



Florida Sea Grant College Program

FY2024 – 2027 Strategic Plan

INTRODUCTION

Florida Sea Grant has a tremendous commitment and responsibility to support the health and sustainability of one of the nation's largest and diverse coastal ecosystems and dependent economies; a responsibility that is addressed through science and outreach guided by this 2024-27 strategic plan.

Florida has the second longest coastline in the United States with more than 8,000 miles (behind Alaska) and is home to more than 16 million people who live in coastal counties (just behind California and New York) (NOAA 2016). As a result, Florida has the second highest ocean gross domestic product among the coastal states, behind top-ranked California, as 77 percent of the state's economy is linked to ocean and coastal enterprises (Florida Ocean Alliance, FOA, 2020, p. 8), which is nearly double the national average of 40%. According to a recent study:

Florida's coastal counties contributed more than \$797 billion to Florida's economy. Additionally, more than one million jobs in Florida were directly and indirectly created by activities that relied on ocean and coastal resources, with these uses contributing \$73.9 billion to the state's economy. (FOA 2020, p. 11)

These measures indicate that Florida Sea Grant is in a unique position – especially as the only Sea Grant program in the state – to have a relatively large effect on the coastal zone and more people that use the coastal zone (residents, part-time residents, and tourists) than any other Sea Grant program.

According to Visit Florida, domestic visitors (excluding Florida residents) reached 122 million in 2021, and 35% of those visited for beach or waterfront activities – the most important reason. In addition, Florida welcomed 4.6 million international visitors and, according to the Census Bureau, net migration was the highest in the nation, totaling nearly 260 thousand in the year ending July 1, 2021 (well above second place Texas with less than 200 thousand). Over 70% of the population only speaks English, 21% speak Spanish, and 5% speak European languages; most non-English speakers are concentrated in South Florida. Florida also has the highest population of part-time residents and residents over 65 in the nation. These factors highlight the challenges that Florida Sea Grant faces in communicating to and engaging with distinct and varied coastal populations, both culturally and geographically, from Pensacola and Fernandina Beach in the north to Key West in the south. See Appendix for additional sociodemographic information. Florida Sea Grant seeks to be relevant and responsive to the needs of Florida's diverse population.

Florida is a peninsula that spans temperate and subtropical zones that include 45 terrestrial ecosystems and contains the only living coral barrier reef in the continental U.S., which is the third longest system in the world. The diverse coastal ecosystems include beaches and dunes, estuaries, mangrove forests, salt marsh tidal flats, seagrass meadows, oyster beds, coral reefs, and other hard bottom marine habitats. Regionally distinctive geology and climate contribute to habitat diversity despite little change in elevation; the difference of a few feet on the Florida peninsula contributes to major landscape variations, and when combined with differences in the extent of the coastal built environment, differences in vulnerabilities to coastal and ocean hazards. These vulnerabilities reflect, in part, additional differences in the degree of urbanization and quality and abundance of coastal resources and dependence on the marine and coastal environment. Through a distributed extension model, Florida Sea Grant is able to leverage county resources and expertise to address local issues.

Effective research, extension and educational programming requires acknowledging that Florida's coastal natural resources are diverse and require localized and specialized expertise. The diversity in the natural environment is matched only by the diversity of visitors and an ever-changing composition of short-term and long-term residents; consider this:

Two-thirds of Floridians were not born in the Sunshine State. One in five was born in a foreign country. Florida is now the nation's third largest state. Its population growth in each decade since 1970 has been largely driven by the influx of people from other states and countries. This pattern has significantly changed the demographic composition of Florida, making it **one of the nation's most racially/ethnically and age diverse**. Over one-third (36 percent) of the state's registered voters are nonwhite; 46 percent are under 50 years of age. (Source: MacManus, 2018; p. 12).

The diversity of ecosystems, rapidly changing demographics of residents, growing population, continued growth in tourism, and relatively vulnerability to sea level rise and effects of climate change all necessitate a relatively broad Florida Sea Grant portfolio. To rise up to its responsibility, Florida Sea Grant is driven to generate and translate science-based information and associated decision-support tools into actions that ensure the sustainability and growth of our marine and coastal resources – and that dependent people and communities thrive as a result.

