

# The Florida Keys National Marine Sanctuary Advisory Council (SAC)

STRATEGIC PLANNING AND VISION RETREAT  
August 16 & 17, 2005

Hawk's Cay Resort  
Hawk's Cay, Florida Keys, Florida

## REPORT OF PROCEEDINGS

### DAY ONE

#### WELCOME

The first day of the retreat began following a regular Sanctuary Advisory Council meeting which took place in the morning.

Following a break for lunch, Sanctuary Advisory Council (SAC) Chair, Bruce Popham, opened the retreat process by welcoming everyone to Hawk's Cay Resort. He expressed his delight in having the council members present to participate in this important work. Mr. Popham explained that the retreat was planned to give council members a chance to be proactive in their work by developing a strong vision of the future of the sanctuary and the role of the SAC in helping to ensure the success of that vision.

Florida Keys National Marine Sanctuary Superintendent Billy Causey added his words of welcome and pleasure regarding the commitment of council members to take part in this worthwhile effort.

The meeting was then turned over to the facilitator, Janice M. Fleischer, Principal of FLASH Resolutions.

Attendees:

#### SAC members

Bruce Popham, Chair, Seat: Boating  
Ken Nedimyer, Vice-Chair, Seat: Commercial Fishing (Marine/Tropical)  
Ralph Boragine, Seat: Commercial Fishing (Shell/Scale)  
Chris Bergh, Seat: Conservation & Environment  
Jack Curlett, Seat: Citizen at Large (Upper Keys)  
Walt Drabinski, Seat: Alternate, Citizen at Large (Lower Keys)  
Richard Grathwohl, Seat: Charter Fishing (Flats Guide)  
Debra Harrison, Seat: Conservation and Environment  
David Hawtof, Seat: Citizen at Large (Lower Keys)  
Bob Holston, Seat: Alternate, Tourism (Lower Keys)

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Don Kincaid, Seat: Diving (Lower Keys)  
Mark Klingbeil, Seat: Recreational Fishing  
Martin Moe, Seat: Education  
Krueger Nicholson, Seat: Tourism (Upper Keys)  
Kathleen Patton, Seat: Tourism (Lower Keys)  
Deborah Shaw, Seat: Research and Monitoring  
Brad Simonds, Seat: Charter Fishing (Sports)  
Jody Thomas, Seat: Alternate, Conservation & Environment

#### Staff

Kacky Andrews  
Billy Causey, Superintendent, FKNMS  
Capt. Laurie Luher  
Beckie Shortland  
Fiona Wilmot,

## **FACILITATION 101: WHAT TO EXPECT AND DECISION-MAKING MODEL**

Ms. Fleischer told the members about her background and training. (Exhibit A- website for more information: [www.flashresolutions.com](http://www.flashresolutions.com)). She explained that the group had a full agenda for the next two days and expressed her hope that members would enjoy themselves while accomplishing the tasks planned.

She explained the role of a facilitator (Exhibit B), the roles of participants in the process (in this case, the SAC members) (Exhibit C) and the different methods groups can use to make decisions (Exhibit D). While acknowledging that the group would not have many final decisions to make during the retreat (the real purpose was to gather information to be used in writing a strategic plan), Ms. Fleischer explained that she wanted to introduce a method of making decisions that differed from a "majority vote" system. When the system used is "majority vote" there is always a "minority". The goal of using a "consensus based" system was to attempt to avoid a minority of those whose issues are rejected. Consensus is a method of having group members collaborate with one another in coming to decisions. Participants assist their colleagues in gaining what they need while fulfilling their own needs. She introduced a consensus method to be used for the retreat. (Exhibit E).

## **AGENDA REVIEW/MEETING GUIDELINES ACCEPTANCE**

Ms. Fleischer reviewed the Objectives and Agenda for the next 1.5 days of the retreat (Exhibit F).

She introduced the first assignment for participants (all members of the SAC and other invited guests) during the retreat. During the retreat, they are to observe their colleagues and make a mental note of positive observations they make of their colleagues actions or comments. At timed intervals, Ms. Fleischer will be handing out index cards to the participants and they are to note an observed colleague and one positive comment about that person on the card. This process will continue throughout the next day and one-half until every participant has had an opportunity to fill in a card for every other participant. At the end of the retreat, each participant will be give an envelope containing all the positive comments made about him/her.

Ms. Fleischer then introduced rules of respect to be used during the retreat (Meeting Guidelines). She asked participants if they had any objections to any of the rules proposed or if they wanted

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any added. No suggestions were made. Ms. Fleischer then asked the group to use their consensus method to adopt the rules (Exhibit G).

First ranking on Meeting Guidelines:

5	4	3	2	1
15	2	0	0	0

The Meeting Guidelines were adopted by consensus.

Ms. Fleischer went on to explain that no oral public comment would be taken during this first ½ day portion of the meeting. Oral public comment would be invited the next day. However, cards for written comments were provided for both participants (white cards) and observers (blue cards). These cards could be turned in at any time during the retreat process and any comments contained on them would appear on the final Report of Proceedings. Any Commenter could chose to make his/her comments anonymously or could provide their names and contact information.

Additionally, a large blank flipchart was set up in the back of the room called an “Idea Parking Lot”. Anyone wishing to make any comment could write on the flipchart and those comments will appear in the Report of Proceedings as well.

