

NATURAL RESOURCES AND COASTAL RESILIENCE



Welcome to Fernandina Beach

After lunch at the Amelia Island Hotel, our NR LI group gathered to kick off this month's session. Thinking back over the coastal communities we had visited over the first four months, we discussed what we had noticed driving into Fernandina Beach. As we looked at a storm surge map for the Island, we began thinking about what the word "resilience" means and remembered our stay in the coastal community of Punta Gorda which came together after being badly damaged by Hurricane Charley.

In subsequent days we would learn more about the Amelia Island community and in particular the local Timber industry, both in relation to climate change. The "skills training" this session involved focus groups, the meaning(s) of "consensus", "principled negotiation" and a discussion of progress on our practicum projects. We ended our time in Fernandina with a "mid-NR LI review" that covered issues, concepts and skills learned to date.



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Paul Monaghan teaches the Fellows about Focus Groups and the important role they can play in getting people talking about contentious issues.

FOCUS GROUPS

After a short break, we reconvened to learn about focus groups with Paul and Laila. This method of information gathering evolved out of qualitative research and survey development. Focus groups are the equivalent of an interview carried out simultaneously with a number of different people, however questions for a focus group are specifically designed to obtain information from the interaction that occurs between and among members of the group. Insight from focus groups comes from the conversational dynamic of the group.

We learned the four key stages in focus group design which include planning, recruitment, moderation, and analysis and reporting. In the evening, after our readings discussion, Paul Monaghan ran a mock focus group for us using the six NR LI Fellows who are employees of FWC. The results were fascinating and after initial stilted conversation the focus group members began talking to each other. This dynamic really illustrated the method and power of focus groups.

First Day Wrap-Up

For the remainder of the afternoon after the focus group session, we broke off into small groups with the NRLI Project Team to discuss our practicum progress and receive feedback from the team and each other. Each Fellow had about 15 minutes to present their project and get reactions from the other members of their group.

Later that evening we enjoyed a delicious meal at Sliders Seaside Grill which was a short walk across the street from Amelia Island Hotel.

Finally, after a day full of information and exercises Jennifer Williams led us in a fun and energizing game-show activity to demonstrate facilitation skills (like engaging quiet folks and using intentional silence) while discussing the reading topics (like managing emotions in a negotiation). The aforementioned focus group followed before we all retired for the night.



Bruce Delaney meets with a group of Fellows to discuss their practicum progress. Photo by Candy Kaswinkel



Adrienne Burke, City Planner for Fernandina Beach speaks to the Fellows about the area. Photo by Candy Kaswinkel

Our first speaker was Adrienne Burke, NRLI Alum Class IX who works as city planner for the City of Fernandina Beach (FB). Adrienne helped us feel a sense of place for this coastal community; her presentation was an informative overview of the population size, demographics, workforce, history, industry, culture, and political landscape of Fernandina Beach.

Fernandina Beach is located in Nassau County, the northeastern part of Florida, across the border from Georgia. The city exists in close proximity to Jacksonville. Adrienne shared that it is important to some in Fernandina Beach to distinguish or differentiate themselves from Jacksonville in their decision making. The history of the city includes a mixture of French and Spanish influence. The Island first experienced being a tourist destination during an initial “visiting boom” in the late nineteenth century.

Today, only 6% of land in the city is still available for development and city officials are encouraging redevelopment efforts. Having come to Fernandina Beach as a planner interested in environmental law, Adrienne immediately recognized a gap in environmental information for the city because there was no environmental resource group collecting data. She has

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begun to fill that void and gave us an overview of some of the important wildlife found in and around the city including sea turtles, manatees and sand minks among many others. She noted that most of the information they do have available has been collected by local people themselves rather than through professional research or inventory. Fernandina beach does have environmental programs in place and Adrienne highlighted activities including re-nourishing the beaches, and managing invasives in the city’s greenway. They have also had success in enacting a storm water ordinance.

Fernandina Beach has been lucky that no major storms have hit the island since Dora in 1964 and Adrienne hinted at the feeling that they could be “due” for a storm at any time. The “Coastal High Hazard Areas” designation is a relatively new trend in comprehensive plans, and will lead to more conversation and debate as the plan takes effect.



