

**OYSTER ECOSYSTEM-BASED FISHERY MANAGEMENT PLAN  
FOR THE PENSACOLA BAY SYSTEM (PBS)  
PBS STAKEHOLDER WORKING GROUP**

**MEETING XII  
MARCH 17, 2021—8:30 AM – 11:30 AM CT  
VIRTUAL MEETING VIA ZOOM**

**HOST: THE NATURE CONSERVANCY, FLORIDA  
FACILITATOR: FACILITATED SOLUTIONS, LLC**

**MEETING XI OBJECTIVES**

- ✓ To Approve Regular Procedural Topics (Agenda, and Meeting XI Summary Report)
- ✓ To Receive Requested Presentations
- ✓ To Review and Approve Final Draft Plan
- ✓ To Discuss Formation of the Co-Management Advisory Committee
- ✓ To Review Next Steps
- ✓ Celebrate the Working Group

**PBS STAKEHOLDER WORKING GROUP MEETING XII AGENDA—MARCH 17, 2021**

*All Agenda Times are Central Time Zone  
All Times Are Approximate and Subject to Change (including Public Comment and Adjournment)*

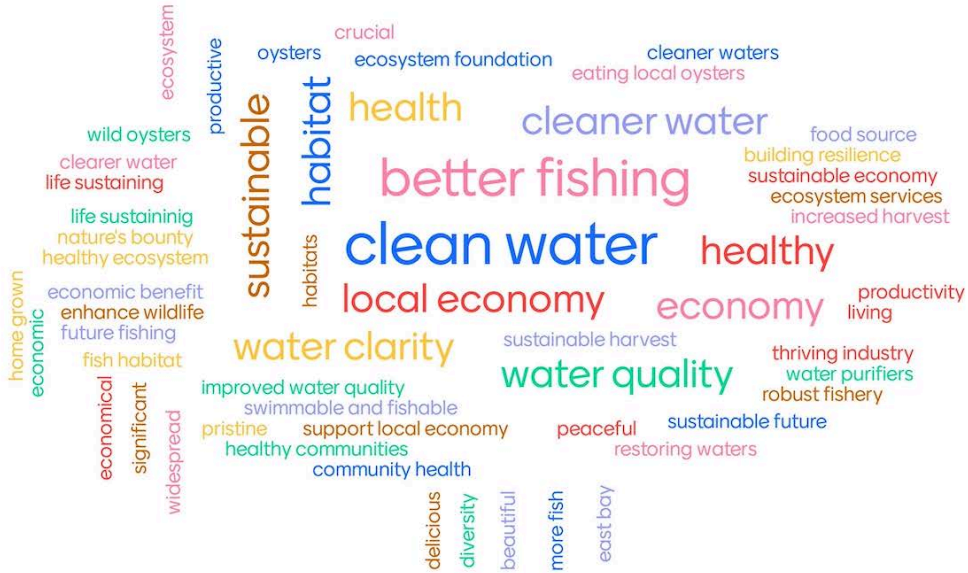
<b>8:30 AM CT</b>		<b>CALL TO ORDER</b>
<b>1.</b>		<b>WELCOME AND OPENING</b>
<b>2.</b>		<b>REVIEW AND APPROVAL OF AGENDA</b>
<b>3.</b>		<b>APPROVAL OF FACILITATORS' SUMMARY REPORT (FEBRUARY 17, 2021)</b>
<b>4.</b>		<b>REVIEW OF PROJECT WORKPLAN</b>
<b>5.</b>		<b>REVIEW AND APPROVAL OF FINAL DRAFT PENSACOLA BAY SYSTEM OYSTER ECOSYSTEM-BASED FISHERIES MANAGEMENT PLAN</b>
<b>6.</b>		<b>FORMATION OF CO-MANAGEMENT ADVISORY COMMITTEE (CAC) DISCUSSION</b> <ul style="list-style-type: none"> <li>• Pensacola and Perdido Bays Estuary Program Discussion of Formation of CAC</li> </ul>
<b>7.</b>		<b>CELEBRATION OF SUCCESSFUL WORKING GROUP PROCESS AND CONSENSUS ON PLAN</b>
<b>8.</b>	<b>11:15 AM</b>	<b>PUBLIC COMMENT</b>
<b>9.</b>		<b>NEXT STEPS</b> <ul style="list-style-type: none"> <li>• Review of Next Steps for Implementation of the Plan</li> <li>• Meeting Evaluation – Online Survey</li> </ul>
<b>11:30 PM CT</b>		<b>ADJOURN</b>

**PROJECT WEBPAGE:** <https://www.ppbep.org/the-plan/oyster-plan>

**CONTACT:** Please contact Andrea Graves if you have individual needs or questions regarding Zoom access at [agraves@tnc.org](mailto:agraves@tnc.org).