The first set of Positive Observation cards was then handed out.

## **THE CHARTER AND HISTORY OF THE SAC: ROLES, RESPONSIBILITIES AND PARAMETERS**

As background and to set the stage for the retreat, Florida Keys National Marine Sanctuary Superintendent Billy Causey delivered a powerpoint presentation to the participants containing a history and overview of the Sanctuary. (Exhibit H)

Members were invited to ask questions or make comments at the end of Mr. Causey’s presentation.

At the conclusion of Mr. Causey’s presentation, Ms. Fleischer handed out a document with an outline of the current structural organization of the SAC. (Exhibit I). She said any errors were her own; she had prepared this document from the reading she had done to prepare for the retreat. The purpose of providing this document was to remind SAC members that, as they develop their strategic plan, they may want to revise, refine and add to their current governance and organizational structure.

The second set of Positive Observation cards was then handed out.

## **WHO ARE WE?**

This exercise consisted of two parts: in the first, Ms. Fleischer handed out blank name tags and asked each participant to put a name or something they would like their colleagues to think of when they see them in the future. They were to wear the name tags for the full retreat time. She explained these could be nicknames, adjectives or attributes they feel no one may know about them. As an example, she said her kids friends call her “J Mom” so she could write that or she could put “facilitator”. She encourage the participants to be creative.

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The second part of this exercise was to allow participants to get to know each other a little better in a different way than they have related to one another previously. Each participant was given a blank document containing the following questions (Exhibit J):

- If I was not here today, this is what I would be doing that I am glad I do not have to do!
- Two unusual things that have happened in my life.
- Two people I admire most.
- If I was independently wealthy, I would.....
- The color and animal that most describe me.
- I am experienced to answer questions about.....
- I would like to ask the following question:

To begin, each participant was instructed to work independently in answering the questions. The facilitator then broke the participants into pairs. Each person in the pair was told to explain his/her answers to the questions to his/her partner. The pairs were given approximately 5 minutes for this interaction. The facilitator then stopped the conversations and asked each partner to introduce his/her partner to the whole group based on the information she/he had learned during the exchange of information.

The third set of Positive Observation cards was handed out.

The group took a short break.

## VALUE IDENTIFICATION AND PRIORITIZATION

The facilitator directed participants to their packets which contained a document with the definition of a “value”:

*“A principle standard, or quality considered worthwhile or desirable”*

Ms. Fleischer asked the group to brainstorm what values they would bring as SAC members to their vision of the sanctuary.

Once all value suggestions were made, Ms. Fleischer asked if any values names could be combined; if any should be eliminated, or if any were still missing. Once the refining and combining was accomplished, each participant was given 5 “dots” and instructed to place one dot next to each of the five values they thought were highest in priority (core). From this exercise, the group identified its top 5 core values.

The results of the brainstorming, combining, refining and defining of the core values are shown in the table below:

VALUE	COMBINED WITH	DOTS
1. Problem Solvers		1
2. Perspective		0
3. Good Science		11
4. Leadership		1
5. Fiduciary Responsibility		1
6. Timely		1
7. Conservation Minded		11
8. Measurable Objectives		7
9. Historical Perspective		0

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10. Resource Restoration		0
11. Integrity	#43-Honesty	9
12. Experience		4
13. Inclusion/Inclusiveness		0
14. Facilitating Consensus	#32-Facilitation	See Facilitation
15. Diversity Preservation		6
16. Protection		0
17. Impartial	#23-Fair #24-Balanced	5
18. Transparent	#33-Openness	5
19. Adaptive		1
20. Tolerant		0
21. Creative		0
22. Representative		0
23. Fair	#24-Balanced #17-Impartial	See Impartial
24. Balanced	#23-Fair #17-Impartial	See Impartial
25. Stewardship Friendly	#30- Stewardship	See Stewardship
26. Committed		0
27. Realistic	#42-Practical	6
28. Farsighted		0
29. Education		0
30. Stewardship	#25- Stewardship Friendly	11
31. Compliance		0
32. Facilitation	#14-Facilitating Consensus	0
33. Openness	#18- Transparent	See Transparent
34. Sustainability		12
35. Smart		0
36. Enforceable		0
37. Ecological Management		2
38. Work Ethic		3
39. Positive		0
40. Enjoyable		0
41. Quality		0
42. Practical	#27-Realistic	See Realistic
43. Honesty	#11-Integrity	See Integrity
44. Loyalty		0
45. Enjoyable		eliminated
46. Ethical		2

## CORE VALUES

VALUE	DOTS
1. Sustainability	12
2. Good Science	11
3. Conservation Minded	11

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4. Stewardship	11
5. Integrity	9

The fourth set of Positive Observation cards was handed out.

## INTRODUCTION TO VISION STATEMENT DRAFTING/ SMALL GROUP DESIGNATIONS

Ms. Fleischer directed participants once again to their packets for a document containing the elements of a Vision (**Exhibit K**). She explained that a vision should be:

- Oriented toward the future
- Have a strong image of what the future will be like
- Appear to be possible
- Be unique
- Be idealistic
- Come from the heart
- Be extraordinary

## VISION STATEMENT DRAFTING- SMALL GROUP WORK

The participants were broken into three small groups and given a vision drafting worksheet (**Exhibit L**). Each small group was instructed to use the core values and draft a vision statement for the SAC with regard to its work for the sanctuary. The small groups were given approximately one hour to complete this assignment.

