in Kings Bay (left); manatees viewed in Three Sisters Springs during the boardwalk tour (right). Photos by Jessica Ireland.

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Photos from the Session 6 field trip: swimming with the manatees in Kings Bay & boardwalk tour of Three Sisters Springs. Photos by Jessica Ireland.

Session Overview

There is perhaps no better example of the tension between recreation and the conservation of endangered species than the Florida manatee. There is no better place to study that tension than Kings Bay and Three Sisters Springs on the Gulf coast of Florida. Class XV convened for session 6 in Crystal River February 4-6 to learn about and discuss conservation of the Florida manatee, the impacts of recreation and ecotourism, and the needs of the local economy.

To open the session on Thursday, Class XV Fellow Ivan Vicente, a Visitor Services Specialist at Crystal River National Wildlife Refuge, U.S. Fish and Wildlife Service (USFWS), gave a presentation to the group on “Sustaining West Florida’s most critical manatee haven.” Ivan provided an overview of the Crystal River National Wildlife Refuge, including the refuge objectives which are to: 1) provide habitat and protection for the Florida manatee consistent with the requirements of the Endangered Species Act (ESA), Marine Mammal Protection Act, and the Florida Manatee Sanctuary Act; 2) foster a sense of public commitment to and understanding of the plight of the manatee and its need for protection by providing opportunities for environmental education, interpretation, and sustainable wildlife-dependent recreation; 3) support the USFWS’s commitment to implement and carry out the objectives of the nationwide Manatee Recovery Plan; and 4) provide habitat for the natural diversity of wildlife species. Ivan noted that Kings Bay is the most ideal natural manatee wintering site on Florida’s west coast. Manatee numbers in Kings Bay have increased from ~344 in the winter of 2008-2009 to 758 in January 2016. At the same time, public interaction with the manatees, particularly through snorkeling, is a burgeoning ecotourism activity—the visitation numbers reported by swim-with-manatee commercial special use permit holders have increased from 66,531 in 2010 to 141,710 in 2015. Increasing manatee numbers and visitation numbers have resulted in difficult challenges for refuge managers, including violations of the ESA, safety issues, conflicts among stakeholders with different interests, interagency discrepancies, lawsuit threats, and increasing financial needs at the same time that budgets are being reduced.

To gain a better understanding of the issues at stake and people involved, on Friday morning Fellows participated in a ‘swim with the manatees’ tour with Captain Mike. The weather was crisp, but the trip to Kings Bay allowed Fellows to observe both the manatees and the surrounding ecotourism scene. After warming up and having lunch, Andrew Gude, Refuge Manager, Crystal River National Wildlife Refuge Complex, and Ivan Vicente led us on a boardwalk tour of highly photogenic Three Sisters Springs where large groups of manatees had congregated to keep warm.

NRLI emphasizes the importance of listening to and learning about diverse perspectives, particularly among those involved in and affected by natural resource issues in the communities that we study. On Friday afternoon, Fellows heard from stakeholders who joined us for a discussion regarding the various conflicts among those with interests related to manatee protection, ecotourism, and the local economy. The stakeholders included:

- ◆ Mike Engiles, Crystal River Watersports; President, Manatee Ecotourism Association
- ◆ Katie Tripp, Director of Science and Conservation, Save the Manatee Club
- ◆ Andrew Gude, Refuge Manager, Crystal River National Wildlife Refuge Complex, U.S. Fish and Wildlife Service
- ◆ Phillis Rosetti-Mercer, Chair, Waterfront Advisory Board, City of Crystal River
- ◆ Dave Burnell, City Manager, City of Crystal River
- ◆ Scott Calleson, Fisheries & Wildlife Biologist, Florida Fish & Wildlife Conservation Commission, Imperiled Species Management Section

For more detail on the session, please read the Fellows’ article (page 5) written by Class XV Fellows Gretchen Ehlinger and Andy Kohler.



Fellows talk with Crystal River stakeholders about ecotourism, the local economy, and manatee protection and status.

Photo by Jessica Ireland.

Curriculum Focus: Planning for and applying principled negotiation practices

In addition to the activities previously described, Fellows participated in experiential training designed to accomplish the objectives of the Crystal River session which were to:

- ◆ Learn about principled, interests-based negotiation.
- ◆ Practice negotiation planning and apply principled negotiation techniques.
- ◆ Learn about multi-stakeholder processes.
- ◆ Discuss power differences in negotiation.
- ◆ Explore the issue: endangered species and recreation; meet with Crystal River stakeholders.