**MEETING FACILITATION:** Meetings are facilitated by Jeff Blair and Robert Jones from Facilitated Solutions, LLC. Information at: <http://facilitatedsolutions.org>.





*Working Group's Perspectives on the Benefits to Restoring Oysters to the Pensacola Bay System*



*Working Group's Perspectives on a word that best describes their Vision for the bay in 20-years*

## PBS STAKEHOLDER WORKING GROUP MEMBERSHIP AND REPRESENTATION

MEMBER	AFFILIATION
<b>Building/Development</b>	
1. Shelby Johnson	Johnson Construction of Pensacola, Inc.
2. Glen Miley	biome Consulting Group
<b>Business/Real Estate/Economic Development/Tourism</b>	
3. Will Dunaway	Environmental Lawyer
4. Donnie McMahon	Business and Aquaculture
<b>Environmental/Citizen</b>	
5. Christian Wagley	Healthy Gulf
<b>Local Government</b>	
6. Shelley Alexander	Santa Rosa County Environmental Programs
7. Chips Kirschenfeld	Escambia County Natural Resources Management
8. Matt Posner	Pensacola and Perdido Bays Estuary Program
9. Mark Jackson	Pensacola City Sustainability Coordinator
<b>Recreational Fishing</b>	
10. Chris Phillips	Hot Spot Charters
<b>Seafood Industry</b>	
11. Pasco Gibson	Seafood Industry/Waterman
12. LD Henderson	Waterman
13. Josh Neese	Aquaculture
14. Pete Nichols	Seafood Industry/Waterman
15. Tommy Pugh	Seafood Dealer
16. Phil Rollo	Seafood Dealer
17. Calvin Sullivan	Oyster Harvester
18. William (Hub) Williamson	Oyster Harvester
<b>State Government</b>	
19. Beth Fugate	FDEP/Aquatic Preserves
20. Kent Smith	FWC Division of Habitat and Species Conservation
21. Alan Peirce	FWC Division of Marine Fisheries Management
22. Portia Sapp	FDACS Division of Aquaculture
23. Paul Thurman	NFWFMD
<b>Tourism</b>	
24. Shawn Brown	Visit Pensacola
<b>University/Research</b>	
25. Jane Caffrey	UWF
26. Rick O'Connor	UF/IFAS Escambia County
27. Chris Verlinde	UF/IFAS/Sea Grant Santa Rosa County
<b>PROJECT TEAM AND FACILITATORS</b>	
<b>THE NATURE CONSERVANCY</b>	
Anne Birch	Marine Program Manager, Florida
Bryan DeAngelis	Marine Habitat Scientist, North America
Laura Geselbracht	Sr. Marine Scientist, Florida
Andrea Graves	Marine Projects Coordinator, Florida
<b>FACILITATED SOLUTIONS, LLC</b>	
Jeff Blair	Working Group Facilitator
Robert Jones	Working Group Facilitator

**PBS STAKEHOLDER WORKING GROUP MEETING SCHEDULE AND WORKPLAN**

**STANDING UP AND ORGANIZATION OF THE PBS STAKEHOLDER WORKING GROUP**

<i>TNC/Facilitated Solutions LLC Stakeholder Assessment and Report</i>	<i>May-Sept. 2019</i>	<i>TNC contracted <a href="#">Facilitated Solutions, LLC</a>, based in Tallahassee, to conduct a series of stakeholder interviews and meetings in the community outline key issues and to recommend stakeholder representatives on a Working Group. Facilitated Solutions LLC subsequently designed and facilitated the Working Group meetings and process going forward.</i>
<i>Stakeholder Working Group Questionnaire</i>	<i>Sept. 2019</i>	<i>Working Group members completed a questionnaire in advance of the Organizational Meeting</i>
<b>Meeting I. Studer Institute</b>	Oct. 9, 2019	Scoping and organizational meeting, review of the assessment report and questionnaire, and review and refinement of overall project purpose, vision and goal framework.
<b>Meeting II. UF/IFAS SRC Extension</b>	Nov. 15, 2019	Introduction to tools (e.g. oyster calculator, etc.) and member requested presentations on oyster ecology and restoration. Review and refinement of vision themes and goal framework.