Before getting started, the fifth set of Positive Observations cards was handed out.

At the end of the time, the three groups had drafted the following statements:

### Group one

*Based upon sound science, conservation minded decision makers have established a sustainable coral reef ecosystem. It includes abundant fisheries, improved water quality, healthy corals and submerged cultural artifacts that are defended by local and national stewards so that the ecological integrity of this public resource is enjoyed and valued for generations to come.*

### Group Two

*We see a future with cleaner water, more fish, improved resource health, optimal usage with minimal impact, a caring, engaged, and active business community and citizenry and well-informed visitors.*

### Group Three

*FKNMS SAC will ensure stewardship of our incredible resource, the fabulous Florida Keys, with a strong conservation minded process. We will achieve a vibrant ecologically driven economy through integrity and decisions based on good science ensuring long-term sustainability.*

## FINALIZING VISION STATEMENT

With the use of a computer and projector, all three draft statements were displayed to the group. With the assistance of the facilitator in guiding the discussion, the participants worked together to write a final Vision Statement using the three drafts as a guide.

The Vision of the SAC for the FKNMS is as follows:

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*Based upon sound science, conservation minded decision makers, with the input of Sanctuary Council members, have ensured a sustainable Florida Keys coral reef ecosystem. It includes abundant fisheries, improved water quality, healthy corals and submerged cultural resources. This results in optimal usage with minimal impact, creating a vibrant ecologically responsible economy. Defended by local and national stewards, the ecological integrity of this public resource is enjoyed and valued for generations to come.*

The facilitator asked participants to accept this vision by consensus.

**Ranking of Vision Statement**

5	4	3	2	1
13	5	0	0	0

The Vision Statement was adopted by consensus.

The sixth set of Positive Observations cards was handed out.

The facilitator explained the agenda for the following day (see Exhibit F), announced where everyone would meet for the sunset cruise and handed out the seventh set of Positive Observation cards before adjourning for the day.

That evening the group took a delightful sunset cruise followed by dinner.

**DAY TWO:**

**WELCOME BACK!!**

After the Chair welcomed everyone back, the meeting was turned over to the facilitator. Ms. Fleischer reviewed the Final Vision Statement and Agenda for the day. She reminded everyone that time was set aside during the day for Public Comment and asked any observers who wished to comment to put their name on a 5x7 card and give it to Fiona Wilmot, SAC coordinator.

**PUBLIC COMMENT**

No one came forward.

The eighth set of Positive Observation cards was handed out.

**SWOT/ISSUE GENERATION AND CATEGORIZATION**

Ms. Fleischer handed out a definition sheet (Exhibit M) containing the definitions of an issue, goal, objective and action step. The purpose of the next few exercises would be to have the group consider the internal and external forces affecting the SAC and the Sanctuary (Strengths, Weaknesses, Opportunities and Threats= SWOT), generate the issues around these SWOT elements and the sanctuary and develop Goals and beginning Objectives to achieve those goals.

Participants were given post-it note pads and felt tip pens. They were instructed to think of the strengths, weaknesses, opportunities and threats to both the SAC and the sanctuary. They were to write one idea per note card and label it "S", "W", "O" or "T". The facilitator collected these as they were written and posted them on flipchart sheets individually labeled "Strengths, Weaknesses, Opportunities and Threats".

The results of this portion of the exercise are shown on the next pages.

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## STRENGTHS

✓ Vision	✓ Diversity of members
✓ Broad representation on SAC	✓ Diversification
✓ Representation of multiple sectors	✓ Experience
✓ The level of community involvement in the SAC	✓ Dedication
✓ Integrated enforcement of marine regulations	✓ Local citizenry support
✓ Breath of SAC members	✓ User compliance
✓ Representative of community	✓ Leadership
✓ SAC members are pragmatic problem-solvers	✓ SAC - like minded
✓ State/federal partnership creates opportunity	✓ Dedicated and committed sanctuary staff
✓ SAC consists of a diverse and knowledgeable group of waterfront experts	✓ SAC is viewed by the public and other agencies as a fair and representative group to vet issues
✓ Collaborative process	✓ Public support
✓ SAC makeup	✓ Cooperative collaboration: government and people
✓ Reputation	✓ Leadership
✓ SAC members represent the community in a blanked way	✓ Ability to react to problems facing the Keys
✓ Unity of SAC members	✓ Reserves
✓ Incredible depth of knowledge and experience	✓ Enforcement
✓ Varied background and interest	✓ Fiona
✓ Ability to tackle diverse issues	✓ This sanctuary has global reputation and visibility
✓ Variety of expert knowledge on SAC	✓ Leadership roles that SAC members hold in community
✓ Community involvement	✓ Great influence on deliberative bodies
✓ Community representation	✓ Diverse ecosystem
✓ Well researched science	✓ SAC members bring expertise, experience to process
✓ Willing to engage with community that disagrees	✓ Community support
✓ SAC committed to the resource	✓ Diverse group
✓ SAC is eager to listen to issues and to provide advice	✓ Desire to improve things
✓ Responsiveness to issues that arise	✓ Geographical size
✓ Flexibility: the group can take any direction as needed	✓ Diverse points of view
✓ Ability of SAC members to work together: professionalism	✓ Open-minded
✓ Highly motivated members	✓

