



**STATEMENT OF EXPERIENCE AND QUALIFICATIONS  
REGARDING**

**PROCESS DESIGN AND FACILITATION SERVICES FOR  
STAKEHOLDER CONSENSUS BUILDING INITIATIVES**

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## EXPERIENCE AND QUALIFICATIONS TO PROVIDE PROCESS DESIGN, FACILITATION SERVICES, AND STAKEHOLDERS CONSENSUS BUILDING INITIATIVES

### INTRODUCTION

I am providing my Statement of Experience, Qualifications, Technical Competence, and Proposed Approach for your review and consideration regarding my process design, agenda design, meeting planning, and facilitation and planning consultation services for stakeholder group consensus-building initiatives.

In addition, I have provided qualifications and experience regarding strategic planning and visioning initiatives, organizational assessments, consensus building, problem solving, and negotiation services for environmental, land use, marine fisheries, habitat restoration, building construction, agricultural, community development, and water supply and quality initiatives. I have extensive experience working with scientists, engineers, local, state and federal agency representatives, and the full range of diverse stakeholders impacted by an issue to collaboratively develop strategies and alternatives to address key issues in an inclusive process that builds trust for the results.

Facilitated Solutions, LLC specializes in working with project partners to build consensus and problem solve regarding issues of importance internal and/or external to the project. I have included my proposed approach, and information regarding my experience, references, and biographical and company information. Additional information regarding Facilitated Solutions, LLC and my projects is available at the following URL: <http://facilitatedsolutions.org/>.

Jeff Blair of Facilitated Solutions has the education, experience, and skills, to effectively collaborate with clients to design, implement, and facilitate successful consensus-building initiatives working with diverse stakeholders on complex issues. In addition, I have extensive experience facilitating in-person meetings and virtual meetings via various web-based platforms including Zoom, Go-To-Meeting, WebEx, Microsoft Teams, and Skype for Business.

If you have any questions regarding my qualifications and experience, or are interested in discussing a possible consensus building, negotiation, planning and/or organizational initiative for your organization or agency please contact Jeff Blair at (850) 694-1209 or [FacilitatedSolutionsJB@gmail.com](mailto:FacilitatedSolutionsJB@gmail.com).

Sincerely,

A handwritten signature in blue ink, appearing to be 'JB'.

Jeff A. Blair

## ABOUT JEFF A. BLAIR

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**Jeff A. Blair**, principal and owner of **Facilitated Solutions, LLC** is a facilitator and process consultant based in Tallahassee, Florida, with over 35 years of experience assessing and analyzing complex issues in public, private and nonprofit organizations with a specialty in multi-party collaborative stakeholder consensus building processes involving science and technical issues and strategic planning. In addition, he is retired research faculty at Florida State University (FSU) and served as Associate Director for the FCRC Consensus Center at FSU for twenty-one years. He specializes in facilitation and process design and in addition his work includes situation assessment, strategic planning and implementation, and consensus building between and within diverse stakeholder interests with divergent perspectives on complex issues. He has worked with federal, state, local government, non-governmental organizations, and private sector representatives to design and implement collaborative approaches to consensus-building, planning, rulemaking, and dispute resolution with an emphasis on stakeholder participation in the planning, design, implementation, and monitoring of policy actions in more than 190 projects and over 2500 meetings.

Ongoing projects include serving as process designer, lead facilitator, and conflict resolution consultant for stakeholder groups including: **1)** The University of Maryland Center for Environmental Science’s (UMCES) National Science Foundation’s (NSF) funded Convergence Accelerator Project tasked with developing “A New Biomanufacturing Process for Making Precipitated Calcium Carbonate and Plant-Based Compounds that Support Human Health” by transforming waste streams of desalination plants into sustainable products that capture carbon from the atmosphere; and **2)** The Florida Department of Business and Professional Regulation’s (DBPR) Florida Building Commission’s (FBC) ongoing process of building consensus on all facets of the Florida Building Code System including facilitating over 2,000 individual meetings for the Commission since 1999 including 70 special issue stakeholder workgroup projects, all culminating in unanimously adopted consensus recommendations.

Recently completed projects include designing the process and approach for the projects, iterative evaluation of issues and options using the *Consensus Solutions Process*, and successfully facilitating a unanimous consensus between diverse stakeholder interests for the following consensus-building initiatives:

- The Oyster Recovery Partnership’s Oyster Coalition Workgroup’s unanimously adopted recommendations for a *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland* (Chesapeake Bay). – **Adopted Unanimously 5 December 2024.**
- The Florida Building Commission’s Existing Building Inspection Workgroup tasked by the Commission with three legislative assignments culminating with a package of unanimously approved



consensus recommendations for the establishment of a Building Safety Program for Implementation of Mandatory Structural Inspections for Condominium and Cooperative Buildings, within the 2023 Florida Building Code, Existing Building, which were subsequently unanimously adopted into the Code by the Commission pursuant to their legislatively required assignments (2020 – 2024) – *Approved Unanimously 20 March 2024, and Adopted Unanimously by the Florida Building Commission 13 August 2024;*

- Florida State University’s Apalachicola Bay System Initiative Community Advisory Board’s unanimously adopted recommendations for the *Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan* for restoring the Apalachicola Bay System (2019 – 2023) – *Adopted Unanimously 29 November 2023*. Resulted in the formation of *The Partners for a Resilient Apalachicola Bay* to ensure the Plan is implemented, monitored, and adapted as needed;
- The University of Maryland Center for Environmental Science’s Bailey Wildlife Foundation’s funded Global Defense for Coral Reef Wildlife interdisciplinary Research Team research project to build a system to support corals and coral reef wildlife by creating carbon neutral or negative habitat and in the process removing carbon dioxide from the air (2019 – 2013) – *Final Research Report Delivered April 2024;*
- Design and development of a Priority Issues Workplan and associated Workplan Tracking Flowchart for The Apalachicola-Chattahoochee-Flint Stakeholders (ACFS) ongoing work to develop consensus on a science-based water supply plan for the ACF Basin (2021 – 2022) – *Adopted Unanimously 23 March 2022;*
- The Nature Conservancy’s Pensacola Bay System Stakeholder Working Group on the Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System (2019 – 2021) – *Adopted Unanimously 17 March 2021*. Resulted in NOAA awarding the Pensacola and Perdido Bays Estuary Program \$10.9 million for implementation of the Plan; and
- The Coastal SEES OysterFutures Workgroup on Recommendations for Oyster Management in the Choptank and Little Choptank Rivers (Chesapeake Bay) (2015 – 2018) – *Adopted Unanimously 24 March 2018*. Resulted in the Maryland Legislature codifying the *Consensus Solutions Process* for use by the Maryland Oyster Advisory Commission.

**Additional Recent Projects Include:**

The USFWS’ Loxahatchee and Hobe Sound NWRs Strategic Alignment Initiative Workplan *Adopted Unanimously 5 December 2019*; the USFWS’ Regional Strategic Vision Alignment Initiative on USFWS R4 Strategic Vision Alignment Plan *Adopted Unanimously 26 June 2019*; the Suwannee River Partnership Steering Committee (FDACS, FDEP, SRWMD, UF/IFAS) Planning Initiative on Priority Strategic Actions Workplan *Adopted Unanimously 17 August 2018*; the North Florida Regional Water Supply Partnership Stakeholder Advisory Committee (SRWMD/SJRWMD/FDEP/FDACS) on the North Florida Regional Water Supply Plan *Adopted Unanimously 2 November 2016*; the Gulf of Mexico Angler Focus Group Initiative on Examination of Possible Private Recreational Management Options for Gulf of Mexico Red Snapper *Adopted Unanimously 30 November 2016*; and the Ocean Conservancy’s For-Hire Recreational Fisheries Electronic Monitoring Assessment Report *Assessment Report and Recommendations Delivered January 2017*.

He served as process consultant and facilitator for the Florida Department of Agriculture and Consumer Services’ (FDACS) Pest Control Enforcement Advisory Council, Pesticide Review Council, FDACS Agricultural Feed, Seed and Fertilizer Advisory Council, and the Florida Coordinating Council on Mosquito Control for over ten years. He facilitated the Florida Division of Emergency Management’s Flood Resistant Standards Workgroup and the Florida Emergency Notification System Vision Workshop. He has done work for the National Oceanic and Atmospheric Administration (NOAA) including the



National Saltwater Recreational Fishing Summit, Deepwater BP Oil Spill Programmatic Environmental Impact Statement scoping workshops, NOAA Fisheries Chesapeake Modeling Symposium and the Gulf of Mexico Grouper Forum. Work for United States Environmental Protections Agency (USEPA) includes the National Bedbug Summit and the International Public Health Pesticides Workshop in London, England. In addition, he facilitated the Deepwater Horizon Natural Resource Damage Assessment Trustee Council (Alabama, Florida, Louisiana, Mississippi, Texas, and the DOI, NOAA, and DOD).

Work for the private sector includes designing and facilitating the Recreational Boating Stakeholders Growth Summit, and working with National Pest Management Association (NPMA), National Marine Manufactures Association (NMMA), Association for Structural Pest Control Regulatory Officials (ASPCRO), Association of American Plant Food Control Officials (AAPFCO), Florida Green Building Coalition (FGBC), National Association of Home Builders (NAHB), Florida Natural Gas Association (FNGA), and the Solar Policy Advocates Board. Mr. Blair has provided facilitation, planning, and process design for numerous agencies, entities, non-profit organizations and associations since 1977.

He is a Florida Supreme Court Certified Mediator, a U.S. Institute for Environmental Conflict Resolution, National Roster of Environmental Dispute Resolution and Consensus Building Professionals qualified/approved practitioner, a qualified/approved practitioner on EPA's Environmental ADR Neutrals Roster, and is qualified as a Senior Conflict Management Specialist for the Department of Interior's (DOI) Office of Collaborative Action and Dispute Resolution (CADR), and DOI's Workplace Conflict Management roster. He is a Florida Certified General Contractor and operated a successful design-build firm in Tallahassee Florida from 1980 – 1998 winning the parade of homes three times. He is a graduate of the University of Florida (Philosophy and Anthropology) and the Florida State University (Social Policy and Dispute Resolution).

In summary, Jeff Blair has the education, experience, and skills, to effectively collaborate with clients to design, implement, and facilitate successful consensus-building initiatives working with diverse stakeholders on complex policy issues. In addition, Jeff has extensive experience facilitating virtual meetings via various webinar platforms including Zoom, Go-To-Meeting, Webex, Microsoft Teams, and Skype for Business.

**FACILITATED SOLUTIONS, LLC:** <http://facilitatedsolutions.org/>

**LINKEDIN PROFILE:** <http://www.linkedin.com/pub/jeff-blair/17/523/b19>



*Jeff Blair facilitating a happy moment at the OysterFutures Workgroup in 2017*



## ABOUT FACILITATED SOLUTIONS, LLC

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Facilitated Solutions brings a wealth of communication, facilitation and problem solving experience to all of our projects. Jeff A. Blair has years of experience providing collaborative processes for all types of groups throughout Florida and the U.S. In addition to engaging groups in consensus building, Jeff conducts public outreach to engage and receive input from the public on a multitude of issues.

We have extensive experience in all aspects of the design, facilitation, and implementation of large-scale consensus building, dispute resolution and public participation processes, and collaborative strategic planning and visioning initiatives.

### FACILITATION STYLE AND APPROACH

My approach to facilitation is to work with the client and stakeholders to identify and clarify expectations related to projects, leading to the development of effective and representative stakeholder processes designed to build consensus on the successful development and implementation of policy on complex issues that require sensitivity to social, political, technical, and economic considerations. Whether facilitating, mediating, or negotiating, our focus is on facilitating the communication and problem-solving aspects of group process and planning.

In the conduct of facilitating meetings my preferred approach as lead facilitator is to focus on process, remain content neutral, and ensure that all relevant information is presented, clarifying questions asked and answered, the full range of issues identified, meaningful public comment opportunities provided, the full range of options evaluated, and subsequently discussion and evaluation of the option, strategy, or approach that has the most support among Stakeholder Working Group members. In the event that there is not a clear option with a consensus-level of support, we utilize various facilitation techniques to assist the Working Group consistent with their adopted Organizational and Procedural Policies and Guidelines. Facilitation techniques utilized during meetings include stacking names to ensure fairness, encouraging participation of all participants, brainstorming of ideas, acceptability rating of options and strategies, prioritization of issues, and non-binding straw polls to test for support of an option, strategy, or action. In addition, when appropriate we use additional facilitation techniques including: consensus ranking, identification of pros and cons, sequencing and active listening, refocusing to assist participants to stay on point, using summaries and questions to help focus discussions, constructively managing divergent perspectives, bringing discussions to a close at the appropriate time in the process, exploring options and assisting participants to seek and achieve consensus.

In summary, as lead meeting facilitator, I prefer a flexible approach to facilitation that fosters trust-building, and mutual education, and encourages discussion and evaluation of the full range of ideas and perspectives. I am cognizant of the meeting's objectives and time constraints during a meeting and gauge my level of flexibility accordingly.

**GENERAL APPROACH.** Facilitated Solutions general approach is to work collaboratively with our clients, and colleagues to design consensus-based processes, and strategies for building agreement on complex issues for diverse stakeholder groups. In evaluating key issues for consideration by a stakeholder working group, we work with the project planning team to plan for the effective functioning of meetings including process design, and crafting a sequence of steps to assist the stakeholder working group to receive public input, and subsequently evaluate a full range of options, prior to proceeding to the step of agreeing on solutions. In the conduct of facilitation, we focus on process and not content, and work to assist the group to build a durable consensus on substantive and procedural issues using a fair, and transparent process. We



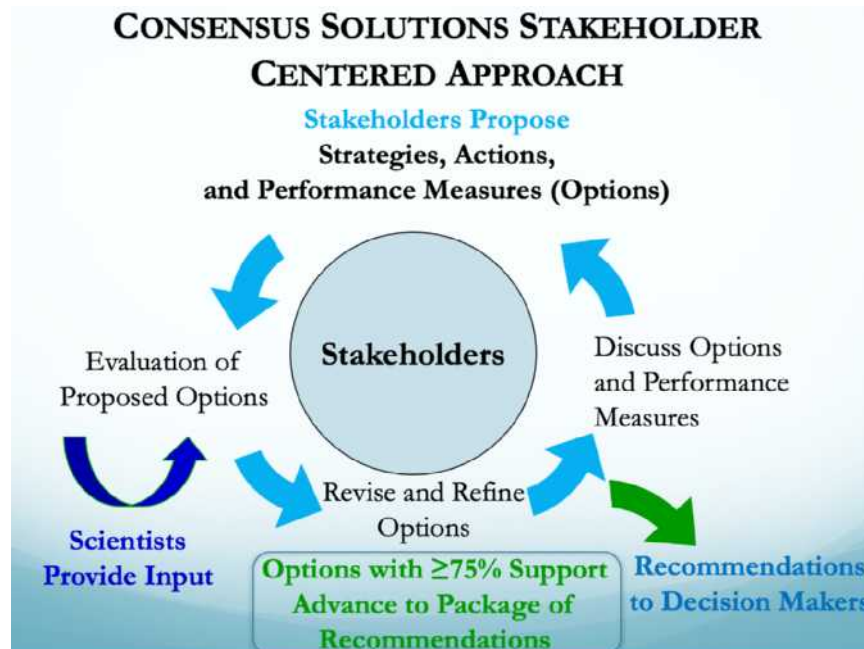
believe that the team approach is appropriate when working with staff and leaders on a project. We are committed to working with clients to collaboratively design an effective process to accomplish the objectives for the project while being sensitive to budgetary constraints.

**PREFERRED STAKEHOLDER ENGAGEMENT APPROACH.** Facilitated Solutions preferred approach to stakeholder engagement is to work collaboratively with our clients to design and implement consensus-based processes, and strategies for building agreement on complex issues among and between diverse stakeholder interests using a fair, transparent, inclusive, representative, and collaborative consensus building stakeholder-centered process we designed, called the Consensus Solutions Process. This approach that we have used successfully since 1999 includes: fostering respect, mutual understanding and trust building, equitable representation, and multiple iterative facilitated meetings. A super-majority decision making threshold of 75% or greater is required for consensus ensuring that solutions have support across all stakeholder groups at the table.

In evaluating key issues for consideration by stakeholders we craft a sequence of steps to assist them in agreeing on a common vision, goals, and desired outcomes, and subsequently we facilitate interactions among stakeholders that encourage mutual understanding and joint problem solving leading to the generation and evaluation of a full range of options, prior to proceeding to the step of agreement on solutions. In the conduct of facilitation, we focus on process and not content, and work to assist the group to build a durable consensus on substantive and procedural issues using our fair and transparent Consensus Solutions Process.

In productive well-designed collaborative meetings, the Facilitated Solutions facilitator guides participants to communicate effectively, define issues, develop and assess goals, and commit to collaborative action. During meetings, the facilitator engages meeting participants in exercises that promote understanding and seek consensus on how to address challenges and find solutions. The facilitator works with the project team between meetings to evaluate progress and design meeting agendas to advance the group’s progress.

Stakeholder groups working together in a facilitated process usually discover that although they have many shared views, they also have competing interests that must be balanced in developing consensus solutions to complex issues.





## **FACILITATED SOLUTIONS—GENERAL APPROACH TO CONVENING AND FACILITATING STAKEHOLDER ADVISORY COMMITTEES**

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**Facilitated Solutions'** approach to working with clients is to design an effective strategy and process implemented to accomplish the objectives for the project while being sensitive to budgetary constraints. My perspective is that the most effective approach to hiring a consultant is to select the consultant who has the appropriate experience and is able to articulate an effective approach and strategy for success, and has a demonstrated commitment to a collaborative approach to the design and implementation of the project. Once the preferred consultant is selected then a mutually agreeable budget can be negotiated.

Facilitated Solutions general approach to stakeholder groups is to work collaboratively with the project planning team to design and facilitate a fair, transparent, inclusive, representative, and collaborative consensus building stakeholder group process.

Stakeholder groups are considered and constituted in recognition of an organization's or entity's desire to work more closely with stakeholders and/or interest groups affected by an organization's or entity's policies or actions. The primary purpose is to solicit input and feedback from affected groups during the development of key policies and prior to their implementation.

In addition to providing valuable input to an organization or entity regarding policy decisions, stakeholder groups serve to foster or enhance a working relationship between the organization or entity and the full range of stakeholder interests that are impacted by the regulation, enforcement and/or application of management decisions. Stakeholder groups can serve as forums for mutual education through which trust and respect can be developed through the process of listening to one another's concerns and views related to the issues under consideration. An organization or entity will develop better policy with a more thorough and informed analysis and evaluation of all of the issues and options and how their decisions may impact the full range of affected interests.

In turn, key stakeholders and the public will have a better understanding of how and why an organization or entity has developed their policies. At a minimum, stakeholders should recognize that their input, even if not utilized, was fairly evaluated. Finally, interest groups working together in stakeholder groups usually discover that although they have many shared views, they also have competing interests that an organization or entity must work to balance in addition to developing policy recommendations and protecting the public interest. It is in an organization's or entity's interest to work with stakeholder groups. It is equally in the interest of all stakeholder groups to work with an organization or entity to develop and implement public policy.