ABOUT SEA GRANT

The Florida Sea Grant College Program (Florida Sea Grant) is one of 34 Sea Grant Programs nationwide that together form the National Sea Grant College Program, as authorized by Federal legislation under the Department of Commerce, National Oceanic and Atmospheric Administration (NOAA; Public Law No: 110-394 § 1123 C (1)). The National Sea Grant Office (NSGO) develops an umbrella strategic plan that provides direction for all programs that is reflective of priorities within NOAA, Commerce and the Administration. In addition to providing

oversight for the state-based programs, the NSGO provides core and supplemental funding opportunities, ensures that Sea Grant is highly leveraged within and responsive to the needs of other NOAA programs, shares impacts and accomplishments with the Administration, and maintains contact with and receives guidance from an Advisory Board.

While the Sea Grant program is administered and supported by NOAA, the support is matched by state institutions, counties, and other public and private laboratories that partner to conduct research and support Extension. In Florida, the State University System of Florida (representing 12 public institutions) selected the state's flagship campus - the University of Florida - to host the program; the State University System currently serves more than 300,000 students, is the second largest System in the country, and is ranked "first in the nation for higher education" by *U.S. News & World Report*. As a result, Florida Sea Grant is able to fund the best scientists and train the best students.

For nearly 50 years, Florida Sea Grant has served the state through its headquarters at the University of Florida (UF), one of the best institutions of higher education nationwide; UF received "preeminent" status by the Florida Legislature in 2013 and is now the fifth ranked public research university according to *U.S. News & World Report Best College rankings*. UF is also Florida's Land Grant institution and plays host to USDA's Cooperative Extension System (CES) through UF's Institute of Food and Agricultural Sciences (UF/IFAS). While both NOAA and USDA bring science to stakeholders and the public through programs at academic institutions, Sea Grant focuses on coastal and marine issues as they relate to the mission of the U.S. Department of Commerce while the CES is focused on similar issues as they relate to the mission of the U.S. Department of Agriculture. As a result, combining Sea Grant with Cooperative Extension integrates programs for improved synergies, outcomes and impacts at the watershed level – a model that also extends the visibility, value and reach of Sea Grant across the state.

In addition to faculty at the University of Florida, Florida Sea Grant supports research faculty and students at other public and private research institutions and laboratories located throughout the state. Seven of these higher education institutions are designated as Minority Serving Institutions including three Historically Black Colleges and Universities and four Hispanic Serving Institutions. Previously funded research across the state has generated a legacy of expertise both nationally and internationally on aquaculture, fisheries management and markets, coastal engineering, urban planning, and ecosystem health and restoration. As an unbiased neutral broker of science-based information, Florida Sea Grant fosters environmental literacy, coastal workforce development, improved resource management, increased local capacity to address resilience to coastal hazards, and supports a diverse and growing populace and Blue Economy.

THE PLANNING PROCESS

The Florida Sea Grant strategic plan was developed as a result of engagement with program stakeholders and in accordance with guidance from the NSGO. The table below summarizes Florida Sea Grant’s strategic planning process.

Date	Activity
September 2021	Internal “All Heads” meeting to discuss ideas for process (staff, agents, and specialists).
October 2021	Prioritization of extension and education programming by agents, specialists, and advisory council.
December 2021 – January 2022	Assembled mailing list of advisory committee members of all agents and specialists and began drafting questionnaire.
Spring 2022	County-based extension agents held advisory committee meetings to discuss local priorities. Collected and reviewed current priorities of partner organizations.*
February 2022	Internal “All Heads” meeting to discuss preliminary feedback.
April 2022	Finalized questionnaire and protocols. Continued review of input from partner organizations. Examined regional demographic data from state, Census and NGOs.
May – June 2022	Phase 1: Conducted survey of advisors (FSG and Extension agents), Research Affiliate Faculty, and Campus Coordinators. Phase 2: Conducted public survey.
July 2022	Analyze and organize data. Provide current leaders Work Action Groups with relevant results and garner feedback on priorities and goals. Draft strategic plan.
August 2022	Submit strategic plan to NSGO. Meet with FSG’s Advisory Council for discussion and proposed changes (one in person meeting and two virtual webinars).
August – September 2022	FSG’s management team integrates feedback from all stakeholders and invites comment.
October 2022	FSG’s management team ensures Florida’s plan is in accordance with the final plan from the NSGO and estimates targets for required program measures and metrics.
November – December 2022	NSGO reviews and approves FSG’s FY 2024-27 Strategic Plan and FSG formats and releases final version.

