

SESSION 4

MIAMI

***Preparing for Sea Level Rise
Through Regional Planning
and Stakeholder Involvement***



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Welcome to Miami

Introduction and Session Overview

The fourth session of NRLI's Class XIII took place November 7-9 in Miami, Florida. The objectives of the session were to experience a focus group and discuss the concept and methodology, share progress on practicum projects, practice applying interest-based planning and negotiation, and review NRLI concepts, tools, skills and strategies from the previous three sessions. The session began with lunch at the Cavalier II meeting room on Miami Beach followed by a welcome and introduction session by project team member Joy Hazell. Hazell facilitated a discussion on looking back to where the NRLI Class XIII has been and why the class is in Miami now.

Day One

Focus Groups

Paul Monaghan, Project Team Member, led a focus group demonstration using fellows as participants. Random fellows were selected to participate in the focus group while the others were asked to observe the process. The topic of discussion was climate change, a relevant theme for Miami. The program Fellows were asked specific questions about how their organizations incorporate climate change into their efforts. Following the demonstration, Monaghan gave a presentation on the concept and methodology behind conducting focus groups. As part of the presentation, Fellows were asked to practice generating questions to utilize in a potential focus group. Participants were divided into groups of three to develop questions and provide constructive criticism to each other before sharing with the class as a whole. Many Fellows utilized this time to create questions specifically related to their practicum projects.

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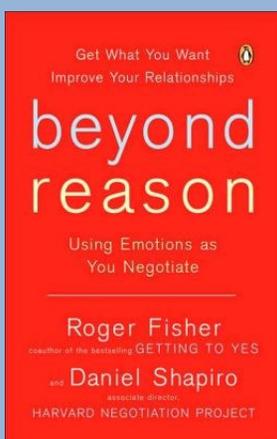
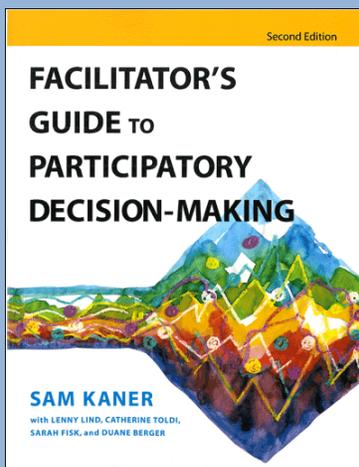
Introduction to Negotiation I

The introduction to negotiation, led by Project Team Member Bruce Delaney, began with the class dividing into groups and discussing a negotiation situation a Fellow has experienced. As part of the discussion, Fellows were asked to describe what was effective or ineffective throughout the negotiation process. Following the small group discussion, Fellows shared their experiences with the class as a whole while Delaney pointed out key concepts of negotiation. The class then reviewed what they had learned about negotiation from previous NRLI sessions and assigned readings.

To emphasize the concept of principled negotiation, Fellows were put into a role play scenario. Each Fellow was assigned a stakeholder position on a shared issue and asked to review the story line and several questions to consider prior to a live negotiation. The questions Fellows were to consider included: Who are the stakeholders? What are their positions? What are *your* interests? What is your Best Alternative To a Negotiated Agreement (BATNA)? What is your Worst Alternative To a Negotiated Agreement (WATNA)? What is your bottom line? What are the interests of the other stakeholders? What are the other stakeholders' BATNAs and how strong are they? Fellows had until Saturday morning to generate answers to these questions and be ready to participate in a simulated negotiation.

Reading Discussion

The reading discussion was led by Fellow Bob Buschbacher. He reviewed key concepts from each of the readings which included: Chapters 4-7 in "Getting to Yes", Chapter 4 in the "Facilitator's Guide to Participatory Decision Making", a New York Times article titled "Why Isn't the Brain Green?" and Chapters 1 and 2 in "Beyond Reason". "Getting to Yes" focused on four main components to negotiating agreements without giving in: 1) inventing options for mutual gain, 2) insisting on using objective criteria, 3) utilizing a best alternative to a negotiated agreement (BATNA), and 4) practicing tools such as negotiation jujitsu and the one-text procedure. The Facilitators Guide focused on specific listening skills facilitators can utilize in different situations. The chapter focused on several skills, many of which the class sees demonstrated by the Project Team throughout each session. For example, the concept of stacking was discussed where facilitators address participants' desire to speak by assigning an order for them to share their thoughts; this allows them to focus on listening to the discussion instead of worrying about remembering what they are going to say. The New York Times article focuses on behavioral sciences and how social interactions can play a significant role in peoples' perceptions of physical science. The last reading, "Beyond Reason" discussed the role of emotions in negotiation. The chapters identified five core concerns to be addressed and considered during a negotiation: appreciation, affiliation, autonomy, status, and role. Buschbacher did a great job connecting the readings and showing the significance of each as it relates to the Fellows' role as future negotiators.