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## WEAKNESSES

Mostly reactive; not currently proactive	Organizational structure for dealing with issues
Lack of public awareness of SAC'	Science at times in conflict
Advisory only	Some groups do not participate
Not all public is aware of issues	Advisory capacity results in failures
Ignorance	Lack of knowledge - education
Funding for enforcement	SAC doesn't discuss tough issues or areas of disagreement among us
No authority	Closed group?
Self serving	Lack feedback communication with local citizens
Divisiveness between diverse advocacy groups results in watered down strategy	Operational structure for work groups
SAC has too many issues that are brought to them that fall outside FKNMS jurisdiction	NOAA's stupid press policy
Needs to stay more focused on the critical issues	Private agenda
Don't always hear concerns of locals	Thinking "inside the box"
Sometimes lack of detail into issues	Fear to step out and do something
Budget restraints we have no input or control	Agendas in conflict
Private agendas	Visitor goals is not the same as our goals
Inability to move decisions forward to next level	Inability to reach all of the public
SAC can't solve all issues brought to them	Vacuum would occur if Billy Causey left
Funding	Advisory Board only
NOAA/DEP constrained by politics in talking about issues like global warming	Global warming

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## OPPORTUNITIES

✓ To educate visitors and locals	✓ Provide learning and experience to coral reef managers to Caribbean partners
✓ To understand others views	✓ To bring benefits to future
✓ Public participation in decision-making	✓ Recognition for successes
✓ Proactive versus reactive	✓ Research
✓ Create a successful sanctuary	✓ Develop programs fore school curriculum
✓ To make a difference	✓ Develop ground work to implement change
✓ Input into major environmental activities	✓ Stronger support form federal and state elected officials
✓ Outreach to public	✓ Teach others in the world of management of MPA's
✓ SAC to provide annual report to NOAA and DEP muckety mucks saying things staff can't	✓ Improving marine life populations
✓ Partnerships opportunities	✓ Justification for increased funding
✓ Enhance workgroup structure/missions	✓ Learning from other sanctuaries
✓ Respond to citizen-led requests for action - dolphin, Jet Ski, etc.	✓ SAC provides input to managers that opens the door for action to be taken
✓ Involving youth	✓ To make a difference
✓ Stronger economy due to improved management of resources	✓ Aiding in efforts to improve water quality
✓ Provide leadership to overall community and each rep's sector	✓ Improved education process
✓ Institutionalize partnerships	✓ Each visitor can become an ambassador
✓ Start with kids	✓ National SAC
✓ SAC provides an opportunity to the public to raise issues	✓ Increasing public awareness and knowledge about sanctuary, conservation and marine life
✓ Education and outreach to improve compliance and responsible use	✓ Use of diadema urchins to improve health of coral reefs
✓ Understand reef resilience and its effects on natural resources and economic sectors	✓ Work with industry/corporations to reduce emissions that cause climate change
✓ Improve mass transit and car pooling in Keys	✓ South Florida restoration
✓ Encourage "green building" code requirements for all Keys buildings	✓ Encourage fuel-efficient, less polluting motors for vessels.
✓ Promote hybrid vehicles in South FL - get government to use (buy) hybrids	✓ Work with FKEC and City Electric to reduce emissions and encourage more efficient use
✓ Highlight climate change impacts to Keys coral reef to local/state/national decision makers	✓ Refine zoning to enhance resource protection
✓ Education outreach	✓ Undertake major education campaign about the reality of global warming
✓ Educate decision makers about the impacts of global warming	✓ Promote science that responds to management needs
✓ Understand coral reef resilience	✓ Reduce fossil fuel emissions

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## THREATS

External environmental negative effects i.e. pollution	Migrants
Impacts we cannot control	Unmanaged use
Political pressures	Myopic view of politeness
Natural disasters	Cost of rent
International impacts - fishing, pollution, terrorism	Budget cuts diminish opportunities for success
Lack of funding	Outside pressures from organizations like CCA
Weather - hurricanes, climate change	Lobby's against our goals
Declining participation	Populations explosion
Inactivity	Pressure from oil company lobbies
Disgruntled individuals with a personal agenda against FKNMS	Beach renourishment using sand that isn't compatible
Complexity of issues	Macro environmental problems global warming Gulf of Mexico water quality
Political "turf" wars	Global environmental forces overwhelm SAC efforts
SAC effectiveness and objectivity is questioned by self-interest groups	Loss or lack of control over growth and community change
Use awareness	Ignorance of visitors. How many of them are eco-conscience
SAC recommendation and advice are not followed by agency managers	SAC is vulnerable to division on some issues that have not been scientifically vetted
Politicians playing with boundaries and authorities	Lingering perception of "hand pickedness", e.g. FCAA attack
Insufficient funding to address the issues	Budget cuts
Keys wastewater and stormwater	Local government action and inaction on development/wastewater
Out of area influence due to water flow	Outside development pressures
Politicians allowing oil exploration or drilling too close to marine preserves.	External large impacts
Over fishing of some species resulting in ecosystem impacts	Artificial habitats
Under reported fishing quotas	Unlawful fishing
Overpopulation	Excessive visitors who are not aware
Overuse by recreational swimmers, divers, snorkelers of some areas	Too many tourist charters

When all participants were satisfied that they had generated all the strengths, weaknesses, opportunities and threats they could think of, Ms. Fleischer asked them to brainstorm all the issues with regard to the SAC and the Sanctuary. She instructed them to review the SWOT results and take any post its off the SWOT charts they felt were also issues and move them to the blank flipchart sheets. Participants were given post-it notes of another color for generating issues using the same rules of one idea per note. All issues generated and any SWOT notes transferred to the issues area were posted in no particular order or grouping.