Principled Negotiation

NRLI Project Team members Bruce Delaney and Jessica Ireland led an introduction to negotiation session on Thursday afternoon. The session began with a brainstorming discussion on “what is the value of negotiation?” and “what are the characteristics of a good negotiator?” Following the brainstorming, Fellows engaged in small group discussions of serious negotiations they had been involved in while identifying what made these negotiations effective or not so effective.

Bruce then introduced the Fellows to the method of “principled negotiation, or interests-based negotiation.” This process was developed at the Harvard Negotiation Project and employs four standards:

- ◆ Separate the people from the problem
- ◆ Focus on interests, not positions
- ◆ Invent options for mutual gain (“expand the pie”)
- ◆ Insist on objective criteria (use measurable, verifiable criteria) (Fisher and Ury 2011)

In this type of negotiation, participants are engaged in solving problems, and the goal is to reach a “wise outcome” in an efficient and amicable manner (Fisher and Ury 2011).

Following this introduction, Jessica and Bruce provided Fellows with background and role information for a negotiation simulation to take place on Saturday. The simulation, “Cornwallis ‘County by the Sea’ Landfill” involves a negotiation over the siting of a landfill facility in a county on the coastal plain of the eastern United States. Each Fellow was assigned a role in the activity. These roles included facilitator, park managers for the State Department of Parks, representatives from the Audubon Society, staff members from the Regulatory Division of the U.S. Army Corps of Engineers, County Commissioner, regional representatives of a conservation organization, homeowners’ association officers, president of the Chamber of Commerce, county administrator, and director of the county solid waste program. Fellows used time between Thursday and Saturday to prepare for the negotiation. To guide them in planning, Fellows were encouraged to think about the following

- ◆ Their interests;
- ◆ Their ‘Best Alternative to a Negotiated Agreement’ (BATNA) (Fisher and Ury 2011);
- ◆ Their ‘Worst Alternative to a Negotiated Agreement’ (WATNA) (Fisher and Ury 2011);
- ◆ The best outcome for them in the negotiation;
- ◆ Conversely, the least favorable outcome they would accept in the negotiation;
- ◆ The other parties’ interests; and
- ◆ The BATNAs and WATNAs for the other parties.



Fellows apply principled negotiation techniques during the Cornwallis “County by the Sea” negotiation simulation.

Photo by Jon Dain.

Curriculum Focus cont'd

Multi-stakeholder Processes (MSPs)

MSPs are initiatives involving multiple stakeholders and multiple meetings and can either be self-organized or outside convened (for purposes including consultation, negotiation, conflict management, collaborative decision-making, and social learning). MSPs can provide a channel for direct participation of a range of stakeholders in decision-making and bring people together who might otherwise not have collaborated or provided input. Although both time and energy consuming, MSPs convene people and groups with diverse viewpoints, skills, and styles and can lead to unexpected synergies and broad consensus on complex issues. They can also create a more level playing field for underrepresented groups. MSPs are not a panacea for policy-making but can be an important strategy when public engagement is desired.

After explaining MSPs, Bruce presented a case study, a multi-stakeholder process he facilitated to provide input for the Alachua County Waterways Master Plan. In this project, multiple meetings were held with diverse stakeholder groups to share information and obtain input regarding water resource activities, issues, and solutions. Alachua County commissioned the project to help develop goals and recommendations for use in policy-making.

Some key considerations when planning MSPs include “right people, right process, right facilitators, and right type of meetings.” MSPs require an experienced facilitator and often have teams made up of individuals with different skills and expertise. It is important to consider the time and additional resources that are needed to bring together multiple interests in this way and to have a clear set of objectives. That said, flexibility within the process is advisable as different stakeholder groups may require different types of meetings in consideration of cultures, needs, and/or constraints.

Dealing with Power Differences

Power dynamics play an important role in and have a significant impact on conflicts and negotiation processes. In this session, Paul Monaghan and Jon Dain led Fellows in a discussion of the role of power in negotiation and ways to address power differences.