Day 2 Fieldtrips

Fieldtrip Part 1: South Point Park

Following breakfast, Fellows divided into vans and headed to the first stop, South Point Park. Project Team member, Joy Hazell led the field trip and explained how the park has been renovated for climate change adaptations. Class members viewed the port of Miami and the largest city-owned seawall. The seawall had been redone to improve its height for sea-level rise and strength for stronger storms. The seawall is also protected by rip-rap, a sustainable rock system designed to withstand waves and still remain intact while also providing habitat for marine life. The class was also able to see a section of dune restoration as Hazell explained the history of the area and the importance of dune systems to a residential community on the coast.

Fieldtrip Part 2: Dade Boulevard Canal

Next, the class met at the Dade Boulevard Canal to discuss the implications of sea level rise to the storm water management system. Fellows were able to see the water marks at high tide in relation to the outfall for the storm water and talked about possible outcomes from higher high-tides. At this site, Fellows were also able to see the construction of a greenway system, serving as a bike bath connecting the mainland to the beach. The seawall bordering the canal had not yet been improved for sea level rise adaptation, allowing for comparison to the renovated seawall at South Point Park. While visiting the Canal, the class was able to see a wide array of marine life despite its location in a very urban setting. This presented the opportunity for Fellows to also see the biological benefit of this man-made canal.



NRLI Fellows on fieldtrip

Overview

Day 2 used a combination of field trips to allow Fellows to see different physical and social adaptation practices Miami has implemented to deal with sea level rise. The day's activities included stops at South Point Park, Dade Boulevard Canal, North Shore Open Space Park and attendance at the 5th Annual Southeast Florida Regional Climate Leadership Summit followed by a debrief session to allow Fellows to reflect on their experiences.

Fieldtrip Part 3: North Shore Open Space Park

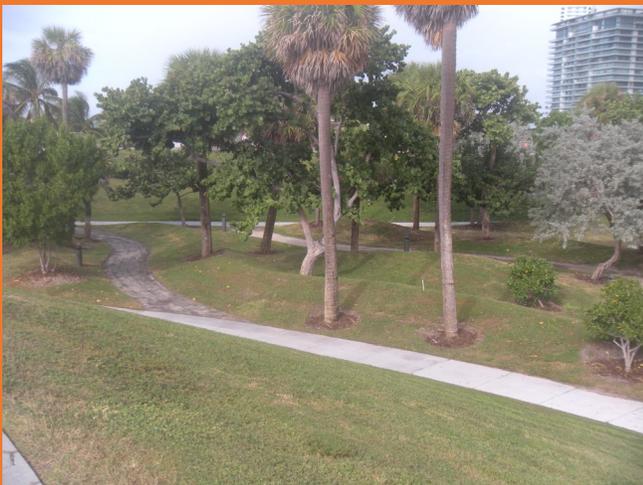
The last stop before lunch was at North Shore Open Space Park. Here Fellows were able to view a different style of dune restoration and explore the area Miami's residents voted as the "Best Park". This dune system was overrun with invasive species, but has been transformed into a native dune area with the re-establishment of a few endangered plant species.

Due to the high-traffic nature of Miami and a time constraint to make it to the conference on time, the Project Team decided to skip the stop at a storm water pump. Instead, we utilized the time at the park to discuss the stormwater pump system. Joy emphasized Miami's struggles with these systems as Miami stands at a low elevation and is very susceptible to flooding. The low-lying area of Miami makes it impossible for resource managers to use gravity in directing the flow of storm water. To overcome this obstacle, they use pressurized pumps to redirect water into wells deep underground. The water is then able to disperse into the aquifer over time.