Once all participants were satisfied that all issues were posted, Ms. Fleischer asked them to work with their colleagues and put the issues into "affinity" groupings. These groupings would then become goal groups.

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When all issues had been placed in groups, the facilitator lead the group through a discussion of naming the groups (goal designations).

At the end of this exercise, the ninth set of Positive Observation cards was handed out.

The group took a short break.

## **DEVELOPING OBJECTIVES- SMALL GROUP WORK**

Participants were divided into small groups; each group was assigned two or three goal groups. The facilitator directed the participants to their definition sheet to review the definition of an Objective. Each group was instructed to name the Goal group and develop Objectives for the goal. They were reminded that a proper Objective should resolve as many of the issues related to the goal as possible while achieving the Goal.

The groups began working together and lively discussion in the small groups ensued. Rather than stopping the momentum, the facilitator decided to instruct the groups to continue working; if they finished all Objectives, they should move on to developing Action Steps for each Objective.

The tables below reflect the results of the work of all groups.

During this time, the remaining Positive Observation cards were distributed.

## **GOALS, ISSUES AND OBJECTIVES**

### **GOAL GROUPS BEFORE REFINEMENT OF NAMES AND GENERATION OF OBJECTIVES:**

1. Improve water quality
2. Protection from fossil fuel emissions
3. Funding
4. Zoning
5. Influence and educate government
6. Resource management
7. Enforcement
8. Keys ecosystems
9. Education/outreach

Miscellaneous issues that did not fall into any categories.

1. Working groups
2. Waterfront access
3. Maritime heritage
4. Economic strength of Keys versus environmental stewardship
5. Growth management
6. Hurricane evacuation
7. Invasive species

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## GOAL I: ENSURE ADEQUATE FUNDING FOR EFFECTIVE MANAGEMENT OF FKNMS

### ISSUES RELATED TO ALL OBJECTIVES:

1. Wages that permit enforcement officer retention
2. Runaway housing costs
3. Budget cuts
4. Funding
5. Insufficient funding to address the issues
6. Funding for remediation projects such as *diadema* reintroduction

### Objective 1: Influence federal and state budget process to achieve goals of FKNMS (all issues)

#### Action items:

- Form a PAC from and with SAC members
- Have more representation on Friends of Florida Keys National Marine Sanctuary
- SAC liaison with FKNMS partners such as NMSF

### Objective 2: Influence county entities process to achieve goals of FKNMS (all issues)

#### Action items:

- SAC interviews political candidates
- Have TDC see SAC input for advertising

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## GOAL II: PRESERVING BIODIVERSITY THROUGH MARINE ZONING

### ISSUES RELATED TO ALL OBJECTIVES:

1. Unmanaged use
2. Tortugas zones
3. Refine zoning to enhance resource protection
4. Wildlife management areas
5. More sanctuary protected areas
6. Increasing no take areas
7. Marine protection area (mpa) expansion
8. Need a backcountry mpa
9. Acceptance of ecological reserves as a viable MPA (marine protected area) management tool
10. Reserves
11. Assess need for increased protected areas and establish if justified (*facilitator note: this is more of an objective or action item*)
12. Visitation
13. Restricted access
14. Lingering perception of "hand pickedness", e.g. FCCA attack
15. Access versus zoning
16. Zoning
17. Lack of larger MPA

### Objective 1: Explore expansion of marine zoning based on sound science and local knowledge (all issues)

#### Action items:

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- Establish specific baseline criteria for each management zone
- Explore different type of zones

Objective 2: Continually evaluate effectiveness of marine zoning and report results (all issues).

Action items:

- More scientific baseline data and follow up
- More scientific information to the public

Objective 3: Continually educate the public on marine zones.

Action items:

- Continually educate the public on zones.
- Radio-targeted by drive in tourist about FKNMS
- Recognizable sanctuary advertising spokesperson/ branding
- More effective use of electronic media
- TDC to work with SAC in getting out SAC message

**GOAL III: STATE, REGIONAL AND NATIONAL EXTERNAL  
AUTHORITIES WILL BE AWARE OF AND RESPONSIBLE FOR THEIR  
ACTIONS WHICH ADVERSELY AFFECT FKNMS**

Objective 1: SAC will host a meeting of all SACs and others in Gulf of Mexico and South Atlantic to determine common threats and strategies

ISSUES RELATED TO OBJECTIVE 1:

1. Politicians allowing oil exploration or drilling too close to marine preserves.
2. Lack of integrated ocean policy at the federal and state level.
3. Outside issues can by surrounding governments
4. H.T. Pontin's issue
5. Outside development pressures
6. Drilling

Action items:

- Identify all potential attendees
- Develop agenda
- Find funding

**GOAL IV: PROVIDE PROTECTION FOR THE FKNMS CORAL REEF  
ECOSYSTEM FROM IMPACTS OF FOSSIL FUEL EMISSIONS**

Objective 1: SAC will host a public forum on or increase public awareness of the impact of climate change/warming on coral reef systems. (Facilitator's note: the flipchart sheet containing this objective had two statements on what would be done, it was not clear which one was decided upon by the small group so both are shown above in italics)

Action item:

- Public forum

Objective 2: Encourage reduction of local contribution to global problem.

