



GROWTH AND CONFLICT MANAGEMENT

NATURAL RESOURCE ISSUE: SUSTAINABLE TREASURE COAST

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Melissa Meeker was introduced by Bob Jones, Director of the Resolution Group, in Tallahassee. Bob had worked as a consultant to the group which called itself the Sustainable Treasure Coast (STC). Melissa served as the Chair of the STC Group while it performed its mission. Requested by Senator Ken Pruitt and established by Executive order of the Governor, the group was challenged to develop a mission/vision for the 3 county areas of Martin, St. Lucie, and Indian River relative to growth in the area for the next 50 years.

There were 37 members of the STC, from varied backgrounds and professions. There were representatives from all three counties, including the public and private sector. Monthly meetings of the group helped members to

learn about challenges, perspectives, etc. that STC would face as its population continued to grow. Specific tasks were stated in the Executive Order to be fulfilled by the group. Despite hurricanes and the ensuing damage, the group was determined to accomplish its mission.

Indian River Citrus and agriculture were responsible for much if not most of the income in the 3 counties. Trying to maintain agriculture and open space with the concurrent intense growth was a major problem. What would happen when citrus is gone? A great deal of effort was exerted to teach residents, businesses and people in general why open lands are important for reasons other than the visual beauty. A secondary group joined 4 other subcommittees later in the process. It was

known as the "Rural Lands Committee", and became a very important aspect of the work of STC.

According to Melissa, it was essential to have a facilitator at the meetings because of the sheer size of the group, the politics involved and conflicting interests. Principles for ways to treat each other and ground rules were important parts of the multiple stakeholder meeting processes. Melissa discussed the project and the recommendations that were published in a final report in 2005. Success of the project has been evidenced in the establishment of a regional identity vs. 3 separate counties. The comp plan review process included the region rather than just individual counties. A report card will have indicators and benchmarks for evident of progress.



Adams Ranch Tour: Rural Land Stewardship Sending Area.



Indian River Lagoon.



Captain Barry "Chop" Lege: Indian River Lagoon Boat Tours

We're on the web:
<http://nrli.ifas.ufl.edu>

NRLI TEAM
LEADERS

Roy R. Carriker
Bruce Delaney
Jonathan Dain
Marta Hartmann
Robert M. Jones
Burl F. Long
Tom Taylor

2006 NRLI
FELLOWS-

Class VI

Dan Armstrong
Curtis Brown
Sarah Carte
Scott Christmas
William Cleckley
Ed Dunne
Mark Flomerfelt
Jeff Gellerman
Paul Haydt
Ellen Huntley
Steve Johnson
Hal Knowles
Robert Tietz
Elizabeth Staugler
Wade Waltmyer
Adam Willcox
Bill Williams
Edward Wright
Judy Yates

Session IV
Summary

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Judy Yates
Print Layout:
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MEETING MANAGEMENT TECHNIQUES I: GROUP DYNAMICS

After a break, Jon led us in an activity referred to as “lost at sea” where group members were challenged to agree upon 5 essentials (from a list of 18) that would be necessary for survival of the shipwrecked members. Each person in the group was challenged with the need to convince “multiple stakeholders” that his/her list would be life saving. We then discussed “facilitating”, “facilitator” and helping everyone “get

there” when working with a group.

The word “facipulation” was discussed, and is a combination of facilitation and manipulation, and sometimes becomes involved in meetings results. Jon showed us the charts representing various methods of group decision making, with it being very clear that the process is not as direct and easy as one might think. The “Groan Zone”, a point in time when

members of the group have very divergent and different opinions and needs before beginning to reach consensus is actually an important component of the decision making. Without it, there may be a lack of open input and less than desirable results.



MEETING MANAGEMENT TECHNIQUES II: MEETING FACILITATION

Bob Jones shared the insight and experiences he had developed in his position when running meetings as a facilitator. To determine if one needs an outside facilitator the following cases were given as good indicators that a facilitator might be valuable in group decision making.

- In situations when distrust or bias is apparent or suspected
- If participants might otherwise feel intimidated
- If rivalries exist between individuals or organizations
- If the problem is poorly defined or defined differently by multiple parties
- If the members need help focusing on the problem at hand
- If the situation is complex or novel
- If a timely decision is

required, as in a crisis situation

- If it is appropriate to reduce the costs (resources) of meeting

The difficult and not so difficult dynamics of facilitating group process were identified and ways of handling those dynamics were provided by handout.

The aggressive or attacking behaviors that may manifest themselves and be disruptive to a group and deter participation and attendance are listed below:

- 1 Argues
- 2 Attacks group or individuals
- 3 Clashes with others
- 4 Domination by a highly verbal member
- 5 Refuses to budge from position
- 6 Acts passive aggressively

A group activity asked members of small groups to identify difficult personal behaviors they had personally exhibited in a meeting, after which the triggers to the difficult behaviors were discussed.

- 1 Threats to key interests
- 2 Threats to basic needs
- 3 Being ignored, lied to, or manipulated
- 4 Recalling past hurts or wrongs
- 5 Fear of future in which one loses current interests
- 6 Others not taking responsibilities for actions.

Of the group functions and roles (task functions, maintenance functions, and individual roles), we learned that maintenance maybe the most important of the 3, so we closed the day with some group maintenance by the pool.

NATURAL RESOURCE ISSUE: FIELD TRIP

Florida's Natural Resource Leadership Institute fellows participated in field-trip Friday morning which consisted of a visit to Adams Ranch located in St. Lucie County. Upon arrival, Mike Adams gave the group a brief background and history of their operation. Mr. Adams spent a great deal of time describing the Rural Lands Stewardship Program. The original pilot project was established by Section 64 of Senate Bill 1922 and signed into law by Governor Jeb Bush on June 19, 2001.

