



The Impact of the Everglades and Agriculture on Florida Bay

SOCIAL MEDIA SPOT

15 COMMANDMENTS FOR GOV'T AGENCIES ON TWITTER

"There is a promised land for government organizations - one where citizens pay attention to public agencies' information and pass it along to others, spreading the word for all to hear. Although there are many paths to the promised land, your journey will likely pass through Twitter.

Learning how to use Twitter effectively and knowing the ins and outs will certainly help you safely arrive in the promise land. The roads can be treacherous. You can easily get lost along the way and end up in the "land of nobody listens", or worse, the land of "nobody cares." While starting up your Twitter account or adopting some new practices, patience is important. Although Twitter can immediately connect you to your constituents, it takes some time to build up an audience and learn to use the tool.

Twitter (continued on page 9)

Welcome to Monroe County



Alicia Betancourt, with Monroe County Extension welcomes the Class to Key Largo. Photo by Candy Kaswinkel

Paul Monaghan opened the session as the NRLI fellows introduced themselves to Alicia Betancourt an agent with the Monroe County Extension office in Key Largo. Ms. Betancourt discussed county initiatives and in particular highlighted the Southeast Florida Climate Compact, a four-county initiative that has been a model for discussing climate issues and sustainability on a regional level. The Compact has received awards, national attention and funding and in December 2011 rolled out a draft climate action plan. Professionally, Alicia also focuses her efforts on energy conservation strategies, emphasizing the money savings that can be gained from reductions in energy use.

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"Looking Back—Looking Forward"

Jon Dain briefly reviewed the past four NRLI sessions and gave a preview of the upcoming sessions. The group also learned of the Dr. Burl Long award, which is presented each year to the NRLI fellow who has gained the most from the program. Fellows from Class XI will secretly select the winner whose name will be announced at the April graduation ceremony.



Jon Dain reviews with the Fellows past NRLI Sessions . Photo by Candy Kaswinkel

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The Future of Florida Bay — Post Restoration

Kelly Keefe, current NRLI Fellow and a senior scientist with the US Army Corps of Engineers, provided additional background information on the Everglades and Florida Bay. She began with a demonstration of changes to water quality in Florida Bay by adding pollutants, such as salt water, fertilizer, algae and motor oil, to a cup of freshwater. She then challenged the Fellows to suggest ways to clean the water such as diluting it to reduce harmful concentrations, creating stormwater treatment areas, adding oxygen and reducing pollution sources. Kelly focused her presentation on one component of the CERP, the C-111 Spreader Canal, which is located near Florida City and Homestead. This project will improve water flow patterns and the ecological connectivity of natural areas, **Post Restoration**

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Erik Stabenau with the National Park Service talks with the group about the diverse ecosystem of the Florida Bay. Photo by Candy Kaswinkel

Dr. Erik Stabenau, PhD; an oceanographer and ocean modeler with the Everglades National Park presented, "Florida Bay and the Greater Everglades: an overview." He explained that the Everglades system is an interconnected mosaic of wetlands, uplands, and coastal and marine ecosystems. It contains more than 1,600 vascular plants, as well as over 300 species of migratory and resident bird species. The system begins in the Kissimmee/Upper Chain of Lakes areas and flows south. The water in the upper area historically recharged the aquifer, but has been heavily channelized. Lake Okeechobee, the third largest lake in the US, was diked in the 1930s to reduce flooding and is essentially hydrologically isolated due to the barriers around it. Much of the water from the lake has

been diverted to the east and west Florida coasts eliminating the flow that once nourished the Everglades through water from the lake that spilled over the banks and moved slowly south toward Florida Bay. Historically the area had a low nutrient content, but conversion of surrounding pinelands and wetlands to agricultural and urban uses has introduced more nutrients into the system. Dr. Stabenau used historic photos of the Everglades to effectively illustrate his points along with a compelling scientific recreation of the 1850s pre-drainage system, composed by Chris McVoy.

Dr. Stabenau noted that

FLORIDA BAY AND THE GREATER EVERGLADES

AN OVERVIEW

The Everglades System contains more than 1600 vascular plants as well as over 300 species of migratory and resident bird species.

the Comprehensive Everglades Restoration Plan (CERP) is a multi-partner effort with 68 components. He discussed the water budget, noting that the Everglades National Park (ENP) needs about three times more water than it currently receives, which may eventually be made available through the storage of coastal discharges and re-directing of flows. He

showed a brief video of Flamingo Bay and the ENP and highlighted issues related to coastal erosion and changes to the creek systems, which have led to the migration of shorelines, salt water intrusion and a change in vegetation. **Florida Bay** *(Continued on page 7.)*





Joy Hazell explains the elements of a process agenda. Photo by Candy Kaswinkel

With the assistance of Marta Hartmann, Joy Hazell explained the elements of a process agenda: objectives (why), time (when), topics (what), activities (how), materials (how), and person responsible (who). A well designed process agenda can be an effective tool in a collaborative process that manages conflict and controversy. It also ensures that the meeting organizer has completely thought through the details of the meeting.