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ISSUES RELATED TO OBJECTIVE 2:

1. Understand coral reef resilience
2. Reduce fossil fuel emissions
3. NOAA/DEP constrained by politics in talking about issues like global warming
4. Disagreement over whether climate change is real
5. Global climate change
6. Global warming impacts on coral reef and coastal communities
7. Address global warming in management plan
8. Combined impact of thermal stress
9. Climate change (bleaching and reef integrity)
10. The lag time in responding to climate change impacts on coral reefs
11. Global pollution impact on sanctuary
12. Impacts of climate change on marine life in coastal and marine environments

Action items:

- Support and encourage green building codes
- Support and increase alternative energy practice in the Keys (Green living and energy expo)
- Urge sanctuary to serve as a role model by using maximum energy saving measures (4 stroke engines, hybrid vehicles, fluorescent lights, efficient motors)

Objective 3: SAC will assist in development of management techniques to assure survival and protection of resilient coral reefs in conjunction with work under Memorandum of Agreement (MOA) (FL/NOAA/Great Barrier Reef Marine Park Authority (GBRMPA))

Action items:

- Workshop for managers and SAC
- Identify and support research needed to understand resilience principles

Objective 4: SAC recognizes the importance of impact of changing climate on marine ecosystem and will encourage Secretary of Commerce to initiate actions to address problems with marine sanctuaries.

ISSUES RELATED TO OBJECTIVE 4:

1. Current administration
2. NOAA/DEP constrained by politics in talking about issues like global warming
3. Political muzzling of opinions

Action items

- Resolution (*Facilitator's note: does this mean that the SAC will prepare a resolution?*) They can't actually contact the Secretary directly – have to go through NOAA general counsel who would nix it instantly.
- Invitation to participate in dialogue
- Fund research

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**GOAL V: UNDERSTAND AND RESTORE KEYS ECOSYSTEM: THROUGH RESEARCH, REGULATION, AND MANAGEMENT, THE KEYS ECOSYSTEMS ARE DEVELOPING TOWARD AN ECOLOGICALLY**

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## STABLE AND RESTORED CONDITION (ADDED GOAL BY SMALL GROUP)

### ISSUES RELATED TO ALL OBJECTIVES:

1. Educate decision makers about the impacts of global warming
2. Lack on information on the impact of mass snorkel trips
3. Boating ignorance
4. Communication with foreign visitors
5. Better educate public/ decision makers about the benefits of MPAs
6. Restoration
7. Coral disease
8. Develop techniques for ecological restoration of coral reef habitat; *Diadema*
9. Promote science that responds to management needs

Objective 1: Through ecological restoration, coral reefs are moving from a macro algae phase back toward healthy coral growth.

#### Action items:

- Continue to control coral reef visitation by restricting interaction with living corals
- Research and development of herbivore populations, i.e. *Diadema*

Objective 2: Through continued and enhanced management, sea grass and hard bottom communities are protected and in a healthy condition.

#### Action items:

- Promote enforcement
- Promote research activities

Objective 3: MPAs are established in areas that are *scientifically* determined to improve the biodiversity of Keys ecosystems.

#### Action items:

- Promote scientific research to collect accurate data
- Identify funding source
- Identify working scientists capable of analysis and collection of data

Objective 4: Near shore water quality is improved and near shore living resources are restored to functionality.

#### Action items:

- Involvement of communities working on water quality
- Better exchange of information SAC work with communities collaboration
- Education all stakeholders should have one management plan

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## GOAL VI: IMPROVE WATER QUALITY IN FKNMS

Objective 1: SAC, as member of Water Quality Protection Program Steering Committee (WQPPSC) will advocate for:

- 1) regular quarterly meetings;
- 2) the delivery of SAC positions;

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3) WQPPSC to assume its oversight responsibility for water quality improvements as listed in the sanctuary legislation.

ISSUES RELATED TO OBJECTIVE 1:

1. Septic tanks
2. Slow pace of water quality improvements.
3. Local government action or inaction on development and declining water quality in coastal and marine environment.
4. Keys wastewater and stormwater
5. Water quality:
  - a. Local: sewage and runoff
  - b. Large scale: Everglades, Gulf of Mexico

Action items:

- SAC resolution
- SAC provides agenda recommendations
- SAC representatives on WQPPSC report to full SAC on meeting results and ask for further guidance.
- SAC sends a letter to the Co-chairs (of WQPPSC? NEED HELP WITH WHAT THIS STANDS FOR) to remind them of stated tasks and responsibilities expressing concern for lack of activity and suggesting corrections.

Objective 2: SAC will issue an annual “report card” on local government progress on waste and storm water improvements.

ISSUES RELATED TO OBJECTIVE 2:

1. Land based pollution
2. Stop pesticide use that harms water quality
3. Stop fertilizer use in the keys that harms water quality

Action items:

- Identify measures that will count in final grade, i.e. money appropriated, contracts, pipes in ground.
- Communicate measures to local units of government
- Research progress to calculate grade
- Write report card
- Notify students of grade (*Facilitator's note: what is meant by “students”? to whom was this group actually referring?*)
- Publicly release the information.