Rayonier:

Day two of the session started with a field trip focused on the NE Florida timber industry. We had the opportunity to visit a timber mill as well as several areas of a timber production forest. The guide, Ben Cazell walked us through the various processes and challenges associated with managing the trees and converting them to a usable product. The afternoon session consisted of individual interviews with Fernandina Beach stakeholders followed by a moderated discussion where we had the opportunity to discuss various viewpoints and perspectives gained from those interviewed. After a short break, the class reconvened for a class on consensus-based decision making. The day ended with what appears to be a NRLI tradition, fellowship over good food.

The Fieldtrip

We were met at the hotel by Dan Roach and Ben Cazell from Rayonier Timber Company and the field trip began promptly at 8:00 . Ben informed us that Rayonier Timber Company is actually a Real Estate Investment Trust which is due to competition, normal as a timber company's business model. While most people think of a timber company as supplying traditional wood products, such as lumber, we learned that there were far more uses and demands for timber products than the general public is aware of. Wood fiber is used in everyday products such as clothing, paper and even cell phone screens. Rayonier primarily produces raw materials that are sold to various manufacturing companies around the world. Rayonier owns approximately 2.4 million acres of land in the United States that it keeps in timber production and owns several mills to process timber.

After hearing about the company structure, we headed out on the field trip. The first stop was at Rayonier's Fernandina Timber Mill. The mill was built in phases starting in 1937 and currently processes approximately 100,000 tons of products per year. One of the more interesting aspects of the mill was its energy independence. The mill has been outfitted with a biomass generator that is capable of delivering all of the electricity needed for the mill. The fuel for the generator is, in part, the waste products associated with the product production process. Any excess energy is sold back to the local utility which has the effect of slightly lowering the energy rates for local residents.

Once all questions about the mill were answered, we headed out to a nearby Rayonier tract of land that was in active timber production. While standing on a small bridge overlooking a creek , we were given a presentation on sustainable timber production and how Rayonier monitors its adherence to best management practices (BMP), thus ensuring a sustainable business model for the company. Rayonier observes the guidelines of the Sustainable Forestry Initiative Program (SFIP), a voluntary program administered by a third party which certifies that Rayonier is adhering to the BMPs. Rayonier has been certified by SFIP since 2001. Mr. Cazell explained that ensuring that Rayonier was following the BMPs and certified is necessary from a business perspective as it allows the company access to markets overseas that require third party certification.

Fieldtrip continued on page 4.



Pictured above top to bottom: a) Rayonier's Fernandina Timber Mill; b) Fellows listen as Ben Cazell explains Rayonier's Sustainable Forestry Initiative Program; c) A stand of pine used as an experimental site to find the effects of disease on various types of production; d) Ben Cazell show the Fellows some of the data they have discovered as part of the experiment during the last leg of the fieldtrip. Photos by Candy Kaswinkel

STAKEHOLDER “PANEL DISCUSSION”

The methodology for the afternoon interaction with stakeholders was once again different from that used in the previous sessions. This time, instead of a panel discussion we formed small groups and carried out interview/discussions with individual stakeholders. To prepare for the interviews, we were led through a discussion of interview techniques used to get specific information related to a topic of interest. Like many of the topics at NRLI, the conversation was consistent with a NRLI theme which is the art of communication. The group was divided into small groups of three or four each of which was assigned to meet with one of

six invited stakeholders. Those interviewed were a cross section of people involved in the local community of Fernandina and represented private citizens, private industry and government.

After a brief amount of time to prepare we were introduced to the stakeholders and given an hour to interview them. This format allowed for a much more detailed and intimate discussion than earlier session “panels”. At the conclusion of our individual interviews we took a short break and used the time to meet the other stakeholders and thank them for taking the time to help us understand their views and perspectives.

After the break, we reconvened for a facilitated group discussion about what we had learned. Each group was given the opportunity to provide an overview of their interview followed by clarification questions from the other groups. It was interesting to compare both the perspectives of those interviewed and the benefits and drawbacks of individual vs. group interviews.