**SCOPING OF PBS ISSUES, IDENTIFICATION OF PERFORMANCE MEASURES & OPTIONS**

<b>Meeting III. Sanders Beach</b>	Jan. 15, 2020	Presentations on regulatory management roles and framework for oysters, and strategic communications. Review and refinement of vision goals (4) framework continued. Introduction to potential performance measures to evaluate strategies.
<b>Meeting IV. <a href="#">Virtual Meeting Zoom Platform</a></b>	April 9, 2020	Presentations on Oyster Habitat Restoration Suitability Model, Pensacola & Perdido Bays Estuary Program (PPBEP) and <u>G</u> ulf of Mexico <u>E</u> cosystem Service Logic Models & <u>S</u> ocio-Economic Indicators-GEMS Project. Review of draft vision theme and objectives, identification of strategies and related performance measures to evaluate strategies.
<b>Meeting V. <a href="#">Virtual Meeting Zoom Platform</a></b>	May 19, 2020	Member requested presentations on FDEP Responsibilities in Oyster and Estuarine Management in Florida, An Economic Research Agenda for the PBS, and Shell Budget Briefing. Review testing acceptability and refinement of strategies in the 4 goal areas, review performance measures for evaluating strategies, and identify potential Plan implementation actions and steps.
<b>Watermen Workshop <a href="#">Virtual Meeting Zoom Platform</a></b>	June 4, 2020	Workshop with Working Group watermen stakeholders to hear their comments and perspectives regarding draft Objectives and Strategies.

**BUILDING CONSENSUS ON PBS OYSTER ECOSYSTEM-BASED FISHERIES MANAGEMENT PLAN**

Update and Presentation to PPBEP	July 14, 2020	Presentations by TNC to the Pensacola & Perdido Bays Estuary Program’s Technical Advisory Committee on the Plan goals and framework.
<b>Meeting VI. <a href="#">Virtual Meeting Zoom Platform</a></b>	July 22, 2020	Member requested presentations. Review of comments and suggestions from Watermen Workshop. Review testing acceptability and refinement of strategies in the 4 goal areas, review performance measures for evaluating strategies, and identify potential Plan implementation actions and steps.

<b>Meeting VII.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	Sept. 28, 2020	Test acceptability and refinement of strategies and action steps for the Goals (A-D). Review and revise performance measures.
Update and Presentation to PPBEP	Oct. 7, 2020	Presentation by TNC to the Pensacola & Perdido Bays Estuary Program's Policy Board on the Plan goals and framework.
<b>Meeting VIII.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	Oct. 21, 2020	Test acceptability and refinement of strategies and action steps for each of the Goals in turn.
<b>FINALIZING CONSENSUS ON PBS OYSTER ECOSYSTEM-BASED FISHERIES MANAGEMENT PLAN</b>		
<b>Meeting IX.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	Nov. 18, 2020	Test acceptability and refinement of strategies and action steps for each of the Goals in turn. Conduct strategies prioritization exercise. Evaluate habitat suitability spatial maps for identifying strategies. Approve the PBS Oyster Ecosystem-Based Fisheries Management Plan framework (Goals/Objectives/Strategies/Actions).
Watermen Workshop #2 <b>Virtual Meeting</b> <b>Zoom Platform</b>	Dec. 8, 2020 5:30 PM CT	Review strategies and actions with watermen, and solicit watermen feedback.
<b>Meeting X.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	Jan. 21, 2021	Refinement of actions steps for strategies incorporating watermen's feedback. Reaffirmation of Plan Framework. Approve the PBS Oyster Ecosystem-Based Fisheries Management Plan draft outline. Agreement on revised Performance Measures.
<b>Meeting XI.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	Feb. 17, 2021	Review and consensus testing of Draft Plan (Vision Themes, Goals, Outcomes, Objectives, Strategies, and Actions; and Priorities and Performance Measures) and agreement on the Draft Plan. Discussion of commitments and collaboration for implementation of the Plan. Discussion of overarching message to foster Community support & action for Plan implementation.
<b>Meeting XII.</b> <b>Virtual Meeting</b> <b>Zoom Platform</b>	March 17, 2021	Final Meeting. Refinement as needed, and agreement on the PBS Oyster Ecosystem-Based Fisheries Management Plan. Plan will be presented to relevant agencies and PPBEP for evaluation and implementation. Discussion with PPBEP on formation of the Co-Management Advisory Committee. Working Group acknowledgement and celebration of completed Plan.
<i>Presentation of final PBS Oyster Ecosystem-Based Fisheries Management Plan to the PPBEP</i>	<i>March 31, 2021</i>	<i>Presentation by TNC and Working Group members to the Pensacola &amp; Perdido Bays Estuary Program on the Plan and the Estuary Program's role in implementing the Plan.</i>