Power is “the ability to act or produce an effect:” to have one’s way; to influence others to do one’s bidding; and can include persuasion or inspiring other (Adler & Silverstein 2000). Repeated studies show that balanced power versus unbalanced power leads to a greater likelihood of a favorable outcome (i.e., reaching agreement). There are many types of power, including power over (domination or control of one over another—often seen as negative; one wins, one loses); power to (individual ability to act); power with (alliance, collective action, or mutual support); power within (self-worth, dignity, confidence, or capacity to imagine and have hope) (Rowlands, Veneklasen, & Miller 2005). Power can derive from a variety of sources, including personal power (identity, personality, resources/money, self-worth/confidence); organizational power (institution, collective action—alliances); informational power; and moral power. Furthermore, power has different faces; it can be visible, hidden, or invisible. Visible power is related to who makes decisions, how decisions are made, and/or what decisions are made. Hidden power can come from setting the agenda behind the scene or biases which exclude/include people/groups—controlling who is included or what is addressed. Invisible power relates to value systems and what is normal, acceptable, and safe (i.e., social conditioning, ideology, and stories/narratives (Gaventa 2006; Lukes 2005; VeneKlassen & Miller 2002).



Project Team member Bruce Delaney talks with the Fellows about the Alachua County Waterways Master Plan project, a multi-stakeholder process he facilitated. Photo by Jessica Ireland.

Session 6 Fellows' Article

Gretchen Ehlinger & Andy Kohler (Class XV Fellows)

Each month, we ask a pair of Fellows to reflect on the session in their own words. This article describes the key takeaways from the point of view of Fellows Gretchen Ehlinger & Andy Kohler.

The focus of Session 6 was negotiation and what better place to hone our newly learned skills of principled negotiation than in Crystal River, where the issue of the endangered manatees and recreation collide and presents a perfect backdrop. Manatees are a major economic driver in Crystal River as can be seen by all the signs, statues, and pictures of manatees you see on almost every block as you drive into town.

The session started with learning about the Four Pillars of Principled Negotiation where the Fellows focused on separating the people from the problem, inventing options for mutual gain, focusing on interests, not positions, and insisting on using mutually agreed-upon criteria. As the Fellows learned about the best alternative to a negotiated agreement (BATNA) and the worst alternative to a negotiated agreement (WATNA), they also learned about negotiation planning. Fellows were assigned stakeholder roles for the "Cornwallis by the Sea" exercise that they completed later in the session. In preparing for their roles in that negotiation exercise, they used their negotiation planning skills to plan their strategies, develop their positions, interests, BATNA, WATNA, and their bottom line. Various discussions between stakeholders took place over the session to prepare for the final negotiation.

Our current Fellow, Ivan Vicente, provided us with the context for the issue of manatees and recreation. His presentation allowed us to see the issue not only from his official position as an employee of the U.S. Fish and Wildlife Service, but also as a resident and active recreationalist in the area. The objective of protecting the Manatees takes top priority, but deciding what that means to Crystal River and its stakeholders is the real dilemma.

To get a first-hand view of how humans and manatees interact in this unique environment, we set out very early on a chilly morning to go snorkel with the manatees. Armed with the knowledge that Ivan provided us and reinforced by Captain Loopy, we were able to embark on a tour of "the most ideal natural manatee wintering site in Florida's west coast". After donning 5mm of protection from the elements, we were educated as to the acceptable and the prohibited when it comes to interacting with the manatees in Kings Bay. After a short ride on the disco equipped Manatee Queen, we were allowed to enter the water amongst the gentle giants. The Fellows enjoyed a very brisk swim with the manatees and got that up-close experience promised in all the tour guides. A video of the encounter can be seen at https://www.youtube.com/watch?v=MwVlqAQXX5E&feature=em-upload_owner.

After lunch at the Three Sisters Springs, we walked the boardwalk and were treated to an eye-opening view not only of the manatees in crystal clear water, but also of the human interaction that they are subject to. The thoughts and experiences we had with the manatee interactions were further explored during the stakeholder panel that included Mike Engiles, president of the Manatee Ecotourism

Association; Katie Tripp, Director of Science and Conservation for Save the Manatee Club; Andrew Gude, Refuge Manager for Crystal River National Wildlife Refuge Complex; Phillis Rosetti-Mercer, Chair of the Waterfront Advisory Board; and Scott Calleson, Fisheries and Wildlife Biologist with Florida Fish and Wildlife Conservation Commission. The panel discussed the issues with Three Sisters Springs and the new limits on how many people can be in the water with the manatees at a time based on overcrowding and the needs of the manatees. Viewpoints from the residents and the eco-tour operators were voiced as well as the science and management issues. The panel members all seemed to be on the same page that Three Sisters Spring is at capacity, but the best solution varied based on the stakeholders position and interests. The issue of expanding ecotourism was discussed, as well as diversifying the business to take advantage of the natural resources throughout the entire year. The Fellows reflected on the various positions and interests of the stakeholders as well as the power (or the perception of power) of the various stakeholders.