The Fellows broke into small groups of

four and were instructed to develop a process agenda for an imaginary new park. The process had to specify how to identify and prioritize potential uses in the park and set next steps for a future meeting. Upon completing the exercise, the Fellows discussed what they had learned and many noted how long it takes to develop an agenda and how important it is to do it well in order to maximize meeting efficiency and effectiveness while getting the most the meeting participants.

READING DISCUSSION

Chris Martinez led the reading discussion. He asked the Fellows to apply the concepts from Chapters 4 and 5 of "Getting to Yes" to a current event topic. The Fellows broke into small groups and selected a news topic. They then identified how it demonstrated principles from "Getting to Yes" or what could have been done differently. The title and focus of Chapter 4 was to "Invent Options for Mutual Gain." The focus for Chapter 5 was; "Insist on Using Objective Criteria." The small groups then presented their topic and justification to the larger group.

The Fieldtrip—The Florida Bay



Pictured above left: Erik Stabenau and Billy Perry; center: Fellow enjoy a walk on Ness Island; right: The Florida Bay. Photos by Candy Kaswinkel

The NRLI Fellows enjoyed a beautiful boat trip to Florida Bay with Key Largo Boat Tours. Erik Stabenau and Bill Perry from ENP accompanied the group on the boat trip and described the local areas as well as impacts on Florida Bay. They answered questions and used nautical charts to show our immediate location and surrounding areas. The boat docked at Ness Island, where the group enjoyed time in the water and on the island, before returning to the dock.



MULTI-STAKEHOLDER PROCESSES

Day two began with a session on the principles of Multi-Stakeholder Processes and Deliberative Forums. Jon Dain and Bruce Delaney taught the session on Multi-stakeholder processes; a series of meetings when two or more interest groups provide their views, make a decision, or coordinate an activity together. It may involve a consultative process, negotiations, conflict management, collaboration and/or social learning



There are many strengths of the multi-stakeholder process including:

- Allowing a clear channel for direct participation by different stakeholders
- An alternative to a state-driven process
- Bringing people together who might otherwise not have collaborated
- Leveling the playing field for disadvantaged groups
- Not assuming a win-lose outcome
- Producing synergies and enhanced capacities to address complex issues

The weaknesses are:

- Difficulty knowing all interests
- Success depends on the convener and facilitator
- Obtaining institutional base is rare
- Possible creation of artificial context that may not exist
- Lack of acceptance by authorities
- Lack of checks and balances
- Difficult to handle all aspects at once
- May have high transaction costs

Jon and Bruce noted that there are 8 types of meeting goals which are important to recognize because each might imply a different type of meeting design and a different level of participant engagement and involvement.

1. Obtain input

2. Share information

3. Advance thinking

4. Manage conflict

5. Improve communication

6. Build community

7. Build capacity

8. Make decisions.

A stakeholder process may involve multiple meeting goals and different levels of involvement from participants include listening to presenting and reporting, offering comments and questions, engaging in extensive discussion, seeking convergence and alignment of ideas, and finally, taking ownership of a process and a decision.

Bruce discussed his experience facilitating the Alachua County Waterways Master Plan which involved nearly 30 stakeholder groups. He reviewed some of the steps and action items that occurred, starting with initial stakeholder groups and surveys, and ending with public meetings to discuss recommendations from the consensus meetings. Some lessons learned were that stakeholders of every interest will usually participate if they are invited, and that there may be different definitions of success for different stakeholders. He discussed a participant that was angry with him and highlighted that it is important to understand the stakeholder's viewpoint. Some people may come to the meetings because they want to "win," while others merely want to be heard.

The NRLI Fellows broke into groups of three to talk about their experiences working with multi-stakeholder processes, and then reported back to the group. The Fellows specifically talked about who convened the process and in what capacity, why it was organized, who was involved, how things were done well (or not) and what the outcome was.



Pictured above: Laila Racevskis and Joy Hazell lead the Fellows through a Deliberative Forum Process. Photos by Candy Kaswinkel

Deliberative Forums

Laila Racevskis and Joy Hazell led the session on Deliberative Forums. Laila and Joy shared with the group that they are currently attending training from the Kettering Foundation, which promotes effective discussions through applying the principles of deliberative democracy to different types of problems:

	Type 1: Technical	Type 2: Value Prob-	Type 3: Wicked or In-
Agreement on the Defini-	Yes	Yes	No
Agreement on Possible	Yes	No	No

Deliberative forums are based on the premise that many people have pieces of the answer and that together, they can develop new approaches and solutions to a problem. Public deliberation is often implemented to identify emerging issues, analyze policy alternatives, gather and disseminate information about an issue, design a process to bring stakeholders together, develop discussion/issue guides, convene and moderate public forums, design a dispute resolution process, and/or deliberate an issue.