**PROJECT WEBPAGE:** <https://ppbep.org/oyster-ebfm-plan>

**CONTACT:** Please contact Andrea Graves if you have individual needs or questions regarding Zoom access at [agraves@tnc.org](mailto:agraves@tnc.org).

**PROJECT FACILITATION:** Meetings are facilitated, and meeting reports drafted by Jeff Blair and Robert Jones from Facilitated Solutions, LLC. Information at: <http://facilitatedsolutions.org>.





## **PENSACOLA BAY SYSTEM STAKEHOLDER WORKING GROUP**

### **WEBINAR-TELECONFERENCE MEETING PARTICIPATION PROCESS**

#### **GENERAL**

- Please be aware that background noise from participants is picked-up and amplified on the webinar system, especially when using a speaker-phone or your computer without a headset.
- Pensacola Bay System Stakeholder Working Group (Working Group) members, and any other meeting participants should offer their names each time they speak to ensure all participants know who is speaking.
- Members should offer their names when making and seconding motions.
- Working Group members should announce if they have to sign-off before the virtual meeting is complete.
- Acceptability rating exercise results will be tallied by recording members' votes by name in turn.

#### **ATTENDANCE**

- Facilitator will conduct roll call of Working Group members and Project Team.
- Once attendance is complete, the agenda will be reviewed and approved by the Working Group.

#### **PARTICIPANT ETIQUETTE**

- Please keep your phones on mute if calling in and mute the microphone icon in the Virtual Meeting Control Panel if you are connected by webinar. The default mode for your microphone is mute and is reflected by a red microphone icon next to your name, to unmute click the red microphone icon and it will turn green when you are unmuted.
- It works best if everyone mutes themselves except when speaking.
- Please don't put your phones on hold.
- Please wait until invited by the Facilitator to speak to avoid confusion.
- Names will be stacked by the Facilitator to ensure order.
- Participants will have ample time to speak on substantive agenda items.

#### **DISCUSSION PROCESS**

- Facilitator will introduce discussion item or presenter.
- Presenter will provide overview of issue and recommendation(s) for Working Group action.
- Hold questions until presentation is complete.
- Once presentation is complete, Facilitator will ask if Working Group members have clarifying questions on the issue, create a speaker's list, and call on members in-turn for clarification.
- Facilitator will ask if any Working Group member wishes to discuss the issue or propose alternative options, create a speaker's list, and call on members in-turn for discussion.
- Once clarification and discussion is complete, Facilitator will conduct a rating exercise or test for consensus on the issue as appropriate.

#### **PUBLIC COMMENT**

- Facilitator will ask if anyone from the public wishes to comment during the Public Comment agenda item, create a speaker's list, and call on members of the public in-turn for comments.
- Comments will be limited to three minutes per person.
- Members of the public having questions or wanting to provide additional feedback are encouraged to send their questions and comments to Andrea Graves: [agraves@tnc.org](mailto:agraves@tnc.org).

## TEST THE ACCURACY OF YOUR PERCEPTIONS

- Be aware of your perceptions in a virtual meeting, test them by clarifying intent with the speaker, and recognize that technology can alter our ability to accurately interpret subtle verbal and non-verbal cues as to intent and meaning.
- Being on a video call requires more focus than a face-to-face meeting.
- Video conversations require us to work harder to process nonverbal cues like facial expressions, the tone and pitch of the voice, and body language; paying more attention to these consumes a lot of energy and can be stressful.
- Research conducted by German academics in 2014 shows that delays on phone or webinars shaped our views of people negatively—even delays of 1.2 seconds made people perceive the responder as less friendly or focused.
- There is dissonance between our minds and bodies causing people to have conflicting feelings resulting from processing communication through technology.

## GUIDELINES FOR VIRTUAL MEETING PARTICIPATION

**COME PREPARED.** Review the agenda, presentations and background documents ahead of time. Schedule at least 15 minutes to prepare for the meeting/webinar – if you don't need it you can have the time back. Do the pre-work. Make notes and be ready with questions.