Objective 3: SAC will initiate a public discussion on actions that increase turbidity in water of FKNMS (beach renourishment, cruise ships, dredge)

ISSUES RELATED TO OBJECTIVE 3:

1. Beach replenishment
2. Cruise ship sedimentation

Action items:

- Host public in upper, middle and lower Keys to get public feedback on impact of turbidity and corrective measures.

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Objective 4: SAC to recommend action to SFERTF (South Florida Ecosystem Restoration Task Force) And BOCC (Board of County Commissioners) that assures Quality, Quantity, Timing, and Delivery (QOTD) of fresh water through Southern Everglades to Florida Bay.

ISSUES RELATED TO OBJECTIVE 4:

1. Everglades influence
2. Out of area influence due to water flow
3. Big Sugar pollution

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**GOAL VII: ENFORCEMENT: ASSURING COMPLIANCE WITH EXISTING REGULATIONS**

ISSUES RELATED TO ALL OBJECTIVES:

1. Enforcement versus education
2. Lack of law enforcement
3. Enforcement in no take zones
4. Never enough law enforcement

Objective 1: Increase enforcement presence

Action items:

- Analysis of existing needs based on impact data
  - MPAs, SPAs, square miles, aerial survey, visitor's bureau
- Increased funding
- Increased training

Objective 2: Reduce user conflict

Action items:

- Identify conflicts
- Identify the users
- Public hearings and community involvement
- Develop programs to reduce conflicts

Objective 3: Assume responsibility for environmental stewardship

Action items:

- Provide education to users on responsible behaviors to ensure ecosystems
- Reward those being responsible
- Utilize effective communication to reinforce environmental stewardship, i.e. media, pamphlets

Objective 4: Proactively evaluate opportunities to enhance compliance with existing and future regulations.

Action items:

- Identify opportunities through a SAC workshop
- Base decisions on accurate and timely data
- Formulate regulations SAC approval and support for rule changes

Objective 5: Enhanced collaboration between all stakeholders

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Action items:

- Identify stakeholders
- Stakeholder discussion on impact of particular activities
- Come to consensus for the recommendation and responsibility; collaborate and compromise

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**GOAL VIII: EDUCATION AND OUTREACH - EVERY RESIDENT AND VISITOR KNOWS THERE IS A NEED FOR ENVIRONMENTAL PROTECTION AND TO BEHAVE RESPONSIBLY, COMPLYING WITH EXISTING REGULATIONS.**

ISSUES RELATED TO ALL OBJECTIVES:

1. Education: tourists, locals, kids
2. public awareness of sanctuary
3. educational outreach
4. uniformed public
5. education
6. public perspective
7. undertake major education campaign about the reality of global warming
8. advisory board only
9. SAC representative

Objective 1: Establish a standing working group

Action items:

- Involve community educators (all levels K-12 and college); establish a chair
- Work group report to SAC periodically; Sac assists and recommends with workshops and agendas
- Evaluation of effectiveness of education tools being used

Objective 2: Support the development of signage displays and visitor centers

Action items:

- Plan and develop to include standing work group's idea and influence
- Establish source of funding
- Identify information gaps; close those gaps (rentals, out of state)
- Identify needs: multiple languages, funding, pamphlets, internet, officers/NOAA

Objective 3: Promote understanding of national marine sanctuaries

Action items:

- Education: put national marine sanctuaries on Atlas GPS, all grade levels: K-12 and college
- Identify funding sources
- Advertisement TDC ? and media
- SAC and working group for national education coordinator

Objective 4: Develop training workshops and school programs for all ages and ethnic groups.

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## **GOAL IX: SAC WORKING GROUPS WORK BETTER**

### ISSUES:

1. Science coordination to strengthen management and not just for reserves

Objective 1: Develop procedure for chartering new working groups that includes development of a goal and objectives and establishment of a timeline/lifespan for the group, if appropriate.

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## **GOAL X: SANCTUARY RESOURCES AND USERS ARE SUSTAINABLY MANAGED**

### **SUB-GOAL 1: FISHING (INCLUDES COMMERCIAL, RECREATIONAL, AND CHARTER)**

#### ISSUES RELATED TO FISHING:

1. The right to fish.
2. Over fishing of some species resulting in ecosystem impacts.
3. Over fishing.
4. Resource use: fishing: commercial and recreational
5. Commercial fishing
6. Fishery management
7. Fisheries regulations: size, bag and seasonal limits
8. Increasing spearfishing tournaments; unreported spearing of fish in the tournament
9. Fishery bag limits
10. Not in My Backyard issue of some
11. Fish stock declines
12. How should the lobster mini season be regulated
13. Mini season
14. Inability to significantly affect fishery issues
15. Artificial habitats
16. Loss of income due to loss of fish stock
17. Shifting base lines leads to apathy
18. Under reported fishing quotas
19. Belief that marine resources are infinite
20. Foreign fisheries impact on the sanctuary
21. Fishing pressure: both recreational and commercial
22. Unlawful fishing

Objective 1: Fisheries are managed in responsible and sustainable way.

#### Action item:

- Inventory existing management plans to establish our overall ecosystem based management plans for Florida Keys

Objective 2: Promote and encourage equity among sectors in the allocation of fisheries.