* Agencies included NOAA (i.e., *Building a Climate Ready Nation* FY22-26 Strategic Plan), The Nature Conservancy, Florida Ocean Alliance, Florida Institute of Oceanography, Mote Marine Laboratory, Florida’s Blue-Green Algae and Harmful Algal Bloom Task Forces, and numerous UF units (Center for Coastal Solutions, Whitney Laboratory for Marine Bioscience, and UF/IFAS’ Nature Coast Biological Station, Extension, and PIE Center).

A key contributor to the strategic plan is information received during the stakeholder surveys. Two surveys were administered, each was open for 2-3 weeks. For the Phase 1 survey, program advisors were sent a letter with an invitation to complete the survey online. A total of 211 individuals were invited to complete the survey, and 103 (49%) responded. Results were analyzed for both content (including responses to open ended questions) and for any issues with the survey instrument. Finding neither issues with the questionnaire nor any new emerging issues to address, Phase 2 sought input from the public via social media posts and known listservs. A total of 238 members of the general public provided input through the survey for a total of 341 survey responses.

The questionnaire consisted of two types of questions: (1) those about the respondents and (2) those about their priority topics by focus area with follow-up open ended questions. Respondents were asked about the perspective they bring to FSG (i.e., business/industry, educator/faculty, NGO, government, or general public), age category, zip code, main programming interest (research, extension or education), and what FSG activities/events they have participated in during past two years. In terms of programming, respondents were asked to rank the national focus areas in order of importance, identify their most important priorities among a list of 8-11 per focus area, and what other topics by focus area are emerging and deserve attention by FSG (open ended question). Finally, respondents were asked of any other new or emerging topics that FSG should address in the next five years and how FSG can better engage with underserved communities in support of improving diversity, equity, inclusion, justice, and accessibility (DEIJA).

The first analysis sought to compare responses from the general public with those of our program advisors by examining the most important priorities by national focus area. For each focus area, the list of most important priorities contained the same three issues, listed in the table below.

Top three most important priorities by national focus area (NFA)

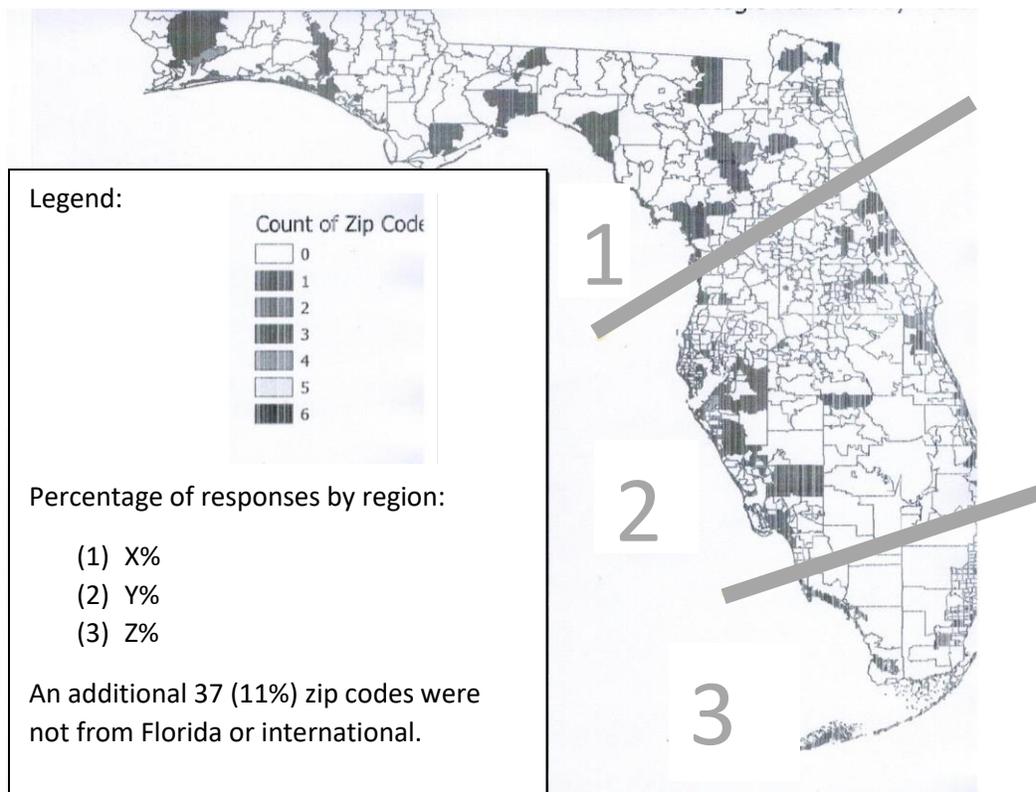
Healthy Coastal Ecosystems (HCE)	Resilient Communities & Economies (RCE)	Sustainable Fisheries & Aquaculture (SFA)	Environmental Literacy & Workforce Development (ELWD)
Coastal habitats	Nature-based (living) shorelines	Fisheries management	Public environmental literacy programs
Excess nutrients	Climate adaptation & adaption	Recreational fisheries	Community/citizen science programs
Algae blooms	Community engaged planning	Restoration aquaculture	K-12 experiential learning opportunities