**TEST THE TECHNOLOGY AHEAD OF TIME.** Log in the day before to ensure full access to whatever online technology is being used. Check your headset and/or telephone system.

**PARTICIPATION—VIDEO AND AUDIO:** If you participate using your computer for audio (using a headset to listen and/or speak) do not use the teleconference call in number (it creates interference). You can listen and/or speak using your headset through the VOIP function of your computer. If you use your computer only for the video/visual function (to view presentations) you will need to call in on the teleconference line to listen and/or speak. Participants who wish to view the presentations will need to use their computers to log-in using the meeting URL provided on the meeting agenda whether they participate with VOIP or the teleconference participation option for audio and video functions.

**TURN UP EARLY.** Put the web address and teleconference details in your calendar and bookmark the web URL. Set the reminder 15 minutes ahead of the call.

**REMOVE DISTRACTIONS.** Schedule a quiet place to participate from. Clear your desk and computer desktop. Turn off email & instant messaging. Put your cell phone aside. Put a note on your office door. Create an environment that allows you to fully participate without distractions.

**TAKE RESPONSIBILITY FOR YOUR OWN PARTICIPATION.** Don't plan to do any "catch up" activities during the call. If you catch yourself multi-tasking, close your eyes and listen. Avoid side conversations whether in the room with colleagues or in an online chat space. Keep your phone on "Mute" unless speaking.

**BE AWARE OF AIR TIME.** Fully participate while allowing others to do the same. Speak your name before making a comment.

**FOLLOW CAB'S MEETING PARTICIPATION GUIDELINES.** Do not speak without acknowledgement from the facilitator. Speaking out of turn is very disruptive to a virtual meeting.

**SUPPORT THE FACILITATOR.** Acknowledge questions and pay attention. Use the raise hand function to speak and wait for the facilitator to invite questions and/or comments. The facilitator will create a speakers list at all appropriate times during the meeting. Keep your phone on "Mute" (not "Hold") whenever possible.



## WORKING GROUP GOAL STATEMENT

The goal of the Pensacola Bay System Working Group is to develop a package of consensus recommendations informed by the best available science, data, and stakeholders' experiences for the management and restoration of the Pensacola Bay System.

The goal of the project is to ensure that the regulation and management of the oyster fishery, and oyster restoration policies are informed by the best available science and shared stakeholder stewardship values.

The process will be designed so that members can evaluate oyster fishery practices and management options and restoration policies in the Pensacola Bay System. The Working Group's recommendations, in the form of a Pensacola Bay System Oyster Ecosystem-Based Fisheries Management Plan, will be directed to the TNC Project Team, the Pensacola and Perdido Bays Estuary Program, state managers and regulators, and other agencies/entities as appropriate.

## PBS PROJECT SUMMARY AND STATEMENT OF PURPOSE

**PROJECT SUMMARY.** The Nature Conservancy (TNC) in Florida is convening stakeholders to develop an oyster ecosystem-based fisheries management plan for the Pensacola Bay System (PBS). For the purpose of this initiative the system is defined as Escambia, Pensacola, East and Blackwater Bays in Escambia and Santa Rosa Counties. TNC has been supporting and implementing projects in the PBS for the past several years in collaboration with partners. Oysters and the once vibrant fishery are disappearing from the System. Significant funding as a result of the Deepwater Horizon oil spill is being dedicated to restoration of oysters throughout the Gulf of Mexico. This is a once-in-a-lifetime opportunity to reverse the trend and create a robust future for oysters and the fishery in Florida and the Gulf.

**PLAN BOUNDARIES:** Escambia, Pensacola, East and Blackwater Bays in Escambia and Santa Rosa Counties.

**STATEMENT OF PURPOSE.** The goal of the initiative is that by 2022 an oyster ecosystem-based fisheries management plan (Plan) for the PBS is approved by the stakeholders. The Plan will be offered as a model for management of oyster resources throughout Florida's estuarine systems, the Gulf of Mexico and other regions. The intent is for the Plan to be developed, owned and implemented by the community and the State, not a "TNC plan".

The Working Group and the resulting Plan will seek to address and determine the priority of multiple objectives including wild harvest, oyster aquaculture, ecosystem service outcomes (i.e., clear water, more crabs and fish, nitrogen removal), and social benefits (e.g., recreational angling opportunities, and opportunity to participate in defining credible management processes) for the PBS.