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ISSUES RELATED TO OBJECTIVE 2 (IN ADDITION TO THE ISSUES ABOVE)

1. Coastal conservation association
2. The effectiveness of special interest lobby groups (e.g. boat lobby, recreational fishing lobby) in the face of declining resources.

Action items:

- Encourage non-consumptive use of fish
- Manage access to fish
  - i. Permitting
  - ii. Zoning
  - iii. Seasonal closures
  - iv. Gear limits

Objective 3: Focus on traditional allocation.

Action item:

- Identify historical catch and effect by sector (recreational, commercial and charter)

## **SUB-GOAL 2: TOURISM**

ISSUES RELATED TO ALL TOURISM OBJECTIVES:

1. Over use of coastal and marine resources
2. User fees
3. The resistance of local businesses to apply user-fees when the public is willing to pay!
4. The conflict of the need for tourism vs. the negative effects of visitation.
5. Opposition to change by some user-groups in the face of declining resources.
6. Conflict between competing users of resources
7. User conflicts

Objective 1: Tourism is managed in a responsible and sustainable way.

ISSUES RELATED TO OBJECTIVE 1:

1. This is not a theme park
2. Unbridled tourism
3. Amount of reef visitors per day
4. Resource use: diving/snorkeling tour operations and private
5. Crowding of marine and coastal areas
6. Overuse of the sanctuary; limited entry?

Action item:

- Encourage TDC (Tourist Development Council) to evaluate and modify their ads for types of tourists

Objective 2: Tourism at a Keyswide level takes marine resource conservation into account.

ISSUE RELATED TO OBJECTIVE 2:

1. Tourist Development Council
2. Overpopulation
3. Over population excessive visitors who are not aware
4. Overuse by recreational swimmers, divers, snorkelers of some areas
5. Increased pressure from tourism

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Action items:

- Make recommendations to TDC as to what they promote and whether it negatively impacts the TDC.
- Survey of tourists to identify levels of use and user expectations

Objective 3: Snorkelling and diving tourism takes place under sustainable use guidelines.

ISSUES RELATED TO OBJECTIVE 3:

1. Recreational user licensing
2. Too many tourist charters!!
3. Reduce pressure in popular dive sites to prevent overuse.

Action items:

- Limit use at highly visited sites
- Establish carrying capacity

### **SUB-GOAL 3: USER CONFLICTS ARE IDENTIFIED AND MITIGATED/MEDIATED.**

ISSUES RELATED TO USER CONFLICTS:

1. Personal water craft
2. Personal water craft tours are unlicensed leaders

Objective 1: Vessels are limited to operation in environmentally non-sensitive areas and/or in environmentally non-damaging ways.

Objective 2: Establish a methodology (e.g. working group) to explore user conflicts and provide recommendations to SAC which are promoted to FKNMS and other groups.

As it was getting late in the day, the decision was made by the Chair and the facilitator to leave items on the agenda related to the Mission Statement and Performance Measures for another meeting. Each small group reported the results of their work on the goals and objectives to the full group.

Public comment was invited but no one came forward.

Participants were given the envelopes containing the positive observations about them. They were asked to read them through and pick two of their favorites. As a last exercise, Ms. Fleischer asked the participants to consider the following question:

*"If you had more time to do activities for the SAC at which you are experienced or are better at that you believe would mean "added value" but right now you can't do- what would that activity be?"*

Each participant responded first by reading the two favorite "positive" cards, then answering the question above. Their answers are listed below:

COMMENTS ON ADDED VALUE:

1. Chris Bergh: Play a role in facilitating integration of TAC (Technical Advisory Committee) and SAC (Sanctuary Advisory Committee)

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2. Martin Moe: Become more active in environmental issues in coral reef restoration.
3. Laurie Luhr: More involved in damage and restoration efforts; give more time to collaborating with communities, the SAC, and stakeholders.
4. Kathleen Patton: work to establish a radio channel.
5. Ken Nedimeyer: work with Martin Moe doing reef restoration and fisheries management.
6. Bruce Popham: As Chair, take a more public role on a local and national level in communicating what the FKNMS Advisory Council does.
7. Richard Grathwohl: Dedicate to more WMA [Wildlife Management Area] especially lower and middle Keys.
8. Don Kincaid: do more photography for the Sanctuary.
9. Bob Jason: focus on fundraising and lobbying.
10. Ralph Boragine: work on structure and function of work groups.
11. David Hawtof: work on integrating concerns between recreational, commercial and charter fishing; diving and research assistant staff.
12. Brad Simmonds: do more tour guiding and education of the public.
13. Kreuger Nicholson: liaison between paddling/sanctuary getting volunteers, etc.
14. Jody Thomas: how to make science reports more understandable for general public and get that word/message out; work on the "Report Card".
15. Deb Shaw: promote green building and alternate energy in the Keys and elsewhere; get more involved in public education regarding biodiversity.
16. Billy Causey: dedicate the extra time right back to the sanctuary and involve my family more.

## **EVALUATIONS AND ADJOURNMENT**

Bruce Popham, Chair, thanked everyone for all their hard work and excellent results. He explained that the Report of Proceedings from this retreat would be sent to all members of the SAC and any others who participated in this effort. He will be reporting on the retreat at the October meeting of the SAC.

Ms. Fleischer thanked everyone for their patience and for working so hard. She asked that they fill out the evaluation of the retreat and turn it in before leaving.

The meeting was then adjourned.

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