After the Fellows had two days to learn about negotiation skills, they got to put them to the test with the "Cornwallis by the Sea" negotiation. The Fellows assumed their stakeholder roles and attempted to determine where Cornwallis County will site its new landfill. Several Fellows got into their roles and made the scenario very realistic. While a final landfill siting was not determined, the Fellows gained valuable negotiation experience. The weekend wrapped up with an amazing slideshow and rap during the feedback panel. As we left Crystal River, we had a much better sense of the issues in dealing with endangered species and the economy of a community, and several Fellows got to check swimming with manatees off their bucket list.



Photo by Andy Kohler.



Photo by Angela Collins.

Ivan Vicente

Visitor Services Specialist, Crystal River National Wildlife Refuge Complex, U.S. Fish and Wildlife Service



Ivan first became involved in the wildlife conservation arena at age fourteen volunteering with the Puerto Rican parrot recovery project throughout high school. While undergoing his B.S. degree in Wildlife Management at the University of Puerto Rico, he assisted with endangered species recovery projects, such as the leatherback sea turtle and the yellow shouldered blackbird recovery projects. After graduating from college, Ivan served in the Peace Corps in the Republic of Slovakia for two and half years as an environmental educator. After returning to the United States, he began working for the U.S. Fish and Wildlife Service as an Outdoor Recreation Planner at the Rocky Mountain Arsenal. Ivan currently works at the Crystal River National Wildlife Refuge Complex in Florida, where he has served for 10 years as the Visitor Services Specialist and Public Relations Officer. Currently, Ivan Vicente coordinates all commercial Special Use Permits for Crystal River National Wildlife Refuge and serves as the liaison between the U.S. Fish and Wildlife Service and most local stakeholders of the refuge.

Lori Edwards

Supervisor of Elections, Polk County



Lori Edwards moved to Florida as a child with her family in 1970, grew up in Sarasota, and spent her young adult years in the Bradenton area. She currently lives in Polk County where she has served as Supervisor of Elections since 2001. She's responsible for conducting fair elections, maintaining accurate voter rolls, and offering voter registration services. She began her career in radio as a news reporter, and served in the Florida Legislature before being elected to her current post. Lori was also employed by National Audubon Society as Florida Coordinator of their Population and Habitat campaign, organizing and training activists to raise awareness of the impact of population growth on the environment.

Although our democratic process is Lori's first love, her passion for protecting Florida's natural systems is a close second. She's always looking for ways to expand her knowledge, and in addition to NRLI, Lori is a participant in the Florida Master Naturalist program. Eventually, she

hopes to combine her skills as an advocate for important environmental policies at the state and local level.

Lori travels often and prefers to spend her free time outdoors enjoying hiking, cycling, watersports, gardening, golfing, and (her favorite) snow skiing.

Gretchen Ehlinger

Senior Technical Manager/Senior Biologist, U.S. Army Corps of Engineers Planning & Policy Division



Gretchen grew up in Minneapolis, Minnesota and spent a lot of time in the lakes where she developed her love for the water. Being land-locked, she developed a great curiosity with the marine world and received her Bachelor of Science in Biology from the University of Oregon where she took advantage of several opportunities to study at the Oregon Institute of Marine Biology and at Curtin University in Perth Australia. Gretchen continued her education at Florida Institute of Technology where she received her Ph.D. in Ecology and Conservation Biology studying horseshoe crabs in the Indian River Lagoon. During her graduate career, she also worked for Dynamac Corporation at the Kennedy Space Center where she was involved with sea turtle, seagrass, fish, wetland vegetation, water quality, and pre- and post- shuttle launch monitoring. After graduation, she was hired as a research biologist by the Florida Fish and Wildlife Conservation in Jacksonville with the Fisheries Independent Monitoring program and as an adjunct faculty member by the Florida Community College at

Jacksonville where she taught biology. Gretchen began working on Everglades restoration in 2005 as a contractor to the U.S. Army Corps of Engineers (Corps) and was hired by the Corps in 2008 where she serves as a co-chair of the Interagency Restoration Coordination and Verification (RECOVER) team of the Comprehensive Everglades Restoration Plan (CERP). The RECOVER team conducts scientific and technical evaluations and assessments for improving CERP's ability to restore, preserve, and protect the south Florida ecosystem while providing for the region's other water-related needs. She is currently the Acting Chief for Restoration and Recovery Section in the Planning Division.