The 6 Practices of Deliberative Democracy are:

1. Naming – What is the problem we face?
2. Framing – What are our options?
3. Deliberating – What might happen if we do certain things?
4. Committing – What are we willing to do? What consequences will we accept?
5. Acting – Who will do what?
6. Civic Learning

They noted that deliberative discussions are about consciousness raising, or awareness communication and weighing options, but not about making decisions. A typical forum will involve diverse citizen participation and will be broken down into the welcome, taking approximately 10% of the time, explaining the stake, 5%, the deliberation, taking 65% of the time and ending with reflection.

Laila and Joy ran the Fellows through a mock forum, using the focus of: “The Future of Florida Bay.” There were three scenarios, and the Fellows were asked to brainstorm positives and negatives for each. **Deliberative Forum** *(Continued on page 9)*

NEGOTIATION PLANNING AND DECISION MAKING: BATNA/WATNA

Marta Hartmann and Paul Monaghan introduced the topic of negotiation planning and decision making. Negotiation is a form of communication that channels messages through a constructive process whose goals are to involve both economic and social/psychological interests. It may involve identity, interdependence, power, control, boundary, and/or relationship issues.

Exercise: Unhappy Trails

NRLI Fellows were broken into groups of four, each representing a stakeholder group. The scenario involved the closure of a railroad and the potential to develop a rail-trail project. The stakeholder groups and their general interests were:

- County government: interested in connecting two parks, as well as using the corridor for a utility installation
- Dixie Rails Trust: organization that purchases abandoned rail right-of-way and converts them to trails
- Two Groups of farmers and homeowners along the corridor

Each group brainstormed to list their personal wants, ideal negotiation outcomes, a Best Alternative to a Negotiated Agreement (BATNA), a

4 Pillars of Negotiations (from "Getting to Yes"):

1. Separate the People from the Problem
2. Focus on Interests, not Positions
3. Invent Options for Mutual Gain
4. Insist on Using Mutually Agreed-upon Criteria

Worst Alternative to a Negotiated Agreement (WATNA), a minimally acceptable negotiation outcome, strengths of the BATNA, and five things (interests, wants, needs, positions) that the opponents might want. The challenge was to meet oth-

er's basic needs while still satisfying your interests.

New groups were then formed with a representative from each stakeholder group and the mixed group was asked to try and negotiate a solution based on their planning. The groups then reported back and talked about whether they were able to reach a deal, what worked, and what didn't. The Fellows found it very useful to think about the other parties' BATNAs and WATNAs, in order to have more power in the negotiation

SWOT ANALYSIS:

Laila Racevskis and Paul Monaghan led the session on SWOT Analysis. SWOT stands for:

Strengths:

- What advantages does your group have? Skills and resources?
- Local assets?
- Recent success stories?

Weaknesses:

- What is your group lacking that you need to improve?
- What factors are holding your group back?
- Recent challenges that have weakened your position?

Opportunities:

- Current policies or legislation
- Current or future trends

Threats:

- Things in physical environment that may challenge your group
- Political, economic, social and technical forces working against your group

SWOT (Continued on next page)

SWOT (*Continued from page 6*) SWOT Analyses can be useful for addressing a complex problem or situation; to do an initial assessment of a problem to guide development of strategies; to increase the ability of an organization or community to build upon what already exists; and to create an opportunity for stakeholder engagement and participation.

A SWOT Analysis can:

- Identify areas of common interest between stakeholder groups,
- Illuminate reasons for disagreement,
- Identify opportunities for partnerships and possibilities for new efforts and solutions,
- Bring to light existing resources, initiatives or interests, and
- Determine where change is possible and to help choose the best path for a group.

Exercise: Issues Facing Florida Bay

NRLI fellows were broken into groups of four, representing the following interest groups:

- Agriculture
- Environment
- Community and Local
- Developers

Each group came up with 5 Strengths, Weaknesses, Opportunities, and Threats from their stakeholder position and wrote them on sticky notes. The full group then posted their notes under the respective SWOT categories. Each group then took a category and re-grouped the items into similar ideas, as a way to find commonalities. This demonstrated opportunities for partnerships, finding common ground, and ways to change threats into opportunities. It was also useful to understand why certain themes, such as the media, may appear in multiple categories and how to turn these ideas into action items.