### **INDEPENDENT, FAIR, PROFESSIONAL FACILITATION, CONSENSUS PROCESS DESIGN AND CONSULTATION SERVICES THAT BUILD PUBLIC CONFIDENCE IN THE INITIATIVE.**

- Enhances the perception of fairness, impartiality and neutrality of the stakeholder advisory committee process among stakeholders.
- Instills greater confidence that stakeholder input will be seriously considered by the client and result in a better plan and/or recommendations.
- Jeff Blair's reputation working in many varied projects for over 3 decades and proven record of success working with stakeholders to build consensus ensures the perception of fairness, impartiality and neutrality.





- Able to assist stakeholder groups build consensus on complex and controversial issues within their charge, with disparate and competing interests between stakeholders and the convener.
- Allows for coordinating with the convener without favoring specific interests and provides independent coordination of overall project management.
- Eliminates the need for a stakeholder group chair, and concern that an individual with a specific perspective might serve as chair and drive the agenda and project outcomes.

#### **OPPORTUNITIES FOR APPROPRIATE INVOLVEMENT OF STAFF AND LEADERSHIP IN GUIDING STAKEHOLDER GROUPS.**

- Freeing staff to focus on providing required technical input and guidance on addressing matters within their charge while not having to deal with a myriad of stakeholder group procedural matters during or between meetings.

#### **PROFESSIONAL SERVICES THAT ENSURE EFFECTIVE RESULTS INCLUDING MEETING DESIGN AND PLANNING WITH PROJECT PLANNING TEAM, MEETING FACILITATION, CONFLICT RESOLUTION APPROACHES, COORDINATION AND CREDIBLE AND ACCURATE DOCUMENTATION OF THE PROCESS AND MEETINGS.**

##### **PRE-MEETING SERVICES**

- Consult with planning team and conduct an assessment with findings and recommendations, and recommendations for stakeholder interest groups to include and the associated stakeholder group member representatives for the stakeholder group.
- Consult with project planning team to plan and design the process and prepare for convening the stakeholder group.
- Develop and administer an on-line questionnaire of stakeholder group members on opportunities, challenges, criteria for success, and an initial set of members' perspectives on key issues. The goal is to stimulate stakeholder group members into thinking about the issues, and helps to ensure that the design of the Organizational Meeting addresses members' and organization or entity expectations.
- Work with the stakeholder group to develop consensus recommendations.
- Consult with the project planning team between meetings for planning and organizing.
- Facilitate meetings of the stakeholder group and provide ongoing procedural guidance and consensus-building techniques. Including:
  - Assist stakeholder group by conducting an organizational meeting to develop mission and goals, decision-making procedures and meeting participation guidelines, meeting frequency date and location schedule, identification and prioritization of key issues for stakeholder group consideration organized into a workplan, and clarification and agreement on roles relative to the stakeholder group and the convening organization or entity.

##### **MEETING SERVICES**

- Develop consensus-building, decision-making and procedural policies and procedures.
- Develop detailed meeting agenda packets.
- Assist the stakeholder group to build consensus on a vision of success for the project, guiding principles, participation guidelines, and organizational and procedural policies and guidelines for the project.



- Assisting the stakeholder group to develop consensus recommendations on complex issues with varied desired outcomes between stakeholder interests.
- Develop options evaluation worksheets to assist convener by identifying and evaluating a full range of options on project relevant issues.
- Develop, update and maintain detailed work plan and associated implementation plan and meeting schedule in sync with the convener's schedule for the development of project deliverables.
- Draft detailed, balanced and accurate meeting summary reports.
- Meet with project planning team to debrief meetings and prepare for upcoming meetings.
- Assist the project planning team to coordinate technical presentations and archive project relevant documents.
- Assist the stakeholder group to develop consensus recommendations on project deliverables.

#### **ENHANCING STAKEHOLDER COMMUNICATION WITH EACH OTHER, THE CONVENER AND PUBLIC**

- Manage and coordinate member communications on stakeholder group related issues.
- Dealing with complex interpersonal issues related to communicating and collaborating as a stakeholder group.
- Coordinate, compile and archive member questions and responses.
- Coordinate, compile and archive public questions and responses.
- Serve as liaison between members and project planning team on project related issues and communications.



## **FACILITATED SOLUTIONS SERVICES**

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If you are looking for someone who has years of experience at building consensus and resolving disputes, give me a call. I have been providing consultation, conducting assessments, building consensus, and resolving disputes for over thirty years.

### **CONSULTATION ON HOW TO PROCEED**

As a neutral resource, we can provide expert consultation on how to proceed when faced with a current challenge or potential problem or conflict.

### **CONSENSUS BUILDING**

Consensus is our focus. Consensus processes have the potential of producing better quality, more informed and better outcomes.

### **PUBLIC INVOLVEMENT**

Public participation workshops can help gauge the level of support for a broad range of issues, and provide valuable feedback and input.

### **ASSESSING THE SITUATION**

We help you determine whether or not a collaborative, consensus building process is feasible and advisable. A collaborative process could involve bringing stakeholders together for the purpose of sharing information, gathering input, building consensus, or resolving a dispute.

### **HELPING GROUPS WORK EFFECTIVELY TO BUILD CONSENSUS**

We will help a group get started by helping them with operating procedures and a work plan. We will help an existing group develop a plan, seek a solution to a problem, or resolve a dispute. We will provide ongoing support to a group by working with leadership to provide meeting design, meeting agendas, meeting facilitation and meeting reports. We can help with these:

- Commissions / Committees / Task Forces
- Advisory Boards
- Advisory and Stakeholder Workgroups
- Visioning Initiatives
- Strategic Planning
- Facilitated and Negotiated Rulemaking

### **MEDIATION AND NEGOTIATION**

We provide dispute assessment and convening for multi-party public disputes.

### **TRAINING**

We provide training to agencies, organizations, and businesses. Training workshops are designed to meet the needs of each individual audience. Typical topics include: communication, negotiation, facilitation, consensus building, public involvement, and process design.



## FINDING SOLUTIONS – THE FACILITATED SOLUTIONS APPROACH

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**Facilitated Solutions, LLC** brings a wealth of communication, facilitation and problem solving experience to all of our projects. Jeff A. Blair has years of experience providing collaborative processes for all types of groups throughout Florida and the U.S. In addition to engaging groups in consensus building, Jeff conducts public outreach to engage and receive input from the public on a multitude of issues.

**Consultation on How to Proceed.** When presented with a challenge, Facilitated Solutions will actively listen to your description of the situation and perspectives on the people and interests involved. We explore: the scope of the problem; possible strategies to address the problem; and clear and realistic objectives. Based on our commitment to impartial consensus building and over years of experience working on public issues, we will propose a course of action that is appropriate for the situation.

**Assessing the Situation.** If the complexity and sensitivity of the situation warrants, we will suggest that Facilitated Solutions conduct an impartial assessment on behalf of a potential sponsor. During the assessment, we review pertinent information and meet and listen to the people who are impacted by the problem (i.e., those with a stake in the solution) to gain their perspectives on the situation. We ask stakeholders if they would be willing to participate in a collaborative process, and explore their perspectives on possible solutions to a shared challenge. The result is often a carefully thought through assessment report to the sponsor with findings and recommendations on how to best proceed.

**Fitting the Process to the Challenge.** We work with sponsors and clients to determine the appropriate scope and steps for an initiative. That means we will work with the sponsor to design a consensus building process that will seek to address the sponsor’s interests and needs, as well as those of other stakeholders, at a reasonable price that is agreeable and within the timeframe that meets goals.

**Building Consensus and Finding Solutions.** Many leaders today understand that diverse perspectives must be taken into account and brought to the table if progress is to be made in finding collaborative solutions to our public challenges. Consistent with our mission, fairness and impartiality are cornerstones of every Facilitated Solutions process, providing opportunities for interactions among all stakeholders that encourage mutual understanding, collaboration and joint problem solving.

Facilitated Solutions’ facilitators will assist representative stakeholder groups as they work together to reach consensus solutions by developing a work plan, preparing meeting materials and meeting agendas, facilitating meetings, and providing reliable and accurate meeting reports. During meetings, facilitators will engage meeting participants in exercises that promote understanding and seek consensus on how to address challenges and find solutions. Facilitators will work with sponsors and stakeholders between meetings to ensure the consensus building process remains on track. Facilitated Solutions’ projects are designed with the flexibility to make adjustments along the way if the need arises.

**Supporting Collaborative Action.** Consensus solutions developed through innovative approaches can create: trust and new relationships among stakeholders (social capital), shared understandings of the problems faced (intellectual capital), and clout and political support (political capital). However these collaborative agreements are often implemented through traditional institutions and methods that were not designed with multiple decision-making processes and collaboration in mind and undermine the capital built. Facilitated Solutions can help sponsors consider and implement strategies to “make the deal stick” and harness and leverage the capital invested such as whether new stakeholder work groups may be needed to guide and monitor the implementation of consensus plans and solutions. Agencies may want to consider “partnering” methodologies successfully applied in a wide range of construction and enforcement settings by public entities such as the USACE and USEPA.



## FACILITATED SOLUTIONS SUMMARY OF SERVICES

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If you are looking for a facilitator and process consultant who has years of experience at strategic and organizational planning, building consensus and resolving disputes, give Jeff Blair a call. He has been providing consultation, conducting assessments, building consensus, and resolving disputes for over thirty years.

**Collaboration Issue Assessment and Design.** Evaluating issues, challenges, dynamics and context is often a critical step in designing an effective collaborative process especially if the complexity and sensitivity of the situation warrants. **Facilitated Solutions, LLC** can provide independent assessments that help conveners identify appropriate stakeholders, understand the issues, dynamics, and contexts, and evaluate whether and how to proceed with a collaborative process. Reviewing pertinent information and conducting structured conversations with stakeholders helps to identify interests, concerns, needs, the sources of challenges and their willingness to participate in a collaborative process. The result of an assessment is a report with design recommendations on whether and how a collaborative process can create shared goals and support problem solving.

**Collaborative Meeting and Process Facilitation.** Facilitated Solutions collaborative meetings and processes are carefully structured to be well organized, participant-sensitive and results-oriented. Consistent with our public mission, fairness and impartiality are cornerstones of every Facilitated Solutions collaboration, facilitating interactions among stakeholders that encourage mutual understanding and joint problem solving.

In productive well-designed collaborative meetings, Facilitated Solutions' facilitators guide participants to communicate effectively, define issues, develop and assess goals, and commit to collaborative action. During meetings, facilitators engage meeting participants in exercises that promote understanding and seek consensus on how to address challenges and find solutions. Facilitators work with sponsors and stakeholders between meetings to help them articulate and achieve their interests in a manner that makes sense both for themselves and other stakeholders.

Facilitated Solutions' facilitates meetings of all kinds of groups: committees, commissions, workgroups, boards, and advisory groups. Groups can be convened to draft plans, to develop recommendations on proposed plans, engage in joint fact finding to connect decision making with scientific and technical information or to respond to a discrete set of issues. Some groups, such as advisory groups, meet regularly to provide valuable input to an agency or elected body regarding policy decisions and enhance the working relationship between the agency and the affected or regulated groups.

**Public Outreach and Engagement.** Facilitated Solutions had decades of experience engaging the public in complex and sometimes controversial projects. The needs and interests of the public are an essential ingredient in reaching successful collaborative outcomes. Public participation workshops can be designed to work with stakeholders and affected interests to evaluate a range of issues and options, to help gauge the level of support for a broad range of issues, and to provide valuable feedback and input. A series of iterative workshops allows for the development of greater consensus, with each workshop building on the work product of the previous and offering valuable input to an agency, NGO or corporation. Typical public outreach activities include interactive workshops, public or community meetings, advisory groups, one-on-one meetings, websites, and surveys.

**Visioning.** Facilitated Solutions has been designing and facilitating visioning processes for over twenty years. Whereas a Strategic Planning Process focuses on an agency or organization, a Visioning Process

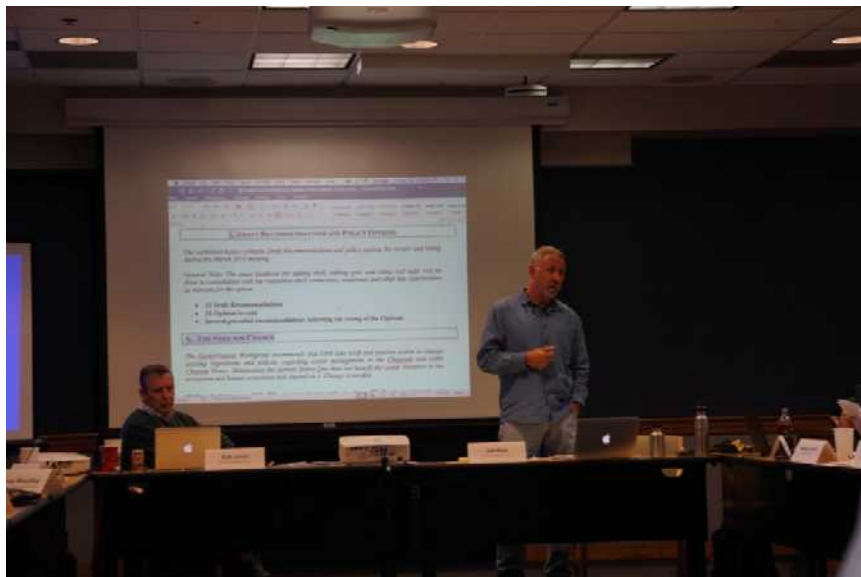


focuses on a community or a number of communities. A successful visioning process will include representation from all interest groups in the community or communities. During a visioning process, participants engage in consensus planning for a sustainable future. Participants develop a shared vision for the future, identify goals and measurable objectives, and develop a collaborative action plan. Facilitated Solutions fashions each visioning process to meet the needs of the locale but most visioning initiatives involve a representative steering committee, public workshops, local government leadership, and possibly state agency representation.

**Strategic Planning and Organizational Consultation.** Successful organizations and agencies use strategic analysis and planning to address both short- and long-term goals. Facilitated Solutions designs each strategic planning process so that participants can build together a compelling shared vision, develop short and long-term goals, and create an action plan for organizational success.

Facilitated Solutions also conducts independent research to assess and design systems and structures that can strengthen internal collaborative capacity within an organization or agency, as well as across organizations, institutions, companies, and government agencies to more effectively engage with diverse perspectives and find shared solutions.

**Collaboration Skills Training.** Facilitated Solutions' training program focuses on the needs of agencies, NGO's and corporations in effectively engaging in collaborations. Facilitated Solutions works with your organization to provide training so your organization can build collaborative capacity and your staff can gain insight and skills in a variety of areas including: conflict resolution, consensus building, strategic planning, and collaborative leadership. Our training programs help to develop competence and improve knowledge, skills, and abilities to engage with stakeholders, manage partnerships, and manage conflict. We can provide coaching and mentoring to help leaders build trusting relationships with stakeholders, manage partnerships, and lead collaboratively.



*Facilitating final OysterFutures Workgroup meeting (March 2018)*



## REACHING CONSENSUS

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At **Facilitated Solutions, LLC**, we believe that consensus processes have the potential of producing better quality, more informed and better-supported outcomes. We view consensus as a process, an attitude and an outcome.

- As a process, consensus is a problem solving approach in which all members of a group seek to adopt outcomes everyone can embrace or at least live with. In a consensus process, members should be able to honestly say that they support a consensus outcome because it was arrived at openly and fairly and because it is the best outcome the group could achieve at that time.
- Consensus as an attitude means that each member commits to work toward agreements that meet their own and other member needs and interests so that all can support the outcome.
- Consensus as an outcome means that members reach agreement on decisions after a process of active problem solving. In a consensus outcome, the level of enthusiasm for the agreement may not be the same among all members on any issue, but on balance all should be able to live with the overall package.

### Facilitated Solutions Practice Principles

#### *Commitment to Our Clients*

**Attitude** – We bring a positive approach to every project that is based on years of experience achieving consensus results for our clients and their stakeholders.

**Communication** – We constantly communicate with our clients so that they are aware of and can provide input into all project activities.

**Commitment** – We are committed to working closely with our clients to understand the best possible outcomes and achieve the best possible results.

**Cost** – We are committed to delivering quality services at a reasonable price.

**Responsiveness** – We endeavor to respond swiftly to the needs of our clients and their projects.

**Timeliness** – We endeavor to meet all deadlines, keep projects on schedule and accomplish tasks in a timely fashion.

#### *Commitment to Stakeholders*

**Transparency** - It is our practice to ensure that participants are clear about the purpose, the process, the authority of the group and how decisions will be made. It is our practice that the interested public is given the appropriate information about the process.

**Fair and Impartial** – All our public processes are conducted in a fair and impartial manner.

**Open and Transparent** – All our communications are consistent with statutes governing openness and transparency and participants are made aware of expectations for confidentiality.

**Inclusive** – It is our practice to seek to understand all viewpoints in order to produce the best outcome possible.

**Consensus** – Our approach is to seek outcomes that are supported by all stakeholders.



## ORGANIZATIONAL AND SITUATIONAL ASSESSMENT CONSENSUS BUILDING AND PROBLEM SOLVING

**Facilitated Solutions'** general approach to organizational and situational assessment is to work collaboratively with the client to design and conduct an effective assessment process for the organization. Although the process is different, the general approach is similar whether the assessment is internal to the organization, or involves external factors and/or situations impacting the organization.

**Consultation on How to Proceed.** When presented with a challenge, Facilitated Solutions will actively listen to your description of the situation and perspectives on the people and interests involved. We explore: the scope of the problem; possible strategies to address the problem; and clear and realistic objectives. Based on our commitment to impartial consensus building and over years of experience working on public and private sector issues, we will propose a course of action that is appropriate for the situation.

**Assessing the Situation.** If the complexity and sensitivity of the situation warrants, we will suggest that Facilitated Solutions conduct an impartial assessment on behalf of the organization. During the assessment, we review pertinent information and meet and listen to the people who are impacted by the problem (i.e., those with a stake in the solution) to gain their perspectives on the situation. We ask stakeholders if they would be willing to participate in a collaborative process, and explore their perspectives on possible solutions to a shared challenge. The result is often a carefully thought through assessment report to the organization with recommendations on how to best proceed. Assessments can be conducted internal to an organization, and/or to assess situations that involve external factors and/or situations impacting the organization.