The Plan resulting from this initiative will help to define long-term estuary-scale goals for restoring and sustaining oysters in the estuary. It will work in the broader context of the Pensacola and Perdido Bays Estuary Program that received EPA funding in 2018 as part of the Deepwater Horizon oil spill settlement. The program hired an executive director in 2019 and is organizing to develop a Comprehensive Conservation and Management Plan (CCMP) for the Estuary Program's planning region.

## WORKING GROUP GUIDING PRINCIPLES

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- 1.) Working Group members will strive to work together collaboratively and seek to understand and respect differing perspectives.
- 2.) The Working Group will strive to achieve consensus on the evaluation and development of recommendations submitted to the TNC Project Team and appropriate management and regulatory agencies.
- 3.) The Working Group will operate under policies and procedures that are clear, concise, and consistently and equitably applied.
- 4.) Working Group members will serve as accessible liaisons between the stakeholder groups they have been appointed to represent and the PBS Working Group and should strive to both inform and seek input on issues the Working Group is addressing from those they represent.

## WORKING GROUP CONSENSUS BUILDING PROCEDURES

The PBS Stakeholder Working Group (Working Group) will seek consensus on its recommendations for options to be evaluated using the best available science and decision-support tools for management and restoration of the PBS. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the members' support for the final package of recommendations, and the Working Group finds that 100% acceptance or support is not achievable, final consensus recommendations will require at least 75% favorable vote of all members present and voting. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all members and which all can live with. In instances where the Working Group finds that even 75% acceptance or support is not achievable, publication of recommendations will include documentation of the differences and the options that were considered for which there is more than 50% support from the Working Group. The report that will be a product of the Working Group process will clearly describe the level of agreement between Working Group members on each specific recommendation as well as on the suite of recommendations as a whole.

Working Group members, staff, and facilitators will be the only participants seated at the table. Only Working Group members may participate in discussions and vote on proposals and recommendations. The facilitators, or a Working Group member through the facilitators, may request specific clarification from a member of the public in order to assist the Working Group in understanding an issue. Observers/members of the public are welcome to speak during the

public comment period provided at each meeting, and all comments submitted on the public comment forms provided will be included in the facilitators’ summary reports. In order to provide balance to the Working Group process, members agree to represent and consult with their stakeholder interest groups.

**ACCEPTABILITY RATING SCALE FOR OPTIONS AND RECOMMENDATIONS**

During the fourth Working Group meeting members were asked to propose an initial suite of strategies for each of the Goals. These were reviewed and refined at the fifth meeting. During subsequent meetings Working Group members were asked to continue to review existing proposed strategies, propose any additional strategies for Working Group consideration, and subsequently to rate the strategies for acceptability. Members were instructed to evaluate each strategy on its own merits, and independently and not in relation to the other strategies. **Initially, constraints such as funding and statutory authority should not be a limiting factor regarding whether a strategy has merit.** Following discussion and refinement of strategies, members may be asked to revisit proposed strategies if requested by a Working Group or project team member. Members should be prepared to offer specific refinements to address their reservations.

Once rated for acceptability, strategies with a 75% or greater number of 4s and 3s in proportion to 2s and 1s (≥ a 3.0 average rating) will be considered preliminary consensus recommendations for inclusion in the final package of recommendations for the PBS Oyster Ecosystem-Based Fisheries Management Plan. A list of the proposed strategies not meeting the consensus acceptability level threshold will be included as an appendix to the final report. A lead entity and key implementation steps should be identified for each consensus level strategy.

At any point during the process, any strategy may be re-evaluated and rated at the request of any Working Group or project team member. The status of a rated strategy will not be final until the final Working Group meeting, when a vote will be taken on the entire package of consensus ranked recommendations for inclusion in the PBS Oyster Ecosystem-Based Fisheries Management Plan. The following scale will be utilized for the rating exercises:

<b>Acceptability Rating Scale</b>	<b>4 = Acceptable, I agree</b>	<b>3 = Acceptable, I agree with <i>minor</i> reservations</b>	<b>2 = Not Acceptable, I don't agree unless <i>major</i> reservations are addressed</b>	<b>1 = Not Acceptable</b>
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Please be prepared to state your minor and major reservations when asked, and to offer proposed refinements to the strategy to address your concerns. If you are not able to offer refinements to make the strategy acceptable (4) or acceptable with minor reservations (3) you should rate the strategy with a 1 (not acceptable).