Florida Bay (*continued from page 2*) Dr. Stabenau also discussed a large sloughing event (seagrass) in July 2009, which resulted in a fish kill, and noted efforts to investigate the impacts of this event and the history of similar occurrences between 1944 and 1990. He then discussed sea level rise (SLR), explaining that the observed rate is 2.2cm/decade in Key West and 2.6cm/decade in Little Madeira Bay. This is a concern for the park because there is little area for species to safely migrate to as land becomes inundated. He showed a short National Oceanic and Atmospheric Administration (NOAA) video on the historic and current atmospheric CO2 levels that are driving global warming. Some estimates suggest that with an 88cm increase in sea level, there may be 20% more marine area within the ENP due to inundation. He concluded his talk by explaining that the troubling scenarios imply difficult management decisions that need to balance preservation, economics and the need to be consistent with the National Park Service mission.

Post Restoration (*Continued from page 2*) improve and replenish habitat of existing natural areas (where practical) and improve native plant and animal species, abundance and diversity. Specifically, it will rehydrate sawgrass freshwater habitat, increase bird nesting success, and restore nursery habitat in Florida Bay, benefitting nearly 24,000 acres of habitat. The C-111 project involves creating a hydrologic ridge that will push water back into the ENP and decrease water flow into the adjacent eastern agricultural and urban areas. In addition to the pumping, 10 plugs will be installed in C-110. The project is awaiting approval by Congress.

And It's a Wrap...



Pictured above: NRLI Fellows give feedback on the Key Largo Session using interrogation techniques and movie ideas. Photos by Candy Kaswinkel

Feedback and Debrief

Debrief: Eddie Ellis

Eddie Ellis noted that the idea of a “debrief session” made him think of interrogation scenarios used by the police or military. He broke the fellows into groups and tasked them with acting out a NRLI tool using various interrogation techniques. The groups were:

- Speakers: Police Interrogation
- Process Agenda: Military Debrief
- Multi-Stakeholder Agenda: CIA/Spy Covert Operation
- Deliberative Forum: POW Interview
- SWOT Analysis: Group Choice

The small groups had a few minutes to develop their movie idea and then act them out in front of the group. There were lots of creative and hilarious moments and “Eddie” awards were given for Best Movie, Best One-Liner, and Best Actor.

Feedback Panel: Camille Soverel, Brad Etheridge and Carolyn Cox

The Fellows were broken into three small groups and each group evaluated a few aspects of the session, ranking it from #1 (poor) - #5 (best), citing reasons for the ranking. The groups shared their rankings and there was time for additional discussion. Candy, as always, did a great job of setting up the venue, meals and field trip!

As a side note...

This was the first session in which the entire NRLI Project Team was present. They discussed the April graduation, the Burl Long award, and voting for class speaker and NRLI Board Members.

- Bruce shared a personal antidote about how he dealt with a difficult stakeholder that became fodder for the remainder of the session.

Deliberative Forum *(Continued from page 5)*

The scenarios include:

- Business as Usual
- Restore to Pristine
- Restore the Best we Can

Ideas were documented on flip charts, and then areas of commonality were identified. Sometimes such discussions will lead to a Scenario 4, which may include some elements of the original three with the addition of new ideas. The Joy and Laila duo stressed that the process is less structured and may not have a lot of closure, but that the goal of the process is for community members to talk and share ideas, and become empowered to take action on an issue. This is a way for people to express themselves and participate in a democracy. They reviewed some recommendations for holding forums, such as having both a moderator and a note taker and the need for good time keeping. Positive impacts from deliberative forums have included changes in voting behavior, improved communication in a community, discovery of common good, formation of committees/commitments to action, and improved understanding of complex ideas.



Twitter *(Continued from page 1)* While the rules are not etched in stone, the guide “Thou Shalt Tweet: 15 Commandments for Government Agencies on Twitter” will help you learn how to use Twitter effectively and lead you safely to the promised land of transparency, participation and engagement.” Forum One Communications, Alan Lemay, GovLoop

The 15 Commandments are:

1. Thou Shalt Listen Before You Leap
2. Thou Shalt Use Thy Profile Information Properly
3. Thou Shalt Have a Disclaimer
4. Thou Shalt Not Be a Bully (Nobody Likes a Bully!)
5. Thou Shalt Tweet Regularly
6. Thou Shalt Integrate My Tweet Approval Process
7. Thou Shalt Not Register Alternate Accounts
8. Thou Shalt Not Automate Thy Tweets
9. Thou Tweet In the First Person
10. Thou Shalt Not Bait and Switch
11. Thou Shalt Not Spam
12. Thou Shalt Be Selective About Who You Follow
13. Thou Shalt Monitor Thy Account
14. Thou Shalt Contribute to the Conversation
15. Thou Shalt Measure for Success

TO DOWNLOAD THE GUIDE GO TO <http://www.govloop.com/page/15-commandments-for-government-agencies-on-twitter>

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This report forms part of a series written by current NRLI Fellows. Reports represent and are a product of the experiential learning process that is a highlight of the NRLI program and have not been formally peer reviewed.