### SPECIAL RELEVANT EXPERIENCE—SITUATION ASSESSMENT PROJECTS

Following are Examples of Assessment Projects Conducted by Jeff Blair:

- Apalachicola-Chattahoochee-Flint Stakeholders (ACFS) Organizational Assessment. 2021. ACFS.
- Greater Pensacola Bay Oyster Ecosystem-Based Fishery Management Plan Assessment (2019). The Nature Conservancy.
- Apalachicola Basin System Initiative (ABSI) Assessment. 2019. Florida State University.
- Loxahatchee National Wildlife Refuge Strategic Alignment Initiative Assessment. 2019. U.S. Fish and Wildlife Service.
- Suwannee River Partnership Assessment. 2017. Suwannee River Water Management District and Florida Department of Agriculture and Consumer Services.
- Gulf of Mexico For-Hire Charter Vessel Electronic Reporting and Monitoring Feasibility Assessment (2016). Ocean Conservancy.
- New Leaf Market Organizational Assessment (2015). NLMC.
- Building Code System Assessment (2010). DCA/DBPR/FBC.
- Lower Kissimmee Chain of Lakes Assessment (2007). SFWMD.
- Florida Quota Hunt Program Assessment (2006). FWC.
- Construction Practices/Quality Assessment (2005). DCA/DBPR/FBC.
- Florida Building Code and the Florida Fire Prevention Code Duplicate Provisions and Overlapping Responsibilities Assessment (2005). DCA/DBPR/FBC.
- Staff Problem Solving Training and Education Needs Assessment (2005). SFWMD.





- Feasibility Assessment Regarding Conducting Negotiated Rulemaking to Establish Efficacy and Performance Standards for Registering Termiticides for Use as a Preventative Treatment on New Construction (2002). FDACS.
- Recommendations to Enhance Building Code and Municipal Code Enforcement Activities (2002). City of Fort Pierce Florida.
- Feasibility Assessment Regarding Negotiated Rulemaking for Division of State Fire Marshal (2002). DFS.
- Feasibility Assessment Regarding Proposed Negotiated Resolution of Issues Surrounding Schwab Zoning Amendment Proposal (Mining Excavation Limits Expansion) (2002). Lee County and Schwab Materials, Inc.

## **STAKEHOLDER ADVISORY COMMITTEES CONSENSUS BUILDING AND PROBLEM SOLVING**

**Fitting the Process to the Challenge.** We work with sponsors and clients to determine the appropriate scope and steps for an initiative. That means we will work with the sponsor to design a consensus building process that will seek to address the sponsor’s interests and needs, as well as those of other stakeholders, at a reasonable price that is agreeable and within the timeframe that meets goals.

**Building Consensus and Finding Solutions.** Many leaders today understand that diverse perspectives must be taken into account and brought to the table if progress is to be made in finding collaborative solutions to our public challenges. Consistent with our mission, fairness and impartiality are cornerstones of every Facilitated Solutions process, providing opportunities for interactions among all stakeholders that encourage mutual understanding, collaboration and joint problem solving.

**Facilitated Solutions’** facilitators will assist representative stakeholder groups as they work together to reach consensus solutions by developing a work plan, preparing meeting materials and meeting agendas, facilitating meetings, and providing reliable and accurate meeting reports. During meetings, facilitators will engage meeting participants in exercises that promote understanding and seek consensus on how to address challenges and find solutions. Facilitators will work with sponsors and stakeholders between meetings to ensure the consensus building process remains on track. Facilitated Solutions projects are designed with the flexibility to make adjustments along the way if the need arises.

**Supporting Collaborative Action.** Consensus solutions developed through innovative approaches can create: trust and new relationships among stakeholders (social capital), shared understandings of the problems faced (intellectual capital), and clout and political support (political capital). However these collaborative agreements are often implemented through traditional institutions and methods that were not designed with multiple decision-making processes and collaboration in mind and undermine the capital built. Facilitated Solutions can help sponsors consider and implement strategies to “make the deal stick” and harness and leverage the capital invested such as whether new stakeholder work groups may be needed to guide and monitor the implementation of consensus plans and solutions. Agencies may want to consider “partnering” methodologies successfully applied in a wide range of construction and enforcement settings by public entities such as the U.S. Army Corps of Engineers and the Department of Environmental Protection.



## **SPECIAL RELEVANT EXPERIENCE—STAKEHOLDER ADVISORY GROUPS**

- Oyster Coalition Workgroup. Long-Term Oyster Restoration and Management Strategic Plan for Eastern Bay, Maryland (Chesapeake Bay). Oyster Recovery Partnership. May 2023 – December 2024.
- NSF Convergence Accelerator Project. Funded by the National Science Foundation (NSF). SequestStar: Capturing carbon and reusing waste streams. January – December 2023.
- Apalachicola-Chattahoochee-Flint Stakeholders (ACFS). November 2020 – November 2022.
- Apalachicola Basin System Initiative (ABSI) Phase IV. Florida State University/Triumph Gulf Coast (facilitation funded by Pew/FWF). December 2021 – Current.
- Apalachicola Basin System Initiative (ABSI). Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan Framework. Florida State University/Triumph Gulf Coast. May 2019 – November 2021.
- Oyster and Habitat Management Plan for the Pensacola Bay System Stakeholder Working Group (2019). The Nature Conservancy.
- Suwannee River Partnership Planning Strategy Initiative. 2017. Suwannee River Water Management District and Florida Department of Agriculture and Consumer Services.
- Gulf of Mexico For-Hire Charter Vessel Electronic Reporting Workgroup. Ocean Conservancy. 2016.
- Gulf Angler Focus Group Initiative. ASA/CCA/CSF/TRCP. 2016 – 2017.
- Florida Building Commission (FBC). Department of Business and Professional Regulation (DBPR). 1998 – Current.
- North Florida Regional Water Supply Partnership Stakeholders Advisory Committee. SJRWMD/SRWMD/DEP/FDACS. 2012 – 2016.
- Calder Sloan Swimming Pool Electrical Safety Task Force (2015 – 2016). FBC/DBPR.
- Agricultural Feed, Seed, and Fertilizer Advisory Council (2013 – 2015). FDACS.
- Pest Control Enforcement Advisory Council (2003 – 2015). FDACS.
- Florida Coordinating Council on Mosquito Control (2003 – 2015). FDACS.
- Pesticide Review Council (2010 – 2012). FDACS.
- Hurricane Research Advisory Committee (2005 – 2012). FBC/DBPR.
- Deepwater Horizon Natural Resource Damage Assessment Trustee Council (2010 – 2011). Department of Interior, NOAA, Department of Defense, and the states of Florida, Alabama, Mississippi, Louisiana and Texas.
- Florida Energy Code Workgroup (2009 – 2010). FBC/DBPR.
- Florida Accessibility Code Workgroup (2009 – 2011). FBC/DBPR.
- Florida Accessibility Code Workgroup (2009 – 2011). FBC/DCA.
- Flood Resistant Standards Workgroup (2009 – 2010). FBC/DEM/DCA.
- Stormwater Management System Design Task Force (2009). DBPR.
- Green Building Workgroup (2007 – 2008). FBC/DCA.
- Florida Quota Hunt Workgroup (2006 – 2007). FWC.
- Consumer Fertilizer Task Force (2007 – 2008). FDACS.
- Consumer Fireworks Task Force (2007 – 2008). FDACS.
- Florida Energy Code Workgroup (2006). FBC/DCA.
- Panhandle Windborne Debris Region Workgroup (2005). FBC/DCA.

## **ADDITIONAL RELEVANT EXPERIENCE**

Jeff Blair operated a successful design-build custom homebuilding firm for approximately 20 years and is a Certified General Contractor. He won the Tallahassee Builders Association (TBA) Parade of Homes 3 times (1992 Best of Show, 1995 Honor Award and 1997 Honor Award) and the “Realtors Choice” award



in 1992. He facilitated organizational meetings for the National Association of Home Builders (NAHB) in the 1990s and received a special commendation from the NAHB for that work. He served as chair of a “Builder 20” club, served on and chaired the Leon County Code Enforcement Board from 1990-1999 (3 terms), and currently serves on the Tallahassee-Leon County Board of Adjustment and appeals. Jeff Blair is currently the facilitator, and has been since inception, of the Florida Building Commission, the entity that developed and maintains the Florida Building Code.

Examples of private sector and industry projects include: Apalachicola-Chattahoochee-Flint Stakeholders (2019); Solar Policy Advocates Retreat (2017) Florida Conservation Voters; Gulf For-Hire Recreational Fisheries Electronic Monitoring Workgroup Assessment (2016-2017) Ocean Conservancy; Florida Natural Gas Association Strategic Planning Initiative. (2016). FNGA; Gulf of Mexico For-Hire Charter Vessel Electronic Reporting Workgroup (2016). Ocean Conservancy; Florida Natural Gas Association Strategic Planning Initiative. (2016). FNGA; Gulf of Mexico Angler Focus Group (2016). ASA/CCA/CSF/TRCP; National Pest Management Association Fumigation Industry Stewardship Initiative (2016). NPMA; New Leaf Market Co-op Organizational Assessment, Skills Training and Planning Workshop (2015); Florida Coalition Against Domestic Violence Consensus-Building Training (2014). FCADV; Florida Green Building Coalition Strategic Plan Implementation Initiative (2012). FGBC; National Recreational Boating Stakeholders Growth Summit (2011). Sponsored by National Marine Manufacturers Association—NMMA; National Pest Management Association Focus Sessions (2011). NPMA; National Pest Management Association State Associations Strategic Discussion (2011). NPMA; Association of American Plant Food Control Officials Leadership Training (2010) AAPFCO; Termiticide Scientific Review Panel Process (2005). NPMA/ASPCRO; National Association of Home Builders Builder 20 Start-Up Facilitations (1996 & 1997). NAHB.



## EXPERIENCE AND QUALIFICATIONS - RESUME

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**Jeff A. Blair**

### ***Education:***

2000: Graduate Program: Conflict Resolution, Florida State University.

1999: B.S. Social Policy-Advanced Standing Program, Florida State University (Cum Laude).

1988: AA University of Florida.

### ***Summary of Relevant Professional Information:***

- Principal and Owner, Facilitated Solutions, LLC.
- FSU Faculty Retired (Associate in Research) and Associate Director, FCRC Consensus Center at Florida State University (FSU), January 1999 – November 2021.
- Blair Homes and Design, Inc. Certified General Contractor and Home Builder. 1980 – 1999.
- Certification from Supreme Court of Florida, Certified County Mediator. July 1999 (11085 C).
- U.S. Institute for Environmental Conflict Resolution, National Roster of Environmental Dispute Resolution and Consensus Building Professionals qualified/approved practitioner.
- U.S. Environmental Protection Agency's Environmental ADR Neutrals Roster qualified/approved practitioner.
- U.S. Department of Interior's Office of Collaborative Action and Dispute Resolution (CADR) qualified/approved practitioner.
- U.S. Department of Interior, Workplace Conflict Management qualified/approved practitioner.
- State Certified General Contractor (CGC037759).
- Woodland Drives Neighborhood Association (WDNA). Vice President BOD, Chair of Governmental Affairs Committee, and ATN representative. July 2020 – Current.
- Tallahassee-Leon County Advisory Committee on Quality Growth. 2020 – Current.
- Alliance of Tallahassee Neighborhoods (ATN). WDNA representative, Executive Committee member, and Chair of Citizen Engagement Committee (CEC). April 2021 – December 2024.
- Keep It Rural Coalition (KIRC). Advocates for smart growth and development. President Board of Directors. 2013 – 2021.
- Tallahassee-Leon County Board of Adjustment and Appeals. 2016 – 2020. (Chair).
- Leon County Code Enforcement Board. 1989 – 1997. (Chair).

### ***Related Education:***

- Mediation and Conflict Resolution. 40 Hours. William F. Lincoln. TCC. 1982.
- Certification from National Center for Collaborative Planning and Community Services. 1983.
- Advanced Dispute Resolution. 20 Hours. William F. Lincoln. TCC. , 1984.
- Interviewing and Recording. Florida State University. College of Social Work. 1998.
- Dispute Resolution Center, Florida Supreme Court. Mediator Training. 1998.
- Certification from Supreme Court of Florida, Certified County Mediator. 1999.
- Planning Dispute Resolution. Florida State University. Urban and Regional Planning Graduate Program. 1999.
- Neighborhood Justice Center. FSU. 1999.
- American Society of Civil Engineers. Wind Loads for the Design of Buildings.
- Florida Solar Energy Center. Energy Efficient Florida Home Building.
- Southern Building Code Congress International. Fire Resistance and Egress for Building Inspectors.
- National Association of Homebuilders. Custom Builder Symposiums.



RELEVANT SKILLS AREAS	JEFF A. BLAIR
Years of experience (1977)	47
Meeting design and facilitation	✓
Consensus-building and dispute resolution skills	✓
Ability to analyze information and draft accurate summary reports	✓
Communicating and summarizing technical topics	✓
Working with private and public sector stakeholders	✓
Consulting and collaborating with administrative and technical staff	✓
Creating outreach programs with multi media formats	✓
Designing programs that reach diverse audiences	✓
Working with established committees and advisory groups	✓
Coordinating and implementing public meetings	✓
Designing, facilitating and reporting on public engagement workshops	✓
Use of online technologies and social media	✓
Creating and coordinating technical advisory groups	✓
Creating useable, defensible plans to achieve goals and objectives	✓

**RELATED SKILLS**

- ❖ U.S. Institute for Environmental Conflict Resolution, National Roster of Environmental Dispute Resolution and Consensus Building Professionals qualified/approved practitioner.
- ❖ U.S. Department of Interior’s Office of Collaborative Action and Dispute Resolution (CADR) qualified/approved advanced practitioner.
- ❖ U.S. Department of Interior, Workplace Conflict Management qualified/approved practitioner.
- ❖ Qualified/approved practitioner on EPA’s Environmental ADR Neutrals Roster.
- ❖ Florida Supreme Court Certified Mediator.
- ❖ LinkedIn Profile: <http://www.linkedin.com/pub/jeff-blair/17/523/b19>



## EXPERIENCE AND QUALIFICATIONS – MEETING FEEDBACK

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### FEEDBACK AND TESTIMONIALS REGARDING JEFF A. BLAIR'S FACILITATION

“This is the best stakeholder project I have ever been involved with. I feel like something might actually get done with our Plan to improve our oyster fishery (Eastern Chesapeake Bay, Maryland). I feel like we (oystermen/watermen) made some progress and are finally ready to work with the different stakeholder groups again.” – *Oysterman Member, Oyster Coalition Workgroup, December 2024.*

“A big thank you to Jeff Blair and Robert Jones with Facilitated Solutions, LLC, who expertly facilitated the planning process. Their guidance, expertise, flexibility with change, and consummate facilitation and management skills ensured that the process remained consensus-based with equitable participation of working group members in an equitable manner and on schedule.” – *Anne Birch, TNC, May 2021.*

“Jeff Blair consistently demonstrated a high level of skill in meeting facilitation that has been extremely valuable to the Department of Agriculture and Consumer Services as we worked to fulfill our responsibilities to develop rules and programs with public input. He has the ability to get diverse groups of people to work together to establish clear agreements on how to make decisions on topics that are often complex and divisive...He gets them to discover areas of agreement and cooperation, taking the time and using the skills necessary for them to reach consensus.” – *Steven Dwinell, Assistant Director, Division of Agricultural Environmental Services, FDACS.*

“Jeff Blair is a very highly organized and highly efficient facilitator. He works closely with the Department to plan the agenda... He consistently runs Council meetings smoothly, promoting constructive dialogue and allowing questions and opinions of all members to be fully considered. Under his guidance, consensus is a common outcome of Council meetings.” – *Dennis Howard, Chief, Bureau of Pesticides, FDACS.*

“Jeff Blair has successfully managed the process, and has conducted the meetings with a goal of strong consensus building, which has resulted in the Board developing a blue crab management plan...He has prepared meeting documents and summary reports to aid in the process.” – *William Teehan, Fisheries Management Analyst, Division of Fisheries, FWC.*

“ I wish to extend my sincerest appreciation for facilitating during the breakout session of the Council's Sector Separation Workshop. Your participation was crucial to the success of the workshop. The Council is most appreciative of your time and expertise.” – *Steve Bortone, Executive Director, Gulf of Mexico Fishery Management Council.*

“In developing a design for the project, the Jeff Blair needed to understand the organizational culture of our agency and other participating agencies as well as the politics, policy options, and stakeholder views. The FCRC facilitator was as good in understanding the politics of the issue as he was in grasping technical nuances and figuring the best process to keep us on track.” – *State Agency Client.*

“As a complete skeptic to a consensus process and facilitation in general, I am now a believer and would say that without the process guidance and expert and neutral facilitation of Jeff A. Blair we would not have a Florida Building Code or the dependable consensus-based process we continue to enjoy today in 2016, eighteen years since we started development of the Code. I would without reservation highly recommend



Jeff Blair to design and facilitate any process requiring stakeholders with competing interests to agree on complex and controversial issues. In addition, his work for the public and private sector as a consultant providing training, strategic planning and action implementation plans benefits from his understanding of industry and regulatory issues as well as his process and facilitation skills.” – *Joseph D. Belcher, President, JDB Code Services, Inc.*

## VIRTUAL MEETINGS FACILITATION COMMENTS 2020

"Jeff, Holy cow, man you did it. That was a great meeting and seemed very fluid from my side. You kept perfect order as I expected you would do. Again, GREAT JOB JEFF!" *Florida Building Commissioner (April 2020).*

"Jeff you did a fantastic job facilitating the meeting and keeping it on track. You gave everyone time for their input and listened well to their comments. When I heard we were going to do a virtual meeting I didn't think it was possible to get the meeting accomplished like you did. Congratulations!" *Florida Building Commissioner (April 2020).*

"Jeff, you did an excellent job running this meeting over the web. You had over 100 people participating and I can tell you, I heard and understood the conversation a lot better than if we had all met. I also think it kept the comments by the stakeholders concise and better organized. Great job Jeff!" *Florida Building Commissioner (April 2020).*

"I know how much feedback is important in the facilitation process, and it's very challenging to run a meeting like this remotely, but you did a very good job of keeping the process as organic as possible. I cannot suggest any recommended changes that might need to be made for the next meeting. Discussions seemed to flow well." *State Agency stakeholder, Greater Pensacola Bay System Stakeholder Working Group (April 2020).*

## ADDITIONAL COMMENTS REGARDING JEFF BLAIR'S FACILITATION

- "Great facilitation! Another good job by the facilitator. Great job and good progress."
- "Well managed. Great Process. Good job! Keep up the good work!"
- "Giant new step in conservation of fish stocks, great format, wonderful direction by facilitators. *FishSmart* staff and facilitators should be congratulated for their professionalism."
- "The facilitator really had to hold the meeting together today. He needs hazard pay."
- "The facilitation provides excellent impact on the meeting results. The facilitation provides efficiency, consensus-building balance and is a major influence on the effectiveness of the Council."
- "He is one of the top facilitators out there and I have experienced a few."
- "Meetings are under control, yet open to all opinions."
- "I believe the facilitator is crucial to our organization and success."
- "The facilitator is outstanding. He makes all the difference in having a successful meeting."