Gretchen lives in Jacksonville with her husband Troy, who also works for the Corps as a coastal geologist on beach restoration projects, and their two boys, Hollis (8 years old) and Hayes (6 years old). They spend their free time riding bicycles (of all sorts), advocating for bike trails and bike safety in Jacksonville, kayaking, camping and keeping up with the boys' school and sports activities.

Thomas Ruppert

Coastal Planning Specialist, Florida Sea Grant College Program



Thomas Ruppert, coastal planning specialist at the Florida Sea Grant College Program, is a licensed attorney developing legal and policy analysis for local governments on aspects of adaptive planning for sea-level rise, community resilience, and associated long-term challenges and opportunities for Florida’s coastal communities. Areas of expertise include federal and state property rights law, beach and coastal policy in Florida, flood insurance, Florida’s Coastal Construction Control Line program, planning law, and coastal and marine permitting programs. He has worked with over a dozen partners to organize and host legal workshops on coastal issues and flood insurance around the state and is in demand as a speaker on sea-level rise legal and policy matters, having reached over 2,000 through in-person presentations, including more than 500 attorneys, since beginning work with Florida Sea Grant in 2010. Mr. Ruppert is currently involved with several initiatives within Florida communities planning for sea-level rise maintains a website of original resources and links to other resources at www.flseagrant.org/climatechange/coastalplanning/.

Looking Forward

Class XV Sessions 7-8

Dates	Topic	Location
March 10-12, 2016	Agriculture south of Lake Okeechobee	Clewiston
April 7-9, 2016	Graduation & practicum presentations	Gainesville

Class XVI (2016-2017)

We are currently accepting applications for NRLI Class XVI (2016-2017)! **The application deadline is April 1, 2016. Class size is limited; applicants are strongly encouraged to apply as early as possible.**

For additional information, including a complete schedule and application instructions, please visit the Class XVI page on the NRLI website (http://nrli.ifas.ufl.edu/NRLI_classXVI.shtml) or contact Jessica Ireland, NRLI Program Coordinator.

Phone: (352) 294-7643

E-mail: jjtireland@ufl.edu

Class XV Fellows

Brad Austin, Co-Owner, Operator of Cindale Farms LLC

Angela Collins, Florida Sea Grant Extension Agent, UF/IFAS Extension/Sea Grant Manatee County

Samantha Danchuk, Assistant Director, Broward County Environmental Planning and Community Resilience Division

Lori Edwards, Supervisor of Elections, Polk County

Gretchen Ehlinger, Senior Technical Manager/Senior Biologist, U.S. Army Corps of Engineers, Planning & Policy Division Jacksonville District

Greg Harden, Field Representative, Florida Farm Bureau Federation

Andy Kohler, Land Management Specialist, St. Johns River Water Management District

Shelby Krantz, Coordinator, Southeast Climate Consortium, University of Florida

Jody Lee, Environmental Manager, Florida Department of Agriculture and Consumer Services, Office of Agricultural Water Policy

Erin McDevitt, South Region Marine Habitat Coordinator, Florida Fish and Wildlife Conservation Commission, Division of Habitat and Species Conservation

Cheryl Millett, Biologist, The Nature Conservancy

Marta Reczko, Technical Assistance Specialist, Office of Environmental Resource Management, United South and Eastern Tribes, Inc.

Chad Rischar, Senior Project Manager, St. Johns River Water Management District

Fred Rondeau, FWC Captain, Florida Fish and Wildlife Conservation Commission Division of Law Enforcement

Angeline Scotten, Senior Wildlife Assistance Biologist, Florida Fish and Wildlife Conservation Commission, Division of Habitat and Species Conservation

Jason Spinning, Chief, Coastal Navigation Section, U.S. Army Corps of Engineers, Planning and Policy Division, Jacksonville District

Jacqui Thurlow-Lippisch, Town Commissioner, Town of Sewell's Point

Nick Trippel, Research Associate, Florida Fish and Wildlife Conservation Commission Fish and Wildlife Research Institute

Ivan Vicente, Visitor Services Specialist, U.S. Fish and Wildlife Service Crystal River National Wildlife Refuge Complex

Tracy Wyman, Graduate Landscape Architect, Gulf Coast Community Design Studio

NRLI Project Team

Jonathan Dain
Bruce Delaney
Jessica Ireland
Joy Hazell
Paul Monaghan

Contact us:

Jessica Ireland
NRLI Program Coordinator
P.O. Box 110240
Gainesville, FL 32611-0240
Phone: 342-294-7643
E-mail: jjtireland@ufl.edu



Collaborative solutions for natural resource challenges