The Project Team also utilized the beautiful setting of the Park as a meeting space to discuss the Fellows' NRLI practicum projects. The mentors (Project Team Members) gathered with their assigned mentees (the Fellows) in small groups to discuss the progress and next steps in their practicum projects. Mentors allot time for each mentee to share their progress since the last NRLI session and provide constructive criticism to advance in the success of their project idea. Mentees within a group can also provide input based upon their experiences.

Field Trip Part 4: 5th Annual Southeast Florida Regional Climate Leadership Summit

Following the Park, Fellows departed to the 5th Annual Southeast Florida Regional Climate Leadership Summit where they were attending two different panel discussions. Due to timetables and potentially crippling traffic, the Project Team Members conducted a short conference preparation session individually within the three transportation vehicles. Each vehicle and the Project Team Member present talked about expectations for the two panel discussions and logistics of getting into and exiting the Summit.



North Shore Open Park



NRLI Fellows at Miami Beach

1st Panel: We, the People: Growing the Grassroots

Southeast Florida is the canary in the coal mine for sea level rise. While local leadership can advance progressive policy and planning initiatives, regional and national resilience will ultimately require commitment and action on the part of all individuals. How can we engage the people of our region to understand the coming impacts and to take action? (And what kind of action are we talking about?) A diverse group of community leaders will share their insights.

This panel discussion was moderated by Shannon Estenoz, Director of Everglades Restoration Initiatives. The main points focused upon how to connect and motivate stakeholders at a grassroots level. All members of this panel were very animated and clear speakers. Their divergent backgrounds and different takes on how to create action made for an interesting comparison and a lively discussion. Each of the panelists and their individual points of emphasis are listed below.

Caroline Lewis – CLEO Institute

Lewis is an education strategist who builds capacity, promotes innovation, and inspires leadership. She is the founder and executive director of the CLEO Institute, a non-profit organization that advances civic engagement on environmental issues. Caroline espoused the need to demand accountability from politicians and to take an interest as a voter in forcing that accountability. As with all the panelists, she showed a profound interest in the need to teach children early and allow them to interact with the needs and problems of climate change. She also made a very interesting point about bargaining with cynicism. When faced with non-believers in the science behind climate change, do not give up, engage their cynicism.

Jan Booher – Unitarian Universalist Fellowship

Booher is a Board Member of the Unitarian Universalist Fellowship of Boca Raton (UUFBR), where she chairs the Climate Change Working Group. Jan approached grassroots change from a perspective of interfaith relationships and the idea that stewardship comes from a larger perspective than a single faith. Additionally Jan added the idea of balancing negative with positive. More specifically, the arguments and issues with climate change are so often negative and difficult. In order to address negative issues and promote action at a grassroots level, positive solutions or ideas must be presented to address negative problems.

Kathe Thompson –League of Women Voters of Palm Beach County

Thompson is past-president of the League of Women Voters of Palm Beach County and co-chair of the League's Climate Change Working Group. Kathe's perspective was as an avid outdoors-person. Her appeal to action was based around the loss of special places. Closing, Thompson talked a great deal about not underestimating individual power to effect change.

Elizabeth Yeampierre –UPROSE

Elizabeth is Executive Director of UPROSE, Brooklyn's oldest Latino community-based organization. She traveled to Miami from Brooklyn, NY and talked a great deal about power structure and creating buy-in from communities of struggle. She suggested that to educate about change, teachers and activists must engage communities at a local setting and realize the realities of life within those settings. To educate, people must be met both geographically and mentally.

2nd Panel: The Politics of Change – County Leadership and Regional Resilience

Established in 2009 at the first Climate Leadership Summit by the four counties of southeast Florida, the Compact has become a national model for effective regional action. County leaders will reflect on the successes of the Compact to date and the next steps for their counties and the region as a whole.

This panel was moderated by Jim Murley, Executive Director of the South Florida Regional Planning Council and included three sitting Mayors and one Assistant Mayor from the following counties: Broward, Palm Beach, Miami-Dade and Monroe.

The content of this panel discussion revolved mostly around political accomplishments and planning for the next few years. After introductory statements from each panelist mostly praising the county's individual accomplishments, there were questions from the moderator and several from the audience.