- “Good facilitation for thorny issues.”
- “Congratulations to the facilitator for running a very professional meeting.”
- “Broad-based consensus works & the facilitator does a commendable job of directing the process.”
- “Facilitator performs an extraordinary role assuring all opinions are heard while building consensus among the Commissioners.”
- “Our Facilitator is the best I’ve witnessed in my 30+ years of business experience.”
- “We are lucky to have the services of Jeff Blair as facilitator. His attitude and assistance keep the pace of the meetings, and the direction to our goals, on line with the most efficient practices that I have encountered.”
- “Without a doubt, this process could not occur without facilitation. Ours happens to be conducted by someone with know-how and a construction background. Very essential.”
- “Jeff Blair is key in the Commission as he is an excellent facilitator and saves time by organizing and moving the meeting in an efficient manner.”
- Facilitation was good. All opinions heard, accounted for and valued. *OysterFutures – July 2017.*
- Facilitators helped to keep the group focused and moving forward. This non-bias helped improve this meeting. *USFWS – September 2018.*
- Quick pace, engagement of attendees, and the pace established by facilitators was great. *USFWS – September 2018.*
- Humility and soft spoken-ness of facilitators was helpful. *USFWS – September 2018.*
- I liked the process. I enjoyed the candor of the group and the facilitator. I enjoyed the intelligence and phraseology of the facilitator. Thanks Jeff Blair! *Private Sector Client – 2015.*
- Jeff handled the web-based meeting extremely well. All the items were covered that were included in the agenda. Very impressed how Jeff is able to facilitate the web meeting. *Florida Building Commission Member – August 2020.*
- Jeff always does a great job of facilitating these meetings online. I am always impressed on how he keeps the meeting moving forward but always allows the stakeholders to speak. *Florida Building Commission Member – October 2020.*
- As always, Jeff does a great job. He keeps the meeting flowing but always gives everyone a chance to talk. *Florida Building Commission Member – October 2024.*





## EXPERIENCE AND QUALIFICATIONS – RELEVANT PROJECT EXAMPLES

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### ONGOING AND CURRENT PROJECTS, SELECT PROJECT EXAMPLES, AND SELECT PROJECT DESCRIPTIONS

In addition to process design, consensus-building, reporting, and facilitation services, the following project examples include major organizational and planning components including development of strategic plans and action implementation plans for priority initiatives. Many include annual assessments and regular updates to the related plans. I have provided these services to the private, public, and non-governmental organization sectors for over thirty years. This is a small sample of my project experience, and if additional project examples or references are desired I am happy to provide them. Projects are listed in reverse chronological order. Additional information regarding Facilitated Solutions, LLC and our projects is available at the following URL: <http://facilitatedsolutions.org/>.

#### ONGOING AND CURRENT PROJECTS

***Florida Building Commission. Department of Business and Professional Regulation. December 1998 – Current.*** Jeff Blair serves as consultant to the Florida Building Commission, a Governor appointed 19\* member building construction industry stakeholder body—convened to develop, implement, and update the statewide Florida Building Code—that to date has delivered consensus agreements for the first Statewide Florida Building Code, eight triennial code updates, and related programs including the education and the product approval systems. Ongoing responsibilities include planning and process design, stakeholder participation, planning initiatives including workplan prioritization, and effectiveness assessment surveys, agenda design, meeting summary reports, facilitation, and consultation on process to the Commission Chair and the Department of Business and Professional Regulation (previously to the Department of Community Affairs) project staff. In addition to facilitating Commission meetings (over 220), responsibilities include facilitating the Commission’s technical advisory and program oversight committees (over 800), and since 1999 the facilitation of 70 special issue stakeholder workgroup projects involving over 260 meetings. The Commission process has been recognized nationally for its fundamental commitment to building consensus with building construction stakeholder interests on the development, implementation, and maintenance of the Florida Building Code. System Meeting evaluations, and effectiveness assessment survey results conducted by the Commission indicate that facilitation has been instrumental in assisting the Commission to successfully develop consensus policy and code development decisions since inception. In addition, the meeting facilitation services provided to date have contributed to a Florida Building Code that has been consistently recognized as one of the best in the nation. In fact, in their triennial assessment started in 2012 the Insurance Institute for Business and Home Safety (IBHS) ranked the Florida Building Code as number one in their 2012, 2018, and 2021 assessments of residential building code enforcement systems for life safety and property protection in hurricane prone regions. Effective July 1, 2019 the contract for the project moved from Florida State University to Facilitated Solutions, LLC, with Jeff Blair continuing to serve as the project’s service provider.

\* *The Florida Building Commission has consisted of as many as 27 members.*

#### RECENTLY COMPLETED PROJECTS

***Oyster Coalition Workgroup (OCW). Oyster Recovery Partnership (ORP). July 2023 – December 2024.*** Worked with the Oyster Coalition Workgroup to develop consensus between and among stakeholders on a Long-Term Oyster Restoration and Management Strategic Plan for Eastern Bay, Maryland (Chesapeake



Bay). The process was designed to build consensus between key stakeholder interests on a plan for sustainable oyster reef habitat restoration, wild oyster harvesting, and aquaculture for Eastern Bay, Maryland. This approach sought to create greater economic stability for the oyster fishery, and other commercial and recreational fishing industries dependent on healthy, productive, resilient and abundant reefs, while conserving ecosystems services provided by oyster reefs. Jeff Blair of Facilitated Solutions, LLC served as process designer and consultant and lead facilitator for the Oyster Coalition Workgroup in the role of an independent third-party neutral facilitator funded by the National Fish and Wildlife Foundation (NFWF). The OCW consisted of 17 members representing the full range of stakeholder interests in the Eastern Bay System. During the course of the project, running from July 2023 – December 2024, there were a total of six two-day (four-hours per day) OCW meetings, and one Community Open House Forum.

The project concluded on 5 December 2024 with the unanimous consensus adoption of Recommendations for the *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland Plan* (Plan). The recommendations were delivered by the ORP to natural resource managers and environmental regulators, and other appropriate agencies, entities, and organizations. Evaluation results from OCW meetings, comments by workgroup members during the final meeting, and debriefing with the ORP Project Team indicated a high level of satisfaction with the process design and implementation, facilitation, and project outcomes. Workgroup members indicated a desire to replicate the process in other river system watersheds in the Eastern Bay region. *Adopted Unanimously 5 December 2024.*

**NSF Convergence Accelerator Project – The SequestStar Research Team is Creating A New Biomanufacturing Process for Making Precipitated Calcium Carbonate and Plant-Based Compounds that Support Human Health. UMCES-NSF. Phase I, January 2024 – December 2024.**

Facilitated Solutions, LLC provided process design and facilitated meetings of the Research Team and End-User Steering Committee to apply science and technology to industry to capture carbon and transform waste streams. The research project funded by the National Science Foundation (NSF) is comprised of a multi-institutional research team led by the University of Maryland Center for Environmental Science (UMCES). The vision for the Research Team is for SequestStar to be an economically viable and environmentally-friendly biomanufacturing process that will capture carbon dioxide to help combat climate change. Bringing together our microalgae and the waste streams of desalination plants, we will create calcium carbonate and algae bioproducts that can lower the carbon footprint of multiple industries. SequestStar will create bioproducts that support human health (from the algae biomass) and a new product called carbon-capture PCC. A portion of the mass of the *carbon-capture PCC* comes directly from atmospheric CO<sub>2</sub> that dissolves in the algae’s culture fluid and is subsequently precipitated – i.e., “captured” – in the calcium carbonate. Using solar, our goal is to create carbon-negative products. The Research Team recently submitted a Phase II proposal to NSF, which if granted, will fund the project for an additional three years. The vision for Phase II is to significantly advance the SequestStar technology down the path to commercialization with significant input from end users. We will create an input-to-product pilot system, test industrial scale components, optimize microalgae bioproducts and carbon-capture PCC production, conduct market research, carbon footprint, and techno-economic analyses, and develop a Front End Engineering Design of an industrial-scale facility.

***Apalachicola Basin System Initiative (ABSI). Community Advisory Board. Florida State University Coastal Marine Lab/Triumph Gulf Coast. May 2019 – November 2023.*** Worked with Florida State University Coastal Marine Lab (FSUCML) with funding from the Triumph Gulf Coast Board to build consensus and develop a science-based plan of action for restoring the health of the Apalachicola Bay ecosystem and the oyster reefs therein and create an overall restoration and management plan for the Bay that could serve as a model for other bays along the Florida Panhandle. Initiated the project by conducting



an assessment to identify key issues, options, and stakeholders for the formation of a representative stakeholder Community Advisory Board (CAB). The CAB was comprised of between 21 and 23 members representing the full range of stakeholder interests in the Apalachicola Bay System. During the course of the project, running from May 2019 – November 2023, there were a total of 28 CAB meetings, 4 Oystermen’s Workshops, and 4 Community Workshops.

The overarching goal of the Apalachicola Bay System Initiative Community Advisory Board was to develop a package of consensus recommendations informed by the best available science, data, and stakeholders’ experiences for the management and restoration of the Apalachicola Bay System, and to ensure there is a reliable mechanism and process for the monitoring, funding, and implementation of the Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan.

The project concluded on November 29, 2023 with the unanimous consensus adoption of Recommendations for the *Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan* (Plan). The recommendations were delivered by the FSUCML to natural resource managers and environmental regulators, and other appropriate agencies and organizations. Of note, the CAB also unanimously approved the Organizational Framework for the *Partners for a Resilient Apalachicola Bay* (PRAB) (CAB Successor Group) including the PRAB’s *Operational and Procedural Policies and Guidelines* and a template for an *Agreement in Principle* for the partners. Evaluation results from CAB meetings and debriefing with the ABSI Project Team indicated a high level of satisfaction with the process design and implementation, facilitation, and project outcomes. ***Adopted Unanimously 29 November 2023.***

***Bailey Wildlife Foundation Research Team. University of Maryland Center for Environmental Services (UMCES). A Global Defense for Coral Reef Wildlife project. January 2019 – March 2024.*** Served as facilitator for the Project Research Team. Tasks includes developing consensus building procedures, and operational procedures for the Research Team, and designing the consensus building process used for Team meetings. The Project Research Team worked to create carbon neutral habitat structures which support corals and coral reef habitat. The Research Team consists of scientists and engineers from varied disciplines including: Oceanography, Biogeochemistry, Physical Chemistry, Bivalve Physiology, Corals, Paleoclimatology, Ecogeomorphology, Biotechnology, Biofuels, Engineering, Robotics, 3D Printing, Materials Design, and Energy Management. The Bailey Wildlife Foundation was encouraged by the progress of the project and funded the project for the full five years. The project was designed as five-year project with the final year culminating in development of the process and system to deploy the technology in the field on a coral reef habitat. ***Final Research Report Delivered April 2024.***

***Apalachicola-Chattahoochee-Flint Stakeholders (ACFS). November 2020 – Nov. 2022.*** Worked with ACFS Executive Committee and Governing Board to build consensus on changing the operation of the ACF Basin to achieve equitable solutions among stakeholders for a water sharing plan that balances economic, ecological, and social values, and find viable solutions that ensure that the entire ACF Basin is a sustainable resource for current and future generations. The ACFS members represent 4 sub-basins extending through Georgia, Alabama, and Florida: the Apalachicola Basin, the Flint Basin, the Lower/Middle Chattahoochee Basin, and the Upper Chattahoochee Basin, and extends in length from the Southern Blue Ridge to Apalachicola Bay. The members represent different interest groups including: water supply and water quality, farm and urban agriculture, recreation, local government, industry and manufacturing, navigation, historic and cultural, hydro power, environmental and conservation, seafood industry, thermal power business, and economic development. Project facilitation concluded with the design and implementation of a consensus adopted Priority Issues Workplan and associated Workplan Tracking Flowchart updated monthly during Executive Committee meetings and approved at regular Governing Board meetings. ***Adopted Unanimously 23 March 2022.***



***Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System Stakeholder Working Group. The Nature Conservancy (TNC). April 2019 – March 2021.*** Facilitated Solutions, LLC worked with TNC to convene and facilitate a Pensacola Bay System Stakeholder Working Group initiative to test the development of a new comprehensive ecosystem approach to restoring and sustaining the oyster fishery in the Pensacola Bay System, defined as Escambia, Pensacola, East and Blackwater Bays in Escambia and Santa Rosa Counties. This approach was designed to create greater economic stability for the oyster fishery, and other commercial and recreational fishing industries dependent on healthy, productive, resilient, and abundant reefs, while conserving ecosystems services provided by oyster reefs. The project initiated with an assessment to identify key issues, options, and stakeholders for the formation of a representative Pensacola Bay System Stakeholder Working Group (SWG). The SWG was comprised of 27 members representing the full range of stakeholder interests in the Pensacola Bay System and met during 12 meetings held from October 2019 to March 2021. An additional two workshops were held in the evening to receive input from the watermen.

The project concluded with unanimous consensus by the Stakeholder Working Group on the Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System. The Plan has been accepted by the Pensacola and Perdido Bays Estuary Program as the Oyster Plan for integration into their Comprehensive Conservation and Management Plan (CCMP). Implementation of the Oyster Plan will be guided through an oyster subcommittee comprised of members of the SWG and others in the community. Evaluation results from SWG meetings and debriefing with the TNC Project Team indicated a high level of satisfaction with the process design and implementation, facilitation, and project outcomes. ***Adopted Unanimously 17 March 2021.*** NOAA awarded the Pensacola and Perdido Bay's Estuary Program \$10.9 million for implementation of the Stakeholder Working Group's Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System.

***Loxahatchee National Wildlife Refuge Strategic Alignment Initiative. USFWS. May 2019 – December 2019.*** The Facilitated Solutions, LLC Team worked with the US Fish and Wildlife Service to develop a culture of effective and constructive communication and collaboration procedures that provided staff with a structure for discussing and evaluating goals, objectives, and strategies for the Refuge, and for maximizing and leveraging skills and resources to align the Refuge with the priorities and mandates established by the USFWS' Southeast Region Office (Strategic Vision Alignment Plan). The project included a situation assessment report, effective communication and collaboration skills training workshop, and concluded a series of 2 workshops that built a unanimous consensus with the staff of the Loxahatchee and Hobe Sound National Wildlife Refuges on a 2020 Complex Annual Work Plan for 2020. Evaluation results and debriefing with the Project and Deputy Project Leaders indicated a high level of satisfaction with the process design and implementation, facilitation, and project outcomes. ***Adopted Unanimously 5 December 2019.***

***US Fish and Wildlife Service. Regional Vision Strategic Alignment Initiative. July 2018 – June 2019.*** The Facilitated Solutions, LLC Team worked the USFWS' Southeast Region's expanded Regional Conservation Leadership Team (RCLT), including the Regional Directorate Team (RDT), to develop consensus on goals, objectives and strategies to achieve the Region's strategic vision of connecting lands and waters to sustain fish, wildlife and plants by being visionary leaders, bold innovators and trusted partners, working with and for people, with an overarching goal of sustaining Federal trust species by conserving and connecting habitats. The project focused on working across programs to enhance collaboration and leverage resources. The project consisted of a pre-meeting Questionnaire, four one-and-one-half day Regional Conservation Leadership Team meetings, and 2 one-day Regional Directorate Team meetings, and concluded with



unanimous consensus on a Strategic Regional Vision Alignment Plan, and a Strategic Regional Vision Alignment Implementation Plan. Workshop evaluation results and debriefing with the Regional and Deputy Regional Directors indicated a high level of satisfaction with the process design and implementation, facilitation, and project outcomes. *Adopted Unanimously 26 June 2019.*

***FSU College of Social Science and Public Policy. Strategic Direction Plan. September 2018 – April 2019.*** Worked with the Dean and Strategic Direction Committee comprised of faculty, staff, and student representatives to develop consensus on a Strategic Directions Plan for the College of Social Science and Public Policy at Florida State University. The plan was vetted throughout the College, and adopted unanimously by the Strategic Directions Committee. *Adopted Unanimously 26 April 2019.*

***Suwannee River Partnership Steering Committee Planning Strategy Initiative. (SRP). Department of Agriculture and Consumer Services (DACS) and Suwannee River Water Management District SRWMD). April 2017 – December 2018.*** Successfully worked with the Suwannee River Partnership (SRP) Steering Committee (SC) to convene a Planning Strategy Initiative and working with leaders of key stakeholder partners in a Steering Committee to revitalize the Vision, Mission and Strategic Plan for the Partnership and to identify priority issues and specific actions to ensure effective implementation of key initiatives in the Suwannee River Basin and Coastal Rivers Basin including the SRWMD Water Supply Plan and BMAPs for the Suwannee River and Santa Fe River Basins. In addition, the SC adopted an Agreement in Principle on Water Resource Management in the Suwannee River Basin and Coastal Rivers Basin including an organizational and governance structure designed to ensure that the SRP's advisory groups are organized effectively to provide consensus recommendations on the priority issues as defined and prioritized by the SC, and ultimately to ensure the effective implementation of priority actions for the Basins consistent with the Vision, Mission and Strategic Plan of the Partnership. *Adopted Unanimously 17 August 2018.*

***Coastal SEES OysterFutures. National Science Foundation. January 2015 – March 2018.*** Collaborated with researchers from the University of Maryland Center for Environmental Science and the Virginia Institute of Marine Science with funding from National Science Foundation to develop recommendations for oyster policies and management that met the needs of industry, citizen, and government stakeholders in the Choptank and Little Choptank Rivers of the Chesapeake Bay. Served as lead facilitator for the Oyster Futures Workgroup, a stakeholder consensus-based process consisting of a series of meetings that produced a collective vision for the future of oysters in the region and built unanimous consensus on policy and regulatory options informed by stakeholder and scientific knowledge and by the joint development and use of a modeling tool. The facilitators were charged with ensuring that a consensus-based approach using the input of diverse stakeholders was used to develop the collective vision and recommended actions for a sustainable and profitable future for the oyster industry in the Choptank and Little Choptank Rivers. The Workgroup developed and voted unanimously for a package of consensus recommendations that were submitted to the Maryland Department of Natural Resources, and the Maryland Oyster Commission for consideration. Evaluation results and verbal comments were universally favorable for the facilitation and for the Consensus Solutions Process developed by Jeff Blair and Robert Jones of the FCRC Consensus Center at Florida State University. *Adopted Unanimously 24 March 2018.*

**Project Evaluation.** The key aspect of the OysterFutures project from my perspective was the effective communication and collaboration between scientists from varied disciplines working as a project team and collaborating with diverse stakeholder interests to build consensus on oyster policies and management in the Choptank and Little Choptank Rivers. The process focused on first building trust, respect, communication, and understanding before jumping to the evaluation of issues and solutions. The project team was able to ensure that all stakeholders' experiences and observations were fairly evaluated and given



credence, and to the extent possible incorporated into the recommendations. The iterative workgroup process allowed the OysterFutures Workgroup to build consensus first on six key goal areas with an associated vision of success and objectives, and subsequently once a collaborative working relationship was established to evaluate a full range of strategies measured against agreed to performance measures and selected to achieve the goals and objectives for each Goal area with management and restoration goals the primary focus. As a result of the OysterFutures project, the Maryland Legislature codified Facilitated Solution's Consensus Solutions Process for use by the Maryland Oyster Advisory Commission.