The original goal of the program was to "Develop a state rural policy that includes mechanisms for rural economic development and the continued viability of agricultural economics while protecting the unique characteristics of rural areas. Such mechanisms may include a program of innovative planning and development incentives, economic incentives, and other measures, such as incentives to reward best management practices, providing cost-efficient delivery of public services or purchasing development rights through a rural lands stewardship program."

In 2004, through a legislative amendment, the Rural Land Stewardship Program was changed from a pilot project to one that could be used throughout Florida. Rural Lands Stewardship Areas with a minimum of 10,000 acres could now be designated through the use of a future land use map overlay.

The 2004 amendment also allows for the identification of multi-county rural land stewardship areas to encourage counties to work collaboratively on regional growth management and planning challenges.

"In its simplest description, the Stewardship Program is designed around sending and receiving areas where the sending location's attributes are assessed and assigned values, and certain uses are removed from the site through the creation of transferable rural stewardship credits. These stewardship credits are then applied to the receiving area. The transaction is between private landowners, so county taxpayers do not bear the cost of environmental protection and conservation or provide subsidies to the agricultural industry.

In the case of the Adams Ranch Stewardship Project, Adams Ranch was the stewardship sending area. Another nearby property, known as Cloud Grove, served as the proposed stewardship receiving area and is the future location of a new town. The new town should incorporate best planning principles for community of place - with diverse, walkable, compact, vibrant, mixed-use elements. The town is envisioned to include a mix of housing research and education, work places, shops, entertainment, schools, parks, and civic facilities essential to the daily lives of the residents."

Later in the morning participants had the opportunity to participate in a guided tour of the Adams Ranch. Fellows were impressed with its beauty and the abundance of wildlife.



Adams Ranch waterway.



Adams Ranch Wildlife and Cattle.

BLUE WORLD GREEN WORLD

After lunch at the Florida Medical Entomology Lab, the group did scenario planning. The large group was divided in 3 smaller groups. Group 1 was to envision a "Blue World" which, in 2016 could not be worse, while Groups 2 and 3 were asked to envision a "Green World" where everything was wonderful and to describe how the world got that way. These were reported back to the main group by way of very creative skits.



NRLI Project Team muse at the future of a Green World.



NRLI Fellow reports vision of a "Green World."



"Blue World Governor and constituents"

SESSION IV PANEL DISCUSSION:

Ellen Huntley moderated a stakeholder panel discussion. The panel was composed of people who were involved in the STC initiative. A summary of their comments follows.

1. Mary Dawson: Citizen, active in Martin County, former county commissioner. There originally was very little cooperation and trust between members from the three counties. Constituents sat in cliques. With the excellent staff help they were able to keep moving and get the job done. The elected officials seemed especially tense and "gaming". It helped to rotate meeting sites. "We agreed to try."

2. Dr. Richard Baker: President of Pelican Island Audubon Society. Some members sat in on more than one committee meeting, e.g., rural lands and built communities to learn more about the big picture. "We had too many politicians." Disappointment was expressed in that, during the hurricanes,



Vero Beach from Indian River Lagoon.

the counties did not function as a region. This person felt that most of the time of the STC was spent discussing principles.

3. Lex Krumhout:

Farmer and land owner. Since requests for permitting new communities were coming before the commissions, it was obvious that the farmers and rural constituents needed to become involved. "If you can't lick 'em, join 'em." The Indian River flows northwest, and farmers have watched as property values increased from \$5,000 to \$30,000 per acre. At the same time, farmers are stressed with the loss of crops and no income. The temptation to sell is great.

4. Helene Caseltine: Director of Economic Development, Indian River County Chamber of Commerce. There was a need to diversify economically, to get new jobs and companies to come to Florida and the area. "The state is not competitive." It is important to work as a region to keep companies here that already are here, and to recruit more. The STC needed to determine why companies should come here and why they should stay.

5. Cynthia Roundtree: Director of Instructional Support, Scholl District of Indian River County. There is no requirement for development to include construction of new schools, but sometimes land is donated.

6. Gary C. Wheeler: Indian River County Commissioner. Voicing the "minority" opinion, he felt that life style, level of growth, and commerce was ok, but that the residential growth is not acceptably planned or coordinated. He does not like density or that style of living. There is plenty of room left in the

approved growth areas to take care of any new construction. He felt strongly that voters should be allowed to make the decisions related to growth.

7. Nancy Offutt: Executive Director of the Treasure Coast Builders Association. Builder rep. Clustering and higher density along with affordable housing is a high priority.

NRLI Group: Maintenance and Evaluation

After dinner at the hotel, we had a delightful and educational tour of the Indian River Lagoon, and proceeded to do some group maintenance.

Saturday morning was relegated to learning about agenda design and tools for evaluating the quality of information given in a group.

When designing an agenda:

1. Have overall work plan established
2. Have participants input re: needs
3. Have timelines
4. Have objectives
5. Have outcomes

The group participated in an exercise for use by a group to evaluate the quality of information received. Each person was given four different color dots. Each color represented either fact, opinion, hearsay, or fantasy. We used the dots to rate the quality of a list of statements provided to the group.

The group departed to meet in Live Oak in May to discuss methods of negotiations.

Sustainable Treasure Coast Mission: "To build consensus on guidelines, recommendations, tools and actions that will seek to improve the quality of life, the built and natural environment and the economy of the Treasure Coast Region."