Note: For some NFAs the ranking of priority issues differed between the advisors and public, but these three were ranked notably higher than the rest overall. When considering by public versus advisors, one to two additional topics would also rise up in terms of importance for each NFA except ELWD.

To foster quick response and engagement, respondents were only asked three questions to categorize their perspective as they identified priorities for our program: their age group, primary functional interest (research, Extension or education), and primary stakeholder group (educator, industry, NGO, government, or public). The vast majority of respondents were primarily interested in “Extension and outreach to bring information to stakeholders” (45%) and “research to support science-based solutions” (44%). The respondents roughly equally represented all five types of perspectives, with the share of responses ranging from 16% (NGO) to 27% (government); the general public, business/industry, and educator/faculty comprising 17%, 17% and 23%, respectively. Respondents also were relatively equally split by age with 23% being 18-44 years, 44% 45-64 year, and 35% at least 65 years of age. Numerous responses were provided to the six open ended questions, which are not summarized in this document.

Overall, Healthy Coastal Ecosystems (HCE) was identified as the most important national focus area for their region, and Environmental Literacy & Workforce Development (ELWD) was the least. Preliminary evaluation revealed that the responses were not specific to the NFA so future analysis will analyze all responses collectively.

The second analysis sought to compare responses by region. For simplicity, three regions were designated: Panhandle and north, central, and south Florida as follows:



Additional topics considered among the most important to respondents by region and NFA are summarized in the following table. These are topics that were not among the top three overall and, thereby, represent regional priorities that are masked in the statewide analysis.

Region	Healthy Coastal Ecosystems (HCE)	Resilient Communities & Economies (RCE)	Sustainable Fisheries & Aqua. (SFA)	Environ. Literacy & Workforce Dev. (ELWD)
1 North	Ecosystem services; Invasive species	Resource use & tourism	Shellfish aquaculture; Artificial reefs	Tourist & visitor education; Professional job trainings & certifications
2 Central	Marine wildlife	Resource use & tourism	Artificial reefs	Professional job trainings & certifications
3 South	Marine wildlife; coral health	Equity, accessibility & environmental justice; Resource use & tourism; Ports, harbors, & marinas	Shellfish aquaculture; Finfish aquaculture; Aquaculture regulations	Diversity in STEM education; Formal education; Tourist & visitor education

PROGRAM VISION & MISSION

As a program within NOAA’s Office of Oceanic and Atmospheric Research, the priorities of NOAA are the foundation under which the state programs operate. Accordingly, the following vision and mission articulated in NOAA’s *FY22-26 Strategic Plan* provided the context for the development of Florida Sea Grant’s 2024-27 Strategic Plan.