***Solar Policy Advocates Retreat. October 2017.*** Worked with the Florida Conservation Voters Education Fund to convene and facilitate a Retreat to bring together environmental and conservation organizations that engage in advocacy to advance pro-solar energy policies and use in Florida. The Goal for the Retreat was to determine whether and to what extent solar energy advocacy organizations were willing to work collaboratively, including leveraging skills and resources, toward the advancement of progressive/effective renewable energy policies, specifically solar energy policy in Florida. In addition, the Retreat provided a forum for participants to engage in an honest exchange about key challenges, barriers and opportunities, and to subsequently identify initial specific actions for developing a comprehensive advocacy strategy to advance pro-solar policies and expand solar use in Florida. The Retreat was successful and stakeholders committed to engage in the required next steps to implement the strategies and actions agreed upon.

***Loxahatchee Impoundment Landscape Assessment (LILA). Strategic Vision Planning Process. South Florida Water Management District (SFWMD). August 2016 – May 2017.*** Worked with LILA staff and stakeholders to conduct a strategic vision planning process designed to build a compelling shared vision and action plan for developing the Loxahatchee Impoundment Landscape Assessment (LILA) strategic direction in the coming decade culminating in a living plan for a living laboratory. Through a professionally facilitated dialogue with strategic vision planning participants and managers on a vision of success, and the related challenges and solutions, the process created an improved understanding of the key strengths and opportunities and built a shared positive vision and commitment regarding the development of the consensus-based Strategic Vision Plan designed to achieve the LILA's collective vision of success over the next decade. *Adopted Unanimously 3 May 2017.*

## **SELECT EXAMPLES OF COMPLETED PROJECTS**

***Florida Natural Gas Association Strategic Plan Development Initiative. December 2015 – June 2016.*** Working with the FNGA Board of Directors, Executive Committee and Executive Director to design, facilitate and conduct a *Strategic Plan Development Initiative* designed to create a vision of success to achieve the strategic planning goals of the FGBC. The FNGA Strategic Plan will result in a more effective and collaborative relationship between members, and for addressing the key challenges facing the FNGA. Process includes a conducting an on-line survey, facilitating workshops to develop a strategic plan and related action implementation strategy for the Strategic Plan. *Adopted Unanimously 21 June 2016.*

***National Pest Management Association (NPMA) Fumigation Industry Stewardship Initiative. January 2016 – May 2016.*** Working NPMA to design and facilitate a Fumigation Industry Stewardship Initiative. The objective for the initiative is to work with NPMA's Fumigation Committee to achieve agreement on a stewardship strategy that can then be used to collaborate and negotiate with regulators such as the USEPA, USDA and State Lead Agencies to ensure that the health, safety and welfare of the public is protected while the tools needed for the effective and safe operation of the fumigation industry are factored in to the regulatory structure. *Adopted Unanimously 17 May 2016.*



***Florida Green Building Coalition Strategic Plan Implementation Workshop. July 2012 – October 2012.*** Working with the FGBC Board of Directors to design, facilitate and conduct a *Strategic Plan Implementation Strategy Workshop* to create a workplan to achieve the strategic planning goals of the FGBC. Process includes a conducting an on-line survey, compiling a draft workplan and facilitating a workshop to achieve a consensus on an implementation strategy for the Strategic Plan. ***Adopted Unanimously 10 October 2012.***

***South Florida Water Management District—Collaborative Leadership and Strategic Plan Implementation Planning Workshops. February 2012 – September 2012.*** Working with the Executive Management Team and District division director, office directors and bureau chiefs to assess and design a series of workshops to engage participants in exploring leadership actions that might contribute to effective implementation of the SFWMD Strategic Plan and the Everglades Restoration settlement. ***Adopted Unanimously 28 September 2012.***

***Gulf of Mexico For-Hire Recreational Fisheries Electronic Reporting/Monitoring Assessment Process. Ocean Conservancy. August 2016 – January 2017.*** Worked with the Ocean Conservancy to conduct an assessment and seek support to convene a facilitated working group of for-hire recreational fisheries stakeholders to build consensus on whether to use electronic reporting for the sector. The issue has been before the Gulf of Mexico Fisheries Management Council, and to date there is not a consensus within the stakeholder sector. The assessment was concluded in December 2016 and determined that stakeholders were willing and committed to participation in a consensus building process. The working group process was proposed to be convened and conducted in 2017 in locations around the five Gulf of Mexico states. However, the funders decided to defer action on convening a stakeholder workgroup pending further developments in the sector. ***Assessment Report and Recommendations Delivered January 2017.***

***Gulf Angler Focus Group Initiative. December 2015 – December 2016.*** Designed and facilitated the process working with the Gulf Angler Focus Group Initiative Planning Committee to develop consensus recommendations within the recreational fishing sector for Gulf of Mexico reef fish fisheries generally, and the Gulf red snapper fishery specifically. The Gulf Angler Focus Group Initiative organized by angler organizations\* consisted of representatives of angler organizations including unaffiliated private anglers, for-hire operators, bait and tackle shop owners, fishing tackle manufacturers and distributors, and marina owners in consultation with all five state fisheries managers from the Gulf region. The Initiative included meetings with indirect stakeholders in recreational fishing including environmental NGOs, commercial fishing industry representatives and other stakeholder interests as appropriate. The Focus Group's purpose was to develop a package of management alternatives evaluated by the recreational sector for reasonable access and the sustainable harvest of Gulf reef fish fisheries generally, and the Red Snapper fishery specifically, for consideration in the management of the fishery. The process concluded with consensus within the sector on a plan and approach for the recreational fishing sector for a fairer approach for the management of Gulf of Mexico reef fish fisheries including the Gulf red snapper fishery. ***Adopted Unanimously 30 November 2016.***

*\*American Sportfishing Association, Coastal Conservation Association, Congressional Sportsmen's Foundation, and Theodore Roosevelt Conservation Partnership.*

***Department of Agriculture and Consumer Services Pest Control Enforcement Advisory Council. January 2003 – 2015. Florida Coordinating Council on Mosquito Control. July 2003 – 2015. Pesticide Review Council. July 2010 – 2014. Florida Bed Bug Workgroup. September 2011 – June 2012.*** Consultant to the Florida Department of Agriculture and Consumer Services' (FDACS) statutorily charged stakeholder advisory groups. Ongoing responsibilities include process design, facilitation and reporting, strategic



planning and assessment, workplan development and maintenance, conflict resolution, and consensus building. In addition to ongoing duties, assisted Council in reaching consensus on Council's decision-making procedures and meeting participation guidelines, mission statement and guiding principles, and action workplans.

***St. Johns River (SJRWMD) and Suwannee River (SRWMD) Water Management Districts and the Florida Department of Environmental Protection (DEP)—North Florida Regional Water Supply Partnership Stakeholders Advisory Committee. June 2012 – November 2016.*** Worked with the Suwannee River Water Management District (SRWMD), St. Johns River Water Management District (SJRWMD), the Florida Department of Environmental Protection (DEP) and the Florida Department of Agriculture and Consumer Services (FDACS) to facilitate the North Florida Regional Water Supply Partnership Stakeholder Advisory Committee (NFRWSP SAC). The NFRWSP SAC provided guidance and advisory recommendations to the SRWMD, SJRWMD, and DEP on development of the regional groundwater model, data needs, minimum flows and levels (MFLs), and MFL prevention and recovery strategies and implementations. Committee members were appointed by the Districts to represent the concerns of specific affected groups as well as to communicate information about the North Florida water supply process to other members of their represented group. The FCRC worked with the Committee to establish collaborative processes and procedures and to build consensus on advisory recommendations regarding development of the Regional Water Supply Plan. The project was comprised of diverse stakeholders ranging from utilities to local governments, to agriculture to environmental groups, to recreational to mining interests. The SAC voted unanimously to recommend approval of the Regional Water Supply Plan. The SAC voted unanimously to recommend that the two Water Management Districts' Governing Boards approve the Regional Water Supply Plan as drafted. ***Adopted Unanimously 2 November 2016.***

***National Recreational Boating Stakeholders Growth Summit (Sponsored by National Marine Manufacturers Association). December 2011.*** Worked with NMMA and other stakeholder groups to design, facilitate and report on a Recreational Boating Industry Growth Summit in Chicago. The Summit (December 13-14, 2011) was designed to engage all aspects of the recreational boating community (manufacturers, dealers, distributors, bankers, marinas, trade press, trade associations, insurance, big box retailers, consumer organizations, etc.) on a Recreational Boating Industry Growth Summit. The Summit provided an opportunity for recreational boating interests/stakeholders to engage in a facilitated discussion allowing for the sharing of information among stakeholders on key issues of concern in order to develop a range of options addressing key issues identified. The outcome of the Summit was to lay the foundation for and initiate a comprehensive strategy for recreational boating stakeholders targeted towards ensuring sustainable growth, including a series of concrete next steps based on the Summit results, and to ensure continued effective communication is fostered among stakeholders. The stakeholder successfully identified, evaluated and developed a joint action agenda for the Industry for ensuring sustainable growth.

***International Public Health Pesticides Workshop. May 2009.*** Facilitated the International Public Health Pesticides Workshop in London, UK at the Chartered Institute of Environmental Health (CIEH). The purpose of the workshop was to identify new approaches, processes, and implementation strategies for the development and approval of new public health pest control tools. The outputs of the workshop complement on-going international public health efforts and include a framework for conducting global joint reviews of new public health pesticide products. This work is designed to improve the availability of safe, efficient, and cost-effective insecticides to control insects that transmit disease and that are used in public health programs around the world. There were over 100 participants from 22 countries representing regulatory and other government agencies, public health authorities, the World Health Organization (WHO), the World Bank, USEPA, the Gates Foundation, pest control industry, scientists and researchers, educators and other technical experts.





***Stormwater Management System Design Task Force. August 2009 - October 2009.*** Designed, convened and facilitated a legislatively established Task Force charged with developing legislative recommendations relating to stormwater management system design in the state. The Task Force developed and submitted a consensus package of recommendations to the 2010 Florida Legislature regarding how a licensed and registered professional might demonstrate **competency** for stormwater system management designing, and how the Board of Professional Engineers and the Board of Landscape Architecture might administer certification tests or continuing education requirements for stormwater management system design. ***Adopted Unanimously 23 October 2009.***

***FWC Florida Quota Hunt Workgroup. September 2006 – May 2008.*** The FCRC conducted an assessment for the Florida Fish and Wildlife Conservation Commission (FWC) indicating stakeholders support for convening a workgroup to conduct an evaluation of the Florida Quota Hunt Program. As a result of the Assessment Report and with the support of FWC staff, the FCRC designed and facilitated a stakeholder workgroup process with the goal of working with affected interests to evaluate the Florida Quota Hunt Program. Following eight Workgroup meetings over the course of thirteen months and a series of two-rounds of public workshops on draft and final recommendations respectively, the Workgroup unanimously adopted a package of consensus recommendations for submittal to the FWC. The FWC subsequently approved and implemented key recommendations for enhancing the Florida Quota Hunt System. ***Unanimously Adopted 28 May 2008.***

***FDACS Consumer Fertilizer Task Force. September 2007 – January 2008.*** The FCRC worked with the Department of Agriculture and Consumer Service's legislatively formed Consumer Fertilizer Task Force to develop consensus recommendations to the 2008 Florida Legislature designed to ensure that the education and regulation for the proper use of consumer fertilizers is informed by best available science and is uniform subject to variations necessary to meet local state and federal water quality standards. The Task Force recommended statewide guidelines for management strategies (nonagricultural fertilizer use rates, formulations, and application), based on the best available science as well as model ordinances for municipalities and counties. The Task Force achieved consensus on a package of recommendations for submittal to the Legislature. Responsibilities included process and agenda design, facilitation of meetings, conflict resolution and consensus-building, and summary reports and recommendations. ***Unanimously Adopted 15 January 2008.***

***FDACS Consumer Fireworks Task Force. September 2007 – January 2008.*** The FCRC worked with the Department of Agriculture and Consumer Service's legislatively formed Consumer Fireworks Task Force to develop consensus recommendations to the 2008 Florida Legislature designed to ensure that the definition, regulation, use and sale of consumer Fireworks is clearly established, consistently regulated and enforced, and consumers are educated on the proper and safe use, there is funding for the education and training, or other established and agreed upon allocations for consumers and firefighters, and funding for the clean-up of public property. The Task Force achieved consensus on a package of recommendations for submittal to the Legislature. Responsibilities included process and agenda design, facilitation of meetings, conflict resolution and consensus-building, and summary reports and recommendations. ***Adopted 9 January 2008.***

***National Pest Management Association (NPMA) Conference, New Orleans, Louisiana, October 19-21, 2011.*** Facilitated the State Associations Leadership Forum strategic discussion, and ten Focus Sessions designed to solicit member feedback regarding issues and possible strategies, and options and recommendations for enhancing the Association's ability to meet the needs of members and the Pest Control Industry.



***Association of American Plant Food Control Officials (AAPFCO). March 2010.*** Assessed AAPFCO process needs and compiled a comprehensive set of organizational and procedural policies and guidelines for the Association. Designed a seventy-one page training manual and conducted a day-long training on “Effective Meetings: Problem Solving and Process Skills”, and facilitated a Labeling and Definitions Committee meeting.

***Department of Business and Professional Regulation (Previously the Department of Community Affairs). Florida Building Commission Workgroups. 1999 – Present.*** Responsibilities involve working with stakeholder groups to build consensus on special issue projects for the Florida Building Commission. Ongoing responsibilities include planning and process design, public and stakeholder participation, agendas, reports, situation assessment, facilitation, and consultation and recommendations to the Commission regarding various special issues before the Commission. As of 2024, special issue projects include the following 70 ad hoc committees and workgroups involving over 190 meetings: Product Approval (1999), South Florida Code Integration Ad Hoc (1999), Code Formatting Ad Hoc (1999), State Agencies Review Ad Hoc (1999), Alternative Procedures Review—Chapter 120 Ad Hoc (2000), Economic Criteria Ad Hoc (2000), Education Training System Ad Hoc (2000), Building Departments Partnerships Ad Hoc (2000), Plans Review Ad Hoc (2000), Rules of Procedure Ad Hoc (2000), Statutory Review Ad Hoc (2000), Swimming Pool Safety Ad Hoc (2001), Local Product Approval (2004), Alternative Plans Review and Inspection (2004), ICC Participation (2004), Wind Forum (2004), Product Approval II (2005), Hurricane Research Advisory Committee I (2005), Panhandle Windborne Debris Region (2005), Attic Ventilation (2005), Building Code System Assessment Ad Hoc (2005), Product Approval Validation (2005), Construction Practices Assessment (2005), FBC and FFPC Coordination Assessment (2005), Energy Code Transition Study (2006), Code Amendment Process Review (2006), Committee Organization and Process Ad Hoc (2006), Joint Building Fire Coordination (2006), Garage Door and Shutter Labeling (2006), Termite (2006), Energy Forum (2007), Code Assembly Ad Hoc (2007), Green Buildings (2007), Hurricane Mitigation (2007), Commission Processes Ad Hoc (2008), Regional AC Efficiency (2008), Humidity and Moisture Control (2008), CO Detector (2008), Septic System Sizing (2008), Soffit Systems (2008), Wind Mitigation (2008), Window Workgroup (2008), Code Administration Assessment (2008), Commission Process Review Ad Hoc (2009), Florida Energy Code (2009), Flood Resistant Standards (2009), Pool Efficiency Subcommittee (2009), Swimming Pool Subcommittee (2009), Window and Wall (2009), Green and Energy Efficient Roofs (2010), Accessibility Code (2010), Building Code System Assessment Ad Hoc (2010), Asphalt Shingles (2011), Hinged Entry Door (2011), Threshold Building Renovations (2011), 2013 Florida Building Code Update Process Ad Hoc (2011), Building Code System Uniform Implementation Evaluation (2012), Screen Enclosures (2012), Building Code System Uniform Implementation Evaluation Workgroup (2012), TAC Chairs Annual Review of Research Projects (2013), Code Coordination and Implementation Workgroup (2014), Pool Safety Project (Swimming Pool and Electrical TACs) (2015), Calder Sloan Swimming Pool Electrical Safety Task Force (2016), Energy Rating Index Workgroup (2016), FBC’s Structural TAC with FBPE’s Structural Rules Committee [Threshold Building Inspections] (2016), Lightning Protection Workgroup (2018), Residential Construction Cost Impact Workgroup (2018), Fenestration Water Resistant Workgroup (2019), Hurricane Research Advisory Committee II (Reconvened 2020), Existing High-Rise Buildings Workgroup (2022), and Existing Building Inspection Workgroup (2022).

***Association for Structural Pest Control Regulatory Officials (ASPCRO). August 2005.*** Worked with Association to design and facilitate a planning initiative with members regarding conducting a visioning and planning exercise designed to enhance professionalism in the pest control industry.

***Port of Ft. Pierce Master Plan Update. July 2001 – February 2002.*** Port Master Plan Update requiring comprehensive plan amendment. Assessment and facilitation of public workshops and joint workshop



between City and County Commissions. Designed and facilitated four public input meetings with stakeholders—including environmental, business, property owners, business owners, minority interests, and city and county government—to solicit input for the preparation and adoption of a comprehensive Deepwater Port Master Plan for the Port of Fort Pierce. Following development of the final draft by the FAU Joint Center, a facilitated joint workshop with the Fort Pierce City Commission and the St. Lucie County Board of County Commission was held and agreement was reached between the two bodies on the Plan. *Adopted Unanimously 19 February 2002.*

***City of Fort Pierce Building and Municipal Code Enforcement Policy Workshops. 2002.*** Co-designed, assessed, facilitated and reported on policy development workshops with the City Commission, City Manager, City Attorney, and other key City staff. Assisted Commission to reach consensus on a package of policy guidelines for the enforcement of building codes and municipal ordinances. Project included conflict resolution and communication training for City staff.

***Florida Department of Agriculture and Consumer Services Negotiated Rulemaking. May – November 2002.*** Rulemaking to establish efficacy and performance standards for registering termiticides for use as a preventative treatment on new construction. The Project featured a viability assessment and eight meeting negotiation on rule language. Conducted assessment on viability of proceeding with negotiated rulemaking for establishing efficacy and performance standards for termiticides used in new construction, leading to convening a nine member negotiation committee. Facilitated committee representing international chemical companies, state and national pest control operators, state and national pest management companies, home builders, building officials, state agency (DACs), university scientist, and the insurance industry. Assisted committee to develop a unanimous recommendation on rule language culminating in the unchallenged adoption of a new state rule. In addition to session facilitation, negotiation, and conflict resolution, designed negotiation process, procedural guidelines and decision-making procedures, agenda packets, summary reports, and drafting of final rule language. *Adopted Unanimously 13 November 2002.*

***New Leaf Market Board of Directors and Staff Strategic Plan and Workplan Development Process. 2002.*** Worked with the BOD and executive staff to successfully achieve consensus on a strategic plan with key objectives and goals, and an action implementation workplan with key tasks, assignments, timelines and performance metrics. *Adopted Unanimously 2002.*

***FSU Office of Research Retreat. 2000.*** Co-facilitated and designed process for a FSU retreat designed to shape a shared mission and strategic plan for the Office of Research at Florida State University.