Highlights of the Mayors' comments ranged from praise for their staff to the obligation for elected official to look forward. By far the most relevant and interesting topic of conversation was inter-governance solutions that have evolved from this Compact. Examples of this included the economic trading of excess and shortfalls of both storm-water and solid waste.

The large-view take-home message of this panel ultimately summarized as the idea that the entire Southeast Florida area is interdependent and the problems facing the area are not locally dependent. The problems cross political boundaries and therefore the solutions must cross those same boundaries.

Conference Experience De-Brief

Fellow, Holly Edmond, led the fellows in a wrap-up and debrief of the experience at the Summit and the two panel sessions.

The class readily agreed that the first panel was very engaging and interesting. Surprisingly, panelist brought up two points tying neatly into the reading for this session. The first was the idea of using faith to promote a discussion on stewardship and conservation. This was explored in-depth during the reading review and it was interesting to hear Booher's take on using religious overtones to engage a certain demographic. The second interesting tie-in concerned the thematic idea of a "finite pool of worry". At its core, this concept theorizes that people can only worry about so much at one time. In order to engage them, the issue must be present in their limited amount of worry.

Fellows also generally agreed that the second panel was not very enlightening or engaging. The idea of the difference between "real speak" and "political speak" was readily apparent in the juxtaposition between the two panels. Many of the answers in this panel were adept political responses in that they said a great deal, but mainly bypassed addressing the issues. The one exception to this viewpoint was the Mayor of Broward County, Kristin Jacobs. She engaged all the questions and injected an urgent sense of purpose. Her responses and comments were a refreshing contrast to the other seasoned politicians.

Day 3

Overview

Day three concluded our session on negotiation and then allowed for the wrap-up, review and debrief sessions.

Negotiation II:

Negotiation II began with the live negotiation of a mock solid waste facility in a fictional setting moderated by Fellow, Craig Faulhaber. As mentioned earlier, each of the Fellows were given a role to play. The Fellows then acted out a mock negotiation to try to find an equitable solution. This role-play experience was well thought out and given a lot of time to breathe. Fellows were allowed to work through their roles and the exercise process to a natural conclusion.

Project Team Member, Delaney then led a post discussion of the exercise by analyzing what Faulhaber had done as the moderator. In essence, Faulhaber executed his role flawlessly. The largest take-home message of this exercise revolved around the idea of letting a problem age for a while before trying to find a solution. There is an advantage to processing the needs and interests of the stakeholders before trying to build a workable solution.

NRLI Midterm Review

The midterm review began with a personal survey created by Project Team Member, Paul Monaghan. This survey was intended to gauge personal growth during the first half of the class against the initial survey each Fellow took prior to attending the first NRLI session.

After the survey, Fellows individually went through six stations representing the four completed NRLI sessions and an individual one for the field trips and readings. Fellows placed sticky notes at each station listing thematic thoughts or poignant take away ideas. The group then walked around and discussed each station using the posted sticky notes.

This was an extremely conducive way to build a discussion on different topics and ideas. The points could be used to build upon each other and allow for a longer more in-depth conversation of each topic.



Debrief of Miami Session

Once again, the Fellows saw Faulhaber front and center this session as he was chosen to lead the debrief session for Miami. He broke the group into their respective travel groups from the day before and had each group prepare a list of the sights and relevant points from the weekend. Each group then presented this to the rest of the Fellows. This technique turned out to be especially effective because it allowed the class to see the different conversations and experiences had by the Fellows within separate vehicles.

Feedback Panel

Fellows Tonya Clayton, Guy Carpenter and Maria Sgambati led the feedback panel for the class and used a mock focus group structure. This was excellent as it not only worked well functionally, but also reinforced one of the core NRLI concepts from the Miami Session. Finally, the group sang a re-worked Beatles song, *Here Comes the Sun* courtesy of Maria which involved new lyrics related to climate change.

Wrap Up, Lunch and Depart

Project Team Member, Jon Dain brought us all back together before lunch and talked about staying engaged during the month off (December) from the NRLI session. PB Works, the classes' online working site, will serve as a communication tool during this time and Fellows were encouraged to continue discussions there during December.