NOAA’s vision is one in which people, the economy and ecosystems are thriving, supported by NOAA’s equitable and actionable weather, water and climate services.

NOAA’s mission of science, service and stewardship are the three pillars supporting the agency’s leadership in understanding and predicting changes in climate, weather, oceans and coasts — and getting actionable environmental information in the hands of decision makers.

As the U.S. moves into a new era of data-intensive ocean and estuarine science and new internet-based modes of communication and engagement, Florida Sea Grant embraces the challenges of best serving a state that is rapidly growing, increasingly diverse, and predominantly dependent on a sustainable coastal ecosystem. Florida Sea Grant seeks to

continue actionable science and the translation of results for environmental stewardship and thriving people, communities and economies. However, one of our greatest strength is in identifying and addressing new threats and opportunities that, if addressed, will ensure that Florida’s environmental health improves and fosters growth in new Blue Economy sectors – sectors that instill optimism from our ability to not only address a changing climate but to learn from it and grow from it, and that generate additional jobs and enjoyment from our natural resource-rich state.

Florida Sea Grant’s Vision

Florida Sea Grant envisions a future characterized by vibrant, resilient and sustainable coastal ecosystems and communities. As such, Florida Sea Grant seeks to create healthier nearshore habitats; better informed residents, visitors, and decision makers; and stronger, more diverse and resilient coastal business sectors and economies for future generations. In short,

Florida: A beacon of ingenuity and prosperity from transformative coastal science.

Florida Sea Grant’s Mission

Florida Sea Grant supports integrated research, extension and education to enhance coastal and ocean resources and their sustainable use, bolster coastal resilience and increase economic opportunities in Florida. This mission is encapsulated in the following statement:

Science Serving Florida’s Coast

For the mission to succeed in generating the vision, Florida Sea Grant’s management team will use the following values and principles to guide both short- and long-run decision making.

OPERATING VALUES & PRINCIPLES

Florida Sea Grant’s mission and vision guide the development of impactful programs and actions, but the underlying operating tenets are foundational to success. These tenets serve as guideposts to help ensure that decisions, and especially those of the management team, help generate a culture of integrity and scientific neutrality to ensure that Florida Sea Grant continues to serve as a trusted partner and broker of information. These tenets consist of the following core values and cross-cutting principles.

Core Values

Florida Sea Grant fully embraces the five core values of the National Sea Grant College Program as an enduring conceptual framework and commits to being:

- **Visionary** – Florida Sea Grant will advance innovative solutions that address emerging challenges in engagement, science and stewardship.

- **Collaborative** – Florida Sea Grant will seek and sustain partnerships that leverage our collective strengths and integrate diverse expertise and opinions to better meet shared goals.
- **Sustainable** – Florida Sea Grant will promote environmental stewardship and communicate the importance of both good stewardship and the value of coastal ecosystem services that are generated as a result.
- **Accountable** – Florida Sea Grant will epitomize integrity and truth in pursuit of intellectual and translational excellence in all aspects of the program.
- **Equitable** – Florida Sea Grant will be unbiased and balanced in all aspects of management and program creation and delivery. To address underserved stakeholders in particular, we will identify with and be responsive to the unique and distinct needs of a range of identities, cultures, communities and capacities that affect environmental stewardship, resilience and prosperity through championing diversity, equity, inclusion, justice and accessibility (DEIJA).

Cross-cutting Principles

Under the guidance of the aforementioned Core Values, Florida Sea Grant has identified several corresponding principles to guide the actions and activities of the program over time. These principles are applicable to actions in all national focus areas and they encompass and expand on those in the national strategic plan.

To be visionary, we will advance innovative solutions by encouraging and prioritizing creativity, initiative, and innovation through applied and actionable science and Extension interventions – including leading innovation in and serving as a catalyst for an emerging Blue Economy.

To be collaborative, we will expand our network by committing resources to strengthen partnerships that are the most likely to ensure for decades, and those that involve residents and businesses who have a stake in the resource – we will be appreciated and highly regarded and add value to our partner agencies and organizations.