***National Association of Homebuilders. 1997.*** Designed, planned, consulted, and facilitated organizational start-up meetings for new “Builder 20 Clubs” forming across the Country.

***National Association of Homebuilders. 1996.*** Designed, planned, consulted, and facilitated assessment and planning workshops for the formation of “Builder 20 Clubs” across the Country.



## PROJECT EXAMPLES BY CATEGORY

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The following project examples represent diverse project types. They include providing facilitation services, meeting summary reports, detailed annotated agendas, process design and consulting, public participation and workshops, annual assessments, workplan development and annual legislative reports. Jeff Blair has provided these services to the private and public sectors for over twenty-five years. This is a small sample of Jeff's project experience, and if additional project examples or references are desired I am happy to provide them. Projects are listed in reverse chronological order by type. Additional information regarding Facilitated Solutions and our projects is available at the following URL: <http://facilitatedsolutions.org/>.

### MARINE FISHERIES PROJECTS (HABITAT RESTORATION AND MANAGEMENT PLANS)

- Oyster Coalition Workgroup (2023 – 2024). Oyster Recovery Partnership. Funded by the National Fish and Wildlife Foundation. Recommendations for a *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland* (Chesapeake Bay). **Adopted Unanimously 5 December 2024.**
- NSF Convergence Accelerator Project (2023 – 2024). Funded by the National Science Foundation (NSF). SequestStar: Capturing carbon and reusing waste streams.
- Apalachicola Basin System Initiative (ABSI). Community Advisory Board (CAB). (2019 – 2023). Florida State University Coastal Marine Lab. Recommendations for an *Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan*. **Adopted Unanimously 29 November 2023.**
- Defense of Coral Reef Wildlife. (2019 – 2023). University of Maryland Center for Environmental Science. Funded by the Bailey Wildlife Foundation. Design for carbon neutral or negative habitat to support corals and coral reef wildlife.
- Greater Pensacola Bay Oyster Ecosystem-Based Fishery Management Plan. Pensacola Bay System Stakeholder Working Group. (2019 - 2021). The Nature Conservancy. Recommendations for an Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System. **Adopted Unanimously 17 March 2021.**
- OysterFutures. OysterFutures Stakeholder Workgroup. (2015 – 2018). University of Maryland Center for Environmental Science, Virginia Institute of Marine Science, and Florida State University FCRC Consensus Center. National Science Foundation. Coastal SEES. Recommendations for Oyster Management and Restoration in the Choptank and Little Choptank Rivers. **Adopted Unanimously 24 March 2018.**
- Project FishSmart. (2008). Atlantic King Mackerel Fishery Stakeholder Workgroup. University of Maryland Center for Environmental Science and Florida State University FCRC Consensus Center. Atlantic King Mackerel Fishery Management Plan. **Adopted Unanimously 7 November 2008.**
- Maryland Oyster Symposium. (2016). Maryland Sea Grant/NOAA/UMCES/MDNR.
- Lobster Advisory Board. (2005 - 2006). Florida Fish and Wildlife Conservation Commission (FWC). Florida Lobster Fishery Management Plan. **Adopted Unanimously 15 May 2007.**
- Blue Crab Advisory Board. (2003 - 2005). Florida Fish and Wildlife Conservation Commission (FWC). Florida Blue Crab Fishery Management Plan. **Adopted Unanimously 5 January 2005.**
- National Saltwater Recreational Fishing Summit (2010). NOAA Fisheries.
- Gulf For-Hire Recreational Fisheries Electronic Monitoring Assessment. 2016. Ocean Conservancy.
- Gulf Angler Focus Group Initiative (2015 - 2016). American Sportfishing Association, Coastal Conservation Association, Congressional Sportsmen's Foundation, and Theodore Roosevelt Conservation Partnership. Recommendations for Private Recreational Management Options for Gulf of Mexico Red Snapper. **Adopted Unanimously 30 November 2016.**



- Chesapeake Modeling Symposium. Collaborative Modeling with Stakeholders. (2016). CCMP.
- National Saltwater Recreational Fishing Summit (2010). NOAA Fisheries.
- Gulf of Mexico Grouper Forum (2007). NOAA/FWC/FWRI.
- National Recreational Boating Stakeholders Growth Summit (2011). Leadership Workshop (2012). National Marine Manufacturers Association.
- Chesapeake Modeling Symposium (2010). NOAA Fisheries.
- Deepwater Horizon Natural Resource Damage Assessment Trustee Council (2010). Department of Interior, NOAA, Department of Defense, and the states of FL, AL, MS, LA and TX.
- Deepwater BP Oil Spill Programmatic Environmental Impact Statement (2010). NOAA.
- Beach Renourishment Workshops (2007). FAU.
- Florida Ocean Science Workshop (2004). DEP.
- Workshops on Multi-Species Management (2004). SFERTF.
- Artificial Reef Advisory Board (2003). FWC.
- Florida Keys Carrying Capacity Study (2001). FWC.
- Manatee Summit (2000). Governor's Office.
- Florida Ocean Commission (2000). FDCA.
- Sturgeon Culture Risk Assessment Project (1999). FDACS.

## **WATER SUPPLY, QUALITY, AND PLANNING PROJECTS**

- NSF Convergence Accelerator Project (2023 – 2024). Funded by the National Science Foundation (NSF). SequestStar: Capturing carbon and reusing waste streams.
- Oyster Coalition Workgroup. (2023 - 2024). Oyster Recovery Partnership. July 2023 – December 2024.
- Apalachicola Basin System Initiative (ABSI). Florida State University/Triumph Gulf Coast. May 2019 – November 2023.
- Apalachicola-Chattahoochee-Flint Stakeholders. (2019). Governing Board.
- Suwannee River Partnership Planning Strategy Initiative. 2017. Suwannee River Water Management District and Florida Department of Agriculture and Consumer Services.
- Loxahatchee Impoundment Landscape Assessment (LILA). Strategic Vision Planning Process. South Florida Water Management District (SFWMD). August 2016 – May 2017.
- St. Johns River (SJRWMD) and Suwannee River (SRWMD) water management districts and the Florida Department of Environmental Protection (DEP)—North Florida Regional Water Supply Partnership Stakeholders Advisory Committee. June 2012 – November 2016
- Stormwater Management System Design Task Force. Department of Business and Professional Regulation (DBPR). August 2009 - November 2009.
- South Florida Ecosystem Restoration Task Force Public Workshop. United States Department of Interior (DOI). April 2009.
- Consumer Fertilizer Task Force (2007). FDACS.
- Florida Keys Draft Programmatic Environmental Assessment (DPEA). 2002.
- Santa Fe Springs Water Quality Group. 1999.

## **PRIVATE SECTOR PROJECTS**

- Apalachicola-Chattahoochee-Flint Stakeholders. (2019). Governing Board.
- Solar Policy Advocates Retreat (2017). Florida Conservation Voters.
- Gulf For-Hire Recreational Fisheries Electronic Monitoring Workgroup Assessment (2016-2017). Ocean Conservancy.



- Florida Natural Gas Association Strategic Planning Initiative. (2016). FNGA.
- Gulf of Mexico Angler Focus Group (2016). American Sportfishing Association.
- National Pest Management Association Fumigation Industry Stewardship Initiative (2016). NPMA.
- New Leaf Market Co-op Organizational Assessment, Skills Training and Planning Workshop (2015).
- Florida Coalition Against Domestic Violence Consensus-Building Training (2014). FCADV.
- Florida Green Building Coalition Strategic Plan Implementation Initiative (2012). FGBC.
- National Recreational Boating Stakeholders Growth Summit (2011). Sponsored by National Marine Manufacturers Association (NMMA).
- National Pest Management Association Focus Sessions (2011). NPMA.
- National Pest Management Association State Associations Strategic Discussion (2011). NPMA.
- Association of American Plant Food Control Officials Leadership Training (2010) AAPFCO.
- Termiticide Scientific Review Panel Process (2005). NPMA/ASPCRO.
- National Association of Home Builders Builder 20 Start-Up Facilitations (1996 & 1997). NAHB.

## FEDERAL AGENCY PROJECTS

- Loxahatchee National Wildlife Refuge Strategic Alignment Initiative. 2019. U.S. Fish and Wildlife Service.
- Southeast Regional Vision Strategic Alignment Initiative. 2018. U.S. Fish and Wildlife Service.
- Deepwater Horizon Natural Resource Damage Assessment Trustee Council. 2011. Department of Interior, NOAA, Department of Defense, U.S. Fish and Wildlife Service, and the states of Florida, Alabama, Mississippi, Louisiana and Texas.
- National Saltwater Recreational Fishing Summit. 2010. National Oceanic and Atmospheric Administration. NOAA Fisheries.
- Deepwater BP Oil Spill Programmatic Environmental Impact Statement (PEIS). 2011. NOAA and DOI.
- National Bedbug Summit. 2009. USEPA.
- International Public Health Pesticides Workshop. 2009. USEPA, WHO, and World Bank.
- South Florida Ecosystem Restoration Task Force Public Workshop. 2009. Department of Interior.
- Chesapeake Modeling Symposium. 2010. NOAA Fisheries.
- Gulf of Mexico Grouper Forum. 2007. NOAA, FWC, and FWRI.

## PUBLIC PARTICIPATION IN GOVERNMENT: DPEA, FACA, NEPA, AND PEIS

- **Draft Programmatic Environmental Assessment (DPEA).** Florida Keys Wastewater. 2002.
- **Programmatic Environmental Impact Statement (PEIS).** PEIS and Restoration Planning to Compensate for Injuries to Natural Resources in the Gulf of Mexico as a Result of the BP Deepwater Horizon Oil Spill. National Marine Fisheries Service (NMFS), National Oceanic and Atmospheric Administration (NOAA). 2011.
- **Programmatic Environmental Impact Statement (PEIS).** Deepwater BP Oil Spill. National Oceanic and Atmospheric Administration/State of Florida. 2011.
- **Programmatic Environmental Impact Statement (PEIS).** Deepwater BP Oil Spill. National Oceanic and Atmospheric Administration/State of Alabama. 2011.
- **Programmatic Environmental Impact Statement (PEIS).** Deepwater BP Oil Spill. National Oceanic and Atmospheric Administration/State of Texas. 2011.
- **National Environmental Policy Act (NEPA).** Deepwater Horizon Natural Resource Damage Assessment Trustee Council. 2011.



- **Federal Advisory Committee Act (FACA).** National Bedbug Summit. Environmental Protection Agency (EPA). 2009.

## STATE OF FLORIDA AGENCY RULE DEVELOPMENT INITIATIVES

- Florida Building Commission. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Building Commission. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Florida Building Code. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Building Code. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Florida Energy and Conservation Code. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Energy and Conservation Code. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Florida Accessibility Code for Building Construction. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Accessibility Code for Building Construction. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Florida Product Approval System. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Product Approval System. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Florida Building Code Education System. Rule development initiatives. Department of Community Affairs 1999 - 2011.
- Florida Building Code Education System. Rule development initiatives. Department of Business and Professional Regulation. 2011 - 2020.
- Training and Supervision Statutory Changes to Chapter 482. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2006.
- Wood Destroying Organisms Facilitated Rule Development Process. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2006.
- Florida Department of Financial Services, Division of State Fire Marshal. Facilitated Rule Development Workshops. 2003.
- Rule Adoption Hearing on Rules 5E-2.0105 and 5E-2.0311. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2003.
- Negotiated Rulemaking. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2002.
- Facilitated Rule Development Workshops to Amend Rule 5E-14. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2001.
- Facilitated Rule Development Workshops to Amend Rule 5E-14. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 2000.
- Facilitated Workshops to Amend Chapter 482 and Rule 5E-14. Florida Department of Agriculture and Consumer Services, Division of Agricultural Environmental Services. 1998.



## STATE AGENCY REGULATORY PROJECTS

- Hurricane Research Advisory Committee. 2020. Florida Building Commission.
- Florida Building Commission. 1999-2020. Florida Department of Business and Professional Regulation (DBPR).
- Building Energy Rating System (BERS) Steering Committee. 2016. DBPR.
- Deepwater BP Oil Spill Programmatic Environmental Impact Statement. 2011. Florida Department of Environmental Protection (FDEP).
- Florida Quota Hunt Workgroup. 2006-2007. Florida Fish and Wildlife Commission (FWC).
- Training and Supervision Statutory Changes to Chapter 482, F.S. 2006. FDACS.
- Wood Destroying Organisms Facilitated Rule Development Process. 2004-2006. FDACS.
- Division of State Fire Marshal Facilitated Rule Development Workshops. 2003. Division of Financial Services (DFS).
- Rule Adoption Hearings on Rules 5E-2.0105 and 5E-2.0311. 2003. FDACS.
- Negotiated Rulemaking on Termiticides Used In New Construction. 2002. FDACS.
- Facilitated Rule Development Workshops to Amend Rule 5E-14. 2001. FDACS.
- Facilitated Rule Development Workshops to Amend Rule 5E-14. 2000. FDACS.

## LEGISLATIVE TASK FORCE PROJECTS (STATE AGENCY)

- Calder Sloan Swimming Pool Electrical Safety Task Force (DBPR)
- Energy Rating Index Workgroup (DBPR)
- Stormwater Management System Design Task Force (DBPR)
- Consumer Fertilizer Task Force (FDACS)
- Consumer Fireworks Task Force (FDACS)
- Panhandle Windborne Debris Region Workgroup (DCA/DBPR)

## STATE AGENCY STAKEHOLDER ADVISORY GROUP PROJECTS

- Florida Building Commission, Hurricane Research Advisory Committee. May 2005 – Current. DBPR.
- Florida Building Commission, Existing Building Inspection Workgroup. 2022 – 2024. DBPR.
- North Florida Regional Water Supply Plan. Stakeholders Advisory Committee. June 2012 – Nov. 2016. St. Johns River (SJRWMD) and Suwannee River (SRWMD) water management districts and the Florida Department of Environmental Protection (DEP).
- Pest Control Enforcement Advisory Council. January 2003 – June 2015. FDACS
- Florida Coordinating Council on Mosquito Control. July 2003 – June 2015. FDACS/Multi-Agency.
- Commodity Fumigation Regulation Workgroup. 2014. Florida Department of Agriculture and Consumer Services (FDACS).
- Bed Bug Workgroup. Sept. 2011 – June 2012. FDACS.
- Pesticide Review Council. July 2010 – Nov. 2012. FDACS.
- Building Energy Rating System (BERS) Steering Committee. Oct. 2010 – April 2011. DBPR.
- Florida Building Commission, Florida Accessibility Code Workgroup. 2010. DBPR/DCA.
- Flood Resistant Standards Workgroup. 2009. DEM/DBPR.
- Florida Building Commission, Florida Energy Code Workgroup. 2009. DBPR/DCA.
- Florida Building Commission, Green Building Workgroup. 2007. DBPR/DCA.





## **COLLABORATIVE LEADERSHIP AND STRATEGIC PLANNING PROJECTS**

- FSU College of Social Science and Public Policy. 2018. Florida State University.
- Suwannee River Partnership Planning Strategy Initiative. 2017. Suwannee River Water Management District and Florida Department of Agriculture and Consumer Services.
- Solar Policy Advocates Retreat. 2017. Florida Conservation Voters.
- Florida Natural Gas Association Strategic Planning Initiative. 2016. FNGA.
- Loxahatchee Impoundment Landscape Assessment (LILA) Strategic Plan. 2016. South Florida Water Management District.
- Florida Green Building Coalition Strategic Plan Implementation. 2012.
- Florida Coalition Against Domestic Violence—Collaborative Teamwork Training
- South Florida Water Management District—Collaborative Leadership Training and Development Initiative
- Florida Green Building Coalition Strategic Plan Implementation Workshop
- South Florida Ecosystem Restoration Task Force Staff Assessment and Training
- Broward County Supervisor of Elections Visioning Workshops

## **VISIONING WORKSHOP PROJECTS**

- Florida Division of Emergency Management (DEM). Florida Emergency Notification System Vision Workshops. 2013.
- Energy Forum and Humidity and Moisture Control Workgroup (FBC/DCA)
- South Florida Ecosystem Restoration Task Force Public Workshop. (DOI)
- Legislative Strategies for Agriculture’s Role in a Viable and Sustainable Future for Florida. 2006. Florida Department of Agriculture and Consumer Services.
- Port of Ft. Pierce Master Plan Update. 2001. City of Fort Pierce and St. Lucie County, Florida.

## **ASSESSMENT PROJECTS**

- Apalachicola-Chattahoochee-Flint Stakeholders Assessment. (2021). ACFS.
- Greater Pensacola Bay Oyster Ecosystem-Based Fishery Management Plan Assessment (2019). The Nature Conservancy.
- Apalachicola Basin System Initiative (ABSI) Assessment. 2019. Florida State University.
- Loxahatchee National Wildlife Refuge Strategic Alignment Initiative Assessment. 2019. U.S. Fish and Wildlife Service.
- Apalachicola Basin System Initiative (ABSI) Assessment. 2019. Florida State University.
- Greater Pensacola Bay Oyster Ecosystem-Based Fishery Management Plan Assessment. 2019. The Nature Conservancy.
- Gulf For-Hire Recreational Fisheries Electronic Monitoring Workgroup Assessment (2016). Ocean Conservancy.
- New Leaf Market Organizational Assessment (2015). NLMC.
- Building Code System Assessment (2010). DCA/DBPR/FBC.
- Lower Kissimmee Chain of Lakes Assessment (2007). SFWMD.
- Florida Quota Hunt Program Assessment (2006). FWC.
- Construction Practices/Quality Assessment (2005). DCA/DBPR/FBC.
- Florida Building Code and the Florida Fire Prevention Code Duplicate Provisions and Overlapping Responsibilities Assessment (2005). DCA/DBPR/FBC.



- Staff Problem Solving Training and Education Needs Assessment (2005). SFWMD.
- Lee County Land Use Assessment. 2003. City of Fort Myers, Lee County. Schwab Mining Company.
- Feasibility Assessment Regarding Conducting Negotiated Rulemaking to Establish Efficacy and Performance Standards for Registering Termiticides for Use as a Preventative Treatment on New Construction (2002). FDACS.
- Recommendations to Enhance Building Code and Municipal Code Enforcement Activities (2002). City of Fort Pierce Florida.
- Feasibility Assessment Regarding Negotiated Rulemaking for Division of State Fire Marshal (2002). DFS.
- Feasibility Assessment Regarding Proposed Negotiated Resolution of Issues Surrounding Schwab Zoning Amendment Proposal (Mining Excavation Limits Expansion) (2002). Lee County and Schwab Materials, Inc.