Photos: Stakeholders from Fernandina Beach speak with the NRLI Fellows in small groups to discuss the issues facing the area. Stakeholders: Left Pane. Top-Mike Branch, RockTenn; Bottom-Jordan Huntley, Callahan Timber; Right Pane. Top to Bottom- Len Krieger, Sustainable Fernandina; Janie Thomas, Florida Shrimp Producers Association; Adrienne Burke, City of Fernandina Beach and Emily Montgomery, Guana Tolomato Matanzas Research Reserve. *Photos by Candy Kaswinkel*

Fieldtrip continued from page 3 We subsequently stopped at a second forest site to view experimental plots used to study the effects of disease on the various types of production pine trees used in the area. Mr. Cazell explained many of the challenges Rayonier faces in growing pine trees for profit in Florida. He discussed the northward migration of diseases that affect pine trees and the need to plant resistant species as a result. When asked about climate change concerns for the timber industry, he noted the difficulty of measuring effects due to the 25 to 35-year production cycle in the timber. A subsequent question about changes in weather patterns however led to an interesting discussion about drought and flooding in the recent past and how both planning and management have been and are being affected.

For the afternoon session we headed to Fort Clinch State Park for lunch, conversations with stakeholders and a discussion of consensus. (See Above)

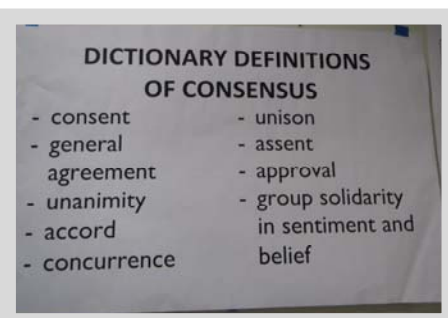


Carol Lippincott,
Florida LLC,



WHAT IS CONSENSUS?

The final activity session for the afternoon addressed the concept and practice of “consensus”. It began with a discussion of what it means to “reach consensus” led by guest instructor, Dr. Carol Lippincott, a former NRLI Fellow and owner of facilitation firm FloridaLLC.org. Carol discussed the various forms that consensus



can take and spoke about the importance of reaching “real” consensus where there is buy in to decisions and full information has been shared. She explained why groups need a good understanding of what consensus means to *their* members which derives from those members agreeing on the definition and form to be used. Carol then discussed the difference between

the commonly-used governmental process of consensus using Roberts Rules of Order versus other, more participatory ap-

VALUES	
Consensus-Based Decision Making	Parliamentary Procedure (Roberts Rules)
Full Participation	
Mutual Understanding	
Inclusive Solutions	
Shared Responsibility for Implementing	

proaches that do not revolve around a simple up or down vote. She explained the justification and need for both types of processes but also emphasized why an inclusive decision-making process for consensus may be a better choice in many situations.

The techniques used by Dr. Lippincott were delivered in true NRLI fashion and everyone was

expected to participate in the activities and discussion. The session highlighted that consensus is not a decision-making process where everyone agrees with the final decision or final outcome. Consensus decision-making is a process where every-

When is Consensus Needed?

- Many Points of View
- When 1 stakeholder can block process
- “Uninformed decision makers”
- When outcome is REALLY important
- When resource is widely used
- When you have to continue to interact with other stakeholders
- Long-lasting results
- Long-term impact
- Lots of people get to weigh in but only affects a few
- When stakes are high; consequences high
- Highly complexity requires diversity of ideas

one can live with the final outcome because they feel that their values have not been violated by it.

NEGOTIATION

After two days of NRLI immersion in Fernandina Beach, our final day was spent learning about three types of negotiation (hard, soft, and principled), having a “mid-term review”, planning for our next session in Key Largo, and doing our debrief session and feedback panel.

Negotiation I with Bruce Delaney and Joy Hazell

Our training on Saturday morning revolved around an exploration of the three types of negotiation from the book, *Getting to Yes*.

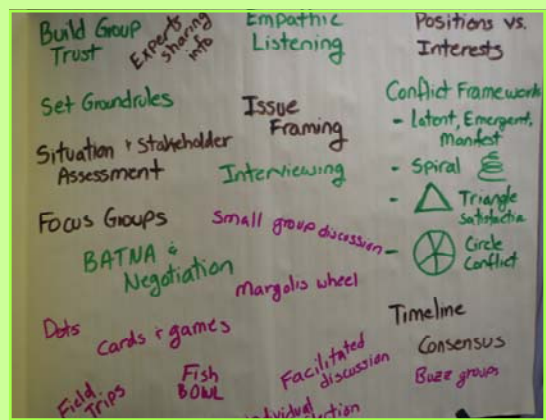
First is “hard” negotiation. Much like positional bargaining, hard negotiation is a battle of wills and doesn’t include much flexibility or openness. Parties do what they can to meet their interests and only their interests. Sometimes a hard negotiation win comes with costs in terms of relationship damage or loss of important options that no one realized were possible.