To be sustainable, we will set a good example by strategically prioritizing activities, goods and services that operate sustainably, and being honest about the public and private benefits and costs of such actions – we will maintain the sustainable ethos with respect to maintaining current programs and partnerships that have shown success.

To be accountable, we will set high standards for excellence and operate with expediency, transparency and lack of bias in order to maintain trust and relevancy through rigorous administration, management, and oversight – this includes being a credible and neutral broker of science information and having a sound basis in logic and fact.

To be equitable, we will proactively engage with a range of identities, cultures, communities and capacities to identify and be cognizant of needs while being sensitive to individual experiences, history and systematic challenges – actions that will create mechanisms,

networks and opportunities where possible and within underserved communities where impact will be long lasting.

FOCUS AREAS

Florida Sea Grant’s FY2024-27 Strategic Plan encompasses programmatic activity in each of the national focus areas identified as priority topics in the National Sea Grant College Program’s 2023-27 Strategic Plan. These focus areas allow programs to address the most urgent local marine-related needs within the context of the overarching national priorities. Florida Sea Grant has identified corresponding goals for each of the four national focus areas, all of which are critical to the vision of Florida with vibrant and sustainable coastal ecosystems and communities — Healthy Coastal Ecosystems, Sustainable Fisheries and Aquaculture, Resilient Communities and Economies, and Environmental Literacy and Workforce Development. In addition, all of them encompass the three top statewide priorities and regional priorities identified from stakeholder surveys and summarized in previous tables.

1) Healthy Coastal Ecosystems (HCE)

Improving, restoring, and protecting habitats for the services they provide, including valued wildlife.

2) Resilient Communities and Economies (RCE)

Building capacity for planning and policy, developing solutions that foster resilience to hazards, and cultivate behavioral change for prosperity.

3) Sustainable Fisheries and Aquaculture (SFA)

Ensuring a safe, local, and sustainable supply of seafood, enhancing recreational fishing, and supporting growth in aquaculture.

4) Environmental Literacy and Workforce Development (ELWD)

Translating science for learning by students and the public, and developing and offering professional training programs for job retention and industry profitability.

PROGRAMMATIC GOALS

Each of the four national focus areas will be addressed by Florida Sea Grant through programmatic activities that seek to advance a set of well-defined and complementary goals outlined in the National Sea Grant Strategic Plan that are designed to guide our program over the next strategic planning cycle, in this case from February 2024 through January 2028. These goals include:

Healthy Coastal Ecosystems (HCE)

- Coastal habitats, ecosystems, the services they provide and species they support are protected, enhanced and/or restored.
- Natural resources are managed by applying science, tools and services to ensure sustainability and resiliency.

Resilient Communities and Economies (RCE)

- Coastal communities have the ability to prepare for, adapt, and respond to extreme and chronic weather and coastal hazards, climate change, and other environmental threats.
- Water resources are enhanced, sustained and protected to meet existing and emerging needs of dependent communities and economies.

Sustainable Fisheries and Aquaculture (SFA)

- Fisheries, aquaculture and other coastal and freshwater natural resources supply goods and services that support jobs, generate economic benefits and retain cultures and traditions.
- Natural resources are efficiently and sustainably regulated and managed to support a range of fishery and aquaculture industry sectors that increase the economic base of coastal communities.

Environmental Literacy and Workforce Development (ELWD)

- A diverse, environmentally literate public (youth, students, full- and part-time residents, visitors, etc.) participates in lifelong formal, non-formal and free-choice learning opportunities.
- A diverse, skilled and environmentally literate workforce that builds prosperous lives and livelihoods in traditional and innovative careers for resilient communities and a growing Blue Economy.

FOCUS AREAS, GOALS & ACCOUNTABILITY

The strategies and activities employed and delivered by Florida Sea Grant in support of the defined goals will be annually evaluated for progress, impacts and accomplishments through the recording of national performance measures and metrics. These quantitative benchmarks are, in some cases, supplemented with targets that support the documentation of success.

The table below identifies the national performance measures and metrics by national focus area adapted to Florida Sea Grant, including the extent to which Florida Sea Grant will contribute where required. Programmatic goals are also included to convey the relevancy of the number.