## **BUILDING CODE AND CONSTRUCTION INDUSTRY PROJECTS**

- Building Code System Assessment (2010). DCA/DBPR/FBC.
- Construction Practices/Quality Assessment (2005). DCA/DBPR/FBC.
- Florida Building Code and the Florida Fire Prevention Code Duplicate Provisions and Overlapping Responsibilities Assessment (2005). DCA/DBPR/FBC.
- Feasibility Assessment Regarding Conducting Negotiated Rulemaking to Establish Efficacy and Performance Standards for Registering Termiticides for Use as a Preventative Treatment on New Construction (2002). FDACS.
- Recommendations to Enhance Building Code and Municipal Code Enforcement Activities (2002). City of Fort Pierce Florida.
- Feasibility Assessment Regarding Negotiated Rulemaking for Division of State Fire Marshal (2002). Florida Department of Financial Services (DSF).
- Hurricane Research Advisory Committee (2005). DBPR.
- Florida Energy Code Workgroup (2009). FBC/DCA/DBPR.
- Florida Accessibility Code Workgroup (2010). FBC/DBPR/DCA.
- Flood Resistant Standards Workgroup (2009). DEM/DBPR.
- Green Building Workgroup (2007). FBC/DBPR/DCA.

**FLORIDA BUILDING COMMISSION SPECIAL ISSUES WORKGROUPS.** 1999-2025. Department of Community Affairs and Florida Department of Business and Professional Regulation.

1. Product Approval Ad Hoc (1999).
2. South Florida Code Integration Ad Hoc (1999).
3. Code Formatting Ad Hoc (1999).
4. State Agencies Review Ad Hoc (1999).
5. Alternative Procedures Review (Chapter 120) Ad Hoc (2000).
6. Economic Criteria Ad Hoc (2000).
7. Education Training System Ad Hoc (2000).
8. Building Departments Partnerships Ad Hoc (2000).
9. Plans Review Ad Hoc (2000).
10. Rules of Procedure Ad Hoc (2000).
11. Statutory Review Ad Hoc (2000).
12. Swimming Pool Safety Ad Hoc (2001).
13. Local Product Approval Workgroup (2004).



14. Alternative Plans Review and Inspection Workgroup (2004).
15. ICC Participation Workgroup (2004).
16. Wind Forum Workgroup (2004).
17. Product Approval II Workgroup (2005).
18. Hurricane Research Advisory Committee I (2005).
19. Panhandle Windborne Debris Region Workgroup/Workshop (2005).
20. Attic Ventilation Workgroup (2005).
21. Building Code System Assessment Ad Hoc (2005).
22. Product Approval Validation Workgroup (2005).
23. Construction Practices Assessment Project (2005).
24. FBC and FFPC Coordination Assessment Project (2005).
25. Energy Code Transition Study Workgroup (2006).
26. Code Amendment Process Review Workgroup (2006).
27. Committee Organization and Process Ad Hoc (2006).
28. Joint Building Fire Coordination Workgroup (2006).
29. Garage Door and Shutter Labeling Workgroup (2006).
30. Termite Workgroup (2006).
31. Code Assembly Ad Hoc (2007).
32. Green Buildings Workgroup and Workshop (2007).
33. Energy Forum (2007); Hurricane Mitigation Workgroup (2007).
34. Hurricane Mitigation Workgroup (2007).
35. Commission Processes Ad Hoc (2008).
36. Regional AC Efficiency Workgroup (2008).
37. Humidity and Moisture Control Workgroup (2008).
38. CO Detector Workgroup (2008).
39. Septic System Sizing Workgroup (2008).
40. Soffit Systems Workgroup (2008).
41. Wind Mitigation Workgroup (2008).
42. Window Workgroup (2008).
43. Code Administration Assessment Workgroup (2008).
44. Commission Process Review Ad Hoc (2009).
45. Florida Energy Code Workgroup (2009).
46. Flood Resistant Standards Workgroup (2009).
47. Pool Efficiency Subcommittee (2009).
48. Swimming Pool Subcommittee (2009).
49. Window and Wall Workgroup (2009).
50. Green and Energy Efficient Roofs Workgroup (2010).
51. Florida Accessibility Code Workgroup and Workshops (2010).
52. Building Code System Assessment Ad Hoc and Workshops (2010).
53. Asphalt Shingles Workgroup (2011).
54. Threshold Building Renovations Workgroup (2011).
55. 2013 Florida Building Code Update Process Ad Hoc (2011).
56. Hinged Entry Door Workgroup (2011).
57. Screen Enclosures Workgroup (2012).
58. Building Code System Uniform Implementation Evaluation Workgroup (2012).
59. TAC Chairs Committee Annual Review of Research Projects (2013).
60. Code Coordination and Implementation Workgroup (2014).
61. Pool Safety Project (Swimming Pool and Electrical TACs) (2015).



62. Calder Sloan Swimming Pool Electrical Safety Task Force (2016).
63. Energy Rating Index Workgroup (2016).
64. FBC's Structural TAC & FBPE'S Structural Rules Committee (Threshold Building Inspections) (2016).
65. Lightning Protection Workgroup (2018).
66. Residential Construction Cost Impact Workgroup (2018).
67. Fenestration Water Resistant Workgroup (2019).
68. Hurricane Research Advisory Committee II (2020).
69. Existing High-Rise Buildings Workgroup (2021).
70. Existing Building Inspection Workgroup (2022).

## **PEST CONTROL INDUSTRY PROJECTS**

- NPMA Fumigation Stewardship Initiative. 2016. National Pest Management Association.
- Pest Control Enforcement Advisory Council (2003 – 2015). FDACS.
- Florida Coordinating Council on Mosquito Control (2003 – 2015). FDACS/Multi-Agency.
- Commodity Fumigation Regulation Workgroup (2014). FDACS.
- Agricultural Feed, Seed and Fertilizer Advisory Council (2013 – 2015). FDACS.
- National Pest Management Association Focus Sessions (2011). NPMA.
- National Pest Management Association State Associations Strategic Discussion (2011). NPMA.
- Bed Bug Workgroup (2011 – 2012). FDACS.
- Pesticide Review Council (2010 – 2012). FDACS.
- National Bedbug Summit (2009). USEPA.
- International Public Health Pesticides Workshop (2009). USEPA/WHO/World Bank.
- Association of American Plant Food Control Officials leadership training (2009). AAPFCO.
- Consumer Fertilizer Task Force (2007 – 2008). FDACS.
- Consumer Fireworks Task Force (2007 – 2008). FDACS.
- Termiticides Standards Committee (2007). NPMA/ASPCRO.
- Legislative Strategies for Agriculture's Role in a Viable and Sustainable Future for Florida (2206). FDACS.
- Training and Supervision Statutory Changes to Chapter 482, F.S. (2006). FDACS.
- Improving Professionalism in the Industry Workshop (2005). ASPCRO.
- Termiticide Scientific Review Panel Process (2005). NPMA/ASPCRO.
- Wood Destroying Organisms Facilitated Rule Development Process (2004 – 2006). FDACS.
- Negotiated Rulemaking on Termiticides Used In New Construction (2002). FDACS.
- FDACS Workshops on PCO Relevant Rules (1998 – 2001). FDACS.



## EXAMPLES OF TRAININGS CONDUCTED

***Resolving Public Disputes.*** Publicly offered basic training in interest-based negotiation and small group facilitation. Participants are typically stakeholders representing a variety of interests in growth management or public policy issues. Conducted two-to-three times per year, as sole trainer or co-trainer with other Center staff.

***Advanced Mediation and Facilitation Training.*** Publicly offered training in small and large group mediation, facilitation and process design. Participants are usually a mix of stakeholders in growth management and public policy issues, and professional neutrals in private practice seeking to broaden their range of skills. Conducted one-to-two times per year, as co-trainer with other Center staff.

***Public Involvement Training.*** Publicly offered training in public involvement and participatory decision-making techniques. Participants are typically planning professionals in private practice or agency staff seeking new public involvement techniques. Conducted as co-trainer with other Center staff.

***Effective Communication and Enhanced Conflict Resolution Skills.*** Training provides an overview of intra-personal conflict resolution. The dynamics of conflict, influences on conflict, and the conflict cycle are introduced. The workshop examines the approaches used in dealing with conflict, the emotions involved in conflict, and strategies to effectively deal with conflict. Conducted as sole trainer several times per year at FAU and FIU. In addition workshop was conducted with Miami-Dade College for Miami-Dade County building officials and for the City of Fort Pierce building officials and code enforcement personnel.

***Effective Meetings—Problem-Solving and Process Skills.*** Training highlights the importance of effective process and conflict resolution skills as well as focusing on problem-solving while conducting hearings and meetings. In addition, the training provides skills for conducting meetings while managing board members, defendants, and the public. Conducted as sole trainer several times per year at FAU and FIU. In addition, the training was conducted for City of Fort Pierce building officials and code, appeal, and licensing boards, City of Boynton Beach code enforcement personnel, Association of American Plant Food Control Officials board of directors and committee chairs, Department of Community Affairs staff, and Florida Building Commission TAC/POC chairs.

***Skills Building and Frontline—Conflict Resolution and Communication.*** Training that encourages participants to understand differences in communication styles as well as their own. Training focuses on skills building for dealing with the public and co-workers including negotiation and listening skills, and ensuring effective communication. Attendees include City of Miami code enforcement personnel. Conducted as sole trainer several times per year at FIU.

***Effective Meetings for Leaders—Meeting Management Training.*** Training workshop provides meeting leaders and committee chairs with guidelines for managing meeting agenda items: from opening a meeting, to drafting reports, to discussion and decision items to closing the meeting. Includes training chairs to manage the meeting by introducing agenda items, asking for and managing questions, public comment and committee discussion including identifying and evaluating the full range of issues and options, decision-making and motions. Workshops conducted for the Florida Building Commission's TAC and POC chairs.

***Facilitation Training—Improving Meeting Effectiveness With Facilitation Skills.*** Training provides participants with an understanding of the role and core values of facilitation, learning and practicing various facilitation techniques and tools, learning meeting process guidelines and procedures, dealing with difficult situations, and learning the practical applications of facilitation. Training offered to Florida Department of Community Affairs (DCA) and Florida Department of Business and Professional Regulation (DBPR) staff.



***Problem Solving, Communication, and Effective Meetings Facilitation Skills.*** Custom training designed for the Florida Coalition Against Domestic Violence (2014) to provide participants with skills training in understanding and dealing with conflict, understanding an individual's approach and reactions to conflict and problem-solving, constructive problem solving, effective communication skills, the basics of open discussion and structured facilitation techniques, the basics of conducting effective meetings, participation in a facilitation techniques demonstration, and learning to deal with difficult situations.

***Problem Solving, Communication, and Effective Meetings Facilitation Skills.*** Custom training designed for the New Leaf Market Coop (2015) to provide participants with skills training in: understanding and dealing with conflict, constructive problem solving, effective communication skills, the basics of open discussion and structured facilitation techniques, the basics of conducting effective meetings, participation in a facilitation techniques demonstration, and learning to deal with difficult situations.

***Problem Solving, Communication, and Effective Meetings Facilitation Skills.*** Custom training designed for the USFWS Loxahatchee and Hobe Sound Wildlife Refuges (2019) to provide participants with skills training in: understanding and dealing with conflict, constructive problem solving, effective communication skills, the basics of open discussion and structured facilitation techniques, the basics of conducting effective meetings, participation in a facilitation techniques demonstration, and learning to deal with difficult situations.

## **EXAMPLES OF SPECIFIC TRAININGS CONDUCTED**

*Building Consensus Solutions to Florida's Public Problems: Day-1: Negotiating and Resolving Public Disputes; Day-2: Facilitation; Day-3: Mediating Public Disputes; and Day-4: Planning and Managing Participatory Decision-Making.* August 9 – 12, 2001. South Florida Water Management District. West Palm Beach, Florida.

*Building Consensus Solutions to Florida's Public Problems: Day-1: Negotiating and Resolving Public Disputes; Day-2: Facilitation; Day-3: Mediating Public Disputes; and Day-4: Planning and Managing Participatory Decision-Making.* October 25 - 26, 2001 and November 15 – 16, 2001. Fort Lauderdale, Florida.

*Conflict Resolution: Front Line.* 2002, September 25, 2003, and 2004. Institute of Government. Florida Atlantic University. Miami, Florida.

*Understanding and Resolving Conflict.* 2002 and 2003. Institute of Government. Florida Atlantic University. Miami, Florida.

*Effective Meetings: Agenda Design and Facilitation Skills.* November 20, 2002. Institute of Government. Florida Atlantic University. Boca Raton, Florida.

*Effective Communication and Enhanced Conflict Resolution Skills.* December 5, 2002. Institute of Government. Florida Atlantic University. Boca Raton, Florida.

*Effective Meetings: Problem Solving and Process Skills.* March 11, 2004. Board of Adjustment and Appeals, Code Enforcement Board, and Construction Industry Licensing Board. City of Fort Pierce, Florida.

*Effective Communication and Enhanced Conflict Resolution Skills.* April 17, 2004, June 29, 2004, and August 17, 2004. Miami-Dade College. Kendall, Florida.

*Effective Communication and Enhanced Conflict Resolution Skills.* June 16, 2006. Florida Certified Public Manager Program. Florida State University. Tallahassee, Florida.



*Effective Meetings: Problem Solving and Process Skills*. February 19, 2009. Association of American Plant Food Control Officials. Charleston, South Carolina.

*Managing Effective Meetings*. Spring 2011. Florida Building Commission TAC Chairs and DCA Staff. Tallahassee, Florida and virtually.

*Technical Advisory Committees (TAC) and Program Oversight Committees (POC) Chair Meeting Management Training*. Florida Building Commission TAC and POC Chairs. April 25, 2013. Tallahassee, Florida and virtually.

*Problem Solving, Communication, and Effective Meeting Facilitation Skills*. November 20, 2014. Florida Coalition Against Domestic Violence. Tampa, Florida.

*Problem Solving, Communication, and Effective Meeting Facilitation Skills*. September 22, 2015. New Leaf Market Co-op Leadership Team. Tallahassee, Florida.

*Problem Solving, Communication, and Effective Meeting Facilitation Skills*. September 19, 2019. Loxahatchee National Wildlife Refuge and Hobe Sound National Wildlife Refuge staff. Boynton Beach, Florida.

*Florida Building Commission Consensus Building Decision Making Process, Meeting Management, and Participation Guidelines Training*. February 9, 2021. Florida Building Commission. Tallahassee, Florida and virtually.

## **PUBLICATION EXAMPLES**

North EW, Wilberg MJ, **Blair J**, Wainger L, Cornwell JC, Jones R, Hayes C, Gawde R, Hood RR, Goelz T, Hartley T, Mace MM III, Diriker M, Fowler N and Polkinghorn B (2024), “Two Applications of the Consensus Solutions Process with Collaborative Modeling for Management of a Contentious Oyster Fishery.” *Frontiers in Marine Science*, 24 October 2024, 11:1423534. doi: 10.3389/fmars.2024.1423534.

Thomas J. Miller, **Jeff A. Blair**, Thomas F. Ihde, Robert M. Jones, David H. Secor, and Michael J. Wilberg, “FishSmart: An Innovative Role for Science in Stakeholder-Centered Approaches to Fisheries Management.” *Fisheries Magazine*, September, 2010 (vol 35 no 9) American Fisheries Society.

OysterFutures Stakeholder Workgroup. 2018. Recommendations for Oyster Management and Restoration in the Choptank and Little Choptank Rivers. Report to Maryland Department of Natural Resources. May 14, 2018. Annapolis, MD.

“Scientists and Local Ecological Knowledge in Participatory Oyster Management.” Taylor Goelz, Troy Hartley, Elizabeth North, Jeff Cornwell, Raleigh Hood, Thomas Miller, Lisa Wainger, Michael Wilberg, **Jeff Blair**, and Robert Jones.

“OysterFutures: applying a spatially-explicit model and testing a collaborative process for developing oyster fishing regulations in Chesapeake Bay.” Elizabeth North, Michael Wilberg, **Jeff Blair**, Jeffrey Cornwell, Troy Hartley, Raleigh Hood, Robert Jones, Lisa Wainger, Rasika Gawde, Chris Hayes, Melanie Jackson, Taylor Goelz, Matthew Damiano, Dylan Taillie, and Emily Nastase.

“Facilitating success: using a stakeholder workgroup process to develop management recommendations for Chesapeake Bay oysters.” Michael Wilberg, **Jeff Blair**, Robert Jones, Elizabeth North, Matthew Damiano, Rasika Gawde, Christopher Hayes, Raleigh Hood, Melanie Jackson, Jeffrey Cornwell, and Lisa Wainger, Troy Hartley, and Taylor Goelz.



## PRESENTATION EXAMPLES

*Pew Charitable Trusts Expert Panel on Shellfish Restoration Planning (2022)*. Virtual Presentation. March 14, 2022. Presentation and panelist on shellfish restoration planning sponsored by the Pew Charitable Trusts. Participants included multiple state and federal government representatives, NGOs, and scientists and other stakeholders.

*Scientists Working With Stakeholders to Build Consensus on Restoration and Management Approaches Using Collaborative Modeling (2022)*. Virtual presentation on January 26, 2022 to the Apalachicola Bay System Initiative Community Advisory Board. Presentation focused on using a neutrally facilitated process to promote consensus decision-making with modeling to forecast potential effects of decisions.

*Florida Building Commission Consensus Building Process (2021)*. Virtual Presentation. February 9, 2021. Presentation on the Commission's consensus building process and meeting management training for commissioners and TAC chairs.

*OysterFutures Stakeholder Consensus Building Process (2020)*. Apalachicola, Florida. March 11, 2020. Presentation to the Apalachicola Basin System Initiative Community Advisory Board on building consensus between diverse stakeholder interests and oyster fishery management and habitat restoration.

*Collaborative Modeling in a Stakeholder Consensus Building Process (2018)*. Virginia Institute of Marine Science (VIMS), Gloucester Point, VA. July 19, 2018. Presentation to scientists and modelers on the process and facilitation aspects of conducting collaborative modeling projects seeking to build consensus with multiple coastal and marine stakeholders.

*Chesapeake Modeling Symposium (2016)*. Williamsburg, Virginia. June 1, 2016. Plenary presentation to modelers, scientists, managers and stakeholders convened to discuss the challenges of increasing communication and transparency in the model development and application process through open source, community and participatory modeling. Presentation focused on effective stakeholder involvement titled: *Collaborative Modeling: Scientists Working With Stakeholders in a Consensus Building Process*.

*National Pest Management Association (2011) Conference*, New Orleans, Louisiana. October 19-21, 2011. Facilitated the State Associations Leadership Forum strategic discussion, and ten Focus Sessions designed to solicit member feedback regarding issues and possible strategies, and options and recommendations for enhancing the Association's ability to meet the needs of members and the Pest Control Industry.

*University Network for Collaborative Governance (2011) Conference*, Portland, Oregon. June 28, 2011. "Building Collaborative Capacity and Competencies in Ecosystem Restoration and Adaptive Management". Participants learned about ecosystem restoration as a context for collaborative governance and as an opportunity for the assessment of collaborative capacity and the application of the UNCG Collaborative Competencies. Participants explored and identified challenges of applying these competencies to address adaptive management including the linkages between science, management and decision-making, stakeholder engagement, project and system planning.