Second is “soft” negotiation where a negotiator can fall into the trap of worrying too much about what the “other side” thinks, of fearing that the negotiation will reflect badly on them. Soft negotiation can be characterized by emotional reactions and, more importantly, by giving in too easily to other’s proposals. A soft negotiator may feel regret or resentment if hindsight suggests a lost opportunity to negotiate.

Principled negotiation, alternatively, focuses on discovering and discussing the interests of both parties rather than their positions; what is really important to each side, and why. Using objective (mutually agreed upon, measurable) standards is fundamental to principled negotiation. Rather than arguing over what seems fair, negotiators can agree on a standard that both sides find to be fair such as the blue book value for a car, or the selling price of other homes on the street. The third “pillar” of principled negotiation involves generating new options or potential solutions. Once each party’s interests are clear, they can begin to generate multiple options for serving their needs. The final of the four pillars of principled negotiation involves separating the people from the problem. A core value for NRLI, “separating the people from the problem” means that however much two parties may disagree on an issue, they must to treat each other with respect as they work through their differences.

An additional negotiation strategy we learned was how to develop a “best alternative to a negotiated agreement”, or “BATNA” and a worst alternative to a negotiated agreement (WATNA). Using this strategy, a negotiator considers what her or his best and worst options are if an agreement is not reached; their best and worst plan B. The BATNA/WATNA provides an objective basis for comparison before a party agrees to something that is less desirable than their plan B. It helps a negotiator navigate the boundaries of what constitutes an acceptable agreement. There are some cases, as we discussed, where the BATNA is the same as the WATNA, where there is only one alternative outside of a negotiation.

Mid Term Review



Jon led us through a review of our sessions in Cedar Key, Punta Gorda, Lake Luisa and Fernandina Beach. We reflected on the differing attitudes of the communities toward climate change, how each of them were responding to it in different ways. We also reviewed many of the different facilitation skills being modeled to us in the program by the NRLI team like the fish bowl technique, using interactive games, small group discussions, or the Margolis wheel to create different styles of interaction. Additionally, we discussed our own group norms and how they have shaped our interaction over the last few months.

Session Wrap-Up/Debrief and Feedback Panel



Alex Gulde guided us through the Debrief, reminding of our journey in Fernandina Beach where we heard from perspectives ranging from that of City Planner Adrienne Burke to the Rayonier timber industry. Together, we reviewed our training sessions on focus groups, negotiation types, and consensus as well as the enjoyment we experienced visiting local restaurants and being in each other's company.

Ramona Madhosingh-Hector, Mike Herrin, and Scott Johns led us through the feedback panel with a lively game of musical chairs. Many thoughts were shared and it was clear that we responded positively to the individual interview style of the stakeholder panel where small groups each got to speak at length with one stakeholder but also wished that we could have heard from all.



We had one last meal at the Amelia Hotel before departing for the holidays after completing the first half of NRLI XII.

Did you know.....

- Fernandina Beach has a local Pirate's Club.
- People often joke that Nassau County is actually part of Georgia.
- The St. Mary's River is the border of Georgia and Florida. On the Georgia side, it is legal to harvest shell fish, but not on the Florida side.
- Fernandina Beach has a population of 73,314.
- Amelia Island is the only piece of land in the entire United States that has actually been under the rule of eight different flags
- Fernandina Beach's original "Old Town" which was platted in 1811 and has the distinction of being the last Spanish city platted in the Western Hemisphere.

NRLI Project Team

Jonathan Dain
Bruce Delaney
Joy Hazell
Laila A. Racevskis

Report Contributors

Jack Daugherty
Sarah Thompson

Report Layout

Candace Kaswinkel

NRLI Class XII Fellows

Elizabeth Carnahan
Michael Carnevale
Jack Daugherty
Scot Eubanks
Whitney Gray
Stacie Greco
Alexander Gulde
Mike Herrin
Scott Johns
Jacob Larson
Katrina Locke
Bette Loiselle
Andrew LoSchiavo
Ramona Madhosingh-Hector
Allen Martin
Maria Merrill
Bob Progulske
Eleanor Sommer
Sarah Thompson
Ondine Wells
Jennifer Williams

Mailing Address

P.O. Box 110240,
Gainesville, FL 32611-0240,
342-846-1511
<http://nrli.ifas.ufl.edu>

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.