Healthy Coastal Ecosystems (HCE)

HCE Goals

- Coastal habitats, ecosystems, and the species they support or services they provide are monitored, protected, and restored or enhanced.
- Natural resources are managed by applying science, tools and services to ensure sustainability and resiliency.

HCE Measures and Metrics

- Number of **acres** of coastal habitat protected, enhanced or restored as a result of Sea Grant activities.
- Number of **resource managers** who use ecosystem-based approaches in the management of natural resources as a result of Sea Grant activities.

Resilient Communities and Economies (RCE)

RCE Goals

- Coastal communities have the ability to prepare for, adapt, and respond to extreme and chronic weather and coastal hazards, climate change, and other environmental threats.
- Natural resources are enhanced, sustained and protected to meet existing and emerging needs of the communities and economies that depend on them.

RCE Measures and Metrics

- Number of **communities** that adopt/implement hazard resiliency practices to prepare for and respond to/minimize coastal hazardous events as a result of Sea Grant activities.
- Number of **communities** that adopt/implement sustainable economic practices and policies as a result of Sea Grant activities.

Sustainable Fisheries and Aquaculture (SFA)

SFA Goals

- Fisheries, aquaculture and other coastal and freshwater natural resources supply goods and services that support jobs, generate economic benefits and retain cultures and traditions.
- Natural resources are efficiently and sustainably regulated and managed to support a range of fishery and aquaculture industry sectors that serve as the economic base of coastal communities through recreation, restoration and commerce.

SFA Measures and Metrics

- Number of **people** who modify their practices using knowledge gained in the sustainable, profitable and safe production and consumption/use of fishery and aquaculture products as a result of Sea Grant activities.

Environmental Literacy and Workforce Development (ELWD)
<p><i>ELWD Goals</i></p> <ul style="list-style-type: none"> • A diverse, environmentally literate public participates in lifelong formal, non-formal and free-choice learning opportunities. • A diverse, skilled and environmentally literate workforce that builds prosperous lives and livelihoods in traditional and innovative careers for resilient communities and a growing Blue Economy.
<p><i>ELWD Measures and Metrics</i></p> <ul style="list-style-type: none"> • Number of Sea Grant products that are used to advance environmental literacy and workforce development. • Number of people (youth and adults) engaged in Sea Grant supported informal education activities. • Number of Sea Grant-supported graduates who become employed in a career related to their degree within two years of graduation.

In addition to measures and metrics that are specific to each national focus area, Sea Grant also collects information on several additional types of people, products and places that are affected by programmatic activities that support more than one national focus area. Each of these “cross cutting” performance measures or metrics is summarized in the following table by whether they are required, need targets and or are new.

Cross-cutting Performance Measure or Metric (PMM)
<p><i>Required PMMs with Targets</i></p> <ul style="list-style-type: none"> • Number of Sea Grant tools, technologies and information services that are used to improve ecosystem-based management. • Economic and societal impacts and benefits derived from Sea Grant activities (market and non-market; jobs and businesses created or sustained; patents/licenses)
<p><i>Required PMMs without Targets</i></p> <ul style="list-style-type: none"> • Number of students and degrees supported by Sea Grant in higher education programs (undergraduate or graduate). • Number of P-12 students who participated in Sea Grant supported formal education programs. • Number of P-12 students reached through Sea Grant trained educators. • Number of educators who participated in Sea Grant-supported professional development programs. • Number of individuals certified or recertified in Hazard Analysis Critical Control Point (HACCP) as a result of Sea Grant trainings. • Number of peer-reviewed publications resulting from Sea Grant supported projects.

Optional PMMs

- Number of individuals and full-time equivalents (FTEs) by Sea Grant.
- Number and origination of core biennial funding pre-and full proposals.
- Number of volunteer hours.
- Number of marinas certified as "Clean Marina" by the Clean Marina Program as a result of Sea Grant activities.
- Number of Sea Grant sponsored/organized events.
- Number of attendees at Sea Grant sponsored/organized events.
- Number of public or professional presentations.
- Number of attendees at public or professional presentations.

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