*Association for Structural Pest Control Regulatory Officials (2005) Conference*, Indianapolis, Indiana. August 2005. Speaker and facilitator at annual conference regarding improving professionalism in the pest control industry.

*Dispute Resolution Center (DRC) Conference (2002)*, Orlando, Florida. August 2002. "Consensus Solutions for Negotiated Rulemaking and Public Policy Decisions". Participants learned about interest-based consensus building for public policy issues using a successful negotiated rulemaking case as a model. Presentation reviewed potential opportunities to expand the use of ADR processes by using consensus-based processes in procedures prescribed in Florida law, procedures and rules.





**PROJECTS TRACKING CHART  
(UPDATED JANUARY 2025)**

**ONGOING AND CURRENT PROJECTS**

<b>PROJECT</b>	<b>PROJECT DATES</b>
1. Florida Building Commission, DBPR	Dec. 1998 – Current
2. Florida Building Commission – Hurricane Research Advisory Committee, DBPR	Jan. 2020 – Current

**COMPLETED PROJECTS (2010 – 2024)**

<b>PROJECT</b>	<b>PROJECT DATES</b>
3. Oyster Coalition Workgroup – Oyster Recovery Partnership	May 2023 – Dec. 2024
4. UMCES NSF-Convergence Accelerator – SequestStar Research Team Project	Jan. 2024 – Dec. 2024
5. Florida Building Commission – Existing Building Inspection Workgroup, DBPR	July 2022 – June 2024
6. Defense of Coral Reef Wildlife, Bailey Wildlife Foundation, UMCES	Jan. 2019 – Dec. 2023
7. Apalachicola Basin System Initiative (ABSI) CAB, FSUCML [Phases I, II, III, and V] [Pew Charitable Trusts/Florida Fish and Wildlife Foundation – Phase IV]	May 2019 – Nov. 2023 [Dec. 2021 – May 2022]
8. ACF Stakeholders Executive Committee and Governing Board (ACFS)	Nov. 2020 – Nov. 2022
9. Pensacola Bay System Stakeholder Working Group, Oyster Fishery and Habitat Management Plan for the Pensacola Bay System, The Nature Conservancy (TNC)	Apr. 2019 – Mar. 2021
10. USFWS Loxahatchee & Hobe Sound National Wildlife Refuges Strategic Alignment Initiative	May 2019 – Dec. 2019
11. USFWS Regional Vision Strategic Alignment Initiative	July 2018 – June 2019
12. FSU College of Social Science and Public Policy	Sept. 2018 – May 2019
13. Suwannee River Partnership Planning Strategy Initiative, FDACS, SRWMD	Apr. 2017 – Dec. 2018
14. National Science Foundation (NSF) Coastal SEES OysterFutures Workgroup	Jan. 2015 – Mar. 2018
15. Solar Policy Advocates Retreat (Florida Conservation Voters)	October 2017
16. Gulf of Mexico Angler Focus Group Initiative	January 2016
17. Florida Natural Gas Association Strategic Plan	January – August 2016
18. NPMA Fumigation Stewardship Initiative	January – May 2016
19. Chesapeake Modeling Symposium (CMS2016)	June 2016
20. Energy Rating Index Workgroup (FBC)	July – August 2016
21. Gulf For-Hire Recreational Fisheries Electronic Monitoring Assessment	Aug. 2016 – Jan. 2017
22. LILA Strategic Plan	Aug. 2016 – June 2017
23. Maryland Oyster Symposium	October 2016
24. Calder Sloan Swimming Pool Electrical Safety Task Force (FBC)	Sept. 2015 – Aug. 2016
25. NPMA Fumigation Stewardship Initiative	January – May 2016
26. New Leaf Market Co-op Organizational Assessment, Skills Training, and Collaborative Planning Workshop	September 2015
27. FSU Strozier Library Shooting After Action Report	April – Dec. 2015
28. FBC Code Coordination and Implementation Workgroup	Oct. 2014 – Aug. 2015
29. FDACS Agricultural Feed, Seed, and Fertilizer Advisory Council	Apr. 2013 – June 2015
30. FDACS Pest Control Enforcement Advisory Council	Jan. 2003 – June 2015
31. FDACS Florida Coordinating Council on Mosquito Control	July 2003 – June 2015
32. FCADV Training (2014 Prevention Institute)	November 2014
33. FDACS Commodity Fumigation Workgroup	2014



34. DEM Emergency Notification System Vision Workshop	Jan. 2013 – Feb. 2013
35. South Florida Water Management District—Collaborative Leadership Training and Development Initiative	February 2012 – 2013
36. SJRWMD and SRWMD and the Florida Department of Environmental Protection (DEP)—North Florida Regional Water Supply Partnership Stakeholders Advisory Committee (NFRWSP SAC)	June 2012 – Nov. 2016
37. Florida Green Building Coalition Strategic Plan Implementation Workshops	July 2012 – Oct. 2012
38. FDACS Pesticide Review Council	July 2010 – Nov. 2012
39. Hurricane Research Advisory Committee I (FBC)	May 2005 – July 2012
40. FDACS Florida Bed Bug Workgroup	Sept. 2011 – June 2012
41. National Recreational Boating Stakeholders Growth Summit	December 2011
42. National Pest Management Association Focus Sessions	October 2011
43. National Pest Management Association State Associations Strategic Discussion	October 2011
44. Deepwater Horizon Natural Resource Damage Assessment Trustee Council	Aug. 2010 – June 2011
45. Deepwater BP Oil Spill Programmatic Environmental Impact Statement. NOAA	March – May 2011
46. Florida Department of Environmental Protection. Deepwater BP Oil Spill Programmatic Environmental Impact Statement (PEIS)	March – May 2011
47. Building Energy Rating System (BERS) Steering Committee	Oct. 2010 – April 2011
48. South Florida Ecosystem Restoration Task Force Staff Assessment and Training	April 2010 – Dec. 2011
49. FBC Energy Forum and Humidity and Moisture Control Workgroup	February 2007
50. FBC Florida Energy Code Workgroup	Feb. 2009 – Dec. 2010
51. FBC Florida Accessibility Code Workgroup	Feb. 2009 – Dec. 2011
52. NOAA Fisheries Chesapeake Modeling Symposium 2010	May 2010
53. NOAA Saltwater Recreational Fishing Summit	Jan. 2010 – May 2010
54. Association of American Plant Food Control Officials (AAPFCO) Training	March 2010

### COMPLETED PROJECTS (2000 – 2009)

PROJECT	PROJECT DATES
55. Stormwater Management System Design Task Force	Aug. 2009 – Nov. 2009
56. DEM Flood Resistant Standards Workgroup	Feb. 2009 – Feb. 2010
57. International Public Health Pesticides Workshop	May 2009
58. UESPA National Bed Bug Summit	April 2009
59. South Florida Ecosystem Restoration Task Force Public Workshop	April 2009
60. Project FishSmart	April – Nov. 2008
61. FWC Florida Quota Hunt Workgroup	Sept. 2006 – Oct. 2007
62. FBC Green Building Workgroup	Oct. 2007 – Jan. 2008
63. FDACS Consumer Fertilizer Task Force	Sept. 2007 – Jan. 2008
64. FDACS Consumer Fireworks Task Force	Sept. 2007 – Jan. 2008
65. FWC/NOAA Fisheries/FWRI Gulf of Mexico Grouper Forum	February 2007
66. FBC Energy Code Workgroup	June – Dec. 2006
67. FDACS Training and Supervision Statutory Changes to Chapter 482	Sept. – Nov. 2006
68. FWC Lobster Advisory Board	July 2005 – Sept. 2006
69. Legislative Strategies for Agriculture's Role in a Viable & Sustainable Future for FL	June 2006
70. FDACS Wood Destroying Organisms Facilitated Rule Development Process	Feb. 2004 – Jan. 2006
71. Termiticide Scientific Review Panel Process	December 2005
72. FWC Blue Crab Advisory Board	Sept. 2003 – Jan. 2005
73. Florida Ocean Science Workshop	November 2004
74. Florida Department of Financial Services, Division of State Fire Marshal Facilitated Rule Development Workshops	Jan. 2003 – June 2003
75. Florida Energy Plan Stakeholders Forum (Tallahassee)	July 2003
76. FDACS Rule Adoption Hearing on Rules 5E-2.0105 and 5E-2.0311	January 2003



77. FL City & County Management Association (FCCMA) – Winter Institute	February 2003
78. Lee County Land Use Assessment	2003
79. St. Lucie and Martin MPOs— MPO Redesignation Workshop	2003
80. Florida League of Cities and Florida City and County Management Association annual conference workshops	2003
81. Franklin County Community Issues and Options Workshop	February 2003
82. St. Lucie & Martin MPOs MPO Redesignation Workshop	March 2003
83. Florida Department of Agriculture and Consumer Services Negotiated Rulemaking	May – Nov. 2002
84. Broward County Supervisor of Elections Visioning Workshops	May – June 2002
85. Port of Ft. Pierce Master Plan Update	July 2001 – Feb. 2002
86. City of Fort Pierce Building & Municipal Code Enforcement Policy Workshops	2002
87. Florida Keys Draft Programmatic Environmental Assessment (DPEA)	2002
88. Catanese Center for Urban & Environmental Solutions at FAU Retreat	2002
89. FL City & County Management Association (FCCMA) Consensus Building and Dispute Resolution for Intergovernmental Issues – Winter Institute	February 2002
90. FDACS Facilitated Rule Development Workshops to Amend Rule 5E-14	November 2001
91. Florida Keys Carrying Capacity Study	2001
92. Broward County Metropolitan Planning Organization (MPO) Visioning Retreat	2001
93. Updating Florida’s Transportation Plan	2001
94. Department of Children and Families	2001
95. South Florida Community Building Regional Workshop	2001
96. State Fire Marshal Florida Fire Safety Board Workshop	February - May 2001
97. Broward County MPO Visioning Retreat	January 2001
98. Equity Caucus (MacArthur Foundation)	2001
99. FDACS Facilitated Rule Development Workshops to Amend Rule 5E-14	January 2000
100. FSU Office of Research Retreat	December 2000
101. Florida Manatee Summit	October 2000
102. University-DEP Partnering Workshop	October 2000
103. State Library Network Council	September 2000
104. Governor’s ADA Working Group	June 2000
105. Neighborhood Justice Center	2000
106. Citrus County Appropriate Public Use Workshop	2000
107. FSU Office of Research Retreat	2000
108. Sturgeon Culture Risk Assessment Project	April 2000

**ADDITIONAL COMPLETED PROJECTS (1977 – 1999)**

<b>PROJECT</b>	<b>PROJECT DATES</b>
109. Big Bend Hospice – Agency Problem Solving Process Workshop	June 1999
110. Woodmont Pond Mediation	1999
111. City of Midway Community Assessment Workshops	1999
112. Leon County Growth Management Mediation Program	1999
113. Santa Fe Springs Water Quality Group	1999
114. Midway Community Workshop	March 1998
115. FDACS Facilitated Workshops to Amend Chapter 482 and Rule 5E-14	August 1998
116. National Association of Homebuilders Facilitation	1997
117. National Association of Homebuilders Facilitation	1996
118. Coop Books and Records: BOD, Membership	1977 - 1978
119. Grassroots Community: Membership	1985 - 1998
120. Grassroots Free School: Membership	1980s
121. Leon County Food Coop/New Leaf Market: BOD, Membership	1977 - 1998
122. Miccosukee Land Coop: Membership	1980



123. <i>Montessori Cooperative Early School: BOD, Membership</i>	1980s
124. <i>New Destiny Federation Cooperative: Membership</i>	1977
125. <i>Spiral Garden Community: Membership</i>	1980 - 1990
126. <i>Sunrise Community: Membership</i>	1990 - 2004
127. <i>Tallahassee Peace Coalition: Membership</i>	1980s
Seventy (70) Special Issue Florida Building Commission Projects (FCRC and Facilitated Solutions)	1999 - 2025

- *Projects in this tracking chart were conducted with Jeff A. Blair as lead facilitator, either working for the FCFC Consensus Center at Florida State University, or for Facilitated Solutions, LLC, Jeff A. Blair's consulting business.*
- *Projects working for Facilitated Solutions, LLC are listed in green font.*



**FLORIDA BUILDING COMMISSION  
SPECIAL ISSUE PROJECTS 1999 – 2025**

**FLORIDA BUILDING COMMISSION SPECIAL ISSUE PROJECTS 1999 – 2025**

PROJECT	NUMBER OF MEETINGS	YEAR CONVENED
1. Product Approval Ad Hoc	12	1999
2. South Florida Code Integration Ad Hoc	3	1999
3. Code Formatting Ad Hoc	1	1999
4. State Agencies Review Ad Hoc	2	1999
5. Alternative Procedures Review (Chapter 120) Ad Hoc	1	2000
6. Economic Criteria Ad Hoc	1	2000
7. Education Training System Ad Hoc	4	2000
8. Building Departments Partnerships Ad Hoc (Originally named the Building Departments Oversight Ad Hoc)	1	2000
9. Plans Review Ad Hoc	1	2000
10. Rules of Procedure Ad Hoc	5	2000
11. Statutory Review Ad Hoc	2	2000
12. Swimming Pool Safety Ad Hoc	2	2001
13. Local Product Approval Workgroup	1	2004
14. Alternative Plans Review and Inspection Workgroup	4	2004
15. ICC Participation Workgroup	2	2004
16. Wind Forum Workgroup	1	2004
17. Product Approval II Workgroup	6	2005
18. Hurricane Research Advisory Committee I (2005 – 2013)	22	2005
19. Panhandle Windborne Debris Region Workgroup/Workshop	2	2005
20. Attic Ventilation Workgroup	2	2005
21. Building Code System Assessment Ad Hoc	3	2005
22. Product Approval Validation Workgroup	6	2005
23. Construction Practices Assessment Project	---	2005
24. FBC and FFPC Coordination Assessment Project	1	2005
25. Energy Code Transition Study Workgroup	2	2006
26. Code Amendment Process Review Workgroup	6	2006
27. Committee Organization and Process Ad Hoc	1	2006
28. Joint Building Fire Coordination Workgroup	2	2006
29. Garage Door and Shutter Labeling Workgroup	2	2006
30. Termite Workgroup	2	2006
31. Code Assembly Ad Hoc	1	2007
32. Green Buildings Workgroup/Workshop	4	2007
33. Energy Forum	1	2007
34. Hurricane Mitigation Workgroup	1	2007
35. Commission Processes Ad Hoc	1	2008
36. Regional AC Efficiency Workgroup	1	2008
37. Humidity and Moisture Control Workgroup	1	2008
38. CO Detector Workgroup	1	2008
39. Septic System Sizing (Bedroom Definition) Workgroup	3	2008
40. Soffit Systems Workgroup	4	2008



41. Wind Mitigation Workgroup	5	2008
42. Window Workgroup	4	2008
43. Code Administration Assessment Workgroup	1	2008
44. Commission Process Review Ad Hoc	1	2009
45. Florida Energy Code Workgroup	11	2009
46. Flood Resistant Standards Workgroup	4	2009
47. Pool Efficiency Subcommittee	3	2009
48. Swimming Pool Subcommittee	1	2009
49. Window and Wall Workgroup	2	2009
50. Green and Energy Efficient Roofs Workgroup	2	2010
51. Florida Accessibility Code Workgroup and Workshops	14	2010
52. Building Code System Assessment Ad Hoc and Workshops	5	2010
53. Asphalt Shingles Workgroup	1	2011
54. Threshold Building Renovations Workgroup	1	2011
55. 2013 Florida Building Code Update Process Ad Hoc	1	2011
56. Hinged Entry Door Workgroup	1	2011
57. Screen Enclosures Workgroup	3	2012
58. Building Code System Uniform Implementation Evaluation Workgroup	3	2012
59. TAC Chairs Annual Review of Research Projects (2013 – 2019)	7	2013
60. Code Coordination and Implementation Workgroup	4	2014
61. Pool Safety Project (Swimming Pool and Electrical TACs)	3	2015
62. Calder Sloan Swimming Pool Electrical Safety Task Force	1	2016
63. Energy Rating Index Workgroup	2	2016
64. Structural TAC concurrent with FBPE’s Structural Rules Committee	1	2016
65. Lightning Protection Workgroup	2	2018
66. <i>Residential Construction Cost Impact Workgroup [Most Recent: August 20, 2024]</i>	11	2018
67. Fenestration Water Resistant Workgroup	4	2019
68. <i>Hurricane Research Advisory Committee II [Most Recent: January 7, 2025]</i>	26	2020
69. Existing High-Rise Buildings Workgroup	3	2021
70. <i>Existing Building Inspection Workgroup [Most Recent: June 19, 2024]</i>	16	2022
<b>WORKGROUP/COMMITTEE MEETING TOTALS THROUGH 2024</b>	<b>259</b>	
<b>WORKGROUP/COMMITTEE MEETING TOTALS TO DATE (2025)</b>	<b>260</b>	
<i>Note: Projects italicized and in green font are ongoing and/or currently active.</i>		



## KEY TO COMMON ABBREVIATIONS

ABBREVIATION	DEFINITION
ADA	Americans With Disabilities Act
DACS or FDACS	Florida Department of Agriculture and Consumer Services
DBPR	Department of Business and Professional Regulations
DCA	Department of Community Affairs
DEM	Florida Department of Emergency Management
DEP or FDEP	Florida Department of Environmental Protection
DFS	Florida Division of Financial Services
DOH or FDOH	Florida Department of Health
DOI	U.S. Department of Interior
DSFM	Division of State Fire Marshal (DFS)
DPEA	Draft Programmatic Environmental Assessment
EPA	U.S. Environmental Protection Agency
FACA	Federal Advisory Committee Act
FBC	Florida Building Commission
FCCMC	Florida Coordinating Council on Mosquito Control (FDACS)
FSU	Florida State University
FWC	Florida Fish and Wildlife Commission
FWRI	Florida Wildlife Research Institute (FWC)
ICC	International Code Council
IFAS	University of Florida Institute of Food and Agricultural Sciences
MPO	Metropolitan Planning Organization
NEPA	National Environmental Policy Act
NFRWSP	North Florida Regional Water Supply Partnership Stakeholder Advisory Committee
NFWF	National Fish and Wildlife Foundation
NGO	Non-Governmental Organization
NMFS	National Marine Fisheries Service (NOAA)
NOAA	National Oceanic and Atmospheric Administration
NRCS	Natural Resource Conservation Service
NSF	National Science Foundation
OCW	Eastern Bay Oyster Coalition Workgroup
ORP	Oyster Recovery Partnership
PCEAC	Pest Control Enforcement Advisory Council (FDACS)
PEIS	Programmatic Environmental Impact Statement
PRC	Pesticide Review Council (FDACS)
SFWMD	South Florida Water Management District
SJRWMD	Saint Johns River Water Management District
SRWMD	Suwanee River Water Management District
TNC	The Nature Conservancy
UMCES	University of Maryland Center for Environmental Science
USACE	United States Army Corps of Engineers
USFWS	United States Fish and Wildlife Service